

برنامج
الأغذية
العالمي



Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Second Regular Session**

Rome, 14–17 November 2011

PROJECTS FOR EXECUTIVE BOARD APPROVAL

Agenda item 9

For approval



Distribution: GENERAL
WFP/EB.2/2011/9-A/2
14 October 2011
ORIGINAL: FRENCH

DEVELOPMENT PROJECTS – CHAD 200288

Support to Primary Education and Enrolment of Girls

Number of beneficiaries	252,000 in 2012 265,000 in 2013
Duration of project	2 years (1 January 2012–31 December 2013)
Food tonnage	13,851 mt
Cost (United States dollars)	
WFP food cost	7,532,944
Total cost to WFP	19,657,400

This document is printed in a limited number of copies. Executive Board documents are available on WFP's Website (<http://www.wfp.org/eb>).

NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for approval

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

Regional Director, ODD*: Mr T. Yanga tel.: 066513-2792

Liaison Officer, ODD: Ms N. Hegazy tel.: 066513-3189

Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact: Mrs. I. Carpitella, Administrative Assistant, Conference Servicing Unit (Tel.: 066513-2645).

*Regional Bureau Dakar (West Africa)

EXECUTIVE SUMMARY

With a population of 11.2 million, Chad is one of the world's poorest countries, ranking 163rd out of 169 in the United Nations Development Programme's *Human Development Report 2010*. The population is vulnerable to shocks and at high risk of food crises; more than 44 percent of rural households are food-insecure. Acute malnutrition is at a critical level of 15 percent in most regions. Since 2003, the unstable political and security situation arising from the ongoing conflicts in Chad and neighbouring countries has affected economic and social recovery, and has had negative effects on the Chadian educational system, crippling development of the country's human capital.

Development project 200288 will allow WFP to contribute to: i) increased enrolment of children from vulnerable rural households; ii) higher school attendance rates; iii) improved academic achievement at the primary school level, particularly among girls; and iv) enhanced capacity of government to administer school feeding programmes. Geographic targeting of the project is based on the comprehensive food security and vulnerability analysis conducted by WFP in 2010 and on the standardized school feeding survey conducted in March 2011. Areas of intervention were determined on the basis of vulnerability criteria including food insecurity and low gross enrolment rates compared to the national average.

To ensure programme sustainability and national ownership, the project will assist the Government, through the Ministry of Education, in formulating its policy and developing a national school feeding strategy, which will serve as a framework for education and school feeding actors. The programme will be implemented by the Ministry of Education's National School Feeding Service.

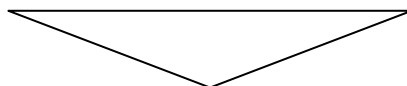
WFP will contribute to achieving Millennium Development Goal 2 – Achieve universal primary school education, along with WFP Strategic Objectives 4 – Reduce chronic hunger and undernutrition, and 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase. Implementation methods are consistent with WFP's policy on school feeding approved by the Board in 2009.

With improved security conditions in Chad since 2010, the operational environment is expected to remain stable. Efforts made in the project to enhance government and partner capacities will contribute to effective implementation of the activities which reduce programmatic and institutional risks. Nevertheless, a comprehensive examination of risk analysis and risk management is envisioned for October 2011, which will take into account the September 2011 internal audit recommendations.

Through this development project, WFP aims to support the education sector, and complement activities conducted under protracted relief and recovery operation 200289, particularly in addressing high levels of malnutrition and enhancing food security through

the creation of community assets.

DRAFT DECISION*



The Board approves the proposed development project Chad 200288 “Support to Primary Education and Enrolment of Girls” (WFP/EB.2/2011/9-A/2).

* This is a draft decision. For the final decision adopted by the Board, see the document titled, “Decisions and Recommendations”, published at the conclusion of the Board’s regular session.

