NATIONAL HOME GROWN SCHOOL FEEDING PROGRAMME

THE JOURNEY SO FAR

FEEDING ONE MILLION SCHOOL CHILDREN

APRIL 2017
His Excellency
Muhammadu Buhari GCFR
President, Commander in Chief Of The Armed Forces
Federal Republic Of Nigeria.
His Excellency
Prof. Yemi Osinbajo SAN GCON
Vice President,
Federal Republic Of Nigeria.
INTRODUCTION

Upon the assumption into office of his excellency President Mohammed Buhari on the 29th of May 2016. His excellency has shown commitment to key campaign promises. One of these programs is the school feeding program which is a component of the National Social Investment Programme.

The programme is chaired by the Vice-President the Vice-President which has been tasked with the responsibility to run with the program. A collaboration with Partnership for Child Development (PCD) was consummated with an MOU to offer technical assistance. PCD is internationally known for its success in various countries on child nutrition and school feeding.

To rollout the program based on around a strategic structure, A core team was put together to drive the coordination of the program in collaboration with PCD and various key stakeholder ministries. The strategic make-up of the core team are Program Manager, Operations Manager, Funds Manager and a Monitoring and Evaluation Manager. This quickly evolved to A National team which comprises of officers from the Ministry of Education, Ministry of Health, Ministry of Agriculture, Ministry of Budget and planning, Ministry of Justice

As with all the Social Investment Programmes under the office of the Vice-President, the school feeding programme funds are domiciled under the Ministry of Budget and Planning.
The Home Grown School Feeding Concept

The Nigerian Home Grown School Feeding (HGSF) program, termed the National home grown school meal program (NHSMP), aims to deliver a government-led, cost-effective school feeding programme using food that is locally grown by smallholder farmers. Children benefit from a hot nutritionally balanced school meal which reduces hunger and improves education outcomes; farmers benefit from improved access to school feeding markets and communities benefit from new catering, processing and food handling jobs. It brings a multiplier effect that will spur economic activities.

**Visions**
A sustainable school feeding programme that will establish a safety net for the poor and eradicate malnutrition in school age children while stimulating the national economy.

**Mission**
The provision of a free meal a day to pupils in public primary schools in Nigeria by working constructively with stakeholders to ensure a sustainable implementation of the programme.
Objectives of the National Home Grown School Meal Program (NHSML)

- ENCOURAGE: the program aims to improve the enrolment of primary school children in Nigeria and reduce the current dropout rates from primary school which is estimated at 30%.

- IMPROVE: The program aims to address the poor nutrition and health status of many children who have been affected as a result of poverty; this has affected the learning outcomes of the children.

- STIMULATE: Linking the programme to local agricultural production has direct economic benefits and can potentially benefit the entire community as well as the children. The program aims to stimulate local agricultural production and boost the income of farmers by creating a viable and ready market via the school feeding programme.

- TO CREATE, IMPROVE FAMILY AND STATE: the program aims to creates jobs along the value chain and provides a multiplier effect for economic growth and development.

This will curb the current dropout rate from primary school estimated at 30% and also reduce child labour.

As a result of poverty many children have poor nutrition and health status, which affects learning outcomes—the program aims to address this.

This will not only increase production but it provides a structured demand for agricultural produce.

Multiplier effect for economic growth
Program Coordination Strategy

The coordination of the school feeding program is multisectorial, with relevant stakeholders ministries collaborating in programme implementation. The mix of these ministries is what makes up the National Home Grown School Feeding team. These ministries involved are:

- Ministry of Education
- Ministry of Agriculture
- Ministry of Health
- Ministry of Budget and Planning
- Ministry of Justice

Other supporting ministries are Ministry of women affairs, Budget and Planning, Trade and Commerce.

We have key stakeholders who form part of the ministry and Evaluation process. These are:

- Parents
- School Board Management Committee SBMC
- Community Leaders
- Women Group
- Health workers

ENABLING STRUCTURE WITHIN GOVERNMENT

- **FEDERAL LEVEL POLITICAL SUPPORT**
  - Policy formation
  - Standard setting
  - Resource mobilisation
  - Oversight

- **STATE COORDINATION (ACCOUNTABILITY)**
  - Overall structure of public administration in the state
  - The existing capacity at different levels
  - The type of programme

- **COMMUNITY/ SCHOOL LEVEL**
  - Implementation
  - Community engagement

- **AGRICULTURE**

- **EDUCATION**

- **HEALTH**

- **M&E**
The program will be rolled out based on 5 global standards

1. Design and Implementation  
2. Policy Framework  
3. Institutional Capacity  
4. Community Participation  
5. Financial
Funding Structure and Sustainability Planning

It is estimated that school meal’s sourced mainly through domestic small holder farming will cost an average of N50 to N70. The Federal Government is budgeting a meal per child at N70 and has proposed a counterpart funding between Federal and State.

