



Centre of Excellence Against Hunger

Annual Report 2012



World Food Programme

Annual Report 2012

Acknowledgments

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Photo: Janvier Ndayizeye

Daniel Balaban and
Rwanda's Prime Minister
Pierre Habumuremyi

Foreword from Daniel Balaban

The WFP Centre of Excellence against Hunger was born with the central idea of creating an environment where people could raise and discuss key issues related to the global fight against hunger and poverty. We wanted to call policy makers' attention to what is central to the development process of any country and encourage them to take concrete initiatives to overcome these problems. Furthermore, to provide technical and unconditional support so they can create their own solutions to feed their people and achieve food and nutrition security.

This innovative partnership between the Brazilian government and the WFP was designed to promote school meals and social policies to fight hunger, as well as disseminate Brazil's best practices. The success of the Brazilian experience over the past decade has generated global interest, specifically in the 'know-how' of establishing legal mechanisms, institutional and financial strategies towards poverty reduction and food and nutrition security. The WFP Centre of Excellence against Hunger therefore

supports the creation and implementation of a new generation of sustainable school feeding and other hunger programs by enhancing national capacities to help poor and vulnerable build resilience. The WFP Center serves as a global platform for South-South cooperation on school feeding, nutrition and food security by sharing best practices and lessons learned, and by supporting developing countries in the design, management and expansion of sustainable and healthy national school feeding programs.

Like any pioneering project, it's potential success could be undermined by the environment of uncertainty. Is it really possible to create a hub to support governments in developing countries in the creation of such programmes? Will countries be interested in developing such programs, with so many other priorities to be met? Would the WFP Centre be able to accomplish this task?

During its first year, the WFP Centre

has overcome these challenges, and undeniably with great success. The Centre of Excellence against Hunger has established itself as a space for the exchange of experiences, capacity building, and the promotion of South-South cooperation and social protection. Since its official launch, the Center has provided capacity development support and facilitated a total of 17 study visits from 15 different countries. A total of 11 countries developed action plans that plotted-out their respective courses for transition to a greater national ownership and sustainability of their government programmes. The Centre has also provided direct technical assistance to some of these countries through deployment of experts and follow-up missions. In 2013, further follow-up support will be provided to the countries that have visited the Centre. Besides hosting study visit and missions, the Centre was also visited by a number of key partners, such as large and important foundations, international organization as well as Ministers and Heads of States.

This report presents the work done during the first-year. The multi-sectoral delegations that participated in study visits are typically composed of major stakeholders in government: ministries of education, agriculture, health, finance, planning and budgeting. The rationale is to promote a multi-ministerial approach to food security and the development of national programs, through policy dialogue and capacity building activities.

Each country has its particularities in regard to the creation and development of sustainable school feeding programs, as well as its transition to the implementation of government-led programs. The Centre's support is integrated into a long-term perspective that includes various activities according to the needs of governments. The study visit is one of the tools that the Centre uses and represents the first step in the support to countries. Deploying of technical experts to assist governments advance on their plans, preparation of seminars, courses and trainings are also examples of the range of activities provided within the mandate of the Centre.

I believe that investing in School Feeding Programmes is one of the most important things a country can do. It brings together three major areas: education, food and nutrition security and productive inclusion. Besides enhancing school enrollment rates, it reduces short-term hunger, helps in cognitive and psychosocial development, helps break the cycles of poverty and disease. It also contributes decrease public health expenditure on the long term, since the beneficiaries tend to acquire healthy eating habits, and make them less susceptible to illness. School Feeding when linked to local agriculture production can provide a stable market access to small-holder farmers and stimulate rural agriculture development, which in turn improves food security.

However, there is no "ready-made recipe" to develop social safety nets. National school feeding programs serve as a strategic action that can produce a positive "chain-reaction" or multiplier effect for the development of countries. Bringing Education, Health, Agriculture, and Social Development to work together can reap economic benefits in developing countries around the world.