SITUATION ANALYSIS

Context

1. Chad is among the least-developed and poorest nations in the world; it is a landlocked, low-income country with a cereal deficit. It ranks 163rd out of 169 countries in the United Nations Development Programme (UNDP) *Human Development Report 2010*. Poverty has increased since 2003, and affects 58 percent of the country's 11.2 million inhabitants. In rural areas, 87 percent¹ of people live below the poverty line. The population is highly vulnerable to shocks and is exposed to high risks from crises. Some 78 percent of the population lives in rural areas and 80 percent of those depend on agropastoral activities for their survival. Approximately 44 percent of the rural population are food-insecure.² Political instability and overall security conditions since 2003 have significantly hampered economic and social recovery.
2. Social indicators confirm that the situation has deteriorated, and there have been major setbacks in attempts to meet the Millennium Development Goals (MDGs), particularly with regard to the health and education sectors.³ Only 44 percent of the population has access to drinking water, and only 12 percent to sanitation.⁴ The maternal mortality rate has been rising, with 1,200 deaths per 100,000 live births in 2008. The infant mortality rate, also on the rise, was estimated at 124 per 1,000 in 2009.⁵ More than two out of three adults are illiterate⁶ and only 22 percent of women aged 15 to 24 are able to read – only 10 percent in poor households and 13 percent in rural areas.⁶
3. The Sahelian belt is a particularly fragile and degraded agro-ecological area exposed to recurrent shocks such as droughts, floods and high food prices; it comprises the regions of Kanem, Bahr-el-Ghazal, Lac, Hadjer-Lamis, Guera, Batha, Ouaddai, Wadi-Fira and Sila. Its population is 5.1 million, mostly livestock breeders and farmers. The 2009 drought led to a major reduction in harvests, loss of thousands of heads of cattle and higher food prices in 2010, causing a significant deterioration in the population's food security.
4. Chad has had population movements and displacements along its borders, leading to protracted humanitarian crises. Some 270,000 Sudanese refugees have settled in the eastern part of the country since 2004 as a result of the civil war in Darfur. The conflict spread to Chadian territory and in 2007 led to the displacement of 180,000 people, who are now in the process of integrating, returning and relocating under improved security conditions. Approximately 50,000 Central African refugees have settled in southern Chad, some since 2002.

¹ Government of Chad. 2008. *Document de stratégie nationale de croissance et de réduction de la pauvreté (SNCRP-2: 2008–2011)*. N'Djamena.

² Government of Chad/WFP/Food and Agriculture Organization of the United Nations (FAO). 2010. *Comprehensive food security and vulnerability analysis*. N'Djamena, June.

³ UNDP. *Rapport décennal sur la mise en œuvre des objectifs du Millénaire pour le développement*. N'Djamena.

⁴ Ministry of Water. 2010. *Analyse et perspectives du secteur de l'eau et assainissement pour la période 2010–2015*. N'Djamena.

⁵ World Health Organization (WHO)/United Nations Children's Fund (UNICEF)/United Nations Population Fund (UNFPA)/World Bank. 2010. *Trends in Maternal Mortality: 1990–2008*. Geneva.

⁶ UNICEF, Chad Census Bureau, Chad National Institute of Statistical, Economic and Demographic Studies. *Chad Multiple Indicator Cluster Survey*. 2010. UNICEF, New York.

Food Security and Nutrition

5. The households most affected by food insecurity are in the regions of the west Sahelian belt (Kanem, Bahr-El-Gazal, Batha and Guera). Food insecurity affects more than 50 percent of households, with 30 percent seriously affected – a figure higher than pre-crisis levels.⁷ The 2010/11 agricultural season was a good one, but households are facing the lean season with depleted family stocks, indebtedness and a deterioration in the livestock–grain terms of trade. Disruptions in imports from Libya during the lean season have been accompanied by high prices for food staples (vegetable oil, flour and sugar) and fuel, along with high transportation costs. Finally, the policy to establish a grain price ceiling has curtailed supplies, which in the Sahelian belt would be half of what they were in 2010.⁸
6. One study examining markets and food security in Chad⁹ emphasizes that the impact of the 2010 food crisis was heightened by households' strong dependence on markets: three quarters of households purchase the food they need.⁷
7. Results from the most recent national nutritional survey⁶ show a global acute malnutrition rate of 16 percent (6 percent for severe acute malnutrition). Critical levels were exceeded in 15 of the country's 22 regions, with the figure reaching more than 25 percent in five of the regions in the Sahelian zone. Moreover, chronic malnutrition affects 39 percent of children, with 21 percent experiencing severe chronic malnutrition.

Education

8. The constitution guarantees access to education for all children up to age 12. The Government adopted a ten-year strategy "Education and Training Linked to Employment" at the Dakar meeting in 2000. This led to a programme to support education and training and another to promote educational sector reform with a view to improving access to education to contribute to achieving Millenium Development Goal 2 – Achieve universal primary school education. Likewise, in its National Strategy for Growth and Poverty Reduction (known by its French acronym SNCRP), the Government made education one of the priority areas for fighting extreme poverty.
9. The Government's efforts and those of its partners led to an increase in the school enrolment rate. The number of primary school students grew by 7.9 percent annually, raising the gross enrolment rate from 70 percent in 1998/99 to 88 percent in 2003/04,¹⁰ and to 98 percent in 2008/09.¹¹ Access to the first year of primary school is nearly universal, and the enrolment rate went from 85 percent in 1997 to 127 percent in 2008/09 (a figure attributable to older children attending the first year of school).¹¹

⁷ WFP. 2011. *Évaluation de la sécurité alimentaire des ménages dans la bande sahéenne ouest du Tchad*. N'Djamena, April.