The Federal government has budgeted to take up the feeding of pupils in primary 1 to 3 while state takes up primary 4 to 6.

PROGRAMME GOVERNANCE AND MANAGEMENT

The National Social investment Steering Committee which is cleared by his Excellency the Vice President of the republic of Nigeria is drawn from – Ministry of Labour, Ministry of Education, Ministry of Health, Ministry Finance, Ministry of Agriculture, Ministry of Budget and Planning, Ministry of women Affair, provides independent advice and guidance on the strategic direction of the programme and on technical issues. The programme engages wherever appropriate with key stakeholders (both national and international and including NGOs) including those with interests in related areas such as the environment.
Meeting with State Executives: The team has had the opportunity to meet with Executive Governors of the ten states (Kaduna, Osun, Enugu, Lagos, Borno, Niger, Oyo and Ogun Taraba, Zamfara) to debrief them on the National plan for a Home grown school feeding program and as a follow up they planned for a meeting with the Executive team of the State.

Scoping Missions: these are the initial visits to the State to identify immediate levels of State level engagement; what programs exists for scale up, revamping or redesigning.

At these meetings the team had the opportunity to:

A. Share with Executive Governor, the Federal Government concept and plan for National school feeding program

B. To define with the state team an action plan towards the state level workshop and to identify the immediate level of engagement

Of the States visited the major ask of the team was the constitution of a multisectoral team to deliver on the program and also dates for the stakeholder meetings. This was the initial process of preparing the states for the Implementation of the program.

Stakeholder workshops: These 3 day workshops which were organised by PCD with The Federal government team and in collaboration with the State Government is to raise the awareness profile of Home Grown School Feeding (HGSF) among policy makers and private sector in each state and also to develop implementation strategies for the HGSF program in line with the FGN framework, to identify ways of strengthening the overall value chain as well as identifying gaps and challenges in a way of improving programme delivery and impacts on targeted beneficiaries.

The workshops are planned with following objectives:

A. Review a situation analysis in order to bridge the gap between policy and implementation of the school feeding program

B. Prepare a technical assistance plan for the program

C. Bringing together all the stakeholders for the programme within the State and defining roles and responsibilities

D. Develop a template for a program operational guideline

E. Develop a work plan template for the program

F. Linking SFP to the agricultural program opportunities for collaboration
THE JOURNEY SO FAR

THE NATIONAL SCHOOL FEEDING TEAM, HAS SUCCESSFULLY HELD 26 CAPACITY BUILDING WORKSHOPS IN 26 STATES, TRAINED COOKS IN AND CARRIED SCHOOL VERIFICATION VISITS TO 7,777 SCHOOLS IN 7 STATES.
CAPACITY BUILDING WORKSHOP HELD


STATES FEEDING COVERED

Anambra  Enugu  Oyo  Zamfara  Ogun  Ebonyi  Osun

OTHER ACHIEVEMENTS

- Feeding a total of 10 children in 7 States
- Successfully developed a programme monitoring and evaluation framework in collaboration with Ministry of Budget and Planning.
- Successfully Developed Monitoring and Evaluation web portal in collaboration with a First Monument Bank PLC at no cost to the government. The Portal is being used;
  - To manage registration process of schools, pupils, caterers and vendors
  - for M & E, internal communications and MIS across various sections of the programs operations.
- Pupil Biometrics in all participating States
- Deworming in all public primary school.
- Capacity building workshop in more States and training of cooks
- More collaboration with NGOs, CSOs and private sector

FUTURE ACTIVITIES PLANNED

- Pupil Biometrics in all participating States
- Deworming in all public primary school.
- Capacity building workshop in more States and training of cooks
- More collaboration with NGOs, CSOs and private sector

CHALLENGES

Financial constraints which will be eased with signing in of the budget
National Home Grown School Feeding Programme

National Home Grown School Feeding Programme aims to feed **5.5million** primary education one meal a day for all public primary schools **annually**.

The HGSF programme provides opportunities to assist vulnerable families feed their children while providing an incentive to send them to school.

A key deliverable of this programme is the support to States in designing and implementing State-specific, national owned and locally resourced school feeding programs.
Now feeding 1,051,619 students in 8,587 schools across 4 states

<table>
<thead>
<tr>
<th>S/N</th>
<th>Key HGSF Indicators</th>
<th>2016 Y/E Target</th>
<th>Current Nos.</th>
<th>% of Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Number of states that have started feeding (Pilot Phase)</td>
<td>11</td>
<td>4</td>
<td>36%</td>
</tr>
<tr>
<td>2.</td>
<td>Number of cooks contracted and assigned to a school</td>
<td>40,000</td>
<td>11,937</td>
<td>30%</td>
</tr>
<tr>
<td>3.</td>
<td>Number of schools being fed</td>
<td>--</td>
<td>8,587</td>
<td>--</td>
</tr>
<tr>
<td>4.</td>
<td>Number of students fed within the states</td>
<td>--</td>
<td>1,051,619</td>
<td>--</td>
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</table>
HGSF PROGRAMS’ PROGRESS AGAINST 2016 Y/E TARGET

<table>
<thead>
<tr>
<th>Category</th>
<th>% of 2016 Y/E Target</th>
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</thead>
<tbody>
<tr>
<td>No of states that have started feeding</td>
<td>40%</td>
</tr>
<tr>
<td>No of cooks contracted and assigned to a school</td>
<td>30%</td>
</tr>
<tr>
<td>No of schools being fed</td>
<td>25%</td>
</tr>
<tr>
<td>No of students fed within the states</td>
<td>20%</td>
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</tbody>
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TARGET NUMBERS NOT AVAILABLE AGGREGATE NUMBER = 8,587
TARGET NUMBERS NOT AVAILABLE AGGREGATE NUMBER = 1,051,619
25 states have carried out capacity building workshop: established multisectoral teams and determined their model and delivery flow.

Of these 25 states, Cook-Pupil mapping has been carried out in 16 states and is ongoing in 9 states.

These 16 states have identified and assessed cooks with BVN verification of cooks completed in 13 States.

Total number of cooks contracted across these 13 states is 11,937 cooks.

12 out of the 13 states have completed food safety and hygiene training for cooks.

These 12 states have also completed medical screening for cooks.
CHALLENGES/LESSONS LEARNT

1. FLAWS IN TARGETING COOKS:
Some flaws in the cook criteria prescribed and/or non compliance with prescribed cook criteria has resulted in the contracting of cooks without appropriate utensils. These cooks are not able to cook effectively.

2. SLOW PAYMENT:
There have been delays on the programme implementation due to delays in fund disbursement at various stages of the programs. In some cases funds have not been disbursed from Federal to State Government; in some from State to cooks. In some cases e.g. in Zamfara State, funds have been disbursed to the cooks however the cooks are unable to access the funds due to not being issued ATM cards or other fund withdrawing instruments by Heritage Bank, the bank engaged on HGSF in Gusau, Zamfara State. Also poor agency and mobile banking structures mean that some of the cooks in remote areas have difficulties accessing their funds due to limited bank branches. This affects the ability of the cooks to feed. This defeats the purpose of the programme as children are not fed as frequently as they should and the economic viability for local producers on the value chain is reduced as well.

3. COMMUNICATION GAPS:
Unclear or undocumented roles and responsibilities at various levels have led to a misunderstanding of responsibilities. For example there were complaints from the cooks that it was believed that the HGSF banks would be willing to offer loans to them to enable them to acquire cooking utensils. This however was not pre-agreed with the banks and the banks were not receptive to this.

4. LIMITED RESOURCES:
The limited resource refers to both human, infrastructural and financial resource which delays operations on the field. The limited human resource makes it impossible to monitor what is going on in schools and even tracking the students fed and how often the cooks have done their jobs.

5. PAY FOR PERFORMANCE:
There have been complaints from some project monitoring teams that the payment of the cooks is directly controlled from NHGSFP notwithstanding their performance.

NEXT STEPS

1. PAYMENT SOLUTION:
From complaints raised there is a need to automate the process of verification, approval and disbursement.

2. OPERATIONS MANUAL AND POLICY:
A manual to define the different roles of stakeholders and that standardizes processes for each programme is necessary. This will prevent the loss of information that is being experienced across the programmes.

3. ALTERNATIVE SOURCE OF FUNDING:
Engaging donors to assist in funding the programs is key to tackling the issue of operational costs. International donors with similar goals should be sought after to assist in the area of funding.

4. REVIEW SELECTION CRITERIA:
There may be a need to review the criteria for the selection of cooks and in states where there was no criteria, it needs to be developed. Part of the criteria should be that the cooks have standard utensils to enable them to cook effectively.

5. NEED FOR MONITORING AND EVALUATION FRAMEWORK:
There is a need for detailed M & E framework to be implemented by qualified and trained M & E professionals. A process to ensure non payment for poor cook performance needs to be developed and implemented.
TEAM STATE ACTIVITIES IN PICTURES
SCOPING OF VISIT TO ENUGU PRIVATE SECTOR SCHOOL FEEDING PROGRAM
SCOPING VISIT TO OGUN
CHILDREN FEEDING
CHILDREN FEEDING
NATIONAL SCHOOL MEAL PROGRAMME

UE CHAIN