Today, food security is very pressing matter for all nations around the world. Those countries with better conditions, like Brazil, have a moral responsibility to help the neediest countries. Strong action is needed to combat hunger and poverty. It is time to move beyond theory and advance action.

Daniel Balaban

Director of WFP Centre of Excellence against Hunger

Introduction to the Annual Report

The World Food Programme's Centre of Excellence against Hunger was launched officially in November 2011 in partnership with the Brazilian Government. The Centre is located in the nation's capital and works closely with key government ministries and counterparts to share with developing countries what has become known as "the Brazilian Experience." Brazil is very much a champion in the fight against hunger, both domestically and internationally.

The Brazilian success story has inspired many nations and international organizations to look at how and why Brazil has managed to pull more 30 million people out of extreme poverty into the lower middle class in less than a decade. The story begins with the launch of "Fome Zero" or Zero Hunger strategy in 2003, and the various national programmes that Brazil put into place that underpin the strategy, which were specifically designed to combat hunger and poverty.

Programmes such as the national school feeding programme-known as "Programa Nacional de Alimentação Escolar" (PNAE), "Bolsa Família" - the conditional cash transfer programme, and the Programa de Aquisição de Alimentos (PAA) which pur-

chases food from small holders to donate to vulnerable groups, are some of the main pillars of the integrated strategy. These programmes are interlinked, complementary, and mutually reinforcing.

Additionally, the Zero Hunger strategy has been underpinned by strong political will, civil society engagement, institutional coordination, and legal frameworks. For instance, Brazil is one of the few countries that have enshrined the Human Right to Adequate Food (HRAF) within its national constitution. This right-based approach towards food security is a key hallmark of the Brazilian experience. Brazil's social programmes are widely recognized as successful cases of Government investment in inclusive growth policies.

The story of "Brazilian experience" and its success in fight against hunger and poverty is poised to continue with the 2011 launch of the "Brasil Sem Miséria" (Brazil Without Extreme Poverty)—a comprehensive national poverty alleviation plan. The aim of this plan is to lift the remaining 16.2 million Brazilians out of extreme poverty; this flagship program of the current administration is creating new programs and expanding initiatives already in place. Brazil

PNAE Brazil's National School Feeding Programme

PNAE is the largest universal School Feeding programme in the world and the 2nd in terms of beneficiaries. Brazil has 57 years of school feeding experience but it was not until the launch of the Fome Zero Strategy that it was revamped and integrated within national policies and strategies. The PNAE operates in 165,000 public schools in Brazil reached over 47 million students in 2011. Its budget for the same year was over R\$ 3 billion (US\$1.5 billion) and costs R\$ 0.30 (US\$0.15) per student daily. The Programme has had a significant impact especially in rural education where increases in enrolment, attendances and school learning performances are being noticed. Also, there is a reduction in illiteracy and school evasion as well as in gender gap.

Under Fome Zero, a law for 30% of national school feeding budget for food to be purchased from family farmers was sanctioned. Now part of the food provided for PNAE comes from smallholder farmers. These practices together have contributed to the positive impact on smallholder's livelihoods and for the preventing migration or a rural exodus in Brazil.



Photo: WFP/Vinicius Limongi

will continue to be a dynamic and innovative testing ground for food security policies and social programmes and their impact. These experiences have been invaluable to share with other nations planning to develop national food security or safety net programme like school feeding.

Internationally, Brazil has started to play a very important role in the promotion of food security and the Human Right to Adequate Food. It sees South-South Cooperation as an opportunity for share its rich experiences and technical 'know-how' in food security and social policy, strategy and programmes with the aim to facilitate the capacity development of other southern nations wishing to establish national programmes against hunger.

Leveraging the "Brazilian Experience" and combining it with the WFP's experience, in-country knowledge and presence is what the WFP Centre of Excellence against Hunger is about. It is about bringing to-

gether partners who are committed to sustainable solutions to fight hunger and supporting the creation of new generation of government-run national programmes that ensure food security, contribute to improving education and nutrition while providing a market access platform for small holder farmers.