⁸ FEWS NET. 2011. *Chad Food Security Outlook Update*. April. Available at http://www.fews.net/docs/Publications/Chad_FSOU_2011_04_en.pdf.

⁹ Ministry of Agriculture/WFP/FAO/FEWS NET. 2011. *Marché et sécurité alimentaire au Tchad*. N'Djamena, February.

¹⁰ World Bank. *Le système éducatif tchadien: éléments de diagnostic pour une politique éducative nouvelle et une meilleure efficacité de la dépense publique*, 2007.

¹¹ National Ministry of Education of Chad. *Stratégie intérimaire pour l'éducation et l'alphabetisation (SIPEA) 2011–2013*, draft, June 2010.

10. Despite this progress, a number of problems remain, particularly related to school drop-out rates, quality of education and a gender disparity that favours boys. Only 38 percent of children complete primary school¹¹ and, among these, 47 percent learn only enough to be able to read as adults – compared to 72 percent for Africa as a whole.¹⁰ The country also has an internal efficiency index that is among the lowest on the continent – the coefficient for primary schooling is 49 percent¹⁰ – more than half of the resources are used to pay for grade repetitions and for educating students who drop out before finishing. Inequality between boys and girls continues to be significant. In 2008/09, the girl-to-boy ratio in primary school was 0.8, with disparities varying according to where they lived: the probability of attending the first year of primary school is estimated at 78 percent in urban areas and 59 percent in rural areas.¹¹
11. The National Ministry of Education (MEN) is currently reformulating its strategy and is implementing a ten-year educational development and literacy programme (known by its French acronym PDDEA). The programme is designed to address the challenges of basic education from now to 2020. An interim strategy for education and literacy (known as SIPEA) for 2011–2013 is being drafted; its implementation will signal the launch of PDDEA. The strategy has three priorities: increasing access, improving quality and enhancing governance.

LESSONS LEARNED FROM PAST COOPERATION

12. WFP has been providing assistance to Chad since 1963, and to its educational sector since 1978. Four programmes are currently in progress, of which two have an educational component: emergency operation (EMOP) 200060, which offers assistance to Sudanese refugees and displaced persons, as well as to host populations in eastern Chad, to help provide basic education in emergency situations; and country programme (CP) 104780 (2007–2011), whose main component is support for primary education through school feeding. WFP is also implementing EMOP 200112 to assist populations affected by the 2009/10 drought in the western Sahelian belt, while protracted relief and recovery operation (PRRO) 200059 offers support to refugees from the Central African Republic and to host populations in the southern part of the country.
13. For the 2010/11 school year, school feeding activities in the framework of CP 104780 benefited 156,000 children in 708 schools. In the eastern part of the country, this assistance has been provided as an emergency measure, benefiting 113,000 children in 453 schools, within the framework of EMOP 200060. Thus, 269,000 children in 1,161 schools are currently receiving assistance from WFP. In January 2010, MEN, WFP and the United Nations Children's Fund (UNICEF) carried out an in-depth study of schools with school meals programmes which concluded that school meals were having a positive tangible impact on both student enrolment and attendance.¹² It indicated, however, that their capacity was limited, that there were insufficient teachers and they were poorly qualified, that most of the schools had neither water sources nor appropriate latrines, and that the national counterpart lacked resources for implementing the programme. Based on the mission's recommendations, the number of schools involved in the project was curtailed, using selection criteria based on the minimum number of students, or the possibility of carrying out systematic monitoring in the institutions, to implement the type

¹² MEN/WFP/UNICEF. 2010. *État des lieux des cantines scolaires au Tchad, décembre 2009 – février 2010*. N'Djamena.

of high-quality programme envisaged by WFP's school feeding policy.¹³ Following the mission, WFP established initiative P5,¹⁴ a forum for collaboration between the Government and five agencies working in the sector (WFP, UNICEF, the United Nations Population Fund, the World Health Organization and the World Bank), which provides comprehensive assistance for high-quality basic education in 100 flagship schools during the pilot phase.

14. The February 2011 consultation to analyse the food and nutritional situation and envisage possible responses, conducted with support from the *Projet d'analyse des réponses* (RAP, Response Analysis Project), helped the country office to establish programmatic guidelines for conducting the two operations planned for 2012–2013 – PRRO 200289 and DEV 200288. Given that the malnutrition rates are critical in most regions of the country, nutrition is the starting point for the PRRO. However, the consensus from the RAP team was that the multiple causal factors of malnutrition required action increasing access to food and incomes, setting up safety nets, enhancing productive assets, and supporting improved health care practices, particularly through training and awareness raising. Findings from humanitarian and development actors in the food security sector confirm that the Chadian population faces problems of access, use and availability of food.
15. The standardized survey on school feeding¹⁵ conducted by WFP and MEN in March 2011 notes an increase between 2009/10 and 2010/11 in the number of boys and girls enrolled in schools receiving WFP assistance (19 percent and 12 percent respectively). The findings showed an academic achievement rate of 61 percent for boys and 55 percent for girls, while the average attendance rate was 94.1 percent (93.8 percent for boys and 94.4 percent for girls). They also showed that the absentee rate is higher in upper grades in primary schools (CE2, CM1 and CM2), and that children's participation in their households' economic activities is the main obstacle. The survey recommends continuing the programme, with an emphasis on improving the educational environment and providing incentives for parents to keep girls in school.
16. The 2010 country portfolio evaluation found that WFP activities were aligned with government policies and partner strategies,¹⁶ and were relevant. It recommended implementing integrated operational management of interventions in order to enhance synergies and coordination and harmonization among activities, and to maximize resources. Development project (DEV) 200288 addresses this concern and groups the schools receiving WFP assistance together, including schools in the eastern part of the country, where security conditions have normalized since 2010.
17. After examining the issue of education, the May 2011 mission to formulate WFP projects in Chad for 2012–2013¹⁷ recommended developing an intermediate strategy for the sector, rationalizing interventions to increase synergies and partnerships, and optimizing resources. DEV 200288 will last two years and help establish links with national strategies – specifically SNCRP-3, the United Nations Development Assistance

¹³ "WFP School Feeding Policy" (WFP/EB.2/2009/4-A).

¹⁴ MEN. 2010. *Initiative P5 Tchad*. N'Djamena, December.

¹⁵ WFP. 2011. *Enquête standardisée sur l'alimentation scolaire au Tchad*. N'Djamena, April.

¹⁶ "Summary Evaluation Report Chad Country Portfolio (2003–2009)" (WFP/EB.2/2010/6-A).

¹⁷ Steyer-Chevalier, Nicole et al. 2011. *Aide-mémoire, Mission de formulation de nouveaux projets au Tchad*. N'Djamena, May.

Framework (UNDAF)¹⁸ and SIPEA, all of which are being developed. This will be complemented by relief and recovery activities carried out to support Strategic Objectives 1, 3 and 5, within the framework of PRRO 200289. Conditions should be such that WFP activities could be brought into a CP by 2014, in the framework of harmonization of United Nations programme cycles.

PROJECT STRATEGY

Purpose and Objectives

18. This school feeding project will assist the Government in achieving MDGs 1 and 2, helping to put in place a system providing high-quality education for all by 2020. It is linked to Priority 1 of WFP's Enabling Development policy – Invest in human capital through education and training, as well as to WFP Strategic Objectives 4 – Reduce chronic hunger and undernutrition, and 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.
19. The expected outcomes in the targeted schools are:
 - improved enrolment rates for children from vulnerable rural households;
 - improved attendance rates;
 - improved primary school completion rates, particularly for girls; and
 - strengthened government capacity to manage the school feeding programme.
20. During implementation of the project, WFP will assist the Government in formulating its national school feeding policy and strategy, as well as in developing a supplemental operational plan to ensure ownership of the programme and gradual hand-over of responsibilities to the Government.

Beneficiaries and Targeting

21. The project will be implemented in the areas most at risk of food insecurity and with a gross enrolment rate lower than the national average (98 percent),² and weighted average in the Sahelian belt (65 percent). The areas located in the Sahel include the regions of Barh-El-Gazal, Batha, Guera, Kanem, Ouaddai, Salamat, Sila and Wadi-fira.¹⁹ In all, 790 schools are included in the project on the basis of the recommendations formulated by the 2010 mission carried out by WFP, MEN and UNICEF.
22. The project will target 205,000 students in 2012. An increase of 5 percent in student enrolment at these schools is expected, bringing the total number of students to 216,000 in 2013. The families of girls in CM1 and CM2 (47,000 in 2012 and 49,000 in 2013) will receive dry take-home rations.

¹⁸ The two documents are being drafted and are to cover the period 2012–2015.