The need to work with national governments and provide technical assistance to strengthen their capacity to reduce hunger became a strategic objective of the World Food Programme's plan for 2008-2013. The plan marks a historical shift from WFP as a food aid agency to WFP as a food assistance agency, with a more nuanced and robust set of tools to respond to critical hunger needs. Its overarching goal is to reduce dependency and to support governmental and global efforts to ensure long term solutions to the hunger challenge. Building partnerships to support this transition and associated policies is a key dimension of WFP's strategy.





Photo: WFP/Nguyen Duc Hoang

WFP and School Feeding

WFP has worked with governments and NGOs on school meals for 45 years. The five main outcomes of school feeding are: Nutrition, Education, Gender, Value transfer and Local development. In 2011, WFP supported over 25 million children with school meals in 62 countries around the world. 2.8 million children were also provided with take-home ration and 5.3 million dewormed in assisted schools. 477.100 metric tons of food was distributed in 2011 for 87 School Feeding projects, covering more than US\$ 482 million in expenses.

In this context, the WFP Centre of Excellence against Hunger was established as a partnership between WFP and the Brazilian government to provide additional capacity and expertise to WFP to assist governments move forward with their own food security strategies, social safety nets, and school feeding programmes.

The Centre is a global hub for policy dialogue, South-South learning and capacity development in school feeding, nutrition and food security. The Centre was created to strengthen national capacities and knowledge in Africa, Asia and Latin America aiming at designing and implementing nationally owned sustainable school feeding and other hunger programmes. The WFP Centre has 18 priority countries: East Timor, Guinea Bissau, Haiti, Kenya, Malawi, Mali, Mozambique, Tanzania, Ghana, Laos, Rwanda, Senegal, Togo, Zambia, Bangladesh, Cotê d'Ivoire, Niger and Zimbabwe. However, it has supported other countries such as Guinea-Conarkry, Mexico, and Republic of Congo that requested support. In its first year, the Centre focused on primarily on school feeding.

In addition, the Centre has been partnering on the "Purchase from Africans for

Africa" or "PAA Africa" initiative, which is based on Brazil's domestic PAA programme, which purchases from family farmers. "PAA Africa" promotes local food purchases for food assistance in five African countries, namely Ethiopia, Malawi, Mozambique, Niger and Senegal, and is a joint project involving WFP's Purchase for Progress (P4P), the Food and Agriculture Organization (FAO) and the Government of Brazil. DFID is supporting a learning project around PAA Africa through the Centre. The learning component involves knowledge sharing events and the preparation of an assessment along with a strategy of local food purchase suitable for each country context, facilitated by international consultants. The launch of this component was during the PAA Africa Inception Seminar held in July 2012 in Brasilia. The planned assessments have already been finalized and the strategy phase is now being carried out. This phase represents an important opportunity for the Government, FAO, WFP and civil society in each country to build a common path for including smallholder farmers in public procurement systems and strengthening local food purchases in a longer term perspective.



Photo: WFP/Nguyen Duc Hoang

The Centre is a global hub for policy dialogue, South-South learning and capacity development in school feeding, nutrition and food security.

Innovative methodology tools for enabling policy dialogue and capacity development

After one year of operation, the Centre has started its south-south capacity development programme in school feeding, nutrition and food security with 12 out of the 18 focus countries: East Timor, Guinea Bissau, Haiti, Malawi, Mali, Mozambique, Tanzania, Ghana, Rwanda, Senegal, Bangladesh, and Niger. As well Guinea Conakry, Republic of Congo and Mexico have benefited from the Centre's support.