¹⁹ And Ennedi, in which a small number of schools are participating in the P5 initiative.

TABLE 1: BENEFICIARIES BY ACTIVITY			
	2012		
Activity	Boys	Girls	Total
School meals (students)	112 500	92 500	205 000
Take-home rations (girls in CM1 and CM2)*		11 684	11 684
Families of girls in CM1/CM2	23 041	23 695	46 736
TOTAL	135 541	116 195	251 736
	2013		
Activity	Boys	Girls	Total
School meals (students)	118 800	97 200	216 000
Take-home rations (girls in CM1 and CM2)*		12 268	12 268
Families of girls in CM1/CM2	24 192	24 880	49 072
TOTAL	122 080	124 992	265 072

*Deducted from the total in order to avoid double counting

23. Food will be supplied in the form of hot meals for 160 days per school year. The daily ration (for a half-day of school) will consist of 150 g of cereals, 30 g of pulses, 15 g of vegetable oil and 5 g of iodized salt, totalling 773 kcal per child per day. These will be provided in the morning to students attending school to reduce immediate hunger and increase their ability to concentrate. The inclusion of a high-protein commodity in the rations – justified by the precarious nutritional conditions in Chad, particularly in the target areas – is in line with the recommendation of the 2010 country portfolio evaluation and the results of the 2011 standardized survey.
24. To increase enrolment and attendance of girls, take-home rations will be provided, with a monthly distribution of two litres of vegetable oil to girls in CM1 and CM2, based on their school attendance rate, thus providing an incentive for parents to send their girls to school and keep them there. The ration is in line with other similar WFP initiatives in Africa, and is more sustainable in the context of a hand-over to authorities than the take-home family rations (cereals, vegetable oil and salt) distributed under CP 104780. The vegetable oil also allows the girls to bring their incentive rations home by themselves, which simplifies food management at schools.
25. The choice of food commodities, the composition of the meals and the quality criteria for the rations are in line with the standards set forth in WFP's school feeding manual.

	School meals	Incentive rations
Cereals ²⁰	150 g	
Pulses	30 g	
Vegetable oil	15 g	20 g*
Salt	5 g	
TOTAL	200 g	
Total Kcal/day	773	
Duration/days per year	160	

* Family ration (5 people).

26. The project plans to distribute 13,851 mt of food (6,758 mt in 2012, 7,096 mt in 2013), all supplied by WFP.

	School meals and incentive rations
Cereals	10 102
Pulses	2 020
Vegetable oil	1 394
Salt	335
TOTAL	13 851

Implementation

27. The project builds on previous school feeding projects' achievements. Management committees and cooking utensils available in some schools will be used. However, the project will enhance the management capacities of these committees by organizing various training activities and providing the schools with utensils, where necessary.
28. The project will be conducted in synergy with PRRO 200289, which is being implemented in the same area, and will benefit from the recovery and food security component of that operation, particularly in relation to asset creation activities and building fuel-efficient stoves in schools. The PRRO will support initiatives that address human development (food for training) and community assets (food for work), especially those designed to develop market-garden activities that allow poor parents to generate income, so that they can contribute to the school meals programme and, potentially, supplement the food rations provided by WFP.
29. WFP will move forward with implementing the P5 initiative²¹ and interventions related to that partnership will help strengthen the capacities of MEN. The deworming programme

²⁰ Enriched if possible.

²¹ Chad P5 initiative, December 2010.

relaunched in 2011 will be conducted jointly with the P5 United Nations partner agencies, and students in WFP-assisted schools will receive mebendazole twice a year to combat intestinal worms. Two pilot initiatives will be conducted in the P5-participating schools, involving distributing fuel-efficient stoves and micronutrient powders to test their degree of acceptance.

30. Food will be transported through the Douala corridor in Cameroon. Food purchased on the regional and international markets will be stored in warehouses managed by WFP. WFP will call for bids in order to contract private carriers to transport food to the schools. The major constraint for Chad, besides being landlocked, is that main access roads are impassable during the rainy season; deliveries are twice yearly, providing supplies for nearly five months. The Commodity Movement Processing and Analysis System (COMPAS) will be used to ensure monitoring of food movements. Internal transport, storage and handling (ITSH) costs will be covered by WFP. Market conditions permitting, local purchase will be used.