The Centre of Excellence against Hunger's approach to capacity development and support to countries through South-South Cooperation is innovative, and is driven by governments that engage in the process, supported by the respective WFP country offices. The Centre uses a set of tools that facilitate policy dialogue processes, planning, and capacity development. These tools include study visits, in-country workshops, technical and high level missions, deployment of technical assistance and expertise. They are part of a long term framework of technical cooperation.

Study visits

The study visits to Brazil represents one of the crucial learning tools in the Centre's

capacity development programme. It is the initial collaboration phase whereby the visiting government delegation—which consists of policy makers and technical advisors from key ministries such as Education, Agriculture, Social Development, Budget, Planning and/or Finance as well as accompanying WFP staff – learn about the “Brazilian experience”, its policies, strategies, programme design and implementation, institutional coordination and discuss new approaches to their own realities and challenges.

Study visits act not only as a learning experience, but also as a catalyst that motivates delegations by increasing their knowledge and perspectives. The idea is not to duplicate the “Brazilian experience”, but to analyze it in order to foster an open and renewed perspective about how to move forward in building national school feeding programmes in each country. This is an opportunity to gain in-depth technical knowledge and understanding of the Brazilian experience on designing sustainable school meals programme and to strengthen collaboration between different partners and stakeholders to support programme implementation.

Study visits also represent a very effective tool to bring governments' officials together and accelerate planning. They foster awareness raising at decision-making level on potential for local economic development, in particular, the linkages between the school feeding strategy and local food purchases from smallholders' farmers. In addition, the study visit is a powerful instrument to sensitize governments and to mobilize political commitment and will. It also promotes coordination between different actors working at local and national levels and strengthens intersectoral relations.



Photo: WFP/Marianna Hoffmann

Main Brazilian Partners

On the Brazilian government side, the Centre of Excellence works closely with both the National Fund for Educational Development (FNDE) – situated within the Ministry of Education and Brazilian Cooperation Agency (ABC) in the Ministry of External Relations who are the main supporters and partners. FNDE and ABC provide valuable support to the Centre in organizing the study visits and providing technical assistance to countries. Other key partners in the Centre's capacity development programme and sharing of experiences are the Ministry of Social Development and Fight against Hunger (MDS) which provides technical assistance in social protection policies, such as PAA and Bolsa Familia, and the Technical Assistance and Rural Extension Enterprise (EMATER) that shares its experiences in strengthening smallholder agriculture. Other partners: Ministry of Agrarian Development (MDA), Brazilian National Food Supply Company (CONAB), state and local governments, public schools, National Council on Food and Nutrition Security (CONSEA), Brazilian Agricultural Research Corporation (EMBRAPA) and General Coordination of International Actions Against Hunger (CGFome) of the Brazilian Ministry of External Relations.

The study visit preparation demands a very careful set of procedures. It is a detailed process, which starts generally three months before the mission, through frequent conference calls and technical discussions. The Brazilian government, Embassies, WFP country and regional offices are crucial stakeholders in the process and participate actively in the study visits planning.

Each delegation that takes part in a study visit receives a customized treatment. The first part of the study visit is dedicated to policy sessions that break down the ‘Brazilian Experience’. Either a tailored agenda of meetings with peers, authorities, and technical staff is set up or the delegation is invited to take part in the International Seminar on Social Policies for Development organised with the Ministry for Social Development and Fight against Hunger (MDS). Through a series of presentations the delegations are given a comprehensive overview of the institutional mechanisms and arrangements that drive the programmes and link farmers' organisations, government-contracted suppliers and social beneficiaries. In the second part of the study visit, field visits are organized to see and understand programmes in action and their implementation modalities. Field visits to smallholder farms and cooperatives and schools in both rural and urban contexts

are organized and provide an opportunity to exchange information on challenges and best practices.

The final activities of the study visit are the planning sessions. During these sessions, a draft action plan outlining the next steps between the Centre and the delegations is compiled. The Action Plan proposal is the result of several working meetings between the delegations and the WFP Centre's technicians. It represents the delegations' main findings and perspectives for the future of school feeding and food and nutrition security in their countries. As well, it outlines future technical support to be requested from the Centre. Lessons learned from the “Brazilian experience” and its success factors are analyzed, and the most adaptable aspects according to local context are incorporated into the action plan.