Sustainability Strategy

31. The project will be implemented under the direction of MEN's National School Feeding Service (SNCS), which will promote ownership of the programme by the country, with a gradual reduction of WFP's role.
32. WFP, the P5 initiative and other educational sector actors will assist the Government in developing a national school feeding strategy and policy.
33. WFP and the Government will establish an operational plan of action consistent with SIPEA guidelines; the plan will define the responsibilities of WFP, the ministries, other P5 initiative donors and non-governmental organizations (NGOs). The educational sector working group will coordinate activities with the United Nations agencies and the ministries.
34. At the national level, MEN will run school feeding activities through the SNCS, with the support of WFP. At the regional level, management will be entrusted to the regional education offices, which have school feeding staff. The management committees and the parent-teacher associations (PTA) will oversee each school's activities, including community contributions.

MANAGEMENT, MONITORING AND EVALUATION

35. The technical committee for CP 104780 – comprising directorates of school feeding, primary education, analysis and forecasting, literacy and the promotion of local languages, enrolment of girls, school health – will stay on in order to retain the knowledge acquired in view of the elaboration of a country programme in 2014. This committee is responsible for determining implementation mechanisms, and will oversee programme monitoring and evaluation of the programme and its integration into national programmes. In close collaboration with the P5, it will ensure that synergies are established within the educational sector.
36. In 2012, the technical committee will hold six-monthly meetings to perform a strategic review, as well as operational national and regional reviews. MEN will ensure regular monitoring of implementation, and will transmit the required reports to WFP. That monitoring will be reinforced by monitoring carried out by designated WFP or NGO staff.

37. Monitoring of the project's outcomes will be conducted in collaboration with other United Nations agencies, and a formal impact evaluation of the project will be conducted in 2013; the conclusions of the evaluation will help refine project implementation and will also contribute to the UNDAF mid-term evaluation.
38. Results-based monitoring and evaluation methods will be used. The main tools will be those developed for previous programmes that form the monitoring and evaluation (M&E) system. WFP will support efforts to integrate its school feeding database in the government system.
39. The main objective of the school feeding strategic review will be to develop a strategy outline for ownership of the programme and for gradual hand-over of responsibilities to the Government, as well as contributing to formulating the 2014 programme.
40. WFP will strengthen the capacities of the Government, NGOs and communities with regard to management, M&E and preparation of results-based reports. The budget includes training activities for national counterparts and the PTA, and for providing equipment needed by SNCS officials responsible for collecting student data and implementing the WFP school meals programme.

RISK MANAGEMENT

41. Various thematic risk-management exercises, particularly in the area of finance (2009), information technology and telecommunications (2010) and programming (2011) are being carried out on a regular basis. With regard to contextual risks, the improved security situation in Chad since 2010 means the operational environment is expected to remain stable. It is also expected that the project's strengthening of government and partners capacities will contribute to effective implementation of activities and reduce programme and institutional risks (see the Risks and assumptions column in Annex II. Nevertheless, a comprehensive review of risk analysis and risk management is expected to be held in October 2011, which will take into account the recommendations resulting from the internal audit of September 2011.
42. It is critical that contributions be confirmed quickly to allow for the timely launch of project activities, given the time constraints on deliveries (owing to the fact that the country is landlocked) and the need for pre-positioning: during the rainy season, the main roads for transporting supplies are closed, and a number of schools become inaccessible.

SECURITY MEASURES

43. The security level is 3, except for areas in the centre and north of the country, where it is level 2. WFP staff are escorted by security personnel when moving from one location to another in the east and in certain parts of the south. While security conditions have improved and banditry has become less frequent, the situation remains tense. Following the departure of the United Nations Mission in the Central African Republic and Chad, the national armed forces assumed responsibility for security. WFP also requests assistance of the United Nations Department of Safety and Security. Terrorist activities, deemed not to be widespread in Chad, have increased in the Sahel region, particularly in Mauritania, Mali, Niger and Algeria. The 16 sub-offices comply with minimum operating security standards and minimum telecommunications security standards.

ANNEX I-A

PROJECT COST BREAKDOWN			
Food¹	Quantity (mt)	Average cost per ton (US\$)	Value (US\$)
Cereals	10 102	399.61	4 036 832
Pulses	2 020	818.00	1 652 268
Vegetable oil	1 394	1 303.75	1 817 009
Salt	335	80.00	26 830
Total food	13 851		7 532 939
External transport			2 056 236
Landside transport, storage and handling			6 604 098
Other direct operational costs			622 606
Total direct operational costs			16 815 883
Direct support costs ² (see Annex I-B)			1 555 519
Indirect support costs (7.0 percent) ³			1 285 998
TOTAL WFP COSTS			19 657 400

¹ This is a notional food basket for budgetary and approval purposes. The contents may vary.

² Indicative figures for information purposes. The direct support costs allotment is reviewed annually.