The planning sessions structure is based on the multi-partner 5 quality standards for school feeding. The standards (legal and political framework, financial capacity, institutional capacity and coordination, programme implementation and design and community participation) are used as guiding topics for the discussions. The methodology is participatory and multi-sectoral. During these discussions, government, WFP staff and the Centre's representatives

High Level of Interest in the Centre

Since its launch, the Centre has hosted a number of high level visitors and partners who were interested to learn more about the Centre and explore collaboration. These include the First Lady of Haiti Sophia Martelly, Mr. Howard Buffett of the Howard G Buffet Foundation, representatives of Bill and Melinda Gates Foundation (BMGF), Partnership for Child Development (PCD) – UK based NGO, Mr. Andrew Mitchell (former DFID Secretary of State), and finally His Excellency the President of Tanzania Mr Jakaya Mrisho Kikwete.



Photo: WFP/Vinicius Limongi

plan possible joint activities for the implementation of sustainable school feeding programmes, with focus on capacity development activities.

The Action Plans are road maps laying out next steps in the transition to national programmes. The government coordinates and is supported by the WFP country office and national and international partners. The Action Plans are considered draft until they are validated in-country by the government and other partners.”

National Consultations Workshops

A typical outcome of a study visit is the organization of a national stakeholders consultation. These consultations serve as an important tool to create an enabling political environment to advance discussions and decision-making around food security and school feeding policies, strategies and planning at national level. The hosting government has the principal role in the preparation of the format and agenda of the workshop with support of the WFP country office and Centre and/or other partners. During the workshop, the participants discuss the draft Action Plan within national context taking into account the existing initiatives.

Workshops can be organized at different stages of the long term cooperation process involving the Centre, depending on the countries’ needs and requests. The principle is to promote a participatory process in which the building of a national school feeding or other hunger programme is integrated in broader initiatives of food and

nutrition security as well as of fight against hunger and poverty. Guinea Conakry, Rwanda and Malawi are organizing national consultations in the following months.

Technical Assistance deployment of experts

As part of the long-term cooperation, technical assistance from the Centre is often provided based on the outcome of the planning process and the needs identified. Upon request of the government or WFP offices, the Centre analyzes the possibility of deploying expertise to support the process of national planning; policies and programmes design. The deployment of the consultants does not constitute an isolated action for punctual activities; but is imbedded in the overall plan.

With WFP country offices and under the Centre’s guidance, the consultants provide technical support in policy development, design and implementation of school feeding and other food security programmes. The first consultant was deployed to Mozambique for two terms – first one from December/2011 to June 2012; and second one from September to December/2012. Further immediate technical assistance is planned for Guinea, Niger and Malawi.

Support Missions

The Centre fields support mission as required. These missions may be to facilitate high-level policy dialogue or to provide further technical advice to government. Over the past year, the Centre carried out a number of missions to Mozambique, Malawi, and Rwanda.

Field visits to smallholder farms and cooperatives and schools in both rural and urban contexts are organized and provide an opportunity to exchange information on challenges and best practices.

March 2012

Malawi
1st Study visit to Brazil

Photo: WFP/Mariana Hoffmann



April

Rwanda
Study visit to Brazil,
Action Plan prepared

Photo: WFP/Sharon Freitas



May

Malawi
Action Plan included
in the National Imple-
mentation Plan.

Rwanda
cost analysis and
investment case
prepared with WFP
support

*Niger and Guinea
Conakry*
joint study visits to
Brazil

Photo: MDS/Ubirajara Machado



June

Niger's 3N Haut
Commissaire par-
ticipates in Rio + 20
Conference with the
Centre's support

Photo: WFP/Mariana Hoffmann



July

*Niger, Malawi, Mo-
zambique*
PAA Africa Pro-
gramme launching
Seminar and technical
support to interna-
tional consultants

Guinea Conakry
action plan validated
by the Gov. and
technical support re-
quested

Photo: WFP/Christiani Buani



August

Rwanda
High Level Brazil-
ian and WFP Centre
follow-up mission

Ghana
Study visit to Brazil

Photo: WFP/Nguyen Duc Hoang



Photo: WFP/Vinicius Limongi



Photo: WFP/Nadia Goodman



Photo: WFP/Vinicius Limongi



Photo: WFP/Mariana Hoffmann



Photo: MDS/Ubirajara Machado



Photo: WFP/Mariana Hoffmann

September

Malawi
High Level and tech-
nical Mission to Brazil

Senegal and Haiti
Joint study visits to
Brazil

Guinea Conakry
Consultant selection
process ongoing

Mozambique
Consultant's sec-
ond term for School
Feeding Programme
implementation
follow-up

October

Malawi
Approved Terms of
Reference for the
school feeding con-
sultant

Rwanda
Council of Ministers
to discuss the cost
analysis

Congo & Bangladesh
joint study visits to
Brazil

November

Tanzania
Technical study visit
to Brazil

December

Malawi
Consultant to be se-
lected and approved
by the Government

January 2013

Niger
Selection process on-
going for consultant

Malawi
Consultant to be de-
ployed

February 2013

Malawi
workshop to be held
for the validation of
the national school
feeding policy

Guinea
workshop to be held
in Conakry.

Rwanda
workshop to follow
up on the implemen-
tation of the School
Feeding Plan

Lessons learned from the first year

What has been learned in the first year of the WFP Centre of Excellence against Hunger's life? The Centre has learned that national governments are requesting an individualized approach, which responds to their specific challenges and is in accordance with their macro policies and strategies to promote social and economic development.

The vision of the Centre is to contribute to a world without poverty and hunger, through enhancing governmental national capacities and the creation of sustainable social programmes and policies. School feeding has proven to be an efficient tool to strengthen local economic growth by creating a market for local production, strengthening family farming and civil society empowerment. It can play a crucial role in developing resilience, that benefit mostly the vulnerable groups by targeted social safety nets with strong impacts in improving educational indicators. This vision was the core motivation of the Centre's first year and was embedded in the implementation of the Centre's activities.

During its trajectory, the Centre gathered data about the new dynamics in the fight against food and nutritional insecurity.

National Governments in Africa, Asia and Latin America and Caribbean have expressed their commitment and political interest to build new and sustainable paths to their development. They have been looking for innovative strategies to overcome obstacles and the WFP Centre has been working to support countries in this objective. As the Brazilian experience has been an inspiration to many national governments to develop new approaches and solutions to their challenges, the Centre has acted as a facilitator for south-south learning, technical exchange and sharing in school feeding and food and nutrition security among 15 countries during the first year of its work.

Considering the 15 countries hosted by the Centre, 9 were African states that have committed to Action Plans. Therefore, the Centre have been promoting food security in an area which together represents 50 million of people or 6,25 % of the world's total population under 1.25US PPP (Source: the World Bank Poverty Data/2004).

The recently launched The State of Food Insecurity in the World 2012 report presents increased undernourishment estimates in the Africa Sub-Saharan region. Around 716 million people are considered



Photo: WFP/Vinicius Limongi

undernourished, accounting for 30% of total world's population. The Centre of Excellence has been providing technical assistance in school feeding policies and practices to governments which are dealing with 9.8 million people food-insecure, or 9,15% of total region's population.

South-south dialogue with continuous learning and sharing came out as the main message from the first year of the Centre. Another finding was that countries want their own nationally-led solutions, although may require technical support for the development and implementation of certain programmes. In addition, the Centre has ensured an intersectorial approach to combining actions in five major components: education, agriculture, social development, health, finance - are holistically integrated into the programme implementation.