³ The indirect support cost rate may be amended by the Board in the course of the project.

ANNEX I-B

DIRECT SUPPORT REQUIREMENTS (US\$)	
Staff and related costs	
International professional staff	858 720
National general service staff	45 937
Temporary national staff	45 671
United Nations volunteers	20 000
Staff duty travel	86 652
Subtotal	1 056 980
Office and other recurring costs	
Rental of facility	40 300
Utilities	35 698
Office supplies and other consumables	13 142
Communications and IT services	53 001
Equipment repair and maintenance	41 438
Vehicle maintenance and running costs	89 481
Office maintenance	37 063
United Nations organization services	29 300
Subtotal	339 423
Equipment/supplies and other fixed costs	
Telecommunications/IT equipment	19 057
Local security costs	140 060
Subtotal	159 117
TOTAL DIRECT SUPPORT COSTS	1 555 519

ANNEX II: LOGICAL FRAMEWORK

Results	Performance Indicators	Risks and assumptions
UNDAF OUTCOMES		
Objective at the national level: Vulnerable populations have equitable access to, and use, basic public education services, and are involved in managing them	Outcome indicators (national level): Primary school attendance rates: Baseline: 38% Target: 50%	Risks: Insufficient resources are allocated to social services Policies are not implemented Human capacities are weak Assumptions: Target populations support and ownership Services and resources are available
Development Objective: Support primary education and increase enrolment of girls		
Strategic Objective 4 – Reduce chronic hunger and undernutrition		
Outcome 4.1 Increased access to education and human capital development in targeted schools	<ul style="list-style-type: none"> ➤ Enrolment rate: average annual rate of change in number of girls and boys enrolled: Baseline: 16% Target: 16% ➤ Attendance rate: number of days of attendance by girls and boys as a percentage of number of days of classes: Baseline: 96% Target: 97% ➤ Ratio of girls to boys enrolled Baseline: 0.9 Target: 1 	Risks: The Government and other stakeholders fail to contribute, or provide too few resources to fully distribute the food provided by WFP Assumptions: Parents in areas of intervention understand the importance of education, particularly for girls MEN services involved in monitoring and evaluation have the necessary personnel and materials