As a hub of knowledge in progress, the Centre was able to identify a range of common impressions and needs resulting from the dialogue with international delegations.

The Action Plans have contributed to highlight trends in the debate of social safety nets, in particular the implementation of national school feeding and food and nutrition security programmes. The action planning process also captures to what extent the Brazilian experience is having an impact on what governments plan to do differ-

ently when they return as result of the study visit and the capacity development activities. The main issues raised by the delegations during the first year are below and are reflective of the main lessons learnt and the hallmarks from the Brazilian school feeding experience:

- The need for strong political will and commitment from central to local governmental levels;
- A specific budget line for school feeding programme;
- The creation/strengthening of institutional, political and legal structure for the school feeding programme;
- The promotion of intersectorial approach;
- The need of nutritional standards for the programme with the presence of nutritionists;
- The development of accountability mechanisms in the programme implementation;
- The mobilization and participation of community and civil society;
- The need to establish nutritional standards within the Programme with support from nutritionists.

Highlighting Government actions

Mozambique: After the Centre and consultant's support, the Plan for the National School Feeding Programme in Mozambique has been endorsed by the Ministry of Education and sent for approval to the Council of Minister's.

Malawi: As result of the study visits to Brazil, the Malawi government is working on a national school feeding policy and has requested the assistance of the WFP Centre.

Mali: Following its visit and its action plan the government of Mali has plans to pass a law that emphasizes the reinforcement of sensibilisation and capacity in food security, hygiene and preparation of meals. An inter-ministerial committee is working towards a pilot programme for school feeding.

Rwanda: Following April's study visit, the government has held discussion with WFP country office for scaling up the national school feeding programme and increase technical support for sustainable transition.

Main Trends

Visiting countries have identified common challenges to the implementation of a national school feeding programme as follows:

Legal and Political Framework

- Develop an inter-sectorial approach involving different ministries;
- Produce legal or policy frameworks to implement a school feeding programme with strong involvement of central to local government and communities;
- Enhance the capacity of technical staff from the government and different institutions to promote school feeding programmes through trainings, national workshops and other initiatives;
- Promote the dissemination of legal or policy frameworks throughout the country.

Financial Capacity

- Promotion of school feeding programmes as an investment for human development and not a cost for the countries;
- Creation and implementation of a system to control expenditure;
- The importance to promote transparency and accountability;
- Fundraise money to increase the budgets' approach;
- Resource mobilization.

Institutional Framework

- Creation of a department or specific unit for the school feeding management;
- Strengthen a Intersectorial steering committee to manage a school feeding implementation programme.

Design and Implementation:

- A mechanism to monitor the programmes;
- Promotion of public and private awareness for partnerships
- Integrate the initiatives in a decentralized programme
- Link to local purchase from smallholders' farmers
- Presence of a nutritionist;
- Mechanism to promote and assure community participation in oversee and implementing the programme.

Community Participation

- It has been highlighted the importance to promote and engage the civil society and communities in the entire process and;
- Clarify the role and responsibilities of the community in the programme design, implementation and monitoring.

Conclusion

This report sets out the next steps for taking forward work to accelerate implementation of sustainable homegrown school feeding programmes, such as:

- Provide support to countries willing to learn about the Brazilian experience in social safety nets programmes, such as cash transfer and local purchase from smallholders' farmers ;
- Continuous support to the design and implementation of sustainable and country-led school feeding and other safety net programmes in the 18 focus and other countries to be defined;
- Provide follow up support to countries that have already visited the centre which are inserted in the long term strategies jointly developed between the governments and WFP;
- Enhance the support to Latin American countries and facilitate response to increasing Middle Income Countries (MICs) demand for capacity development support;
- Provide international and national based consultants to support capacity development within national government staff working in school feeding and safety net programmes;
- Provide evidence-based solutions through researches, papers, evaluations.



Photo: WFP/Vinicius Limongi

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