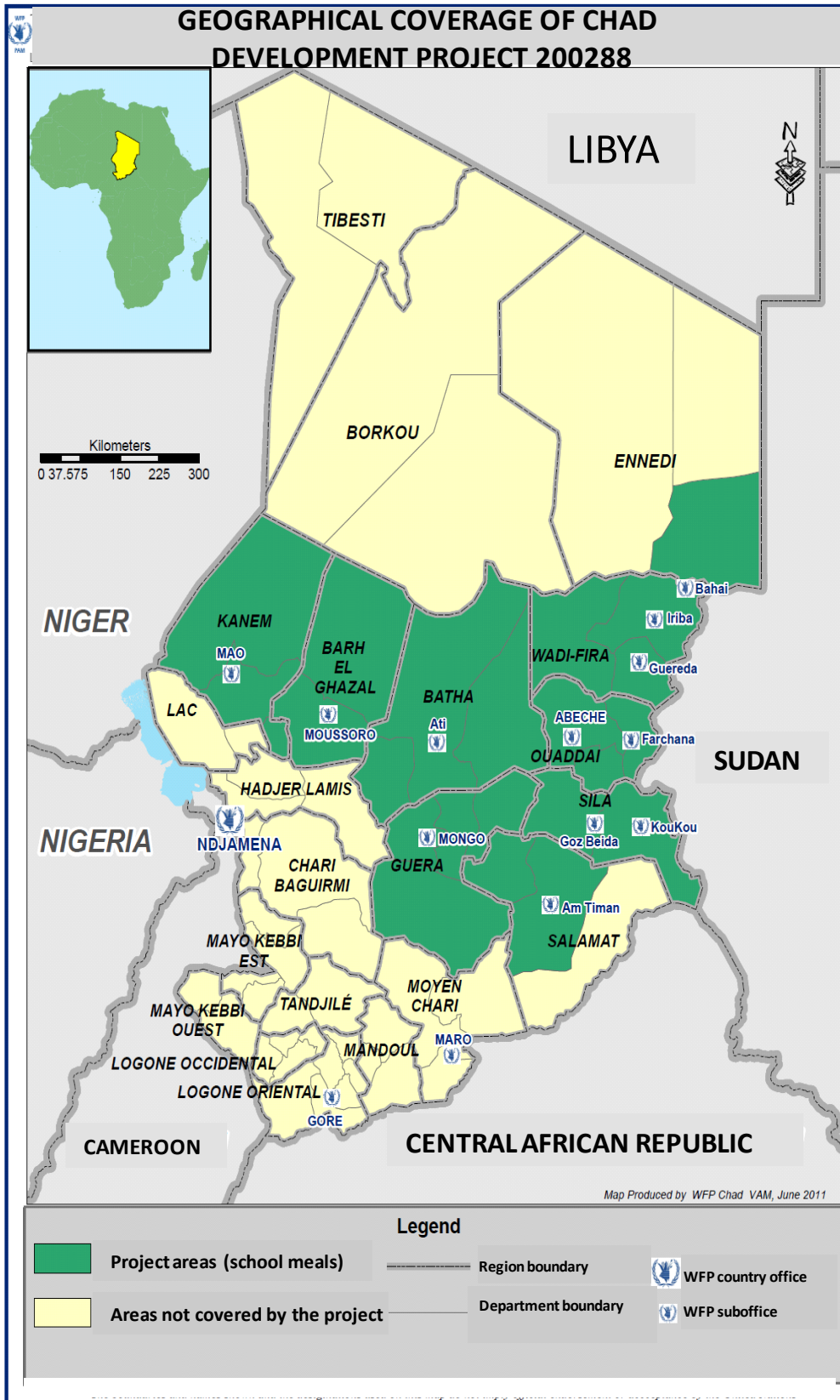


ANNEX II: LOGICAL FRAMEWORK

Results	Performance Indicators	Risks and assumptions
<p>Output 4.1 Schools are covered by the school feeding programme as per project</p>	<p>➤ Number of schools supported by WFP Target: 790</p>	<p>Assumption: PTAs and local management committees participate in the management of activities Reliable partners are available to implement the activities Security conditions remain stable</p>
<p>Output 4.2 Daily school meals and non-food items are distributed each year to students in primary schools targeted by WFP</p>	<p>➤ Number of girls/boys receiving WFP food rations, as a percentage of the planned number Target: 205,000 in 2012, 216,000 in 2013 ➤ Quantity of food distributed, by type of commodity, as a percentage of the planned quantity Target: 13,851 mt</p>	
<p>Output 4.3 Take-home family rations are distributed to girls in CM1 and CM2 on a quarterly basis</p>	<p>➤ Number of girls receiving take-home rations Target: 12,000 per year ➤ Quantity and quality of food distributed Target: 187 mt in 2012, 196 mt in 2013</p>	
<p>Strategic Objective 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase</p>		
<p>Outcome 5.1 There is progress in hunger solutions, consistent with the national initiative</p>	<p>➤ Hand-over strategy developed Target: first version of the hand-over strategy document is available</p>	<p>Assumption: A policy framework is in place and the macroeconomic environment is stable</p>
<p>Output 5.1 First version of the hand-over strategy document agreed by WFP and the Government is available</p>	<p>➤ Number of high-level advocacy meetings dealing with the strategy, organized in collaboration with the Government</p>	<p>Assumption: A policy framework is in place and the macroeconomic environment is stable</p>
<p>Output 5.2 Capacities and awareness are strengthened through training organized by WFP</p>	<p>➤ Number of Government or NGO staff members who have received training in the following areas: programme management, monitoring and evaluation and preparation of results-based reports</p>	<p>The people targeted for training sessions are available and motivated The level of turnover in the agencies' personnel is relatively low</p>



ANNEX III



The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

ACRONYMS USED IN THIS DOCUMENT

APS	Association of Parents of Students
CE1	First year of elementary school
CM1	First year of middle school
CM2	Second year of middle school
CP	country programme
EMOP	emergency operation
FAO	Food and Agriculture Organization of the United Nations
FEWS NET	Famine Early Warning Systems Network
M&E	monitoring and evaluation
MDG	Millennium Development Goal
MEN	National Ministry of Education (<i>Ministère de l'éducation nationale</i>)
NGO	non-governmental organization
PDDEA	Ten-Year Educational Development and Literacy Programme (<i>Programme décennal de développement de l'éducation et de l'alphabétisation</i>)
PRRO	protracted relief and recovery operation
RAP	Response Analysis Project (<i>projet d'analyse des réponses</i>)
SIPEA	Intermediate Strategy for Education and Literacy (<i>Stratégie intérimaire pour l'éducation et l'alphabétisation</i>)
SNCRP	National Strategy for Growth and Poverty Reduction (<i>Stratégie nationale de croissance et de réduction de la pauvreté</i>)
SNCS	National School Feeding Service (<i>Service national des cantines scolaires</i>)
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund