GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY

Fast-Track Implementation Plans

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Global Alliance Against Hunger and Poverty: National Integrated School Meals Programme (PNASI)

Fast Track Implementation Planning – Benin – School Meals, Support to Smallholders

What is the Fast Track planning process? This process started by the Global Alliance´s Board of Champions aims to co-develop with implementing countries a high-level, strategic implementation plan for a single national large scale program linked to the Alliance´s policy basket. The process uses the 2030 Sprints commitments as a foundation and expands on it with specific details, including partnership needs. The Global Alliance will use these plans to identify concrete partnership offers from other members, providing potential financial or knowledge support—or both—in alignment with the country´s program priorities.

The implementation plans will serve as a foundation for future steps, where they will be further detailed and expanded into full operational plans. These plans will also guide formal partnership and resourcing agreements between implementing countries and both knowledge and financial partners. The Global Alliance's Support Mechanism, along with other partner structures can provide support in this further development.

A detailed concept note and FAQ on the fast track planning process, the Global Alliance, and what to expect from them can be found here: https://tinyurl.com/mwcahk35

1. Executive Summary

a) **Country:** Republic of Benin
b) **Program Name:** National Integrated School Feeding Programme Expansion
c) **Main Objective:** The National Integrated School Meals Programme (PNASI) has the main objective of encouraging school enrolment and attendance, to ensure that all children are fed at school, and to improve learning capacity and school results. The programme simultaneously aims to stimulate local production by creating a link between the school feeding programme and smallholder farmers.
d) **Brief Description**: The programme presents a multisectoral intervention seeking to improve nutrition, increase school attendance and access to education and increase revenue for local producers who provide food for the school programmes.
e) **Target Audience:** 1,800,000 school-age children (aged 6–12) enrolled in public primary schools and at least 100 small local producers (groups and cooperatives).
f) **Main Goal:** Expand coverage from 75% to 100% of public primary schools in the country, while providing all schools with nutritious meals, appropriate kitchen infrastructure, access to water, supporting small farmers, and promoting up to 100% local food purchases. Value chains such as maize, rice, oil, and sweet potatoes are being considered for fortification to improve the nutritional value of the meals served.
g) **Total Budget:** Cost projections estimate that the average annual implementation cost to achieve universal coverage would be 45 billion CFA francs per year for the period 2025-2029, mainly financed from the national budget. An additional investment of 25 billion CFA francs is estimated for the construction of new kitchens with improved stoves for approximately 5,000 schools, as well as an annual cost of 8 billion CFA francs for the purchase of materials (including cutlery kits).

h) **Need for financial support**: An estimated total of 25 billion CFA francs is needed to build new kitchens and 8 billion CFA francs to purchase equipment (to replace plastic bowls with stainless steel cutlery) for sustainable use in the programme.

i) **Need for technical/knowledge support:** The programme's primary need for technical support is in strengthening the linkage between school meals and local agriculture. This involves expertise to overcome production bottlenecks for key local food cultures like beans and rice, and assistance in establishing rural extension services to connect farmers with new technologies. Support is also required to develop strategies that help small farmers access inputs, credit, land, and markets, which includes redesigning procurement and tendering procedures to make it easier to purchase from them. Additionally, there is a need for capacity building to enhance community involvement, train personnel, and strengthen organizational aspects like transport logistics, quality control, and the promotion of smallholder cooperatives to create efficient, short value chains.

j) **Partners already involved in the initiative:** The implementation of the School Feeding Programme in Benin is supported by several partners and United Nations agencies such as the World Food Programme (WFP) in 400 schools, the Sustainable Financing Initiative, the Kingdom of the Netherlands, Catholic Relief Services (CRS) in 174 schools, the Islamic Development Bank (IDB), the Choïthrams Foundation, South Korea (MOFA), and the Rockefeller Foundation. The Beninese government, through the PNASI, is responsible for 5,295 schools in 2025.

k) **References in the Global Alliance Policy Basket:** Benin's Integrated National School Feeding Programme (PNASI) is directly linked to the Global Alliance's Policy Basket instruments for School Meals Programmes; Institutional Markets, Including Public Procurement and Pro-Poor Food Pricing; and Promoting Short Value Chains. Additionally, it is related to the Access to Basic Drinking Water and Sanitation Services, and Hygiene Facilities and Pro-Poor Access to Agricultural Inputs, Technology and Knowledge.

2. Proposal Details

a) **How the initiative works:**

Benin's National Integrated School Feeding Programme, Phase II (PNASI II) is a government-funded initiative implemented by the National Agency for Food and Nutrition (ANAN), that aims to provide daily meals to students in all public primary schools while simultaneously stimulating local agriculture. The programme aims to provide a hot meal to each student in every public primary school day across Benin's 77 communes while also delivering complementary health interventions.

A central feature is the commitment to purchase food locally. The programme has a target to source 100% of the food served in canteens from local markets, with a predominant share being purchased directly from small-scale producers to provide a stable and predictable income source to these producers. To enhance nutrition and practical learning, the PNASI II aims for 40% of rural schools with water access to establish a school garden or livestock project. It also seeks to have 25% of rural communities cultivating dedicated school fields to support the canteens.

Additionally, PNASI II includes specific cash transfers to usually voluntary canteen cooks. To ensure the regular functioning of canteens, the programme currently provides a monthly lump sum payment of 20,000 CFA francs per school, for an average of four (04) cooks.

Finally, the programme includes a significant investment in school-level infrastructure to ensure the proper functioning of the School Feeding Programme. Providing this infrastructure includes: the construction of water points, boreholes, and latrines in schools; equipping canteens with necessary items like kitchen utensils and improved cookstoves; and the rehabilitation of existing warehouses for food storage.

b) **Goals:**

The Republic of Benin aims to achieve universal school feeding coverage by 2026. The implementation of an Integrated School Meals programme has the objective of contributing to the socioeconomic development of the country. For this, the programme has the following goals:

- Improving the rates of access, attendance, retention, and completion of the primary cycle for students in schools with canteens.
- Generating an increased economic benefit for national operators (small producers/wholesalers/industries).
- Improving the health status of children.
- Institutional and community actors have the capacity to continue implementation a government school feeding programme.

c) **Specific objectives:** *[List the specific objectives of the initiative and their connections to the main goals/outcomes]*

The expected and measurable outcomes from PNASI II are:

- Students in the targeted schools receive a meal at school daily;
- At least 60% of the all the food served in schools with canteens is sourced locally;
- At least 40% and up to 100% of the proportion of locally sourced food is purchased from small producers for school canteens each year;
- 100% of PNASI canteen schools have benefited from awareness sessions on nutrition and hygiene;
- At least 40% of rural schools with access to water have developed a school garden or a small livestock or aquaculture project;
- At least 25% of rural communities have developed a school field;
- A national school feeding model adapted to the Beninese context is available and implemented;
- A draft law on school feeding is available;
- 100% of Integrated School Canteen Management Committee (CGCSI) trained in canteen management are operational;
- The technical and management capacities of institutional actors involved at the central, deconcentrated, and decentralised levels are strengthened.
- The food basket for school canteens is regionalised and diversified.

d) **Timeline & Budget:**

Cost projections developed as part of the sustainable financing strategy estimate that the average annual cost of implementation to achieve universal coverage – while providing meals aligned the WFP standards- would be FCFA 45 billion per year for the period 2025-2029. The government intends to finance the implementation of the school meals programme mainly through national resources.

An estimated total of 25 billion CFA francs is needed to build new kitchens and 8 billion CFA francs to purchase equipment (to replace plastic bowls with stainless steel cutlery) for sustainable use in the programme.

e) **Target audience selection criteria:**

The programme's direct beneficiaries are students in national primary schools and the local producers that provide food for the school canteens. Indirectly, the programme reaches teachers, parents of students, communities and local authorities.

Due to the programme's universal nature, all students between 6 and 12 years old enrolled in the national public school system will be benefited by PNASI II. On the supply side of the programme, the Ministry of Agriculture, Livestock and Fisheries is responsible for identifying local small-scale producers, in particular farmers' groups and specifically women's producers' associations and co-operatives, and support them to grow and supply food to schools,

f) **Program coverage:**

Currently, all schools in rural areas are covered by the national school feeding programme. PNASI II seeks to expand its coverage by developing school feeding in urban and peri-urban areas, with the aim of achieving universal coverage by 2026 by providing nutritious, locally sourced meals to approximately 1.8 million school-age children (aged 6–12). The Programme plans to reach at least 100 local producer groups and cooperatives.

g) **Main stakeholders:**

The National Agency for Food and Nutrition (ANAN) is responsible for managing school canteens; however, the programme governance is spread across different sections of the government.

The Ministry of Agriculture, Livestock, and Fisheries (MAEP) is responsible for ensuring the availability of food supplies. The ministry supports the organisation of local producers and capacity-building activities. It also strengthens communities' capacities to carry out sustainability activities, such as school gardens, community fields, small-scale livestock farming and aquaculture. It supports the strengthening of certain value chains.

h) **Other stakeholders in the country**:

- **Presidency of the Republic**
    - Provides general guidelines for the programme through the General Secretariat of the Presidency of the Republic (SGPR).
    - Oversees the management of school canteens and identifies financial needs.
- **Ministry of Development and Coordination of Government Action (MDC)**
    - Contributes to programme evaluations.
    - Mobilises strategic and operational partnerships within government entities.
- **Ministry of Economy and Finance (MEF)**

    - Supports the search for partners.
    - Mobilises resources.
- **Ministry of Maternal and Primary Education (MEMP)**
    - Identifies beneficiary schools.
    - Provides support for faculty participation in the Programme
- **Ministry of Health (MS)**
    - Organises awareness campaigns on nutrition and hygiene
    - Organises medical visits for students and cooks
- **Ministry of Social Affairs and Microfinance (MASM)**
    - Conducts social surveys to identify children from vulnerable families who are eligible for assistance from local authorities.
- **Ministry of Decentralisation and Local Governance (MDGL)**
    - Provides support for community mobilisation and the involvement of elected officials through the Communal Consultation Committees (CCC) on the management of school canteens
    - Provides care for children from vulnerable families, identified in schools by the MASM's Single Social Protection Points (GUPS)
- **Technical Committee**
    - Provides feedback on activity reports under ANAN’s coordination.

i) **Existing external partnerships:**

The implementation of the School Feeding Programme in Benin is supported by several partners and United Nations agencies such as the World Food Programme (WFP), the Sustainable Financing Initiative, the Kingdom of the Netherlands, Catholic Relief Services (CRS), the Islamic Bank of Development (IDB), the Choïthrams Foundation, South Korea (MOFA), Rockefeller Foundation

The types of support are diverse and mainly concern:

- Financing activities in school canteens.
- Construction of infrastructure - the implementation of gardens in schools for the production of fresh food.
- Strengthening institutional actors.
- Strengthening of Small-Scale Producers' Organizations governance, improving the quality and quantity of food production in the profit of school canteens.
- Developing projection of cost for the implementation of the PNASI and developing a financing strategy.

j) **Data sources:**

A data collection system (MODA) for the national school feeding programme was developed in partnership with the WFP and is currently used for programme monitoring and evaluation. ANAN is working on the development of the Integrated Food and Nutrition Sector System, which will replace MODA for data collection at school level, as well as at local, regional and national levels.

Schools: This is the level from which most of the raw data on the results of school feeding activity monitoring will come. The actors responsible for reporting data are the teachers in charge of the canteen and the NGO partners implementing the Programme in the field.

Regional (Departmental): Local information is summarised here in the form of a regional report under the supervision of ANAN field offices or sub-offices. Those responsible for reporting data are canteen assistants, field office managers and sub-office managers from the MAEP, the health sector, and technical and financial partners.

National: All information from the various regions is collected at the national level, processed using appropriate software, and synthesised to produce the national report on school feeding in Benin. The national authority responsible is the National Food and Nutrition Agency (ANAN), with support from the Ministry of Early Childhood and Primary Education (MEMP) and the technical and financial partners involved in school feeding.

k) **Monitoring & Evaluation:**

The National Integrated School Feeding Programme (PNASI) has a monitoring and evaluation mechanism supervised by a Steering Committee, which meets periodically to review implementation progress and make any necessary reforms or adjustments. All monitoring and evaluation activities related to the implementation of the PNASI are monitored and evaluated by ANAN.

Data collection tools are used to gather information on the school feeding activities of all stakeholders and the results achieved. They also facilitate the collection of information on the changes brought about, on the one hand, in school access and achievement and, on the other hand, in health and nutrition, agriculture and the local economy following the implementation of school feeding activities linked to local production.

Three categories of indicators have been selected. These are:

- Indicators for monitoring programme implementation.
- Indicators for monitoring school performance.
- Indicators on health, nutrition and hygiene.

Based on the figures estimated in the development of the Sustainable Financing Strategy for the implementation of the PNASI and to achieve universal coverage, the cost of M&E would be nearly 32 million CFA francs per year over the period 2025-2029.

l) Consultation process

At the local level, town halls set up and coordinate the activities of the Municipal Consultation Committees on School Canteens (CCC), which bring together all the relevant stakeholders from sectoral ministries at the municipal level. Local NGOs recruited by ANAN are responsible for social intermediation and close monitoring of school canteen management, under its coordination.

3. Specific Support Needs

a) **Detailed financial support needed:**

Capital investments will also be required in the coming years, particularly for the construction of kitchens, water points, boreholes, and latrines in schools and purchase of materials for new canteens. External partner support for these capital investments would help achieving universal coverage. Annual capital investment needs are estimated at 25 billion CFA francs for the construction of new kitchens in 5,000 schools and 8 billion CFA francs for the purchase of equipment (for the acquisition of stainless steel cutlery to replace plastic bowls).

b) **Detailed knowledge / technical support needed:**

The main areas that require technical support are regarding the linkage of the School Meals Programme with local producers. There is a need of technical cooperation to overcome bottlenecks in the production of food cultures that are at the base of local feeding such as maize, cowpeas, rice, cassava, yams, sweet potatoes and horticultural products. There is also a need for support in the establishment of Technical Assistance and Rural Extension services linking new technologies generated by research and development institutions and companies to farmers.

One of the PNASI II's long-term objective is to develop markets and local economies, therefore there is a necessity of developing a strategy to support small farmers with production potential through specific complementary interventions to help unlock their potential (access to inputs, credit, land, markets, technology, etc.). Purchasing food from small-scale producers will require a review of purchasing procedures based on contractual and tendering arrangements designed to facilitate purchases from small-scale farmers.

c) **Capacity Building:**

Although there is already a strong experience in providing the core services of the school feeding programme, other important processes need to be strengthened such as community involvement and personnel training. There is a need for strengthening organisational aspects of decentralisation, quality control (training and equipment), promotion of smallholder cooperatives, transport infrastructure and logistics for the establishment of short value chains.

d) **Learning/Exchange:**

Learning and exchange sessions with the following countries would be beneficial to the implementation of the programme:

- Brazil: Exchange on its long school feeding experience and large programme. Brazil's National School Feeding Program (PNAE) and Food Purchase Program (PAA) are registered examples under the Alliance's Basket.
- Pakistan: Experience in nutrition approaches.
- Tunisia: Successful experience in school canteens in urban areas.

e) **Proposed Role for Alliance Partners:**

Alliance partners—including development agencies, civil society organizations, academic institutions, and private sector actors—will play a critical role in supporting the successful implementation, scale-up, and sustainability of the integrated national school feeding programme (PNASI). In addition of experience exchange with the Alliance countries mentioned above, the following members could potentially contribute to the programme:

- IFAD: Support can be provided through ongoing IFAD-funded projects in the country, which assist small-scale rural producers in overcoming food production bottlenecks, and provide technical assistance and rural extension services. These small-scale farmers will be linked to schools and ANAN to become their food suppliers.

- African Development Bank and Children's Fund Foundation: Providing financing of initial infrastructure for schools, such as kitchens, water points, boreholes, and latrines in schools and purchase of materials for new canteens.

Other Alliance members could be actioned to provide capacity building and community engagement support.

f) Sustainability strategy:

The sustainability strategy for Benin's National Integrated School Feeding Programme is centred on achieving full national ownership through institutional and legal consolidation. This is supported by the creation of a unique national school feeding model adapted to the Beninese context and, most importantly, the drafting and adoption of a national law on school feeding and nutrition education to legally and politically anchor the programme for the long term.

Financial autonomy is a key pillar of this strategy, with the government already having committed significant funding from its national budget and planning to close the existing gaps by progressively increasing allocation, in line with its expected annual growth. This top-down approach is complemented by empowering local communities; School Canteen Management Committees are encouraged to run their own sustainability activities like school gardens and livestock projects, fostering grassroots ownership and reducing long-term dependency.

4. Background and Current Status

a) Country experience on this issue:

The programme builds upon previous school feeding experiences implemented with the support of the WFP and other international partners. The first phase of PNASI and the Keum Faaba III programme focused on providing school meals in rural areas where households are located at a significant distance from school and had low enrolment rates. Both programmes sought to connect local production to school canteens. Both programmes had involvement of private sector partners to provide transport, sale or rental of supplies and funding donations. Student families contributed to the programmes through a flat rate of up to 50 FCFA or in-kind donations.

A few of the challenges that still persist today were already identified in these previous experiences, such as the absence of potable water in certain school canteens and inadequate infrastructure. Parallelly, many successes were achieved such as improved school enrolment rates, reduced school drop-out rates, increased academic achievement, expanded programme coverage and increased community ownership and involvement in school management.

b) Current status:

Currently, all schools in rural areas are covered by the school meal programme. With the extension of the programme to peri-urban and urban areas, 100% coverage of public primary schools is envisaged.

Although there is already a strong experience in providing the core services of the school feeding programme, other important processes need to be strengthened such as the implementation of water points in the schools, community involvement, personnel training, strengthening the connection to local smallholder for food purchase.

c) Current Partnerships:

The implementation of the School Feeding Programme in Benin is supported by several partners and United Nations agencies such as the World Food Programme (WFP), the Sustainable Financing Initiative, the Kingdom of the Netherlands, Catholic Relief Services (CRS), the Islamic Bank of Development (IDB), the Choïthrams Foundation, South Korea (MOFA), Rockefeller Foundation.

The types of support are diverse and mainly concern:

- Funding for activities in school canteens.
- The construction of adequate infrastructure.
- The establishment of school gardens and community fields for the production of fresh food.
- The establishment of small-scale livestock farming, aquaculture and other complementary activities.
- Strengthening institutional actors.
- Strengthening the governance of small producer organisations, improving the quality and quantity of food production for school canteens.
- Developing cost projections for the implementation of the PNASI and developing a financing strategy.

5. Connections with the Global Alliance against Hunger and Poverty

a) Specific references in the Policy Basket:

Benin's Integrated National School Feeding Programme (PNASI) is directly linked to the Global Alliance's Policy Basket instruments for School Meals Programmes; Institutional Markets, Including Public Procurement and Pro-Poor Food Pricing; and Promoting Short Value Chains. Additionally, it is related in a smaller degree to the Access to Basic Drinking Water and Sanitation Services, and Hygiene Facilities and Pro-Poor Access to Agricultural Inputs, Technology and Knowledge.

b) Alignment with 2030 Sprints:

The expansion of PNASI is directly related to the announcements made by the Republic of Benin at the Global Alliance 2030 School Meals Sprint:

"The government of Benin: announces a target to expand coverage from 75 to 100% of the country´s public school, while providing all school with appropriate infrastructure for kitchens, water access, and developing up to 100% local purchasing of food, support small farmers."

c) Strategic Importance:

In 2021, the new Government of Benin has adopted an ambitious reform programme called the Government Action Programme (PAG) 2021-2026, focusing on improving human capital development and decentralisation. In the PAG, nutrition is a cross-cutting priority. The programme aims to improve the productivity and living conditions of the population, in line with Benin's 2025 vision.

This programme directly contributes to the Alliance’s goals and, as shown above, aligns with many of the Policy Instruments in its Basket. Evidence shows that school meal programmes can be effective in improving nutrition and health, educational outcomes, alleviating poverty, and strengthening gender equality by reducing school dropout rates among girls. When linked to the procurement of food produced by local family farmers, these programmes can also promote sustainable agricultural practices and support inclusive growth by creating stable markets for local producers.

6. Next Steps & Contacts

Over the next days the Government of the Republic of Benin and Alliance Support Mechanism will work with current and potential Alliance members to complement this pre-plan with concrete and specific indications of support. If you are an Alliance member already involved or potentially interested in knowing more about how to participate in this flagship, transformative initiative, please write to contact@endhungerandpoverty.org and/or reach out to the focal points below.

Country Government Focal Point: Alain Hinkati, Director General, National Agency for Food and Nutrition (Agence Nationale de l'Alimentation et de la Nutrition - ANAN, ahinkati@presidence.bj, +2290197972074

Global Alliance Support Mechanism Contact:

- Country Manager: Emilie Chazelle, emilie.chazelle@endhungerandpoverty.org
- Alternate: Luiza Silva Lisboa, luiza.lisboa@mds.gov.br

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EXPRESSION OF INTEREST / PARTNERSHIP STATEMENTS (about 1 page per partner)

The aim of the partnership statement is to briefly summarize areas of potential engagement for individual country plans. The statement is *not* a commitment to provide financial or other support. It is aimed at indicating areas of interest, as well as the resources, experience, and capabilities of partners in areas relevant to the ambition set out in national plans. The statement should be limited to around one page, recognizing that more detailed country plans will be developed.

a. **Reason for interest** */ Brief summary of how the proposed country plan aligns with your institutions mandate, priorities, and work programs/.*

b. **Institutional Capacities and Strengths** *[briefly outline those applicable to this program, avoiding both overly broad and detailed descriptions].*

c. **Intended/expanded partnership role(s)** *[Describe your potential role in this partnership, with a specific focus on the requests for external support described in the program. List all potential modalities (ie. grants, loans, concessional loans, technical assistance, capacity building, knowledge exchange, learning/training materials, co-implementation of specific program components, and other measures).*

d. **Indicative Finance: /** *Where possible include indicative financial envelopes/ranges in US$ in* **aggregate** *and for each modality.]*

e. **Current and prospective partnership role(s) in the program (if applicable)** *[briefly describe your current/past contributions to this program implementation only in case your organization is already a partner for it]*

f. **Alignment with 2030 Sprints (if applicable)** *[If your organization joined the 2030 Sprints process under the Global Alliance with a public commitment/announcement, please state which Sprint and briefly state how the present expression of interest would help deliver on that commitment]*

g. **Current potential co-partnerships** *[Please list intended, desired or already planned co-partnerships with additional third countries, organizations and/or other Alliance members, describing potential roles for those organizations (i.e. co-financing, technical assistance, M&E, blended finance, others) and synergies with your own institution´s role]*

h. **Applicable Conditions and Restrictions** Briefly list major conditions and restrictions that apply, recognizing that further commitments might, for example, be subject to board approval, future *arrangements* and agreements with implementing government, applicable terms and conditions for grants/loans, availability of resources, further understanding, negotiation and fact-finding missions, and future technical and legal arrangements"].

Focal point(s) in institution for follow up: [*list* full name(s), title(s), and contact details (email and mobile/WhatsApp)]

Submit your expression of interest here:

https://forms.gle/7CtL5NEXvuMPbrzWA

Alliance Globale contre la faim et la pauvreté : Programme National d'Alimentation Scolaire Intégré (PNASI)

PLANIFICATION DE LA MISE EN ŒUVRE ACCELEREE – BENIN – ALIMETATION SCOLAIRE, APPUI AUX PETITS EXPLOITANTS

Qu'est-ce que le processus de planification Fast Track ? Ce processus, lancé par le Conseil des champions de l'Alliance Globale, vise à élaborer conjointement avec les pays partenaires un plan stratégique de mise en œuvre de haut niveau pour un programme national unique à grande échelle, lié au panier de politiques de l'Alliance. Ce processus s'appuie sur les engagements des Sprints 2030 et les approfondit avec des détails spécifiques, notamment les besoins de partenariat. L'Alliance Globale utilisera ces plans pour identifier des offres de partenariat concrètes d'autres membres, en leur fournissant un soutien financier ou intellectuel potentiel, voire les deux, en adéquation avec les priorités du programme du pays.

Les plans de mise en œuvre serviront de base aux étapes ultérieures, où ils seront détaillés et développés pour devenir des plans opérationnels complets. Ils guideront également les accords formels de partenariat et de ressources entre les pays mettant en œuvre le projet et les partenaires financiers et de connaissances. Le Mécanisme de soutien de l'Alliance Globale, ainsi que d'autres structures partenaires, peuvent apporter leur soutien à ce développement ultérieur.

Une note conceptuelle détaillée et une FAQ sur le processus de planification accélérée, l'Alliance Globale et ce à quoi s'attendre de leur part sont disponibles ici :https://tinyurl.com/mwcahk35

1. Résumé

a) **Pays :** République du Bénin
b) **Nom du programme :** Extension du Programme National d'Alimentation Scolaire Intégré
c) **Objectif principal :** Le Programme National d'Alimentation Scolaire Intégré (PNASI) a pour objectif principal d'encourager la scolarisation et la fréquentation scolaire, de garantir que tous les enfants soient nourris à l'école et d'améliorer les capacités d'apprentissage et les résultats scolaires. Il vise également à stimuler la production locale en créant un lien entre le programme de repas scolaires et les petits exploitants.
d) **Brève description** : Le programme présente une intervention multisectorielle visant à améliorer la nutrition, à accroître la fréquentation scolaire et l'accès à l'éducation et à augmenter les revenus des producteurs locaux qui fournissent de la nourriture pour les programmes scolaires.
e) **Public cible :** 1 800 000 des enfants en âge scolaire (6-12 ans) inscrits dans les écoles primaires publiques et environ 100 petits producteurs locaux (groupements et coopératives) au moins.
f) **Perspective :** Étendre la couverture de 75 à 100 % des écoles primaires publiques du pays, tout en fournissant à toutes les écoles, en plus des repas nutritifs, des infrastructures appropriées pour les cuisines, l'accès à l'eau et en soutenant les petits agriculteurs et en promouvant jusqu'à 100 % d'achats locaux de denrées alimentaires. Les chaînes de valeur telles que le maïs, le riz, l'huile, la patate douce, sont envisagées pour être fortifiées en vue d'améliorer la valeur nutritionnelle des plats servis.

g) **Budget total :** Les projections de coûts estiment que le coût annuel moyen de mise en œuvre pour atteindre la couverture universelle serait de 45 milliards de FCFA par an pour la période 2025-2029 principalement financé sur le budget national. Un investissement supplémentaire de 25 milliards de FCFA est estimé pour la construction de nouvelles cuisines avec foyers améliorés pour environ 5 000 écoles, ainsi qu'un coût annuel de 8 milliards de FCFA pour l'achat de matériaux (notamment les kits de couverts).

h) **Besoin de soutien financier** : Un montant total estimé à 25 milliards de FCFA est nécessaire pour la construction de nouvelles cuisines et 8 milliards de FCFA pour l'achat de matériel (pour l'acquisition des couverts en inox en remplacement des bols en plastique) à utiliser de manière durable sur le Programme.

i) **Besoin de support technique/connaissances :** Le besoin principal du programme en soutien technique concerne le renforcement du lien entre les repas scolaires et l'agriculture locale. Cela implique une expertise pour surmonter les goulots d'étranglement de la production pour les cultures vivrières clés comme les haricots et le riz, et une assistance pour la mise en place de services de vulgarisation rurale reliant les agriculteurs aux nouvelles technologies. Un soutien est également requis pour développer des stratégies aidant les petits agriculteurs à accéder aux intrants, au crédit, à la terre et aux marchés, ce qui inclut la refonte des procédures d'achat et d'appel d'offres pour faciliter les achats auprès d'eux. De plus, un renforcement des capacités est nécessaire pour améliorer l'implication communautaire, former le personnel et renforcer les aspects organisationnels comme la logistique du transport, le contrôle de la qualité et la promotion de coopératives de petits producteurs pour créer des chaînes de valeur courtes et efficaces.

j) **Partenaires déjà impliqués dans l'initiative :** La mise en œuvre du Programme d'Alimentation Scolaire au Bénin est soutenue par plusieurs partenaires et agences des Nations Unies tels que le Programme Alimentaire Mondial (PAM) dans 400 écoles, l'Initiative de Financement Durable, le Royaume des Pays-Bas, Catholic Relief Services (CRS) dans 174 écoles, la Banque Islamique de Développement (BID), la Fondation Choïthrams, la Corée du Sud (MOFA), la Fondation Rockefeller. Le Gouvernement béninois à travers le PNASI a en charge 5 295 écoles en 2025.

k) **Références dans le panier de politiques de l'Alliance Globale :** Le Programme National d'Alimentation Scolaire Intégré (PNASI) du Bénin est directement lié aux instruments du Panier de Politiques de l'Alliance Mondiale pour les Programmes de Repas Scolaires ; les Marchés Institutionnels, y compris les Achats Publics et la Tarification Alimentaire Favorable aux Pauvres ; et la Promotion des Chaînes de Valeur Courtes. De plus, il est lié à l'Accès à l'Eau Potable et aux Services d'Assainissement de Base, aux Installations d'Hygiène et à l'Accès aux Intrants, Technologies et Connaissances Agricoles Favorables aux Pauvres.

2. Détails de la proposition

a) **Comment fonctionne l'initiative :**

Le Programme National d'Alimentation Scolaire Intégré, Phase II (PNASI II) du Bénin est une initiative financée par le gouvernement et mise en œuvre par l'Agence Nationale de l'Alimentation et de la Nutrition (ANAN), qui vise à fournir des repas quotidiens aux élèves de toutes les écoles primaires publiques tout en stimulant simultanément l'agriculture locale. Le programme vise à fournir un repas chaud à chaque élève dans chaque école primaire publique chaque jour dans les 77 communes du Bénin, tout en menant des interventions sanitaires complémentaires.

Une caractéristique centrale est l'engagement à acheter les denrées alimentaires localement. Le programme a pour objectif de s'approvisionner à 100% sur les marchés locaux pour les repas servis dans les cantines, avec une part prépondérante de ces achats effectués directement auprès des petits producteurs pour leur fournir une source de revenus stable et prévisible. Pour améliorer la nutrition et l'apprentissage pratique, le PNASI II vise à ce que 40 % des écoles rurales ayant accès à l'eau développent un jardin scolaire ou un projet d'élevage. Il vise également à ce que 25 % des communautés rurales cultivent des champs scolaires dédiés pour soutenir les cantines.

De plus, le PNASI II inclut des transferts monétaires spécifiques aux cuisinières des cantines, qui sont généralement des bénévoles. Pour assurer le fonctionnement régulier des cantines, le programme fournit actuellement un paiement forfaitaire mensuel de 20 000 FCFA par école, pour quatre (04) cuisinières en moyenne.

Enfin, le programme comprend un investissement significatif dans les infrastructures au niveau des écoles pour assurer le bon fonctionnement du Programme d'Alimentation Scolaire. La fourniture de ces infrastructures inclut : la construction de points d'eau, de forages et de latrines dans les écoles ; l'équipement des cantines avec des articles nécessaires comme des ustensiles de cuisine et des foyers améliorés ; et la réhabilitation des entrepôts existants pour le stockage des denrées.

b) **Objectifs :**

La République du Bénin vise à atteindre une couverture universelle de l'alimentation scolaire d'ici 2026. La mise en œuvre d'un programme intégré de repas scolaires a pour objectif de contribuer au développement socio-économique du pays. Pour cela, le programme a les buts suivants :

- Améliorer les taux d'accès, de fréquentation, de rétention et d'achèvement du cycle primaire pour les élèves des écoles dotées de cantines.
- Générer un bénéfice économique accru pour les opérateurs nationaux (petits producteurs/grossistes/industries).
- Améliorer l'état de santé des enfants.
- Les acteurs institutionnels et communautaires ont la capacité de poursuivre la mise en œuvre d'un programme gouvernemental d'alimentation scolaire

c) **Objectifs spécifiques :**

Les résultats attendus et mesurables du PNASI II sont :

- Les élèves des écoles ciblées reçoivent un repas à l'école quotidiennement ;
- 60 % au moins de toutes les denrées servies dans les écoles dotées de cantines sont d'origine locale ;
- Au moins 40 % et jusqu'à 100 % de la proportion des denrées d'origine locale sont achetées auprès de petits producteurs pour les cantines scolaires chaque année ;
- 100 % des écoles à cantine du PNASI ont bénéficié de sessions de sensibilisation à la nutrition et à l'hygiène ;
- Au moins 40 % des écoles rurales ayant accès à l'eau ont développé un jardin scolaire ou un projet de petit élevage ou d'aquaculture ;
- Au moins 25 % des communautés rurales ont développé un champ scolaire ;
- Un modèle national d'alimentation scolaire adapté au contexte béninois est disponible et mis en œuvre ;
- Un projet de loi sur l'alimentation scolaire est disponible ;
- 100 % des Comités de Gestion de Cantines Scolaires Intégrées (CGCSI) formés à la gestion des cantines sont opérationnels ;
- Les capacités techniques et de gestion des acteurs institutionnels impliqués aux niveaux central, déconcentré et décentralisé sont renforcées.
- Le panier alimentaire des cantines scolaires est régionalisé et diversifié

d) **Calendrier et budget :**

Les projections de coûts développées dans le cadre de la stratégie de financement durable estiment que le coût annuel moyen de mise en œuvre pour atteindre la couverture universelle – tout en fournissant des repas conformes aux normes du PAM – serait de 45 milliards de FCFA par an pour la période 2025-2029. Le gouvernement entend financer la mise en œuvre du programme de repas scolaires principalement par des ressources nationales.

Un montant total estimé à 25 milliards de FCFA est nécessaire pour la construction de nouvelles cuisines et 8 milliards de FCFA pour l'achat de matériel (pour l'acquisition des couverts en inox en remplacement des bols en plastique) à utiliser de manière durable sur le Programme.

e) **Critères de sélection du public cible :**

Les bénéficiaires directs du programme sont les élèves des écoles primaires nationales et les producteurs locaux qui fournissent les denrées pour les cantines scolaires. Indirectement, le programme touche les enseignants, les parents d'élèves, les communautés et les autorités locales.

En raison de la nature universelle du programme, tous les élèves âgés de 6 à 12 ans inscrits dans le système scolaire public national bénéficieront du PNASI II. Du côté de l'offre du programme, le Ministère de l'Agriculture, de l'Élevage et de la Pêche est chargé d'identifier les petits producteurs locaux, en particulier les groupements d'agriculteurs et spécifiquement les associations et coopératives de femmes productrices, et de les soutenir pour qu'ils cultivent et fournissent des denrées aux écoles.

f) **Couverture du programme :**

Actuellement, toutes les écoles des zones rurales sont couvertes par le programme national d'alimentation scolaire. Le PNASI II cherche à étendre sa couverture en développant l'alimentation scolaire dans les zones urbaines et périurbaines, pour atteindre une couverture universelle d'ici 2026 en fournissant des repas nutritifs et d'origine locale à environ de 1,8 millions d'enfants en âge scolaire (6-12 ans).

Le Programme envisage de toucher environ 100 groupements et coopératives de producteurs locaux au moins.

g) **Principaux acteurs :**

L'Agence Nationale de l'Alimentation et de la Nutrition (ANAN) est responsable de la gestion des cantines scolaires ; cependant, la gouvernance du programme est répartie entre différentes sections du gouvernement.

Le Ministère de l'Agriculture, de l'Élevage et de la Pêche (MAEP) est chargé d'assurer la disponibilité des approvisionnements alimentaires. Le ministère soutient l'organisation des producteurs locaux et les activités de renforcement des capacités. Il renforce également les capacités des communautés à mener des activités de durabilité, telles que les jardins scolaires, les champs communautaires, le petit élevage et l'aquaculture. Il accompagne la fortification de certaines chaînes de valeur.

h) **Autres acteurs du pays** :

- **Présidence de la République**
  - Fournit les lignes directrices générales du programme à travers le Secrétariat Général de la Présidence de la République (SGPR)
  - Supervise la gestion des cantines scolaires et identifie les besoins financiers
- **Ministère chargé du Développement et de la Coordination de l'action gouvernementale (MDC)**
  - Contribue aux évaluations de programmes
  - Mobilise des partenariats stratégiques et opérationnels au sein des entités gouvernementales
- **Ministère de l'Économie et des Finances (MEF)**
  - Soutient la recherche de partenaires
  - Mobilise les ressources
- **Ministère des Enseignements Maternel et Primaire (MEMP)**
  - Identifie les écoles bénéficiaires
  - Fournit un soutien à la participation du corps enseignant au Programme
- **Ministère de la Santé (MS)**
  - Organise des campagnes de sensibilisation sur la nutrition et l'hygiène
  - Organise des visites médicales pour les écoliers(e)s et les cuisinières
- **Ministère des Affaires Sociales et de la Microfinance (MASM)**
  - Mène les enquêtes sociales en vue de l'identification des enfants bénéficiaires issus de familles vulnérables, en vue de leur prise en charge par les communes

- **Ministère de la Décentralisation et de la Gouvernance Locale (MDGL)**
  - Fournit un soutien pour la mobilisation communautaire et l'engagement des élus à travers les Comités de Communaux de Concertation (CCC) sur la gestion des cantines scolaires
  - Assure la prise en charge des enfants issus de familles vulnérables, identifiés dans les écoles par les Guichets Uniques de Protection Sociale (GUPS) du MASM

- **Comité technique**
  - Fournit des commentaires sur les rapports d'activité sous la coordination de l'ANAN

i) **Partenariats externes existants :**

La mise en œuvre du Programme d'Alimentation Scolaire au Bénin est soutenue par plusieurs partenaires et agences des Nations Unies tels que le Programme Alimentaire Mondial (PAM), l'Initiative de Financement Durable, le Royaume des Pays-Bas, Catholic Relief Services (CRS), la Banque Islamique de Développement (BID), la Fondation Choïthrams, la Corée du Sud (MOFA), la Fondation Rockefeller.
Les types de soutien sont variés et concernent principalement :

- Le financement des activités dans les cantines scolaires.
- La construction d'infrastructures - la mise en place de jardins dans les écoles pour la production de denrées fraîches.
- Le renforcement des acteurs institutionnels.
- Le renforcement de la gouvernance des Organisations de Petits Producteurs, l'amélioration de la qualité et de la quantité de la production alimentaire au profit des cantines scolaires.
- L'élaboration de projections de coûts pour la mise en œuvre du PNASI et le développement d'une stratégie de financement.

j) **Sources des données :**

Un système de collecte de données (MODA) pour le programme national d'alimentation scolaire a été développé en partenariat avec le PAM et utilisé actuellement pour le suivi et l'évaluation du programme. L'ANAN travaille au développement du Système Intégré du Secteur de l'Alimentation et de la Nutrition, en remplacement de MODA pour la collecte des données au niveau des écoles, ainsi qu'aux niveaux local, régional et national.

Écoles : C'est le niveau d'où proviendront la plupart des données brutes sur les résultats du suivi des activités d'alimentation scolaire. Les acteurs pour la remontée des données sont les enseignants responsables à la cantine et les ONG partenaires de mise en œuvre du Programme sur le terrain.

Régional (Départemental) : Les informations du niveau local sont synthétisées ici sous forme de rapport régional sous la supervision des Antennes ou Sous-Bureaux de l'ANAN sur le terrain. Les acteurs responsables de la remontée des données sont les Assistants Cantines, les Chefs Antennes et les Chefs de Sous-Bureaux, du MAEP, de la Santé, et les Partenaires Techniques et Financiers.

National : C'est au niveau national que toutes les informations des différentes régions sont rassemblées, traitées à l'aide de logiciels appropriés, et synthétisées pour produire le rapport national sur l'alimentation scolaire au Bénin. Le responsable au niveau national est l'Agence Nationale de l'Alimentation et de la Nutrition (ANAN), avec l'appui du Ministère des Enseignements Maternel et Primaire (MEMP) et des Partenaires Techniques et Financiers impliqués dans l'alimentation scolaire.

k) **Suivi et Evaluation (S&E) :**

La Programme National d'Alimentation Scolaire Intégré (PNASI) dispose d'un mécanisme de suivi et d'évaluation supervisé par un Comité de Pilotage, qui se réunit périodiquement pour examiner les progrès de la mise en œuvre et apporter les réformes ou ajustements nécessaires. Toutes les activités de suivi et d'évaluation liées à la mise en œuvre du PNASI sont suivies et évaluées par l'ANAN.

Les outils de collecte de données permettent de recueillir des informations sur les activités d'alimentation scolaire de tous les acteurs et les résultats obtenus. Ils facilitent également la collecte d'informations sur les changements induits, d'une part, sur l'accès et la réussite scolaires et, d'autre part, sur la santé et la nutrition, l'agriculture et l'économie locale suite à la mise en œuvre des activités d'alimentation scolaire liées à la production locale.

Trois catégories d'indicateurs ont été sélectionnées :

- Indicateurs de suivi de la mise en œuvre du programme.
- Indicateurs de suivi des performances scolaires.
- Indicateurs sur la santé, la nutrition et l'hygiène.

Sur la base des chiffres estimés dans le cadre de l'élaboration de la Stratégie de Financement Durable pour la mise en œuvre du PNASI et pour atteindre la couverture universelle, le coût du S&E représenterait près de 32 millions de FCFA par an sur la période 2025-2029.

l) Processus de consultation

Au niveau local, les mairies mettent en place et coordonnent les activités des Comités Communaux de Concertation sur les cantines scolaires (CCC) qui rassemblent tous les acteurs des ministères sectoriels au niveau municipal. Les ONG locales recrutées par l'ANAN sont responsables de l'intermédiation sociale et du suivi rapproché de la gestion des cantines scolaires, sous sa coordination.

3. Besoins de soutien spécifiques

a) Besoin détaillé de soutien financier :

Des investissements en capital seront également nécessaires dans les années à venir, notamment pour la construction de cuisines, de points d'eau, de forages et de latrines dans les écoles, ainsi que pour l'achat de matériel pour les nouvelles cantines. Le soutien de partenaires externes pour ces investissements en capital aiderait à atteindre la couverture universelle. Les besoins annuels en investissement en capital sont estimés à 25 milliards de FCFA pour la construction de nouvelles cuisines dans 5000 écoles et 8 milliards de FCFA pour l'achat de matériel (pour l'acquisition des couverts en inox en remplacement des bols en plastique).

b) Besoin détaillé de soutien technique/en connaissances :

Les principaux domaines nécessitant un soutien technique concernent le lien entre le Programme de Repas Scolaires et les producteurs locaux. Un besoin de coopération technique existe pour surmonter les goulots d'étranglement dans la production de cultures vivrières qui sont à la base de l'alimentation locale, telles que le maïs, le niébé, le riz, le manioc, l'igname, la patate douce et les produits horticoles. Un soutien est également nécessaire pour la mise en place de services d'Assistance Technique et de Conseil Agricole reliant les nouvelles technologies générées par les institutions de recherche et développement et les entreprises aux agriculteurs.

L'un des objectifs à long terme du PNASI II est de développer les marchés et les économies locales, il est donc nécessaire de développer une stratégie pour soutenir les petits agriculteurs ayant un potentiel de production par le biais d'interventions complémentaires spécifiques pour aider à libérer leur potentiel (accès aux intrants, au crédit, à la terre, aux marchés, aux technologies, etc.). L'achat de denrées auprès des petits producteurs nécessitera une révision des procédures d'achat basées sur des arrangements contractuels et d'appel d'offres conçus pour faciliter les achats auprès des petits agriculteurs.

c) Renforcement des capacités :

Bien qu'il existe déjà une solide expérience dans la fourniture des services de base du programme d'alimentation scolaire, d'autres processus importants doivent être renforcés, tels que l'implication communautaire et la formation du personnel. Il est nécessaire de renforcer les aspects organisationnels de la décentralisation, le contrôle de la qualité (formation et équipement), la promotion des coopératives de petits producteurs, les infrastructures de transport et la logistique pour la mise en place de chaînes de valeur courtes.

d) Apprentissage/Échange

Des sessions d'apprentissage et d'échange avec les pays suivants seraient bénéfiques pour la mise en œuvre du programme :

- **Brésil :** Échange sur sa longue expérience en matière d'alimentation scolaire et son vaste programme. Le Programme National d'Alimentation Scolaire (PNAE) et le Programme d'Achat de Denrées (PAA) du Brésil sont des exemples enregistrés dans le Panier de l'Alliance.
- **Pakistan :** Expérience dans les approches nutritionnelles.
- **Tunisie :** Expérience réussie des cantines scolaires en milieu urbain.

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e) Rôle proposé pour les partenaires de l'Alliance :

Les partenaires de l'Alliance — y compris les agences de développement, les organisations de la société civile, les institutions universitaires et les acteurs du secteur privé — joueront un rôle essentiel dans le soutien à la mise en œuvre, à l'extension et à la durabilité réussies du programme national intégré d'alimentation scolaire (PNASI). En plus de l'échange d'expériences avec les pays de l'Alliance mentionnés ci-dessus, les membres suivants pourraient potentiellement contribuer au programme :

- **FIDA (IFAD) :** Un soutien peut être fourni par le biais des projets en cours financés par le FIDA dans le pays, qui aident les petits producteurs ruraux à surmonter les goulots d'étranglement de la production alimentaire et fournissent une assistance technique et des services de vulgarisation rurale. Ces petits agriculteurs seront mis en relation avec les écoles et l'ANAN pour devenir leurs fournisseurs de denrées.
- **Banque Africaine de Développement et Fondation Children's Fund :** Financement des infrastructures initiales pour les écoles, telles que les cuisines, les points d'eau, les forages et les latrines dans les écoles, et achat de matériel pour les nouvelles cantines.
- **Autres membres de l'Alliance** pourraient être mobilisés pour fournir un soutien au renforcement des capacités et à l'engagement communautaire.

f) Stratégie de durabilité :

La stratégie de durabilité du Programme National d'Alimentation Scolaire Intégré du Bénin est centrée sur l'atteinte d'une appropriation nationale complète par la consolidation institutionnelle et juridique. Ceci est soutenu par la création d'un modèle national unique d'alimentation scolaire adapté au contexte béninois et, surtout, par la rédaction et l'adoption d'une loi nationale sur l'alimentation scolaire et l'éducation nutritionnelle pour ancrer juridiquement et politiquement le programme à long terme.

L'autonomie financière est un pilier clé de cette stratégie, le gouvernement ayant déjà engagé des fonds importants de son budget national et prévoyant de combler les déficits existants en augmentant progressivement les allocations, conformément à sa croissance annuelle attendue. Cette approche descendante est complétée par l'autonomisation des communautés locales ; les Comités de Gestion de Cantines Scolaires sont encouragés à gérer leurs propres activités de durabilité comme les jardins scolaires et les projets d'élevage, favorisant l'appropriation locale et réduisant la dépendance à long terme.

4. Contexte et situation actuelle

d) Expérience du pays sur cette question

Le programme s'appuie sur des expériences antérieures d'alimentation scolaire mises en œuvre avec le soutien du PAM et d'autres partenaires internationaux. La première phase du PNASI et le programme Keum Faaba III se sont concentrés sur la fourniture de repas scolaires dans les zones rurales où les ménages sont situés à une distance importante de l'école et où les taux de scolarisation étaient faibles. Les deux programmes cherchaient à relier la production locale aux cantines scolaires. Les deux programmes ont impliqué des partenaires du secteur privé pour le transport, la vente ou la location de fournitures et les dons de financement.

Les familles des élèves ont contribué aux programmes par le biais d'un forfait pouvant aller jusqu'à 50 FCFA ou de dons en nature.

Quelques-uns des défis qui persistent aujourd'hui étaient déjà identifiés dans ces expériences précédentes, comme l'absence d'eau potable dans certaines cantines scolaires et des infrastructures inadéquates. Parallèlement, de nombreux succès ont été obtenus, tels que l'amélioration des taux de scolarisation, la réduction des taux d'abandon scolaire, l'augmentation des résultats scolaires, l'extension de la couverture du programme et l'accroissement de l'appropriation et de l'implication communautaire dans la gestion des écoles.

e) État actuel :

Actuellement, toutes les écoles des zones rurales sont couvertes par le programme de repas scolaires. Une couverture de 100% des écoles primaires publiques, est envisagée avec l'extension du programme en milieux périurbain et urbain.

Bien qu'il existe déjà une solide expérience dans la fourniture des services de base du programme d'alimentation scolaire, d'autres processus importants doivent être renforcés, tels que la mise en place de points d'eau dans les écoles, l'implication communautaire, la formation du personnel, et le renforcement du lien avec les petits producteurs locaux pour l'achat de denrées.

f) Partenariats actuels :

La mise en œuvre du Programme d'Alimentation Scolaire au Bénin est soutenue par plusieurs partenaires et agences des Nations Unies tels que le Programme Alimentaire Mondial (PAM), l'Initiative de Financement Durable, le Royaume des Pays-Bas, Catholic Relief Services (CRS), la Banque Islamique de Développement (BID), la Fondation Choithrams, la Corée du Sud (MOFA), la Fondation Rockefeller.

Les types de soutien sont variés et concernent principalement :

- Le financement des activités dans les cantines scolaires.
- La construction d'infrastructures adéquates–
- La mise en place de jardins scolaires et champs communautaires pour la production de denrées fraîches
- La mise en place d'initiatives de petits élevage, d'aquaculture et autres activités complémentaires
- Le renforcement des acteurs institutionnels
- Le renforcement de la gouvernance des Organisations de Petits Producteurs, l'amélioration de la qualité et de la quantité de la production alimentaire au profit des cantines scolaires
- L'élaboration de projections de coûts pour la mise en œuvre du PNASI et le développement d'une stratégie de financement.

5. Liens avec l'Alliance Globale contre la faim et la pauvreté

d) Références spécifiques dans le panier de politiques :

Le Programme National d'Alimentation Scolaire Intégré (PNASI) du Bénin est directement lié aux instruments du Panier de Politiques de l'Alliance Mondiale pour les Programmes de Repas Scolaires ; les Marchés Institutionnels, y compris les Achats Publics et la Tarification Alimentaire Favorable aux Pauvres ; et la Promotion des Chaînes de Valeur Courtes. De plus, il est lié dans une moindre mesure à l'Accès à l'Eau Potable et aux Services d'Assainissement de Base, aux Installations d'Hygiène et à l'Accès aux Intrants, Technologies et Connaissances Agricoles Favorable aux Pauvres.

e) Alignement avec les Sprints 2030 :

L'expansion du PNASI est directement liée aux annonces faites par la République du Bénin lors de l'Alliance Globale Sprint des repas scolaires 2030:

« Le gouvernement du Bénin : annonce un objectif d'étendre la couverture de 75 à 100 % des écoles publiques du pays, tout en fournissant à toutes les écoles des infrastructures appropriées pour les cuisines, l'accès à l'eau et en développant jusqu'à 100 % l'achat local de nourriture, en soutenant les petits agriculteurs. »

f) Importance stratégique :

En 2021, le nouveau gouvernement du Bénin a adopté un programme de réforme ambitieux appelé le Programme d'Action du Gouvernement (PAG) 2021-2026, axé sur l'amélioration du développement du capital humain et la décentralisation. Dans le PAG, la nutrition est une priorité transversale. Le programme vise à améliorer la productivité et les conditions de vie de la population, conformément à la vision 2025 du Bénin.

Ce programme contribue directement aux objectifs de l'Alliance et, comme montré ci-dessus, s'aligne sur de nombreux Instruments de Politique de son Panier. Les données montrent que les programmes de repas scolaires peuvent être efficaces pour améliorer la nutrition et la santé, les résultats scolaires, réduire la pauvreté et renforcer l'égalité des sexes en réduisant les taux d'abandon scolaire chez les filles. Lorsqu'ils sont liés à l'achat de denrées produites par les agriculteurs familiaux locaux, ces programmes peuvent également promouvoir des pratiques agricoles durables et soutenir une croissance inclusive en créant des marchés stables pour les producteurs locaux.

6. Prochaines étapes et contacts

Au cours des prochains jours, le Gouvernement de la République du Bénin et le Mécanisme de Soutien de l'Alliance travailleront avec les membres actuels et potentiels de l'Alliance pour compléter ce pré-plan avec des indications concrètes et spécifiques de soutien. Si vous êtes un membre de l'Alliance déjà impliqué ou potentiellement intéressé à en savoir plus sur la manière de participer à cette initiative phare et transformatrice, veuillez écrire à contact@endhungerandpoverty.org et/ou contacter les points focaux ci-dessous.

- Point focal du gouvernement du pays: Alain Hinkati, Directeur Général, Agence Nationale de l'Alimentation et de la Nutrition - ANAN, ahinkati@presidence.bj.

- Contact du Mécanisme de soutien de l'Alliance Globale:

- Country Manager: Emilie Chazelle, emilie.chazelle@endhungerandpoverty.org
- Alternate: Luiza Silva Lisboa, luiza.lisboa@mds.gov.br

EXPRESSION D'INTÉRÊT / DÉCLARATIONS DE PARTENARIAT (environ 1 page par partenaire)

L'objectif de la déclaration de partenariat est de résumer brièvement les domaines d'engagement potentiels pour les plans nationaux individuels. Elle ne constitue pas un engagement à fournir un soutien financier ou autre. Elle vise à indiquer les domaines d'intérêt, ainsi que les ressources, l'expérience et les compétences des partenaires dans des domaines pertinents pour l'ambition définie dans les plans nationaux. La déclaration doit tenir sur une page environ, sachant que des plans nationaux plus détaillés seront élaborés ultérieurement.

a. **Motif d'intérêt**/ *Bref résumé de la manière dont le plan national proposé s'aligne sur le mandat, les priorités et les programmes de travail de votre institution/.*

b. **Capacités et atouts institutionnels :** *[décrire brièvement celles qui s'appliquent à ce programme, en évitant les descriptions trop larges et trop détaillées].*

c. **Rôle(s) de partenariat prévu(s)/élargi(s):** *Décrivez votre rôle potentiel dans ce partenariat, en mettant l'accent sur les demandes de soutien externe décrites dans le programme. Veuillez énumérer toutes les modalités possibles (subventions, prêts, prêts concessionnels, assistance technique, renforcement des capacités, échange de connaissances, matériel d'apprentissage/de formation, mise en œuvre conjointe de composantes spécifiques du programme et autres mesures).*

d. **Financement indicatif : /***Dans la mesure du possible, veuillez inclure des enveloppes/fourchettes financières indicatives en dollars américains.***agrégat***et pour chaque modalité.]*

e. **Rôle(s) de partenariat actuel(s) et potentiel(s) dans le programme (le cas échéant)***[décrivez brièvement vos contributions actuelles/passées à la mise en œuvre de ce programme uniquement au cas où votre organisation en serait déjà partenaire]*

f. **Alignement avec les sprints 2030 : (le cas échéant)***[Si votre organisation a rejoint le processus Sprints 2030 dans le cadre de l'Alliance Globale avec un engagement/une annonce publique, veuillez indiquer quel Sprint et expliquer brièvement comment la présente manifestation d'intérêt contribuerait à respecter cet engagement]*

g. **Partenariats potentiels actuels :** *[Veuillez énumérer les partenariats prévus, souhaités ou déjà planifiés avec d'autres pays tiers, organisations et/ou autres membres de l'Alliance, en décrivant les rôles potentiels de ces organisations (c'est-à-dire cofinancement, assistance technique, S&E, financement mixte, autres) et les synergies avec le rôle de votre propre institution]*

h. **Conditions et restrictions applicables:** [Énumérez brièvement les principales conditions et restrictions applicables, en reconnaissant que d’autres engagements pourraient, par exemple, être soumis à l’approbation du conseil d’administration, à des arrangements et accords futurs avec le gouvernement chargé de la mise en œuvre, aux conditions générales applicables aux subventions/prêts, à la disponibilité des ressources, à une compréhension plus approfondie, à des missions de négociation et d’enquête, et à de futurs arrangements techniques et juridiques].

i. **Point(s) focal(aux) dans l'établissement pour le suivi**: [listez le(s) nom(s) complet(s), le(s) titre(s) et les coordonnées (e-mail et mobile/WhatsApp)Soumettez votre manifestation d'intérêt ici :

https://forms.gle/7CtL5NEXvuMPbrzWA

Global Alliance Against Hunger and Poverty: Yelemat Tirufat ("Bounty of Basket") Flagship Programme

Fast Track Implementation Planning – Ethiopia – Support to Smallholders

What is the Fast Track planning process? This process started by the Global Alliance´s Board of Champions aims to co-develop with implementing countries a high-level, strategic implementation plan for a single national large scale programme linked to the Alliance´s policy basket. The process uses the 2030 Sprints commitments as a foundation and expands on it with specific details, including partnership needs. The Global Alliance will use these plans to identify concrete partnership offers from other members, providing potential financial or knowledge support—or both—in alignment with the country´s programme priorities.

The implementation plans will serve as a foundation for future steps, where they will be further detailed and expanded into full operational plans. These plans will also guide formal partnership and resourcing agreements between implementing countries and both knowledge and financial partners. The Global Alliance's Support Mechanism, along with other partner structures can provide support in this further development.

A detailed concept note and FAQ on the fast track planning process, the Global Alliance, and what to expect from them can be found here: https://tinyurl.com/mwcahk35

1. Executive Summary

l) **Country:** Ethiopia

m) **Programme Name:** Yelemat Tirufat ("Bounty of Basket") Flagship Programme

n) **Main Objective:** The overall objective of this initiative is to sustainably increase the livestock sector's productivity, inclusivity, and resilience—empowering 5 million smallholders (focusing on 65% women and youth)—to enhance food and nutrition security, expand income opportunities, and strengthen national and export markets.

o) **Brief Description**: The initiative is built on the successful ongoing Yelemat Tirfuat programme, which has identified Commodity Villages for scaling up livestock sector productivity. Villages specialize in milk, poultry, honey or fish. Through the integration of policy instruments from the Alliance's Policy Basket with support from Alliance partners for technical assistance, capacity development and financial support, the next phase of the programme will scale further.

p) **Target Audience:** Implementation is proposed in the Oromia, Amhara, Sidama, Southwest Ethiopia, Central Ethiopia, Afar, Somali, and Benishangul-Gumuz regions, covering about 200 woredas (districts) reaching up to five million smallholder farmers (with 65% women and youth).

q) **Main Target Outcomes:** The overarching goal is to establish a resilient, market-oriented livestock subsector that delivers affordable animal-source foods to every Ethiopian family while generating inclusive growth and rural prosperity. With this, the country aims to achieve a 150-300% increase in key livestock outputs, a 40% increase in farmer incomes, and a 60% reduction in post-harvest losses.

r) **Total Budget:** The total estimated cost of the programme is USD 430 million, of which the government intends to finance USD 86 million (20%) and thus needs USD 344 million.

s) **Need for financial support**: In terms of financial support required, USD 258 (60%) is sought from development partners and donors, USD 64.5 million (15%) from private sector investment, and USD 21.5 million (5%) from philanthropy-based investments.

t) **Need for technical/knowledge support:** The proposed partnerships would bring capacity building including the development of a training center, relevant infrastructure, creation of market linkages, knowledge sharing on processing and livestock product value addition, and value chain financing including insurance.

u) **Partners already involved in the initiative:** Current partners include the UN Rome Based Agencies (FAO, IFAD and WFP); the World Bank and African Development Bank; the Bill and Melinda Gates Foundation, AGRA, and the Rockerfeller Foundation; India, the United Arab Emirates and Brazil; and private financial institutions and cooperatives.

v) **References in the Global Alliance Policy Basket:** The programme is closely aligned with several policy instruments described in the policy basket, with an emphasis on the Support to Smallholder farmers category and the Inclusive Programmes. In terms of Support to Smallholders, there is a focus on policy instruments for climate resilient agricultural technologies, inclusive insurance, inclusive market infrastructure development, inclusive value addition and processing, institutional markets including public procurement and pro-poor food pricing, pro-poor access to agricultural inputs, technology and knowledge, promote inclusive access to agricultural markets, and promoting short value chains. In terms of Inclusive Programmes, it is focused on policy instruments for inclusive credit and financial services, integrated programmes for economic inclusion, and integrated programmes for gender equality and empowerment.

2. Proposal Details

a) **How the initiative works:** The Government of Ethiopia developed ten years (2021-2030) strategic plan for agriculture prioritizing ten key commodities including dairy, chicken meat, eggs, and honey and launched the "Yelemat Tirufat" initiative. Proposed expansion of this initiative, Yelemat Tirufat Plus, is a large-scale systemic response, climate-smart, and inclusive livestock development programme aligned with the SDGs and several Policy Basket Instruments of the Global Alliance Against Hunger and Poverty. It aims to scale proven models like the Commodity Village and promote coordinated, multi-stakeholder partnerships nationally and internationally.

b) **Goals:** The Government's goal with this proposal is to establish a resilient, market-oriented livestock subsector that delivers affordable animal-source foods to every Ethiopian family while generating inclusive growth and rural prosperity. It aims to sustainably increase livestock sector's productivity, inclusivity, and resilience—empowering 5 million smallholders (focusing on 65% women and youth)—to enhance food and nutrition security, expand income opportunities, and strengthen national and export markets. In doing so, the country aims to achieve a 150-300% increase in key livestock outputs, a 40% increase in farmer incomes, and a 60% reduction in post-harvest losses.

c) **Specific objectives:** The project's results framework is summarized in the below table.

Framework Criterion	Project Design Element
Specific	Scale the "Commodity Village" model across 200 woredas (districts) for dairy, poultry, honey, and fish value chains.
Measurable	150–300% increase in key livestock outputs, 40% income rise, 60% reduction in post-harvest losses.
Achievable	Builds on proven 2023–2024 results and government coordination; co-financed with international partners via Global Alliance Against Hunger and Poverty
Realistic	Uses existing institutions, phased rollout, and robust public-private-people partnerships.
Time-bound	Scale-Up (2025–2027) and Consolidation & Integration (2028–2030) are two phases.

To reach this initiative's goal, the Government of Ethiopia aims by December 2030 to increase milk production from 10.7 billion to 20 billion liters; increase egg production from 5.7 billion to 12 billion; increase chicken meat production from 208 000 to 320 000 tons; increase honey production from 272 000 to 500 000 tons; and increase fish production from 138 000 to 420 000 tons.

These objectives will be reached through five mutually reinforcing interventions that cut across commodities: enhancing availability of improved genetics (breeds); feed and forage transformation through long-term leases and subsidized working-capital credit; upgrading veterinary services and biosecurity, with updated guidelines; enhancing inclusive rural finance; and increasing market, processing and cold-chain investments.

This will be achieved through four components, with corresponding subcomponents and activities.

Component 1: Capacity of private and public institutions enhanced.

Subcomponent 1 – Institutions

Subcomponent 2 – Extension services

Subcomponent 3 – Financial

- Establish PPP frameworks for services delivery
- Capacity building for small and medium enterprises (SME) and cooperatives
- Business advisory and access to finance support
- Strengthening private sector associations and platforms
- Establish PPP frameworks for services delivery

Component 2: Access to inputs (feed and veterinary drugs) to support the production of quality food.

Subcomponent 1 – Production of inputs

Subcomponent 2 – Access

- Support the enforcement of feed quality and safety regulations
- Improved access to inputs (improved genetics, quality feed and vet drugs and services)
- Increased livestock finance (strengthen rural financial inclusion for the livestock sector)

Component 3: Access to markets enhanced and contract farming arrangements between producers and buyers facilitated.

- Support the establishment of storage and cold chain infrastructure

Component 4: Programme management enhanced

d) **Timeline & Budget:** The total estimated cost of the initiative is USD 430 million. The Government plans to provide about USD 86 million (20%). In addition to the Government of Ethiopia contribution, USD 258 million (60%) is expected to be covered by other development partners and donors through various arrangements and modalities, plus an additional USD 64.5 million (15%) from private sector investment and USD 21.5 million (5%) from philanthropy-based investments. The Government will make efforts to explore public-private-partnership (PPP) opportunities.

e) **Target audience selection criteria:** Rather than pursuing a single commodity or grant scheme, the Government of Ethiopia has opted for a Commodity Village-based approach, identifying specific villages based on their potential to specialize in one of the four commodities, namely milk, poultry, honey or fish. The Yelemat Tirufat Flagship Programme was started in 2022. Since 2023, significant progress has been made in employment generation, income growth, and increased production of livestock commodities. Commodity Villages have been established across the regions, including 11,901 milk villages; 14,800 poultry villages; 3,814 honey villages; and 1,434 fishery villages.

The current proposal will focus on scaling up the commodity village model. Implementation is proposed to take place in Oromia, Amhara, Sidama, Southwest Ethiopia, Central Ethiopia, Afar, Somali, and Benishangul-Gumuz regions covering about 200 woredas (districts) and reaching to five million smallholder farmers. Of these farmers, 65% will be women and youth.

f) **Programme coverage:** Five million smallholder famers.

g) **Main stakeholders:** This initiative is led by the Ministry of Agriculture with the Ethiopian Agricultural Authority (EAA) and the Agricultural Transformation Agency (ATA). The initiative focal point is the Lead Executive, Livestock and Fisheries Development, Ministry of Agriculture.

h) **Other stakeholders in the country**: The Federal Treasury allocates funds covering extension salaries and vaccine procurement, and for the construction of ten milk-collection centers. Regional administrations contribute land and budget for local coordination units. The Agricultural Transformation Initiative (ATI) supplies GIS mapping and business-plan templates.

i) **Existing external partnerships:** The World Bank is funding a rolling certification programme to develop the capacity of Ethiopia's 70 000 deployed Development Agents in intensive livestock husbandry.

j) **Monitoring & Evaluation:** The initiative plans for monitoring and evaluation on several levels. Results monitoring will take place through quarterly dashboard reviews and output/output KPIs. The initiative will rely on a mobile-based digital M&E system for farmer surveys and GIS-enabled tracking. The initiative's accountability tools will be aligned with the African Union's Malabo Biennial Review, the SDG Voluntary National Reviews (VNRs), and the G20 Results Framework on Food Systems Transformation.

An independent third-party will make an Impact Evaluation with assessments at the baseline, midpoint and end point of the initiative.

k) **Consultation process:** During the first phase of Yelemat Tirufat (2022–2024), the Government of Ethiopia conducted extensive stakeholder consultations, including multi-level engagements with regional bureaus of agriculture, livestock producers' associations, smallholder cooperatives, and women and youth groups. These consultations informed the design of the Commodity Village approach and the selection of pilot sites across regions.

During this initiative, the 'Yelemat Tirufat Plus' phase for the period 2025-2030, additional structured local consultations are planned as part of the woreda-level planning and implementation frameworks. Participatory methods—including stakeholder forums, value chain mapping exercises, and inclusive community engagement sessions—will be used to ensure alignment with local needs, build ownership, and ensure gender and youth inclusion in all intervention areas. The programme will also institutionalize local feedback mechanisms and multi-stakeholder platforms at woreda and regional levels to support adaptive implementation and accountability.

3. Specific Support Needs

a) **Detailed financial support needed:** Financial resources and investment support are needed for a blended finance mechanisms to de-risk private investment in the poultry and livestock sectors, for working capital and for assets financing (for example, cold-chain infrastructure, feed production-processing, veterinary inputs and services, etc.).

The total estimated cost of the initiative is USD 430 million. The Government plans to provide about USD 86 million (20%). In addition to the Government of Ethiopia contribution, USD 258 million (60%) is expected to be covered by other development partners and donors through various arrangements and modalities, plus an additional USD 64.5 million (15%) from private sector investment and USD 21.5 million (5%) from philanthropy-based investments. The Government will make efforts to explore public-private-partnership (PPP) opportunities.

Of the anticipated USD 258 million budget from development partners and donors, the Government of Ethiopia has proposed the following indicative figures for each commodity: USD 77 million (30%) for dairy; USD 72.0 million (28%) for chicken meat and eggs; USD 39.0 million (15%) for honey; and USD 70 million (27%) for fish.

Option for initial pilot

The Government of Ethiopia would prefer to focus on a comprehensive Yelemat Tirufat Plus initiative, with the total estimated budget in all the regions as described earlier in the proposal. However, if any partners or donors would like to support a pilot integrated commodity-based project in a limited geographic area, this would be possible with approximately 25% of the expected total budget, about USD 65 million. The total source of funding remains the same as illustrated by the table below.

Source	Share	Key areas of investment
Government of Ethiopia	20%	Policy, extension, coordination
MDBs/Donors (G20 Alliance)	60%	Infrastructure, cold chain, finance
Private Sector	15%	Processing, input supply, service delivery
Philanthropy	5%	Inclusion grants, R&D, M&E

b) **Detailed knowledge / technical support needed:** Technical assistance and knowledge sharing are needed to support for the development and rollout of training curricula, with specific technical inputs on genetics, feed formulation, biosecurity, etc.

Specific support is also needed for market system development and value chain coordination to enhance structured market linkages. This may include out-grower schemes, contract farming, aggregator models, value chain financing, export certification and standards system.

c) **Capacity Building:** Institutional capacity development is needed in support of programme delivery and monitoring and evaluation, and to strengthen the regulatory capacity of the Ethiopian Food and Drug Administration (EFDA) and the Ministry of Agriculture for feed and vet oversight.

d) **Learning/Exchange*:*** In the context of the ongoing Yelemat Tirufat, there is learning with several development partners (details are given in the section on Current Partnerships). Many of these partners are already members of the Alliance.

e) **Proposed Role for Alliance Partners:** The Government of Ethiopia is committed to modernizing its livestock sector, enhancing food security, reducing imports, and creating economic opportunities across the country. Multilateral development banks could support the initiative. Countries and other knowledge institutions could anchor knowledge transfer and rigorous impact evaluation. Philanthropic funds could shoulder social-inclusion grants and training. Technical agencies such as FAO could provide technical assistance. Additional information can be found in the section on Current Partnerships.

f) Sustainability strategy: As explained, this initiative builds on the success of the ongoing Yelemat Tirufat programme. This strong basis combined with four strategies aim to ensure the sustainability of the initiative's impacts beyond its own lifetime. Specifically, the initiative plans (1) that local capacity building ensures institutional ownership, (2) input and service delivery models are market-based, (3) for transition planning to embed the Commodity Villages into regional development plans, and (4) private-public partnerships to support cold chains and processing facilities.

4. Background and Current Status

a) **Country experience on this issue:** Ethiopia possesses vast livestock resources, but productivity remains low, leading to significant gaps in meeting national nutritional needs (low per capita consumption of milk, eggs, meat), limited income generation for smallholders, missed export opportunities, and reliance on imports for certain products. Key bottlenecks include precarious infrastructure, poor market linkages, inadequate access to quality inputs (genetics, feed, farm tools, veterinary drugs and services), access to financial services and lack of technical as well as hands-on skills and capacity-building. The Government of Ethiopia developed ten years (2021-2030) strategic plan for agriculture prioritizing ten key commodities including dairy, chicken meat, eggs, and honey and launched the Yelemat Tirufat programme to alleviate these issues. Proposed expansion of this initiative, Yelemat Tirufat Plus, is a large-scale systemic response, climate-smart, and inclusive livestock development programme aligned with the SDGs and several Policy Basket Instruments of the Global Alliance Against Hunger and Poverty. It aims to scale proven models like the Commodity Village and promote coordinated, multi-stakeholder partnerships nationally and internationally.

b) **Current status:** In 2023 and 2024, Ethiopia has made significant strides in transforming its livestock sector, achieving notable progress in employment creation, income generation, and increased production of livestock commodities. One of the major milestones was the establishment of grandparent stock farms for the first time in the country, which laid the foundation for a sustainable supply of parent stock in poultry production. In parallel, small and medium-scale animal feed processing industries were established to support the growing demand for quality livestock feed.

To improve animal health and safety, national poultry biosecurity guidelines were developed. The distribution of day-old chicks saw a remarkable increase, from 26 million to 74 million, boosting the poultry sector significantly. Similarly, the distribution of fingerlings increased from 1.9 million to 5.71 million, and the distribution of modern beehives rose from 1.13 million to 2.7 million, supporting fishery and apiculture growth.

In cattle breeding, the expansion of crossbreeding services was extraordinary — growing from 500 000 to 3.8 million cattle, which is expected to greatly improve genetic quality and productivity.

Ethiopia also launched and scaled up commodity-specific villages across various regions. There are 11 901 milk villages, 14 800 poultry villages, 3 814 honey villages, and 1 434 fishery villages. These village models serve as hubs for production, training, and market access, enabling more inclusive and sustainable rural development.

In terms of production output, Ethiopia has achieved substantial increases. Milk production grew from 7.1 billion to 10 billion liters. Egg production grew from 3.2 billion to 5.7 billion. Chicken meat production grew from 90 000 to 208 000 metric tons. Honey production grew from 146 700 to 272 000 metric tons. Fish production grew from 72 400 to 138 000 metric tons.

By leveraging existing institutions, strong public-private-partnerships, and the proven results from 2023–2024 under coordinated government leadership, and with co-financing from international partners through the Global Alliance Against Hunger and Poverty, Ethiopia aims by 2028 to achieve a 150–300% increase in key livestock outputs (milk, eggs, poultry meat, honey, and fish), a 40% rise in farmer incomes, and a 60% reduction in post-harvest losses compared with the 2022 baseline.

c) **Current Partnerships:** FAO, WFP and IFAD (the UN's Rome Based Agencies) are development partners providing technical advisory services, capacity building, research, policy support and inputs systems. Multilateral Development Banks such as the World Bank and African Development Bank are supporting infrastructure, finance and digital services. Philanthropic Foundations including the Bill and Melinda Gates Foundation, AGRA and the Rockefeller Foundation are supporting women/youth inclusion, and innovation pilots. Partner countries including India, the United Arab Emirates, and Brazil are supporting genetics, feed, ICT tools, and capacity building. The private sector is supporting input/service provision, co-investment and market creation. Financial institutions are supporting loan and insurance design and delivery. Cooperatives are supporting aggregation, service delivery and giving voice to farmers.

5. Connections with the Global Alliance against Hunger and Poverty

g) Specific references in the Policy Basket: This initiative is directly linked to the Alliance's Policy Basket instruments Support to Smallholder Farmers and Inclusive Programmes. In terms of Support to Smallholders, there is a focus on policy instruments for climate resilient agricultural technologies, inclusive insurance, inclusive market infrastructure development, inclusive value addition and processing, institutional markets including public procurement and pro-poor food pricing, pro-poor access to agricultural inputs, technology and knowledge, promote inclusive access to agricultural markets, and promoting short value chains. In terms of Inclusive Programmes, it is focused on policy instruments for inclusive credit and financial services, integrated programmes for economic inclusion, and integrated programmes for gender equality and empowerment

h) Alignment with 2030 Sprints: Ethiopia was not part of the 2030 Sprints. However, the proposed programme fully aligns with the 2030 Smallholder and Family Farming Sprint and its objective "*to better support millions of small-scale producers and family farmers in boosting their productivity and quality of life as part of a broader transformation of global food systems*."

i) Strategic Importance: This programme strategically aligns with the Global Alliance's goals to combat hunger and poverty through country-led, evidence-based initiatives. It directly contributes to SDGs 1 and 2 by generating income, employment, and increasing access to nutritious foods. It is aligned with Ethiopia's national food and nutrition policy. The programme supports Ethiopia's Homegrown Economic Reform Agenda by demonstrating how public–private collaboration can convert untapped livestock assets into inclusive growth and national nutritional resilience. Moreover, by integrating climate-smart livestock practices such as improved feeding and manure management system and low emission value chain (strengthens cold chain efficiency and promotes renewable energy), it mitigates environmental impact and enhances resilience, supporting SDG 13.

6. Next Steps & Contacts

Over the next weeks the Government of Ethiopia and Alliance Support Mechanism will work with current and potential Alliance members to complement this pre-plan with concrete and specific indications of support. **If you are an Alliance member already involved or believe your country or organization can contribute, we invite you to delve into each plan and submit a non- binding Expression of Interest through the provided link or QR code**. This will get you into a concrete country-level dialogue on implementation, including the country government and the other potential partners.

If you have questions on the plans, on the next steps, and on the submission of Expressions of Interest, please write to ethiopia-yelemat@endhungerandpoverty.org and/or reach out to the focal points below.

Country's Government Focal Point: Ms Tsigereda Fekadu, Lead Executive, Livestock & Fisheries Development, Ministry of Agriculture, tsiguadom@gmail.com, +251 911 836 589.

Global Alliance Support Mechanism Contact:

- **Country Manager:** Craig Chibanda, craig.chibanda@endhungerandpoverty.org
- **Alternate** Emilie Chazelle, emilie.chazelle@endhungerandpoverty.org

EXPRESSION OF INTEREST / PARTNERSHIP STATEMENTS (about 1 page per partner)

The aim of the partnership statement is to briefly summarize areas of potential engagement for individual country plans. The statement is *not* a commitment to provide financial or other support. It is aimed at indicating areas of interest, as well as the resources, experience, and capabilities of partners in areas relevant to the ambition set out in national plans. The statement should be limited to around one page, recognizing that more detailed country plans will be developed.

a. **Reason for interest** */ Brief summary of how the proposed country plan aligns with your institutions mandate, priorities, and work programmes/.*

b. **Institutional Capacities and Strengths** *[briefly outline those applicable to this programme, avoiding both overly broad and detailed descriptions].*

c. **Intended/expanded partnership role(s)** *[Describe your potential role in this partnership, with a specific focus on the requests for external support described in the programme. List all potential modalities (ie. grants, loans, concessional loans, technical assistance, capacity building, knowledge exchange, learning/training materials, co-implementation of specific programme components, and other measures).*

d. **Indicative Finance: /** *Where possible include indicative financial envelopes/ranges in US$ in* **aggregate** *and for each modality.]*

e. **Current and prospective partnership role(s) in the programme (if applicable)** *[briefly describe your current/past contributions to this programme implementation only in case your organization is already a partner for it]*

f. **Alignment with 2030 Sprints (if applicable)** *[If your organization joined the 2030 Sprints process under the Global Alliance with a public commitment/announcement, please state which Sprint and briefly state how the present expression of interest would help deliver on that commitment]*

g. **Current potential co-partnerships** *[Please list intended, desired or already planned co-partnerships with additional third countries, organizations and/or other Alliance members, describing potential roles for those organizations (i.e. co-financing, technical assistance, M&E, blended finance, others) and synergies with your own institution´s role]*

h. **Applicable Conditions and Restrictions** Briefly list major conditions and restrictions that apply, recognizing that further commitments might, for example, be subject to board approval, future *arrangements* and agreements with implementing government, applicable terms and conditions for grants/loans, availability of resources, further understanding, negotiation and fact-finding missions,
and future technical and legal arrangements”].

i. **Focal point(s) in institution for follow up**: [*list* full name(s), title(s), and contact details (email and mobile/WhatsApp)]

Submit your expression of interest here:

https://forms.gle/7CtL5NEXvuMPbrzWA

Global Alliance Against Hunger and Poverty: Politique Nationale de Protection et Promotion Sociales (PNPPS – National Policy for Social Protection and Promotion)

Fast Track Implementation Planning – Haiti – Cash Transfers

1. Executive Summary

a) **Country:** Haïti

b) **Program name:** Expansion of cash transfers and food aid for vulnerable households in Haiti as part of the National Policy for Social Protection and Promotion (PNPPS).

c) **Main Objective:** The overall objective of the program is to contribute significantly to reducing hunger and food insecurity in Haiti by 2030, ensuring that the most vulnerable households have regular and sufficient access to adequate food while promoting the economic resilience of communities.

d) **Brief description:** Faced with the difficulties encountered by a large part of the population in obtaining sufficient food, and given the existing security problems that have led to internal population displacement, Haiti is proposing a project to extend existing social assistance interventions while ensuring that important structural aspects are strengthened at the national level. The project to expand cash transfers and food aid for vulnerable households in Haiti seeks to respond to the multiple challenges facing this segment of the country's population. In order to make this project sustainable and avoid the persistence of monetary poverty, a productive inclusion component will also be tested

e) **Target audience:** This project aims to reach approximately 550,000 households by 2030. An initial pilot phase will reach 100,000 households in extremely vulnerable situations. The targeted geographical areas will include both urban neighborhoods severely affected by the security and food crisis, particularly the Port-au-Prince Metropolitan Area, and rural areas in the most affected departments.

f) **Main goal:** This cash and in-kind transfer project aims to contribute to reducing extreme poverty and food insecurity by 50% by 2030.

g) **Total budget:** The estimated costs for the first phase, which would reach 100,000 households in the 10 departments over 30 months (6 months implementation/18 months execution/6 months closure), would amount to approximately USD 200 million. This budget includes the amount of transfers, inputs, targeting and operational costs, as well as the strengthening of monitoring and evaluation mechanisms.

h) **Need for financial support**: Funding for this project would be 100% international, i.e., for the total amount of USD 200 million.

i) **Need for technical/knowledge support:** First, technical expertise is needed to analyze the various payment methods and support the Haitian government, through the Ministry of Social Affairs and Labor (MAST), in developing a single payment system to ensure fast, secure, and accessible cash transfers, even in the most remote areas.

Second, sustainable financing is essential to build on the existing national social registry, namely SIMAST (Information System of the Ministry of Social Affairs and Labor). This will enable complete geographical coverage so that there is a single register of vulnerable beneficiaries that is interoperable with the various existing social assistance programs and other administrative databases currently in use in the country.

And finally, technical support to develop alternative methods for surveying households in areas that are difficult to access due to the virtual control of armed gangs in these fragile and vulnerable areas.

j) **Partners already involved in the initiative:** Technical support for existing programs is provided by various United Nations agencies, such as the WFP and WHO/PAHO. NGOs have played an important role in ensuring implementation on the ground and providing logistical support. Funding for interventions is provided by the IDB and the IMF.

k) **References in the Global Alliance Policy Basket:**

- Food transfer or subsidized food (food distribution programs)
- Emergency cash transfers in fragile and humanitarian contexts
- Conditional cash transfer (CCT)
- Unconditional cash transfer
- Public works, employment guarantee schemes and direct job creation including community development programs

2. Proposal Details

a) **How the initiative works:** The implementation of the project includes a range of services divided into four components aimed at meeting the immediate and medium-term needs of vulnerable households. These include unconditional cash transfers for access to food, one-off food distributions, hot meals for displaced populations, and cash-for-work activities for young people with targeted training to equip them for the labor market. To achieve this objective, four components have been defined within the framework of this project:

- Providing emergency food assistance through in-kind support.
- Social assistance mechanisms for internally displaced persons with monthly cash transfers for four to six months.
- Strengthening the resilience of vulnerable households to shocks through unconditional cash transfers for 12 months.
- Access for young people to income and technical training through cash-for-work programs: strengthening the autonomy of young people through work for money in various fields such as support for agriculture and the restoration of livelihoods, and the completion of small projects to improve the living environment of the neighborhoods where they live. These young people will receive on-the-job technical training in the areas in which they work.

These various components are already part of the work being done in Haiti, particularly by FAES under the leadership of MAST. However, they require additional and substantial support to ensure their sustainability and follow-up. In this regard, the main support Haiti needs to strengthen these transfer-related actions is financial. However, significant gaps in the country's social protection system have an impact on the real impact of assistance to vulnerable families. Lessons learned recommend substantial and essential technical support to strengthen this system, as prescribed in the National Policy for Social Protection and Promotion (PNPPS), in order to achieve more significant results.

This will also include the implementation of monitoring, evaluation, and accountability (MEA) mechanisms at the design stage, focused on results and the improvement of ongoing programs, and should include process and impact evaluations. The National Food Security Coordination (CNSA) is also available to monitor this process.

b) **Goals:** The overall objective of the program is to contribute significantly to reducing hunger and food insecurity in Haiti by 2030, ensuring that the most vulnerable households have regular and sufficient access to adequate food while promoting the economic resilience of communities. This cash and in-kind transfer project aims to contribute to reducing extreme poverty and food insecurity by 50% by 2030.

c) **Specific objectives:** This cash and in-kind transfer project aims to contribute to reducing extreme poverty and food insecurity by 50% by 2030 and is structured around four operational components:

- Provision of emergency food assistance through in-kind support to food-insecure households.
- Social assistance mechanisms for internally displaced persons in camps through cash transfers (up to 6 months).
- Unconditional cash transfers over 12 months to strengthen household resilience to shocks in areas classified as IPC 4 and above.

Cash-for-work mechanisms for young people with technical training support.

d) **Timeline and Budget:** The estimated costs for the first phase, which would reach 100,000 households in the 10 departments over 30 months (6 months implementation/18 months execution/6 months closure), would amount to approximately USD 200 million. Funding for this project is 100% international and is estimated based on food insecurity estimates based on the value of the food basket and the current costs of ongoing programs.

Component	Activity	Target/ households	Unit cost	Total Cost	Assistance duration
1. Emergency food assistance in kind in areas classified as IPC 4 (emergency) and 5 (catastrophe)	Mobile canteen, community restaurant, food basket, etc.	30 000,00	$ 200,00	$ 72 000 000,00	12 months
2. Emergency assistance for IDPs in camps in departments affected by internal migration	Cash transfer for up to 6 months, 60% of the value of the basic food basket (i.e., USD 130)	30 000,00	$ 130,00	$ 23 400 000,00	6 months
3. Strengthening the resilience of households in areas classified as IPC 3 and above	Cash transfer for up to 12 months, 60% of the basic food basket (equivalent to USD 130)	20 000,00	$ 130,00	$ 20 400 000,00	12 mois

4. Temporary income and technical training for young people in urban and peri-urban areas	Work for money (HIMO) for young people, enabling them to carry out work requested by target communities.	30 000,00	$ 1 000,00	$ 30 000 000,00	12 mois
Total		110 000,00		$ 145 800 000,00	
Operational costs			30%	$ 43 740 000,00	
Technical assistance				$ 10 500 000,00	
Total				$ 200 040 000,00	

e) **Target audience selection criteria:** An initial pilot phase will target 100,000 households in extremely vulnerable situations. The geographical areas targeted will include both urban neighborhoods severely affected by the security and food crisis, particularly the Port-au-Prince metropolitan area, and rural areas in the most affected departments. Targeting will be carried out in areas with IPC 4 or above.

f) **Program coverage:** The targeted geographical areas will include both urban neighborhoods severely affected by the security and food crisis, particularly the Port-au-Prince Metropolitan Area, and rural areas in the most affected departments, including Artibonite, Nord-Ouest, Grand'Anse, Sud, Nippes, and Centre, where the food situation is particularly critical. This project aims to reach approximately 550,000 households by 2030. An initial pilot phase will target 100,000 households in situations of extreme vulnerability.

g) **Main stakeholders:** The program will be implemented by the Economic and Social Assistance Fund (FAES), as the public agency designated by the Haitian government, and the MAST Project Management Unit (UGP-MAST). Drawing on the experience of these two entities in the multisectoral management of large-scale social programs and their national presence across the 10 departments, MAST and FAES will coordinate the implementation of the various components of the project, in close collaboration with departmental directorates and technical partners. They will mobilize their digital information management systems, experienced teams, and monitoring, evaluation, and accountability tools to ensure rigorous, transparent, and standards-compliant execution. This approach will ensure consistency with national public policies on social protection, while providing a rapid and targeted response to the needs of vulnerable populations.

In turn, the CNSA has the capacity to extrapolate from contributing factors to prioritize municipalities within IPC analysis areas as part of refining geographic targeting. The Technical Group on Food and Nutrition Security should be promoted as a forum for sharing and coordinating cash transfers, in which FAES and MAST are already stakeholders.

h) **Other stakeholders in the country**: The Haitian government will establish a strategic steering committee, headed by the Minister of Social Affairs and Labor (MAST) and co-chaired by the Minister Delegate for Humanitarian Affairs, to ensure the smooth running of the project. This committee will bring together the main stakeholders in the social protection sector, including the Directorate of Civil Protection and Population (DGPC), the National Migration Office (ONM) and possibly other relevant public institutions. Its mission will be to oversee the implementation of the project, guide operational strategies, ensure that the objectives set are met, and rigorously monitor performance. This governance framework will promote effective coordination between actors, ensure alignment with national priorities, and enable interventions to be adjusted according to the results and needs identified in the field.

i) **Existing external partnerships :** Technical support for existing programs is provided by various United Nations agencies, such as the WFP, WHO/PAHO, among others. NGOs have played an important role in ensuring implementation on the ground and providing logistical support. Finally, funding for interventions has been provided by international actors, notably the IDB and the IMF.

j) **Data sources:** Constant data collection using digital tools is necessary in order to align the MAST and FAES databases. The finalization of the Management Information System (MIS) and agreements with digital financial service providers on the MAST side is also an objective to ensure that quality data on cash transfers is available. Strengthening SIMAST to improve data collection and use, as well as beneficiary monitoring, will be necessary.

k) **Monitoring & Evaluation:** A single monitoring, evaluation, and accountability (MEA) framework for all social protection programs, clearly aligned with the National Policy for Social Protection and Promotion (PNPPS). This choice will ensure transparency, accountability, and effectiveness of interventions, while allowing for real-time adjustment of strategies based on results observed in the field and lessons learned.

Digital tools are currently being used to facilitate planning, implementation, and monitoring in the field, and have improved the quality of beneficiary data. This data can be adjusted for transparency purposes or in the event of corrections to the program. The programs implemented are subject to technical and financial audits, evaluations, and reasonable assurances to verify their impact and ensure that objectives have been achieved.

l) **Consultation process:** MAST continues to strengthen coordination in the social protection sector and is committed, through various mechanisms (e.g., the Social Protection Sector Table and others), to providing increased leadership to ensure the effectiveness of government policy in this area. MAST's partnership with FAES as the main operator for the implementation of social protection programs has made it possible to provide a more effective response to those in need, particularly during multiple shocks. This choice has also enabled the use of mobile phone companies for digital payments and the contribution of local and international NGOs to the implementation of interventions.

In addition, local authorities and communities are heavily involved in social protection activities and are regularly consulted to better understand the approaches used for cash transfers. These consultations are conducted by FAES in coordination with MAST's departmental directorates, with technical support from international partners.

3. Specific Support Needs

a) **Detailed financial support needed:** The main gaps are related to the severe financial constraints faced by the Haitian government and its dependence on international financial assistance, while the needs of the population are exacerbated.

External financial support is needed to cover the costs of implementing the four components: thus, financial support of USD 200 million by 2030 could cover the needs for implementing the four components of the preliminary plan.

b) **Detailed knowledge/technical support and capacity building needed:** Technical support to establish an implementation plan with a timetable, particularly with regard to:

- Strategic planning.
- Tools for selecting and identifying reinforcement (SIMAST and ONI).
- Implementation mechanisms.
- Monitoring, evaluation, and learning.
- Multi-stakeholder coordination.
- Harmonization of social protection: ensuring that interventions are consistent, complementary, and compatible with each other.

c) **Learning/Exchange**: learning countries include:

- Brazil: Bolsa Familia's use of conditional cash transfers and the existence of an integrated social protection system.
- Ethiopia: Productive Safety Net Program (PSNP), which combines in-kind transfers and cash-for-work interventions linked to climate shocks.
- Rwanda: Integrated approach to social protection through the Vision 2020 Umurenge program, which includes transfers and financial inclusion as well as digital payment tools
- Togo: Rapid implementation of Novissi during COVID-19 and use of digital targeting tools
- Kenya: Hunger Safety Net Program (HSNP) in arid areas, which illustrates the importance of shock response mechanisms.

d) **Proposed Role for Alliance Partners:** Financial support could be provided by IFIs and UN agencies, particularly those already involved in Haiti: IDB, IMF, World Bank, WFP, WHO/PAHO, IFAD, FAO.

Other specific forms of support based on the organization's experience could also be implemented:

- The World Bank-funded MAST ASPIRE program could contribute its experience in adaptive social protection.
- WFP's experience with cash transfers linked to food security and the provision of financial support.
- UNICEF's social protection programs that take into account the needs of children
- The ILO's experience in structuring social protection systems.
- The links established by the FAO between food security and the resilience of rural households.
- Academic institutions to strengthen assessments and evidence generation.

Alliance members can contribute in concrete and targeted ways according to their areas of expertise. Multilateral development banks (IDB, World Bank, AfDB, IFAD, etc.) can provide financial and technical support for the modernization of social information management systems, including the social registry (SIMAST) and digital payment platforms. For example, the World Bank could finance the development of a robust digital identification system, which is essential for the financial inclusion of vulnerable households.

United Nations agencies such as FAO, WFP, and UNICEF could provide technical assistance on food supply chains, community meal management, and the integration of family farming into social programs (as has been done in Brazil with the Bolsa Família program). The IOM and UNHCR, for their part, can strengthen support for displaced persons or migrants, particularly in the management of reception and reintegration.

Countries with advanced experience in social protection, such as Brazil, can share their expertise in targeting, transfer conditionality, and accountability mechanisms.

Foundations and the private sector can contribute to technological innovation, payment digitization, transfer traceability and transparency, and the financing of pilot programs.

e) **Sustainability strategy:** A successful partnership would involve stable long-term financial commitment, technical support aligned with national priorities, knowledge transfer tailored to the local context, and the establishment of shared monitoring and evaluation mechanisms to achieve the expected results. Effective coordination between the Haitian government, donors, technical agencies, and NGOs would ensure that actions are complementary, avoid duplication, and maximize the impact on the fight against hunger and poverty.

4. Background and Current Status

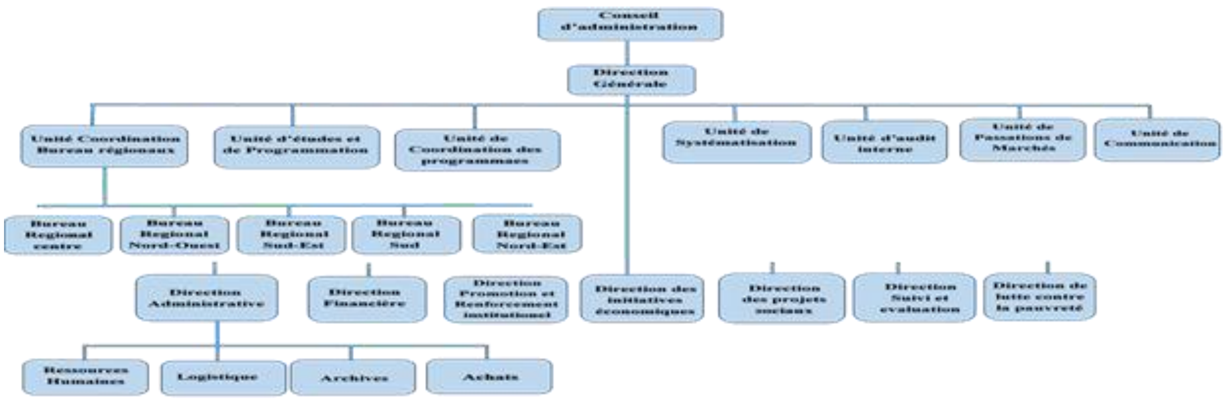
a) **Country experience on this issue:** Currently, MAST's activities through FAES reach approximately 250,000 households. Those financed by the IDB reach nearly 500,000 households in vulnerable areas of the country, covering all 10 geographical departments of Haiti, and are still being implemented by FAES. These interventions extend to urban, peri-urban, and rural areas, with particular attention paid to the departments and municipalities classified as most vulnerable according to the CNSA report. These target areas are characterized by high levels of food insecurity, multidimensional poverty, and low resilience to shocks. This proposed project, in addition to strengthening the social protection system in Haiti, will extend MAST and FAES interventions to more than 850,000 vulnerable households.

For more than a decade, social protection tools and mechanisms have been used to counteract the harmful effects of hunger and poverty in the country. However, the various programs and actors have not been able to develop a common strategy within a well-defined framework. It is in this context of fragmented interventions that the National Policy for Social Protection and Promotion (PNPPS) was developed with a view to achieving consistency and convergence in actions in favor of the most disadvantaged groups, thereby facilitating their socioeconomic advancement and the resilience of communities. In order to achieve the objectives of the PNPPS in a systematic manner, leadership of social interventions has been entrusted to the Ministry of Social Affairs and Labor (MAST), which must prioritize a multisectoral approach to better eradicate hunger and poverty.

The project to expand cash transfers and food aid for vulnerable households in Haiti seeks to address the many challenges faced by this segment of the country's population. In order to make this project sustainable and prevent the persistence of monetary poverty, a productive inclusion component will also be tested. Faced with the difficulties encountered by a large part of the population in obtaining sufficient food, and given the existing security problems that have led to internal population displacement, Haiti is proposing a project to extend existing social assistance interventions while ensuring that important structural aspects are strengthened at the national level.

FAES is an autonomous state financial institution under the supervision of the Ministry of Economy and Finance (MEF). Its mission is to support vulnerable communities in becoming self-sufficient and realizing their potential through the implementation of social and economic programs and projects aimed at improving their living conditions in a sustainable manner. Its current portfolio is approximately USD 300 million, consisting mainly of programs financed by the Inter-American Development Bank (IDB) totaling USD 260 million, as well as the Multisectoral Emergency Program (PUM), a flagship program of the MAST, totaling USD 39.8 million.

Figure 1 : FAES organizational chart



The social safety net created through IDB-funded programs earned it the “Development Superhero” award in a competition organized by the IDB Group, which took place on October 27, 2023, in Washington during IDB Knowledge Week, bringing together 141 candidate executing agencies (EAs) from 25 member countries in Latin America and the Caribbean.

b) **Current status:** The current situation in the country is deeply affected by a prolonged crisis exacerbated by the absence of stable governance. Nevertheless, recent developments with the **establishment** of a transitional presidential council aim to stabilize the situation.

For the time being, the involvement of the Cash Working Group (CWG) has led to levels of coordination within the group of different actors and stakeholders in the country; however, there are a multitude of programs run by these actors, without connections, which would require better coordination.

National actors, with international support, have already developed similar components to those proposed for this project:

- Emergency assistance has been set up and implemented to provide in-kind support in various areas suffering from acute food insecurity.
- Unconditional cash transfers linked to food insecurity are in place, but they are insufficient to meet existing needs.
- Cash-for-work initiatives with young people, as well as training programs with temporary conditional cash transfers, have been implemented and have received positive evaluations.
- Resources are being mobilized by the government to assist more than 50,000 displaced households currently living in makeshift camps created by the security crisis.
- The UGP-MAST is also conducting a flagship transfer program. .

In the case of ongoing interventions, the MAST registry (SIMAST), covering 30% of Haitian territory, is used to identify and select beneficiaries of social protection programs. The CNSA has the capacity to profile food-insecure households, which is intended to complement SIMAST in identifying beneficiaries. However, these efforts are limited in their ability to respond to more urgent humanitarian needs due to a lack of information on displaced persons and its absence in areas affected by violence.

The current quality of interventions has several strengths, but also weaknesses that need to be considered. Among the strengths are, on the one hand, the MAST's clear willingness to apply the PNPPS without reservation and, on the other hand, the FAES's high level of commitment to fulfilling its mission and promoting the skills and expertise of the institution's staff, who are working to improve the social protection system in Haiti. It also has flexible information management systems that can be adapted to the nature of the interventions (COMMCARE/TOMPORTAIL), which are essential tools for managing data on vulnerable households identified through SIMAST targeting or community meetings.

FAES's operational capacity as a public body implementing social protection programs for the Haitian government is well established, with nationwide coverage supported by five regional offices covering the entire territory. It has significant experience in managing multisectoral programs, particularly in food security, cash transfers, and community development.

On its part, MAST is finalizing its Management Information System (MIS) and agreements with digital financial service providers. This progress will enable these two entities to better exchange data and develop joint strategies to improve the services offered to beneficiaries.

However, certain weaknesses remain and pose major challenges, such as:

<u>The national registry:</u>

Coverage of the beneficiary registry (SIMAST) remains limited to around 30%. Its current collection method, which is mainly door-to-door, is costly and hampered by insecurity, particularly in the metropolitan areas of Port-au-Prince and certain key departments, such as Centre and Artibonite. The use of community targeting in the absence of SIMAST data leads to additional costs, biases in data quality, and risks of political manipulation. Furthermore, the registry is not yet interoperable with the various social protection programs and serves more as a targeting guidance tool than as a genuine referral mechanism to social services for vulnerable populations. Added to all these problems are delays in updating data, which in many regions becomes obsolete.

Mandatory subcontracting and proliferation of intermediaries:
The lack of identity documents regularly observed when registering households in programs is one of the major challenges hindering access to social protection services. The absence of birth certificates in households is a barrier to the entire process: it is impossible to obtain a national identification number, open a bank account, or even have an electronic wallet.

Identification of citizens by the state:
The lack of identity documents, which is regularly observed when households are registered in programs, is one of the major challenges hindering access to social protection services. When a household does not have a birth certificate, this blocks the entire process: it is impossible to obtain a national identification number, open a bank account, or even have an electronic wallet to receive transfers via mobile phone operators, which is the method currently used. In addition, the quality of service delivery continues to be impacted by structural constraints, such as the lack of financial infrastructure in remote areas of the country and logistical challenges related to insecurity. Improvements will also require strengthening monitoring and evaluation capacities, increasing the digitization of processes, and strengthening the systematic accountability mechanisms recommended by the PNPPS.

In turn, the CNSA has the capacity to extrapolate from contributing factors to prioritize municipalities within IPC analysis areas as part of refining geographic targeting. The Technical Group on Food and Nutrition Security should be promoted as a forum for sharing and coordinating cash transfers, in which FAES and MAST are already stakeholders.

c) **Current Partnerships:** Technical support for existing programs is provided by various United Nations agencies, such as the WFP, WHO/PAHO, among others. NGOs have played an important role in ensuring implementation on the ground and providing logistical support. Finally, funding for interventions has been provided by international actors, including the IDB, IMF, and bilateral donors. These countries and their development agencies have also established partnerships to provide financial or in-kind support to existing social protection programs.

Currently, in addition to implementing part of the IMF-funded Multisectoral Emergency Program for the Appeasement and Reintegration of Vulnerable Groups (PUM), FAES is implementing four other major social assistance programs with the support of various donors, including the KORE PEP National Social Assistance Program, as well as three programs financed by the IDB: the Safety Net Strengthening Program (HA-J0005), the Food Insecurity Reduction and Resilience Building Program (HA-J0007), and the Community Program for the Promotion of Human Security (HA-J0008).

These interventions cover a variety of areas, such as the distribution of hot meals and hygiene kits, and significant support for internally displaced persons living in temporary reception sites.

They provide temporary income for young people through cash-for-work programs, small community projects, business incubation training, cash and food transfers (conditional and unconditional), primary health care, strengthening the health system of the Ministry of Health and Public Health and Population (MSPP) through training and equipment, and financial support to SIMAST for household surveys.

The KORE PEP program is an extension of an initial program called EDE PEP, while those financed by the Inter-American Development Bank (IDB) are new programs that reinforce cash transfers to enable better national coverage.

In addition, strategic priority is given to the Port-au-Prince Metropolitan Area, which today accounts for a significant proportion of humanitarian needs, particularly due to the security crisis and the massive influx of internally displaced persons (IDPs) fleeing violence. In this context, emergency interventions focus mainly on displacement sites, with targeted actions such as the distribution of hot meals, emergency cash transfers, the provision of hygiene kits, and support for basic social services for the most affected households. This approach makes it possible to respond quickly to urgent needs while maintaining a balance with structural interventions aimed at the recovery of rural and peri-urban communities.

5. Connections with the Global Alliance against Hunger and Poverty

a) **Specific references in the Policy Basket:**

- Food transfer or subsidized food (food distribution programs)
- Emergency cash transfers in fragile and humanitarian contexts
- Conditional cash transfer (CCT)
- Unconditional cash transfer
- Public works, employment guarantee schemes and direct job creation including community development programs

b) **Strategic Importance :** The support provided to Haiti by the members of the Global Alliance would be a major step forward in the fight against hunger and poverty: the challenges facing the country in these two areas are among the most significant in the Western Hemisphere. By providing an appropriate response to these challenges, the Global Alliance's main objectives related to SDGs 1 and 2 will be significantly strengthened.

For more than a decade, social protection tools and mechanisms have been used to counteract the harmful effects of hunger and poverty in the country. However, the various programs and actors have not been able to develop a common strategy within a well-defined framework. It is in this context of fragmented interventions that the National Policy for Social Protection and Promotion (PNPPS) was developed with a view to achieving a level of coherence and convergence in actions in favor of the most disadvantaged groups, thereby facilitating their socioeconomic advancement and the resilience of communities. In order to achieve the objectives of the PNPPS in a systematic manner, leadership of social interventions has been entrusted to the MAST, which must prioritize a multisectoral approach to better eradicate hunger and poverty.

6. Next Steps & Contacts

Over the next weeks the Government of Haiti and the Alliance Support Mechanism will work with current and potential Alliance members to complement this pre-plan with concrete and specific indications of support. **If you are an Alliance member already involved or believe your country or organization can contribute, we invite you to delve into each plan and submit a non-**

binding Expression of Interest through the provided link **or QR code**. This will get you into a concrete country-level dialogue on implementation, including the country government and the other potential partners.

If you have questions on the plans, on the next steps, and on the submission of Expressions of Interest, please write to haiti-cashtransfers@endhungerandpoverty.org and/or reach out to the focal points below.

Government Focal points

- Marie Hérold Michel, Directrice Générale du MAST, herollemichel@yahoo.fr, +50947193232
- Serge Gabriel Collin, Directeur Générale du FAES, sergegabriel.collin@faes.gouv.ht, +50948547155
- Marie Judithe Fanfan, Coordinatrice de Programmes du FAES, judithe.fanfan@faes.gouv.ht, +50936189678

Global Alliance support mechanism contact :

- Country Manager: João Pedro Bregolin Dytz, joao.bregolin.dytz@socialprotection.org
- Alternate: Emilie Chazelle, emilie.chazelle@endhungerandpoverty.org
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GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY

EXPRESSION OF INTEREST / PARTNERSHIP STATEMENTS (about 1 page per partner)

The aim of the partnership statement is to briefly summarize areas of potential engagement for individual country plans. The statement is *not* a commitment to provide financial or other support. It is aimed at indicating areas of interest, as well as the resources, experience, and capabilities of partners in areas relevant to the ambition set out in national plans. The statement should be limited to around one page, recognizing that more detailed country plans will be developed.

a. **Reason for interest** / *Brief summary of how the proposed country plan aligns with your institutions mandate, priorities, and work programs/.*

b. **Institutional Capacities and Strengths** *[briefly outline those applicable to this program, avoiding both overly broad and detailed descriptions].*

c. **Intended/expanded partnership role(s)** *[Describe your potential role in this partnership, with a specific focus on the requests for external support described in the program. List all potential modalities (ie. grants, loans, concessional loans, technical assistance, capacity building, knowledge exchange, learning/training materials, co-implementation of specific program components, and other measures).*

d. **Indicative Finance: /** *Where possible include indicative financial envelopes/ranges in US$ in* **aggregate** *and for each modality.]*

e. **Current and prospective partnership role(s) in the program (if applicable)** *[briefly describe your current/past contributions to this program implementation only in case your organization is already a partner for it]*

f. **Alignment with 2030 Sprints (if applicable)** *[If your organization joined the 2030 Sprints process under the Global Alliance with a public commitment/announcement, please state which Sprint and briefly state how the present expression of interest would help deliver on that commitment]*

g. **Current potential co-partnerships** *[Please list intended, desired or already planned co-partnerships with additional third countries, organizations and/or other Alliance members, describing potential roles for those organizations (i.e. co-financing, technical assistance, M&E, blended finance, others) and synergies with your own institution´s role]*

h. **Applicable Conditions and Restrictions** Briefly list major conditions and restrictions that apply, recognizing that further commitments might, for example, be subject to board approval, future *arrangements* and agreements with implementing government, applicable terms and conditions for grants/loans, availability of resources, further understanding, negotiation and fact-finding missions, and future technical and legal arrangements"].

i. **Focal point(s) in institution for follow up**: [*list* full name(s), title(s), and contact details (email and mobile/WhatsApp)]

Submit your Expression of Interest here:
https://forms.gle/7CtL5NEXvuMPbrzWA

GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY: POLITIQUE NATIONALE DE PROTECTION ET PROMOTION SOCIALES (PNPPS)

Fast Track Implementation Planning – Haiti – Cash Transfers

1. Résumé exécutif

l) **Pays :** Haïti

m) **Nom du Programme :** expansion des transferts monétaires et de l'aide alimentaire pour les ménages vulnérables en Haïti dans le cadre de la Politique Nationale de Protection et Promotion Sociales (PNPPS).

n) **Objectif principal :** L'objectif général du programme est de contribuer significativement à la réduction de la faim et de l'insécurité alimentaire en Haïti d'ici 2030, en assurant que les ménages les plus vulnérables aient un accès régulier et suffisant à une alimentation adéquate tout en favorisant la résilience économique des communautés.

o) **Courte description** : Face aux difficultés que rencontre une bonne partie de la population à avoir une consommation alimentaire suffisante, et compte tenu des problèmes de sécurité existants qui ont notamment conduit à des déplacements internes de population, Haïti propose un projet d'extension des interventions d'assistance sociale existant tout en veillant à renforcer des aspects structurels importants au niveau national. Le projet d'expansion des transferts monétaires et de l'aide alimentaire pour les ménages vulnérables en Haïti cherche à donner une réponse aux multiples défis auxquels est confrontée cette tranche de la population du pays. Dans le but d'inscrire ce projet dans le durable et d'éviter la persistance de la pauvreté monétaire, un volet d'inclusion productive y sera également expérimenté.

p) **Public cible :** Ce projet prévoit d'atteindre environ 550 000 ménages d'ici 2030. Une première phase pilote touchera 100 000 ménages en situation de vulnérabilité extrême. Les zones géographiques ciblées comprendront à la fois les quartiers urbains très impactés par la crise sécuritaire et alimentaire, notamment la Zone Métropolitaine de Port-au-Prince, ainsi que les régions rurales des départements les plus touchés.

q) **Principaux résultats escomptés :** Ce projet de transferts en espèces et en nature vise à contribuer à la réduction de la pauvreté extrême et l'insécurité alimentaire de 50 % d'ici 2030.

r) **Budget total :** Les coûts estimés pour la première phase, qui conduirait à toucher 100 000 ménages dans les 10 départements pendant 30 mois (6 mois implémentation/18 mois exécution/6 mois clôture), s'élèveraient à environ 200 millions USD. Ce budget comprend le montant des transferts, des intrants, du ciblage et des coûts opérationnels ainsi que le renforcement des mécanismes de suivi et d'évaluation.

s) **Besoin de soutien financier international** : Le financement serait 100% international pour ce projet, c'est-à-dire pour le total des 200 millions USD.

t) **Besoin d'appui technique/de connaissances :** D'abord, un appui en expertise technique pour analyser les différentes méthodes de paiement et appuyer l'État Haïtien à travers le Ministère des Affaires Sociale et du Travail (MAST) dans le développement d'un système unique de paiement afin d'assurer des transferts monétaires rapides, sécurisés et accessibles même dans les zones les plus reculées.

Ensuite, un financement durable est essentiel pour permettre de construire sur l'existant en matière de registre social national à savoir le SIMAST (Système d'Information du Ministère des Affaires Sociales et du Travail). Permettre la complétude de la couverture géographique de manière à avoir un registre unique de bénéficiaires en situation de vulnérabilité, interopérable avec les différents programmes d'assistance sociale existants et d'autres bases de données administratives en cours d'utilisation dans le Pays.

Et enfin, un appui technique permettant de développer des méthodes alternatives pour enquêter les ménages dans les zones difficiles d'accès à cause du quasi-contrôle des gangs armés de ces zones fragiles et vulnérables.

u) **Partenaires déjà impliqués dans l'initatives :** Le soutien technique aux programmes existants est appuyé par différentes agences des Nations unies, telles que le PAM et l'OMS/OPAS. Les ONG ont joué un rôle important en assurant l'exécution sur le terrain et en fournissant un soutien logistique. Le financement des interventions est assuré par la BID et le FMI.

v) **Références dans le Panier de Politiques de l'Alliance mondiale :**

- Transfert de nourriture ou nourriture subventionnée (programmes de distribution alimentaire)
- Transferts monétaires d'urgence dans des contextes fragiles et humanitaires
- Transferts monétaires conditionnels
- Transferts monétaires inconditionnels
- Travaux publics, systèmes de garantie de l'emploi et création directe d'emplois, y compris les programmes de développement communautaire

2. Détails de la proposition

m) **Comment l'initiative fonctionne :** La mise en opération du projet comprend un ensemble de prestations diversifiées en 4 composantes visant à répondre aux besoins immédiats et à moyen terme des ménages vulnérables. Il s'agira notamment de transferts monétaires inconditionnels pour l'accès à l'alimentation, de distributions alimentaires ponctuelles, de repas chauds pour les populations déplacées, des d'activités de travail contre argent (« cash-for-work ») pour les jeunes avec des formations ciblées visant à les outiller pour le marché du travail. Pour atteindre cet objectif, 4 composantes ont été définies dans le cadre de ce projet :

- Fournir une assistance alimentaire d'urgence par le biais d'un soutien en nature.
- Mécanismes d'assistance sociale pour les personnes déplacées à l'intérieur du pays avec des transferts mensuels en espèces durant de 4 à 6 mois.
- Renforcer la résilience aux chocs des ménages vulnérables par des transferts monétaires inconditionnels pendant 12 mois.
- Accès des jeunes aux revenus et à la formation technique par le biais de programmes « argent contre travail » (cash-for-work) : renforcer l'autonomie des jeunes grâce à du travail contre argent dans des domaines variés comme l'appui à l'agriculture et à la restauration des moyens d'existence, de réalisation de petits ouvrages permettant l'amélioration du cadre de vie des

quartiers qu'ils habitent. Ces jeunes bénéficieront de formation technique sur le tas dans les domaines des interventions qu'ils exécutent.
Ces différentes composantes font déjà partie du travail effectué en Haïti, notamment du FAES sous le leadership du MAST. Elles nécessitent toutefois un soutien supplémentaire et substantiel pour assurer leur durabilité et leur suivi. Dans cette optique, le principal soutien dont Haïti a besoin pour renforcer ces actions liées aux transferts est d'ordre financier. Cependant, des lacunes importantes dans le dispositif de la protection sociale du pays ont des conséquences sur l'impact réel de l'assistance aux familles vulnérables. Les leçons apprises recommandent un appui technique substantiel et incontournable pour renforcer ledit dispositif tel que prescrit dans la Politique Nationale de Protection et Promotion Sociales (PNPPS) afin d'aboutir à des résultats plus significatifs.

Cela inclura également la mise en œuvre de mécanismes de suivi, et d'évaluation et de redevabilité (SER) au stade de la conception, axé sur les résultats et l'amélioration des programmes en cours, et devrait inclure des évaluations du processus et d'impact. La Coordination Nationale de la Sécurité Alimentair (CNSA) est également disponible pour suivre ce processus.

n) **Buts :** L'objectif général du programme est de contribuer significativement à la réduction de la faim et de l'insécurité alimentaire en Haïti d'ici 2030, en assurant que les ménages les plus vulnérables aient un accès régulier et suffisant à une alimentation adéquate tout en favorisant la résilience économique des communautés. Ce projet de transferts en espèces et en nature vise à contribuer à la réduction de la pauvreté extrême et l'insécurité alimentaire de 50 % d'ici 2030.

o) **Objectifs spécifiques :** Ce projet de transferts en espèces et en nature vise à contribuer à la réduction de la pauvreté extrême et l'insécurité alimentaire de 50 % d'ici 2030 et s'articule autour de quatre composantes opérationnelles :

- Fourniture d'une aide alimentaire d'urgence par le biais d'un soutien en nature aux ménages en situation d'insécurité alimentaire.
- Mécanismes d'assistance sociale pour les personnes déplacées à l'intérieur du pays qui sont dans les sites par le biais de transferts en espèces (allant jusqu'à 6 mois).
- Transferts d'argent inconditionnels sur 12 mois pour renforcer la résilience des ménages aux chocs des zones en IPC 4 et plus.
- Mécanismes de travail contre rémunération pour les jeunes avec un accompagnement à la formation technique.

p) **Budget et ligne du temps :** Les coûts estimés pour la première phase, qui conduirait à toucher 100 000 ménages dans les 10 départements pendant 30 mois (6 mois implémentation/18 mois exécution/6 mois clôture), s'élèveraient à environ 200 millions USD. Le financement est 100% international pour ce projet, et est estimé sur la base des estimations de l'insécurité alimentaire en fonction de la valeur du panier alimentaire et des coûts actuels des programmes en cours.

Composante	Activité	Cible/ménage	Cout unitaire	Coût total	Durée de l'assistance
1. Assistance alimentaire d'urgence en nature dans les zones d'insécurité alimentaire classées en IPC 4 (urgence) et 5 (catastrophe)	Cantine mobile, restaurant communautaire, panier alimentaire etc..	30 000,00	$ 200,00	$ 72 000 000,00	12 mois
2. Assistance d'urgence pour les PDI dans les Camps des départements touchés par la migration interne	Transfert monétaire jusqu'à 6 mois, 60% valeur du panier alimentaire de base (soit 130 USD)	30 000,00	$ 130,00	$ 23 400 000,00	6 mois
3. Renforcement de la résilience des ménages dans les zones classés en IPC 3 et plus	Transfert monétaire jusqu'a 12 mois, 60v% du panier alimentaire de base (soit 130 USD)	20 000,00	$ 130,00	$ 20 400 000,00	12 mois
4. Revenus temporaires et formation technique pour les jeunes dans les zones urbaines et périurbain	Travail contre argent (HIMO) pour les jeunes leur permettant de réaliser des travaux réclamés par les communautés cibles	30 000,00	$ 1 000,00	$ 30 000 000,00	12 mois
Total		110 000,00		$ 145 800 000,00	
Cout d'opération			30%	$ 43 740 000,00	
Assistance technique				$ 10 500 000,00	
Total				$ 200 040 000,00	

q) **Critères de sélection du public cible :** Une première phase pilote touchera 100 000 ménages en situation de vulnérabilité extrême. Les zones géographiques ciblées comprendront à la fois les quartiers urbains très impactés par la crise sécuritaire et alimentaire, notamment la Zone Métropolitaine de Port-au-Prince, ainsi que les régions rurales des départements les plus touchés. Le ciblage s'effectuera dans les zones en IPC 4 et plus.

r) **Couverture du programme :** Les zones géographiques ciblées comprendront à la fois les quartiers urbains très impactés par la crise sécuritaire et alimentaire, notamment la Zone Métropolitaine de Port-au-Prince, ainsi que les régions rurales des départements les plus touchés, notamment l'Artibonite, le Nord-Ouest, la Grand'Anse, le Sud, les Nippes et le Centre, où la situation alimentaire est particulièrement critique. Ce projet prévoit d'atteindre environ 550 000 ménages d'ici 2030. Une première phase pilote touchera 100 000 ménages en situation de vulnérabilité extrême.

s) **Principales parties prenantes :** L'opérationnalisation du programme sera assurée par le Fonds d'Assistance Économique et Sociale (FAES), en tant qu'agence publique d'exécution désignée par le Gouvernement haïtien et l'Unité de Gestion de Projet du MAST (UGP-MAST). Fort des expériences de ces deux entités dans la gestion multisectorielle de programmes sociaux à grande échelle et de leur présence nationale à travers les 10 départements, le MAST et le FAES coordonneront la mise en œuvre des différentes composantes du projet, en étroite collaboration avec les directions départementales et les partenaires techniques. Ils mobiliseront leurs systèmes numériques de gestion de l’information, leurs équipes expérimentées et les outils de suivi-évaluation et de redevabilité pour garantir une exécution rigoureuse, transparente et conforme aux standards. Cette approche garantira la cohérence avec les politiques publiques nationales en matière de protection sociale, tout en assurant une réponse rapide et ciblée aux besoins des populations vulnérables.

À son tour, la CNSA a la capacité d’effectuer des extrapolations à partir des facteurs contributifs pour arriver à prioriser les communes à l’intérieur des zones d’analyse IPC comme élément d’affinage du ciblage géographique. Il y a lieu de promouvoir le Groupe Technique de Sécurité Alimentaire et Nutritionnelle comme espace de partage et de coordination des transferts monétaires au sein duquel le FAES et le MAST sont déjà parties prenantes.

t) **Autres parties prenantes dans le pays** : Le Gouvernement haïtien mettra en place un Comité de pilotage stratégique, placé sous la direction du Ministre des Affaires Sociales et du Travail (MAST), codirigé par le Ministre délégué aux affaires humanitaires afin de garantir le bon déroulement du projet. Ce comité réunira les principales parties prenantes du secteur de la protection sociale, notamment la Direction de la Protection Civile et de la Population (DGPC), l’Office National de Migration (ONM) et probablement d’autres institutions publiques concernées. Il aura pour mission de superviser la mise en œuvre du projet, d’orienter les stratégies opérationnelles, de veiller au respect des objectifs fixés et d’assurer un suivi rigoureux de la performance. Ce cadre de gouvernance favorisera une coordination efficace entre les acteurs, garantira l’alignement avec les priorités nationales, et permettra d’ajuster les interventions en fonction des résultats et des besoins identifiés sur le terrain.

u) **Partenariats externes existants :** Le soutien technique aux programmes existants est appuyé par différentes agences des Nations unies, telles que le PAM, l'OMS/OPS, entre autres. Les ONG ont joué un rôle important en assurant l’exécution sur le terrain et en fournissant un soutien logistique. Enfin, le financement des interventions a été assuré par des acteurs internationaux, notamment la BID et le FMI.

v) **Source de données :** Une collecte constante de données à l'aide d'outils numériques est nécessaire en vue d’aligner les bases de données du MAST et du FAES. La finalisation du Système d’Information de Gestion (SIG) ainsi que des accords avec les fournisseurs de services financiers numériques du côté du MAST est également un objectif pour assurer que des données de qualité soient disponibles en matière de transferts monétaires. Le renforcement du SIMAST pour renforcer la collecte et l’utilisation des données ainsi que le suivi des bénéficiaires sera nécessaire.

w) **Suivi et évaluation :** Un cadre unique de dispositif de suivi et d’évaluation et de redevabilité (SER) pour tous les programmes de protection sociales en nette adéquation avec la Politique nationale de protection et de promotion sociale (PNPPS). Ce choix permettra de garantir la transparence, la reddition de comptes et l'efficacité des interventions, tout en permettant un ajustement en temps réel des stratégies en fonction des résultats observés sur le terrain et les leçons apprises.

Des outils numériques sont actuellement utilisés afin de faciliter la planification, l'exécution et le suivi sur le terrain, et ont permis d'améliorer la qualité des données des bénéficiaires. Celles-ci peuvent être ajustées dans un souci de transparence ou en cas de corrections à apporter au programme. Les programmes mis en œuvre font l'objet, d'audits techniques et financiers, d'évaluations et d'assurances raisonnables afin de vérifier leur impact et de s'assurer que les objectifs ont été atteints.

x) **Processus consultatif :** Le MAST continue à renforcer la coordination du secteur de la protection sociale et s'engage à travers plusieurs mécanismes (ex : la Table Sectoriel de Protection Social et autres) à dégager un leadership accru pour rendre effective la politique du Gouvernement dans ce domaine. Le partenariat du MAST avec le FAES comme principal opérateur de mise en œuvre des programmes de protection sociale a permis d'apporter une réponse plus efficace aux nécessiteux, particulièrement lors des chocs multiples. Ce choix a également permis l'usage des compagnies de téléphonie mobile pour les paiements numériques et la contribution des ONG locales et internationales à la mise en œuvre des interventions.

En outre, les autorités locales et les collectivités locales sont fortement impliquées dans les activités de protection sociale, elles sont régulièrement consultées afin mieux comprendre les approches utilisées pour les transferts d'argents. Ces consultations sont menées par le FAES en coordination avec les directions départementales du MAST, avec l'appui technique de partenaires internationaux.

3. Besoins de soutien spécifiques

f) **Soutien financier nécessaire détaillé :** Les principales lacunes existantes relèvent de fortes limitations financières auxquelles est confronté le Gouvernement haïtien et la dépendance à l'égard de l'assistance financière internationale, alors que les besoins de la population sont exacerbés.

Un soutien financier externe est nécessaire pour couvrir les coûts de mise en œuvre des 4 volets : ainsi, un soutien financier de 200 millions USD d'ici 2030 pourrait couvrir les besoins pour la mise en œuvre des 4 composantes du pré-plan.

g) **Soutien technique/de connaissances nécessaire détaillé et renforcement de capacités :** Soutien technique pour établir un plan de mise en œuvre avec un calendrier, en particulier en ce qui concerne :

- La planification stratégique.
- Les outils de sélection et d'identification du renforcement (SIMAST et ONI).
- Les mécanismes de mise en œuvre.
- Suivi et évaluation et apprentissage.
- La coordination multi acteurs.
- Harmonisation de la protection sociale : veiller à ce que les interventions soient cohérentes, complémentaires et compatibles entre elles.

h) **Échange/apprentissage** : les pays d'apprentissage comprennent :

- Brésil : L'utilisation par Bolsa Familia des transferts monétaires conditionnels et l'existence d'un système de protection sociale intégré.
- Éthiopie : Programme de filet de sécurité productif (PSNP), qui combine des transferts en nature et des interventions « cash-for-work » liées aux chocs climatiques.
- Rwanda : approche intégrée de la protection sociale par le biais du programme Vision 2020 Umurenge, qui comprend des transferts et l'inclusion financière ainsi que des outils de paiement numérique
- Togo : Mise en œuvre rapide de Novissi au cours du COVID-19 et utilisation d'outils de ciblage numériques
- Kenya : Programme de filet de sécurité contre la faim (HSNP) dans les zones arides, qui illustre l'importance des mécanismes de réaction aux chocs.

i) **Rôles suggérés pour les partenaires de l'Alliance :** Le soutien financier pourrait être fourni par les IFI et les agences des Nations unies, notamment celles qui sont déjà impliquées en Haïti : BID, FMI, Banque mondiale, PAM, OMS/PAHO, IFAD, FAO.

D'autres formes de soutien spécifiques basées sur l'expérience de l'organisation peuvent également être mises en œuvre :

- Le PSARA (ASPIRE) du MAST financé par la Banque mondiale pourrait apporter son expérience en matière de protection sociale adaptative.
- L'expérience du PAM en matière de transferts monétaires liés à la sécurité alimentaire et à la fourniture d'un soutien financier.
- Les programmes de protection sociale de l'UNICEF qui tiennent compte des besoins des enfants
- L'expérience de l'OIT en matière de structuration des systèmes de protection sociale.
- Les liens établis par la FAO entre la sécurité alimentaire et la résilience des ménages ruraux.
- Institutions académiques pour renforcer les évaluations et la création de preuves.

Les membres de l'Alliance peuvent contribuer de manière concrète et ciblée selon leur domaine d'expertise. Les banques multilatérales de développement (BID, Banque mondiale, BAD, l'IFAD etc.) peuvent apporter un appui financier et technique pour la modernisation des systèmes de gestion de l'information sociale, notamment le registre social (SIMAST) et les plateformes de paiement numérique. Par exemple, la Banque Mondiale pourrait financer le développement d'un système d'identification numérique robuste, essentiel pour l'inclusion financière des ménages vulnérables.

Les agences des Nations Unies, comme la FAO, le PAM et l'UNICEF, pourraient fournir une assistance technique sur les chaînes d'approvisionnement alimentaires, la gestion des repas communautaires et l'intégration de l'agriculture familiale dans les programmes sociaux (comme cela a été réalisé au Brésil avec la Bourse Familia). L'OIM et le HCR, quant à eux, peuvent renforcer le soutien aux personnes déplacées ou migrantes, notamment dans la gestion de l'accueil et de la réinsertion.

Les pays ayant des expériences avancées en protection sociale, tels que le Brésil, peuvent partager leur savoir-faire en matière de ciblage, de conditionnalité des transferts et de mécanismes de redevabilité.

Les fondations et le secteur privé peuvent intervenir sur l’innovation technologique, la numérisation des paiements, la traçabilité et la transparence des transferts, ainsi que le financement de programmes pilotes.

j) **Stratégie de durabilité :** Un partenariat de succès se traduirait par un engagement financier stable sur le long terme, un appui technique aligné sur les priorités nationales, un transfert de connaissances adapté au contexte local, et la mise en place de mécanismes de suivi-évaluation partagés en vue de l’atteinte des résultats escomptés. La coordination efficace entre le Gouvernement haïtien, les bailleurs, les agences techniques et les ONG permettrait d’assurer la complémentarité des actions, d’éviter les duplications et de maximiser l’impact sur la lutte contre la faim et la pauvreté.

4. Contexte et statut actuel

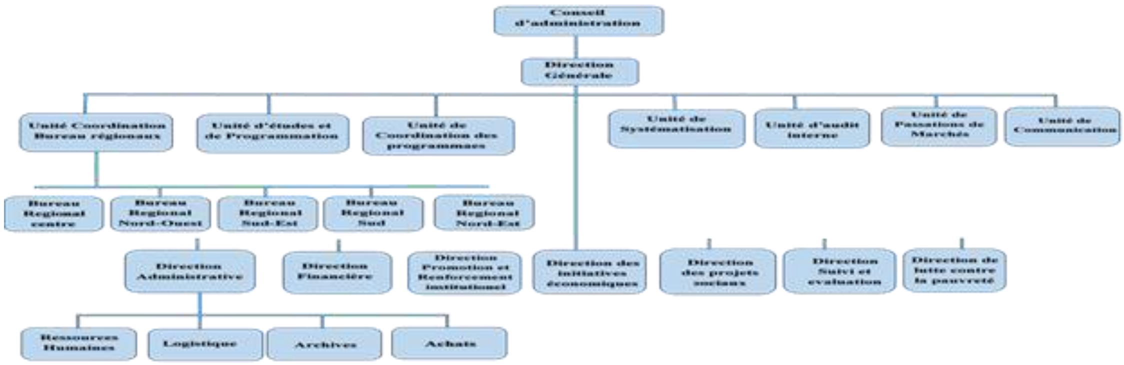
d) **Expérience du pays sur la matière :** Actuellement, les activités du MAST à travers le FAES, permettent de toucher environ 250 000 ménages. Celles financées par la BID touchent près de 500 000 ménages dans les zones vulnérables du pays, couvrant ainsi l’ensemble des 10 départements géographiques d’Haïti sont encore implémentées par le FAES. Ces interventions s’étendent aussi bien aux zones urbaines, périurbaines qu’aux zones rurales, avec une attention particulière portée aux départements et communes classées comme étant les plus vulnérables selon le rapport de la CNSA. Ces zones cibles sont caractérisées par un niveau élevé d’insécurité alimentaire, de pauvreté multidimensionnelle et une faible résilience face aux chocs. Ce projet proposé, en plus du renforcement du système de protection sociale en Haïti, portera les interventions du MAST et du FAES à plus de 850 000 ménages vulnérables.

Depuis plus d’une décennie, les outils et mécanismes de la protection sociale sont utilisés pour contrecarrer les méfaits de la faim et de la pauvreté dans le pays. Cependant, les différents programmes et acteurs n’ont pas su dégager une stratégie commune inscrite à l’intérieur d’un cadre référentiel bien défini. C’est dans ce contexte d’interventions fragmentées que la Politique Nationale de Protection et Promotion Sociales (PNPPS) a été élaborée en vue d’atteindre un niveau de cohérence et de convergence dans les actions en faveur des couches les plus défavorisées, du coup faciliter leur ascension socioéconomique et la résilience des communautés. En vue d’atteindre les objectifs de la PNPPS d’une manière systématique, le leadership des interventions sociales a été confié au Ministère des Affaires Sociales et du Travail (MAST) qui doit privilégier une approche multisectorielle pour mieux éradiquer la faim et la pauvreté.

En effet, le projet d’expansion des transferts monétaires et de l'aide alimentaire pour les ménages vulnérables en Haïti cherche à donner une réponse aux multiples défis auxquels est confrontée cette tranche de la population du pays. Dans le but d’inscrire ce projet dans le durable et d’éviter la persistance de la pauvreté monétaire, un volet d’inclusion productive y sera également expérimenté. Face aux difficultés que rencontre une bonne partie de la population à avoir une consommation alimentaire suffisante, et compte tenu des problèmes de sécurité existants qui ont notamment conduit à des déplacements internes de population, Haïti propose un projet d’extension des interventions d’assistance sociale existant tout en veillant à renforcer des aspects structurels importants au niveau national.

Le FAES est un organisme autonome de l’État à caractère financier placé sous la tutelle du Ministère de l’Économie et des Finances (MEF). Sa mission est d’accompagner les communautés vulnérables vers l’autonomisation et la valorisation de leurs potentialités, à travers la mise en œuvre de programmes et de projets dans les domaines sociaux et économiques, en vue d’améliorer durablement leurs conditions de vie. Son actuel portefeuille est d’environ 300 millions de dollars américains, comprenant principalement des programmes financés par la Banque Interaméricaine de Développement (BID) pour un montant total de 260 millions de dollars, ainsi que le Programme d’Urgence Multisectoriel (PUM), programme phare du MAST, d’un montant de 39,8 millions de dollars.

Figure 1 : Organigramme FAES



Le réseau de filet de sécurité social crée à travers les programmes financés par la BID, lui a valu le prix de « Super héros de développement » du concours organisé par le Groupe de la BID qui s'est déroulé le 27 octobre 2023 à Washington au cours de la semaine de la connaissance de la BID qui a réuni 141 Agences d’Exécution (AE) candidats issus de 25 pays membres en Amérique Latine et dans les Caraïbes.

e) **Situation actuelle :** La situation actuelle dans le pays est profondément affectée par une crise prolongée aggravée par l'absence d'une gouvernance stable. Néanmoins, les développements récents avec **l'institution** d'un conseil présidentiel de transition visent à stabiliser la situation.

Pour l'instant, l'implication du Groupe de travail sur les transferts monétaires (CWG) a conduit à des niveaux de coordination au sein du groupe des différents acteurs et parties prenantes dans le pays ; cependant, il existe une multiplicité de programmes par ces acteurs, sans connexions, et qui nécessiteraient une meilleure coordination.

Les acteurs nationaux, avec le soutien international, ont déjà développé des composantes similaires, proposées pour ce projet :

- Une aide d'urgence a été mise en place et mise en œuvre pour un soutien en nature dans différentes zones souffrant d'une insécurité alimentaire aiguë.
- Des transferts monétaires inconditionnels liés à l'insécurité alimentaire sont en place, mais ils sont insuffisants pour répondre aux besoins existants.
- Des initiatives « cash-for-work » avec les jeunes ainsi que des formations, avec des transferts temporaires conditionnels d'argent, ont été mises en œuvre et ont fait l'objet d'évaluations positives.

- Des ressources sont mobilisées par le gouvernement pour aider plus de 50 000 ménages déplacés vivant actuellement dans des camps de fortune créée par la crise sécuritaire.
- L'UGP-MAST, conduit également un programme phare de transfert monétaire capable d'être répliqué dans les 10 départements du Pays.

Dans le cas des interventions en cours, le registre du MAST (SIMAST) couvrant 30% du territoire haïtien est utilisé pour identifier et sélectionner les bénéficiaires des programmes de protection sociale. La CNSA a la capacité d'établir le profil des ménages en insécurité alimentaire qui se veut être complémentaire au SIMAST pour l'identification des bénéficiaires. Ces efforts sont cependant limités pour répondre à des besoins humanitaires plus urgents en raison du manque d'informations sur les personnes déplacées et son absence dans les zones touchées par la violence.

Le niveau de qualité actuel des interventions présente plusieurs points forts, mais également des lacunes à considérer. Parmi les forces, on note d'une part, la volonté manifeste du MAST à appliquer sans réserve la PNPPS et d'autre part le niveau élevé d'engagement du FAES à répondre à sa mission, à valoriser les compétences et l'expertise des cadres de l'institution qui œuvre à l'amélioration du système de protection sociale en Haïti. Il dispose également de systèmes de gestion d'information flexibles et adaptables au gré des natures des interventions (COMMCARE/TOMPORTAIL) qui constituent des outils essentiels pour la gestion des données des ménages vulnérables issus du ciblage venant du SIMAST ou des réunions communautaires.

La capacité opérationnelle du FAES en tant qu'organe public d'exécution de programmes de protection social pour le Gouvernement haïtien, est bien établie, avec une couverture nationale appuyée de 5 bureaux régionaux qui couvrent tout le territoire. Il possède une expérience significative dans la gestion de programmes multisectoriels, notamment dans la sécurité alimentaire, les transferts monétaires et le développement communautaire.

De son côté, le MAST est train de finaliser son Système d'Information de Gestion (SIG) ainsi que des accords avec les fournisseurs de services financiers numériques, cet avancement permettra à ces deux entités de mieux échanger les données et à développer des stratégies communes dans le sens de l'amélioration des services à offrir aux bénéficiaires.

Cependant, certaines faiblesses subsistent et sont des défis majeurs, tels que :

<u>Le registre national :</u>

La couverture du registre des bénéficiaires (SIMAST) reste limitée à environ 30 %. Sa méthode actuelle de collecte, essentiellement de porte à porte, est coûteuse et est freinée par l'insécurité, notamment dans les zones métropolitaines de Port-au-Prince et certains départements clés, comme le Centre et l'Artibonite. Le recours au ciblage communautaire en l'absence de données du SIMAST engendre des coûts supplémentaires, des biais dans la qualité des données et des risques de manipulations politiques. De plus, le registre n'est pas encore interopérable avec les différents programmes de protection sociale et sert davantage d'outil d'orientation aux ciblages que de véritable mécanisme de référencement aux services sociaux pour les populations vulnérables. A tous ces problèmes, il faut ajouter les retards de mise à jour des données qui dans bien des régions deviennent obsolètes.

Sous-traitance obligatoire et multiplication des intermédiaires :

L'absence de documents d'identité régulièrement constatée lors de l'enregistrement des ménages dans les programmes constitue l'un des défis majeurs entravant l'accès aux services de protection sociale. L'absence d'acte de naissance dans les ménages constitue un blocage pour l'ensemble du processus : impossibilité d'obtenir un numéro d'identification nationale, d'ouvrir un compte bancaire ou même de disposer d'un portefeuille électronique.

L'identification des citoyens par l'État :

L'absence de documents d'identité régulièrement constatée lors de l'enregistrement des ménages dans les programmes constitue l'un des défis majeurs entravant l'accès aux services de protection sociale. Lorsqu'un ménage ne dispose pas d'acte de naissance, cela bloque l'ensemble du processus : impossibilité d'obtenir un numéro d'identification nationale, d'ouvrir un compte bancaire ou même de disposer d'un portefeuille électronique pour recevoir les transferts via les opérateurs de téléphonie mobile, méthode actuellement utilisée. Par ailleurs, la qualité de la prestation de services reste impactée par des contraintes structurelles, telles que le manque d'infrastructures financières dans les zones reculées du pays ainsi que les défis logistiques liés à l'insécurité. L'amélioration passera aussi par un renforcement des capacités en suivi-évaluation, la numérisation accrue des processus et le renforcement des mécanismes de redevabilité systématique que préconise la PNPPS.

À son tour, la CNSA a la capacité d'effectuer des extrapolations à partir des facteurs contributifs pour arriver à prioriser les communes à l'intérieur des zones d'analyse IPC comme élément d'affinage du ciblage géographique. Il y a lieu de promouvoir le Groupe Technique de Sécurité Alimentaire et Nutritionnelle comme espace de partage et de coordination des transferts monétaires au sein duquel le FAES et le MAST sont déjà parties prenantes.

f) **Partenariats actuels :** Le soutien technique aux programmes existants est appuyé par différentes agences des Nations unies, telles que le PAM, l'OMS/OPS, entre autres. Les ONG ont joué un rôle important en assurant l'exécution sur le terrain et en fournissant un soutien logistique. Enfin, le financement des interventions a été assuré par des acteurs internationaux, notamment la BID, le FMI et les donateurs bilatéraux. Ces pays et leurs agences de développement ont également établi des partenariats pour fournir un soutien financier ou en nature aux programmes de protection sociale existants.

Actuellement, en plus de l'exécution d'une partie du Programme d'Urgence Multisectoriel pour l'Apaisement et la Réinsertion des Groupes Vulnérables du MAST (PUM) financé par le FMI, le FAES met en œuvre quatre autres programmes majeurs d'assistance sociale avec le soutien de divers bailleurs, notamment, le Programme National d'Assistance Sociale KORÊ PÈP, ainsi que trois programmes financés par la BID : le Programme de Renforcement des Filets de Sécurité (HA-J0005), le Programme de Lutte contre l'Insécurité Alimentaire et de Renforcement de la Résilience (HA-J0007) et le Programme Communautaire de Promotion de la Sécurité Humaine (HA-J0008).

Ces interventions couvrent des domaines variés tels que la distribution de repas chauds, de kits sanitaires et un appui significatif aux déplacés internes vivant dans les sites d'accueil temporaire.

Ils offrent des revenus temporaires aux jeunes via le « cash-for-work », la réalisation de petits projets communautaires, la formation à l'incubation d'entreprises, les transferts monétaires et alimentaires (conditionnés et non conditionnés), les soins de santé primaires, le

renforcement du système de santé du Ministère de la Santé et Publique et de la Population (MSPP) à travers la formation et l'équipement, l'appui financier au SIMAST pour les enquêtes des ménages.

Le programme KORE PEP est une extension d'un programme initial dénommé EDE PEP, alors que ceux fiancés par la Banque Interaméricaine de développement (BID) sont de nouveaux programmes qui viennent en renforcement des transferts monétaires pour permettre une meilleure couverture nationale.

En outre, une priorité stratégique est accordée à la Zone Métropolitaine de Port-au-Prince, qui concentre aujourd'hui une part importante des besoins humanitaires, notamment en raison de la crise sécuritaire et de l'afflux massif de personnes déplacées internes (PDI) fuyant les violences. Dans ce contexte, les interventions d'urgence se focalisent principalement sur les sites de déplacés, avec des actions ciblées, telles que la distribution de repas chauds, des transferts monétaires d'urgence, la fourniture de kits sanitaires et un appui aux services sociaux de base pour les ménages les plus affectés. Cette approche permet de répondre rapidement aux besoins urgents tout en maintenant un équilibre avec les interventions structurantes visant le relèvement des communautés rurales et périurbaines.

5. Connections avec l'Alliance mondiale contre la faim et la pauvreté

c) **Specific references in the Policy Basket:**

- Transfert de nourriture ou nourriture subventionnée (programmes de distribution alimentaire)
- Transferts monétaires d'urgence dans des contextes fragiles et humanitaires
- Transferts monétaires conditionnels
- Transferts monétaires inconditionnels
- Travaux publics, systèmes de garantie de l'emploi et création directe d'emplois, y compris les programmes de développement communautaire

d) **Importance stratégique :** Le soutien apporté à Haïti par les membres de l'Alliance mondiale constituerait une étape majeure dans la lutte contre la faim et la pauvreté : les défis que doit relever le pays dans ces deux domaines sont parmi les plus importants de l'hémisphère occidental. En apportant une réponse appropriée à ces difficultés, les principaux objectifs de l'Alliance mondiale liés aux OMD 1 et 2 seront considérablement renforcés.

Depuis plus d'une décennie, les outils et mécanismes de la protection sociale sont utilisés pour contrecarrer les méfaits de la faim et de la pauvreté dans le pays. Cependant, les différents programmes et acteurs n'ont pas su dégager une stratégie commune inscrite à l'intérieur d'un cadre référentiel bien défini. C'est dans ce contexte d'interventions fragmentées que la Politique Nationale de Protection et Promotion Sociales (PNPPS) a été élaborée en vue d'atteindre un niveau de cohérence et de convergence dans les actions en faveur des couches les plus défavorisées, du coup faciliter leur ascension socioéconomique et la résilience des communautés. En vue d'atteindre les objectifs de la PNPPS d'une manière systématique, le leadership des interventions sociales a été confié au MAST qui doit privilégier une approche multisectorielle pour mieux éradiquer la faim et la pauvreté.

6. Prochaines étapes et coordonnées

Over the next weeks the Government of Haiti and the Alliance Support Mechanism will work with current and potential Alliance members to complement this pre-plan with concrete and specific indications of support. **If you are an Alliance member already involved or believe your country or organization can contribute, we invite you to delve into each plan and submit a non- binding Expression of Interest through the provided link or QR code**. This will get you into a concrete country-level dialogue on implementation, including the country government and the other potential partners.

If you have questions on the plans, on the next steps, and on the submission of Expressions of Interest, please write to haiti-cashtransfers@endhungerandpoverty.org and/or reach out to the focal points below.

Point focal du Gouvernement :

- Marie Hérold Michel, Directrice Générale du MAST, herollemichel@yahoo.fr, +50947193232
- Serge Gabriel Collin, Directeur Générale du FAES, sergegabriel.collin@faes.gouv.ht, +50948547155
- Marie Judithe Fanfan, Coordinatrice de Programmes du FAES, judithe.fanfan@faes.gouv.ht, +50936189678

Contact du Mécanisme de soutien de l'Alliance mondiale :

- **Country Manager**: João Pedro Bregolin Dytz, joao.bregolin.dytz@socialprotection.org
- **Alternate**: Emilie Chazelle, emilie.chazelle@endhungerandpoverty.org

EXPRESSION D'INTERET / DECLARATION DE PARTENARIAT (environ 1 page par partenaire)

L'objectif de la déclaration de partenariat est de résumer brièvement les domaines d'engagement potentiel pour les plans individuels de pays. La déclaration ne constitue pas un engagement à fournir un soutien financier ou autre. Elle vise à indiquer les domaines d'intérêt, ainsi que les ressources, l'expérience et les capacités des partenaires dans des domaines en rapport avec l'ambition définie dans les plans de pays. La déclaration doit se limiter à une page environ, reconnaissant que des plans nationaux plus détaillés seront élaborés par la suite.

a. **Raison de l'intérêt /** *Bref résumé de la manière dont le plan national proposé s'aligne sur le mandat, les priorités et les programmes de travail de votre institution/.*
b. **Capacités institutionnelles et points forts** *[décrivez brièvement ceux qui s'appliquent à ce programme, en évitant les descriptions trop générales et trop détaillées].*
c. **Rôle(s) prévu(s) ou role élargi(s) par le partenariat** *[Décrivez votre rôle potentiel dans ce partenariat, en mettant l'accent sur les demandes de soutien externe décrites dans le programme. Dressez la liste de toutes les modalités potentielles (subventions, prêts,*

prêts concessionnels, assistance technique, renforcement des capacités, échange de connaissances, matériel d'apprentissage/de formation, mise en œuvre conjointe d'éléments spécifiques du programme et autres mesures)].

d. **Financement indicatif /** *[Dans la mesure du possible, inclure des enveloppes financières indicatives / fourchettes en USD dans l'ensemble et pour chaque modalité.]*

e. **Rôle(s) actuel(s) et éventuel(s) des partenaires dans le programme (le cas échéant)** *[décrivez brièvement vos contributions actuelles/passées à la mise en œuvre de ce programme, uniquement dans le cas où votre organisation en est déjà partenaire]*

f. **Alignement sur les sprints 2030 (le cas échéant)** *[Si votre organisation a rejoint le processus des Sprints 2030 dans le cadre de l'Alliance mondiale avec un engagement/une annonce publique, veuillez préciser de quel Sprint il s'agit et indiquer brièvement comment la présente manifestation d'intérêt contribuerait à concrétiser cet engagement]*

g. **Co-partenariats potentiels actuels** *[Veuillez énumérer les co-partenariats prévus, souhaités ou déjà planifiés avec d'autres pays tiers, organisations et/ou autres membres de l'Alliance, en décrivant les rôles potentiels de ces organisations (cofinancement, assistance technique, S&E, financement mixte, autres) et les synergies avec le rôle de votre propre institution]*

h. **Conditions et restrictions applicables** *[Énumérer brièvement les principales conditions et restrictions qui s'appliquent, en reconnaissant que les engagements ultérieurs pourraient, par exemple, être soumis à l'approbation du conseil d'administration, à des arrangements et accords futurs avec le gouvernement chargé de la mise en œuvre, aux conditions applicables aux subventions/prêts, à la disponibilité des ressources, à une meilleure compréhension, à des missions de négociation et d'établissement des faits, et à de futurs arrangements techniques et juridiques*].

i. **Point(s) focal(aux) de l'institution pour le suiv**: [*indiquer le(s) nom(s) complet(s), le(s) titre(s) et les coordonnées (courriel et téléphone portable/WhatsApp)].*

Soumettez votre manifestation d'intérêt ici :
https://forms.gle/7CtL5NEXvuMPbrzWA

GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY: HARVESTING FOR EDUCATIONAL INSTITUTIONS IN ARID AND SEMI-ARID LANDS (ASAL) OF KENYA (WHEAL-KE)

Fast Track Implementation Planning – Kenya – Water Access Program

What is the Fast Track planning process? This process started by the Global Alliance´s Board of Champions aims to co-develop with implementing countries a high-level, strategic implementation plan for a single national large-scale program linked to the Alliance´s policy basket. The process uses the 2030 Sprints commitments as a foundation and expands on it with specific details, including partnership needs. The Global Alliance will use these plans to identify concrete partnership offers from other members, providing potential financial or knowledge support—or both—in alignment with the country´s program priorities.

The implementation plans will serve as a foundation for future steps, where they will be further detailed and expanded into full operational plans. These plans will also guide formal partnership and resourcing agreements between implementing countries and both knowledge and financial partners. The Global Alliance's Support Mechanism, along with other partner structures can provide support in this further development. A detailed concept note and FAQ on the fast-track planning process, the Global Alliance, and what to expect from them can be found here: https://tinyurl.com/mwcahk35

Executive Brief

The Water Harvesting for Educational Institutions in Arid and Semi-Arid Lands (ASAL) of Kenya (WHEAL-KE) is a three-year project that will address the critical water and energy crises undermining education, health, and livelihoods in Kenya's drought-prone regions. Climate change has intensified water scarcity in ASALs, with devastating impacts: over 4 million people faced acute drought in 2022, leading to agricultural losses, while schools grapple with poor sanitation, absenteeism, and gender disparities as girls bear the burden of water collection.

The primary goal of this project is to address the water scarcity challenges in 1300 schools in the ASAL regions of Kenya. The project will install rainwater harvesting systems and solar lighting, providing sustainable access to water and energy. The initiative aims to enhance school facilities, improve health and sanitation standards, empower communities, and provide agricultural education. Special emphasis will be placed on benefiting the girl child, ensuring that girls have a safer, healthier, and more conducive environment to continue their education. The project will target the most water-scarce regions of Kenya, helping schools develop systems that reduce dependency on unreliable water sources and providing a source of clean energy through solar lighting. Furthermore, the project will integrate kitchen gardens and fruit tree production into the school curriculum, promoting food security and hands-on agricultural learning. By prioritizing girls' education and integrating agricultural training, the program empowers 400,000 students—particularly girls—to stay in school and break cycles of poverty.

The total estimated cost of the project is US$ 72 million. This budget will cover the procurement, construction and installation of materials (85%), training and capacity-building activities (10%), and community engagement (5%).

The project aligns with Kenya's Economic Inclusion Project II, fostering climate-resilient livelihoods through vocational training, green job apprenticeships, and market linkages for households. Cash grants, equipment, and index-based insurance further enable communities to adopt drought-resistant agriculture and solar enterprises. Schools become hubs for economic inclusion, linking water security to financial resilience.

1. Technical Summary

a) **Country:** Kenya

b) **Program Name:** Water Harvesting for Educational Institutions in Arid and Semi-Arid Lands (ASAL) of Kenya (WHEAL-KE)

c) **Main Objective**: WHEAL-KE is a three-year initiative that aims to address the critical water and energy crises undermining education, health, and livelihoods in Kenya's drought-prone regions. The primary goal of this initiative is to address the water scarcity challenges in schools in the ASAL regions.

d) **Brief Description**: This initiative offers 1 300 primary and secondary schools a sustainable solution to the water and energy challenges faced in Kenya's ASAL regions. By providing rainwater harvesting systems adapted to local climate conditions, solar lighting, and food production, the initiative will improve educational outcomes, promote health and hygiene, and empower communities to become more resilient to climate change. The initiative will prioritize girls' education their empowerment. It will contribute to the achievement of SDGs 1, 2, 7 and 10 by addressing critical issues of water access, energy, food security, and inequality in Kenya's most vulnerable regions.

e) **Target Audience:** This initiative will target about 320 000 primary school learners and 80 000 junior secondary school learners in 800 primary and 500 secondary schools in ASAL regions. Fifty-four percent of the learners will be girls.

f) **Main target outcomes:** Over three years, the initiative aims to improve access to clean water, enhance educational environments, improve food security and agricultural education, empower communities and develop capacity, and empower women. In doing so it will empower 400 000 students—particularly girls—to stay in school, learn climate-smart farming, and break cycles of poverty.

g) **Total Budget:** The total estimated cost of the initiative is KSH 9.28 billion (US$ 72 million).

h) **Need for financial support**: The Government of Kenya is open to sovereign concessional loans, grants and public-private partnerships (PPPs) such as revolving funds with blended finance. The Government will identify its specific counterpart funding during the process of formalizing the project financing agreement.

i) **Need for technical/knowledge support:** Under the initiative, the Government is seeking support including technical oversight for climate-resilient designs, training for low-cost water and solar systems, supply-chain setup, community engagement models, train-the-trainer programs, real-time data tools, impact assessment frameworks, synergy operationalization, and resource optimization strategies.

j) **Partners already involved in the initiative:** This is a new project, all partnerships will be new.

k) **References in the Global Alliance Policy Basket:** The initiative is aligned with several approaches in the Global Alliance Policy Basket, including access to basic drinking water and sanitation services and hygiene facilities (Brazil´s Cisterns Program is a major reference for this project); pro-poor access to agricultural inputs, technology and knowledge; and promoting short value chains.

2. Proposal Details

a) **How the initiative works:** The primary goal of this initiative is to address the water scarcity challenges in schools in the ASAL regions of Kenya. The initiative will install rainwater harvesting systems and solar lighting, providing sustainable access to water and energy. The initiative aims to enhance school facilities, improve health and sanitation standards, empower communities, and provide agricultural education. Special emphasis will be placed on benefiting the girl child, ensuring that girls have a safer, healthier, and more conducive environment to continue their education.

The initiative will target the most water-scarce regions of Kenya, helping schools develop systems that reduce dependency on unreliable water sources and providing a source of clean energy through solar lighting. Furthermore, the initiative will integrate kitchen gardens and fruit tree production into the school curriculum, promoting food security and hands-on agricultural learning. By transforming schools into centers of resilience, WHEAL-KE not only improves education and health but also catalyzes long-term community adaptation, ensuring Kenya's arid regions thrive amid climate challenges.

b) **Goals:** The WHEAL-KE initiative aims to deploy sustainable rainwater harvesting systems and solar lighting in 800 primary and 500 secondary schools across 23 ASAL counties. This initiative ensures reliable access to clean water for drinking, sanitation, and school-based kitchen gardens, while solar energy extends learning hours and safety. By prioritizing girls' education and integrating agricultural training, the initiative empowers 400 000 students— particularly girls—to stay in school, learn climate-smart farming, and break cycles of poverty.

The initiative will focus on 23 counties, with specific attention to those most affected by water scarcity, droughts and climate change. The initiative will primarily benefit approximately 320 000 primary school learners (180 000 girls and 140 000 boys) and 80 000 junior secondary school learners (45 000 boys and 35 000 girls) across 800 primary schools and 500 secondary schools. These students will gain access to reliable water sources and solar lighting, which will improve their attendance, academic performance, and overall health. Secondary beneficiaries include 20 000 school staff, local communities and surrounding households that will benefit from improved water access, sanitation practices and agricultural education. The increased availability of water will support the local population, reducing the burden of water collection and allowing community members to engage in other productive activities.

c) **Specific objectives:** This initiative will be implemented in several phases, each focusing on a different step required to achieve the goal. First there will be site selection and assessment, then system design and planning, followed by installation and construction. After this there will be training and capacity building. Monitoring and evaluation will ensure the work proceeds as planned and allow for necessary finetuning. Through this it is expected to achieve several important objectives:

<u>Improved Access to Clean Water</u>: The implementation of rainwater harvesting systems will provide schools with a reliable, sustainable source of clean water for drinking, sanitation, and

gardening. This will reduce water-related absenteeism and improve overall health conditions in schools.

Enhanced Educational Environment: With the installation of solar lighting systems, schools will have access to reliable energy for classrooms, schoolyards, and other essential areas. This will extend learning hours and improve students' ability to study at night.

Food Security and Agricultural Education: The integration of kitchen gardens and fruit tree production into the activities of participating schools will enhance food security, provide students with hands-on agricultural learning, and contribute to a more self-sufficient school system.

Community Empowerment and Capacity Building: The training provided to school staff, students, and local communities will empower them with the skills necessary to operate and maintain the systems long after the initiative is completed. This will promote long-term sustainability.

Gender Empowerment: The initiative will ensure that the girl child benefits from improved access to water and education, reducing gender inequality and promoting female participation in school activities.

d) **Timeline & Budget:** The total estimated cost of the initiative is KSH 9.28 (US$ 72 million) billion. This budget will cover the procurement, construction and installation of materials (85%), training and capacity-building activities (10%), and community engagement (5%).

e) **Target audience selection criteria:** As first phase of activity, the initiative will identify 1 300 primary and secondary schools from 23 counties in the most water-scarce ASAL regions. Using data from government agencies, local authorities, and climate vulnerability assessments, schools located in regions facing the most urgent need for sustainable water solutions will be prioritized. A comprehensive needs assessment will be conducted at each selected school to evaluate current water supply conditions, including sources, storage capacity, and water usage patterns. The assessment will also examine the existing sanitation facilities to ensure they can integrate with the new water systems. In addition, a localized climate risk assessment will be performed to understand the expected rainfall patterns and guide the selection of appropriate rainwater harvesting technologies. Approximately 54% of the primary and secondary school students will be female (215 00 girls and 185 000). By prioritizing girls' education and integrating agricultural training, the initiative empowers students to stay in school, learn climate-smart farming, and break cycles of poverty.

f) **Program coverage:** The severe droughts of 2022 impacted over 4 million Kenyans (World Bank data). This initiative will cover about 800 primary and 500 secondary schools, with an emphasis on female learners. Through these schools, the initiative is expected to reach approximately 320 000 primary school learners (180 000 girls and 140 000 boys) and 80 000 junior secondary school learners (45 000 boys and 35 000 girls).

g) **Main stakeholders:** The National Drought Management Authority (NDMA) will implement this initiative. Established under the NDMA Act (Cap 388) of the laws of Kenya, NDMA is one of the designated implementing agencies for water harvesting initiatives in schools across ASALs. Mandated to lead and coordinate drought risk management and climate change adaptation—either independently or in collaboration with partners—NDMA's mission centers on building resilient communities and eradicating drought emergencies through policy formulation, program coordination, and implementation. This aligns directly with the objectives of the school-basedwater harvesting project, which seeks to address acute water scarcity while promoting sustainable resource management in ASALs.

h) **Other stakeholders in the country**: The WHEAL-KE Initiative is strategically aligned with the second Kenyan Social and Economic Inclusion Project (KSEIP-2), which aims to strengthen the climate and economic resilience of poor and vulnerable households in ASAL regions. By integrating three core sub-components of the Economic Inclusion Program (EIP)—skills development, green livelihood pilots, and social protection—the WHEAL-KE initiative will transform schools into dynamic hubs for community empowerment, ensuring water and energy security catalyze sustainable economic inclusion.

i) **Desired external partnerships:** This is a new project, all partnerships will be new. WFP Center of Excellence, Brazilian Cooperation Agency, Rockefeller Foundation and ASA Brasil have partnered for small scale pilots.

j) **Data sources:** the initiative will leverage and expand on current assessments managed by NDMA. Linkages to social-economic inclusion programs (KSEIP-2) will leverage existing registries and databases under

k) **Monitoring & Evaluation:** Regular monitoring will ensure the systems remain functional and assess the initiative's overall effectiveness. Key metrics, such as water storage levels, energy output from solar lighting, and water usage for various school activities, will be tracked. Periodic evaluations will assess the impact of the systems on students' health, academic performance, and attendance. The evaluation will also assess the sustainability of the systems and gather feedback from schools, students, and communities to inform future improvements.

l) **Consultation** process: As the main implementing partner, NDMA's credibility within ASAL communities, forged through years of participatory engagement and transparency, ensures local ownership and cultural relevance. This trust is pivotal to securing community buy- in, a cornerstone of initiative success. This community engagement will be continued with the implementation of the initiative's activities.

3. Specific Support Needs

a) **Detailed financial support needed:** The Government of Kenya is open to a variety of financial options. Grants are a high priority to reduce the Government's debt burden. Grant commitments will trigger proportional counterpart funding from Kenya's exchequer. The Government is also open to sovereign concessional loans from multilateral development banks, with terms to be negotiated by the National Treasury. Looking for private investment, the Government proposes exploring innovative public-private partnership structures, such as a revolving fund for local manufacturers with blended finance (e.g. AfDB partial guarantees). The Government of Kenya will mobilize domestic resources aligned with grant and loan inflows from other sources. Exact figures will be formalized during the initiative financing agreement stage.

b) **Detailed knowledge / technical support needed:** The Government is seeking technical support to address water scarcity in schools, improve access to education, promote gender equality, and improve health and nutrition among students. Such support would including technical oversight for climate-resilient designs, training for low-cost water and solar systems, expertise in supply-chain setup, community engagement models, developing and implementing train-the-trainer programs, real-time data tools, impact assessment frameworks, synergy operationalization, and resource optimization strategies.

c) **Capacity Building:** Capacity building is a critical component of this initiative. The local artisans and the youth will be trained on the job on construction and installation of water harvesting systems, solarization and energy saving green cooking technologies. School staff and students will be trained in the operation and maintenance of the rainwater harvesting systems and solar lighting. This training will include proper cleaning and maintenance of filters, monitoring water levels, and ensuring that solar lighting systems function optimally. Local communities will also be engaged in training programs to ensure long-term sustainability. This will encourage a sense of ownership and responsibility for the systems and provide the skills necessary for their ongoing operation.

d) **Learning/Exchange:** The initiative has identified ASA Brazil, WFP and the World Bank, all members of the Alliance, as examples of institutions that it would wish to learn from.

e) **Proposed Role for Alliance Partners:** Following the main implementation phases of the initiative and the main policy linkage (KSIEP2), potential roles of some Alliance members have been proposed in the table below.

Activity	Lead Agency(s)	External Partners	Support Required
Site Selection & Assessment	NDMA, MoE	None	—
Survey, Design & Planning	NDMA	Brazilian NGOs (e.g., ASA)	Technical oversight for climate-resilient designs
Implementation & Installation	NDMA	ASA Brazil	Hands-on training for low-cost systems; supply-chain setup
Training & Capacity Building	MoE	ASA Brazil, WFP	Community engagement models; train-the-trainer programs
Monitoring & Evaluation	NDMA	WFP	Real-time data tools; impact assessment frameworks
Linkages to KSEIP-2	MoE, NDMA	WFP (lead), World Bank	Synergy operationalization; resource optimization strategies

f) Sustainability strategy: To ensure the sustainability of the systems, the initiative will engage local communities in system maintenance and water management. Training will be done to equip local artisans and school staff with the skills needed to maintain the infrastructure. The initiative will also explore funding mechanisms, including partnerships with local governments, NGOs, and other development partners, to provide long-term support. Moreover, the establishment of kitchen gardens and fruit tree production will provide schools with a source of food and additional revenue for maintenance costs.

Also, linkages to other Government policies and programmes, such as the ASAL Policy (2021), Vision 2030, and the Kenyan Social Economic Inclusion Project 2 (KSEIP-2) will support scaling and further leverage the initiative’s impacts. For example, the initiative’s skills development and focus on girls will enable girls to transition from school to entrepreneurs who are prioritized for KSEIP-2 grants in enterprises like solar-powered water kiosks or school garden produce sales, thereby further reducing gender disparities and fostering women-led economic resilience.

4. Background and Current Status

a) **Country experience on this issue:** The Government of Kenya has recognized that the ASALs are facing significant challenges, primarily due to climate change-induced water scarcity. The country has experienced a notable rise in average temperatures and changing rainfall patterns, resulting in more frequent and intense droughts. According to the World Bank, in 2022, Kenya faced one of its worst droughts in four decades, which impacted over 4 million people.

b) **Current status:** The initiative's activities will start from scratch with only limited pilot experiences, which will inform design. The Government has identified 23 counties with a focus on those most affected by water scarcity, drought and climate change. The initiative's first activity will be to assess and identify schools with the most urgent needs. From there, the initiative team will design tailored water and solar lighting systems for each school.

5. Connections with the Global Alliance against Hunger and Poverty (half page)

a) Specific references in the Policy Basket: The initiative is aligned with several approaches in the Global Alliance Policy Basket. This includes the policy instruments on access to basic drinking water and sanitation services, and hygiene facilities; the instrument on pro-poor access to agricultural inputs, technology and knowledge; and the instrument on promoting short value chains. Other policy instruments from the Basket could also be brought in to support the objectives of this initiative.

b) Alignment with 2030 Sprints: While Kenya was not originally part of the Water Access 2030 Sprint, this program directly connects with and advances that Sprint´s collective efforts to build cisterns and other water access solutions for vulnerable communities by 2030, and seeks to connect to support commitments made by Alliance members in that Sprint, such as Brazil, FAO, IFAD, Unicef and the WFP Center of Excellence against Hunger.

c) Strategic Importance: This initiative would support Government policies and programmes, including the ASAL Policy (2021), Vision 2030, and KSEIP-2. It would also advance progress to meet SDGs 1 (No Poverty), 2 (Zero Hunger), 4 (Quality Education), 5 (Gender Equality), 6 (Clean Water), 7 (Affordable Energy), and 13 (Climate Action).

6. Next Steps & Contacts

Over the next weeks the Government of Kenya and the Alliance Support Mechanism will work with current and potential Alliance members to complement this pre-plan with concrete and specific indications of support. **If you are an Alliance member already involved or believe your country or organization can contribute, we invite you to delve into each plan and submit a non- binding Expression of Interest through the provided link or QR code**. This will get you into a concrete country-level dialogue on implementation, including the country government and the other potential partners. If you have questions on the plans, on the next steps, and on the submission of Expressions of Interest, please reach out to the focal points below.

Country's Government Focal Point: Hared A. Hassan, Lt. Col. (Rtd.), MBS, Chief Executive Officer, National Drought Management Authority. Ministry of East African Community, ASALs and Regional Development, Nairobi, Kenya. hared.hassan@ndma.go.ke . Phone : +254 715 828 8220-

Global Alliance Support Mechanism Contact:

- **Country Manager**: Renato D. Godinho, renato.godinho@endhungerandpoverty.org
- **Alternate:** Michael Riggs, michael.riggs@endhungerandpoverty.org

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GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY

EXPRESSION OF INTEREST / PARTNERSHIP STATEMENTS (about 1 page per partner)

The aim of the partnership statement is to briefly summarize areas of potential engagement for individual country plans. The statement is *not* a commitment to provide financial or other support. It is aimed at indicating areas of interest, as well as the resources, experience, and capabilities of partners in areas relevant to the ambition set out in national plans. The statement should be limited to around one page, recognizing that more detailed country plans will be developed.

a. **Reason for interest** */ Brief summary of how the proposed country plan aligns with your institutions mandate, priorities, and work programs/.*

b. **Institutional Capacities and Strengths** *[briefly outline those applicable to this program, avoiding both overly broad and detailed descriptions].*

c. **Intended/expanded partnership role(s)** *[Describe your potential role in this partnership, with a specific focus on the requests for external support described in the program. List all potential modalities (ie. grants, loans, concessional loans, technical assistance, capacity building, knowledge exchange, learning/training materials, co-implementation of specific program components, and other measures).*

d. **Indicative Finance: /** *Where possible include indicative financial envelopes/ranges in US$ in* **aggregate** *and for each modality.]*

e. **Current and prospective partnership role(s) in the program (if applicable)** *[briefly describe your current/past contributions to this program implementation only in case your organization is already a partner for it]*

f. **Alignment with 2030 Sprints (if applicable)** *[If your organization joined the 2030 Sprints process under the Global Alliance with a public commitment/announcement, please state which Sprint and briefly state how the present expression of interest would help deliver on that commitment]*

g. **Current potential co-partnerships** *[Please list intended, desired or already planned co-partnerships with additional third countries, organizations and/or other Alliance members, describing potential roles for those organizations (i.e. co-financing, technical assistance, M&E, blended finance, others) and synergies with your own institution´s role]*

h. **Applicable Conditions and Restrictions** Briefly list major conditions and restrictions that apply, recognizing that further commitments might, for example, be subject to board approval, future *arrangements* and agreements with implementing government, applicable terms and conditions for grants/loans, availability of resources, further understanding, negotiation and fact-finding missions, and future technical and legal arrangements"].

i. **Focal point(s) in institution for follow up**: [*list* full name(s), title(s), and contact details (email and mobile/WhatsApp)]

Submit your expression of interest here:

https://forms.gle/7CtL5NEXvuMPbrzWA

Global Alliance Against Hunger and Poverty: Social Allowances for elderly individuals, persons with disabilities and children aged 0-3 in Palestine

Fast Track Implementation Planning – Palestine

What is the Fast Track planning process? This process started by the Global Alliance´s Board of Champions aims to co-develop with implementing countries a high-level, strategic implementation plan for a single national large scale program linked to the Alliance's policy basket. The process uses the 2030 Sprints commitments as a foundation and expands on it with specific details, including partnership needs. The Global Alliance will use these plans to identify concrete partnership offers from other members, providing potential financial or knowledge support—or both—in alignment with the country's program priorities.

The implementation plans will serve as a foundation for future steps, where they will be further detailed and expanded into full operational plans. These plans will also guide formal partnership and resourcing agreements between implementing countries and both knowledge and financial partners. The Global Alliance's Support Mechanism, along with other partner structures can provide support in this further development.

A detailed concept note and FAQ on the fast track planning process, the Global Alliance, and what to expect from them can be found here: https://tinyurl.com/mwcahk35

1. Executive Summary

Country: Palestine – Gaza Strip and West Bank

Program Name: Social Allowances - for elderly individuals, persons with disabilities and children under 3 years old.

Main Objective: Provide social allowances to vulnerable elderly individuals, vulnerable persons with disabilities, and to vulnerable children under 3 years old.

Brief Description: The Social Allowances program is a large-scale initiative designed to provide financial protection and dignity to the most vulnerable populations in Palestine. Managed by the Ministry of Social Development (MoSD), the program provides a monthly social allowance of 250 NIS to 17,000 elderly individuals (65+), 24,000 persons with disabilities, and 6,000 children under the age of three. Utilizing a categorical targeting approach, the program ensures that all individuals meeting these criteria are eligible for support, which is delivered through an established and secure e-payment system to meet basic needs and support resilience.

Target Audience: 17,000 elderly persons (65+) and 24,000 persons with disabilities, as well 6,000 children (with their families) under age 3, shared between (80% of beneficiaries in Gaza and 20% in the West Bank).

Main Goal: Enhance financial protection and dignity for elderly individuals (65+), for persons with disabilities and promote access of income to households with children, reducing vulnerability and ensuring basic income security for these groups. Time Frame: 5 years

Total Budget: USD 47.5. (USD 45 million/year for the coverage of households) "for a 5-year time frame". The Government of Palestine, through the Ministry of Social Development (MoSD), is expected to contribute a share of approximately 5% of the total annual program cost, depending on fiscal space and resource availability. This would correspond to an estimated USD 2.5 million, primarily directed toward administrative costs, national systems maintenance, and digitalizing the system.

Need for financial support: Mobilization of grants to address immediate funding gaps for the resumption of responses.

Need for technical/knowledge support:

- Technical partnerships to promote sustainable systems (e.g., digital inclusion, social registry upgrades).
- Technical assistance to support identification and verification of data in MoSD's database.

- Technical and Knowledge support for the development of shock-responsive social protection systems, including the operationalization of the existing SRSP protocol with a vision to make the social allowances functional at any time needed.
- Technical assistance to improve existing monitoring and evaluation systems, tracking expenditure and beneficiaries, collect lessons learned, and inform further post-recovery phases

Partners already involved in the initiative: ILO, European Union, UNICEF, WFP, ESCWA
References in the Global Alliance Policy Basket:

- Unconditional cash transfers
- Disability benefits
- Old age pension
- Child and Family support/benefits

2. Proposal Details

a) How the initiative works: The **Social Allowances** program is designed to provide immediate financial relief and long-term stability to the most vulnerable population, especially in the Gaza Strip, which is prioritized with 80% of the total caseload, while the remaining 20% is allocated to the West Bank. The initiative operates through the following core pillars, with consideration of the caseload in Gaza prior to October 2023:

Categorical Targeting: Due to current humanitarian conditions in Gaza that limit traditional poverty-based assessments, the program utilizes a **categorical targeting approach**. Eligibility is determined by belonging to one of three specific groups: elderly individuals (above 65), persons with disabilities and children under 3 years old

Benefit Structure and Delivery**:** Each eligible individual receives a monthly cash transfer of **250 ILS** to meet basic needs and support resilience. All payments under this initiative will be delivered through the existing e-payment systems, which are well established, reliable, and widely used in Palestine. These systems are already operational and currently used for social allowances and other transfers, ensuring secure, timely, and transparent delivery of payments to beneficiaries, while reducing operational risks and facilitating scale-up when needed.

Database and Verification Infrastructure**:** Identification and validation are managed through a multi-layered system to ensure accuracy:

- **Centralized Social Registry:** The program utilizes the **MoSD's National Social Registry**, which includes both active beneficiaries and those on waiting lists in Gaza. The priority will be given to those included in the NSR by October 2023 and, in case it was determined that individuals are deemed ineligible or removed from the NSR due to conflict casualties, those in the waiting list will be prioritized (see below).
- **Data Consolidation:** An **online dashboard** has been developed to merge existing registry data with information gathered through **emergency intake forms** to capture those not previously registered.
- **Human-Led Verification:** To ensure the integrity of the data, **MoSD field social workers and volunteers** will cross-check the system's records against field realities to update household profiles and prevent duplication.
- **Avoidance of duplication**

Shock-Responsive Resilience: A critical component of the initiative is its **shock-responsive design**. By establishing contingency protocols and emergency response links with humanitarian coordination platforms, the program ensures that social allowances continue without interruption during future crises.

Avoidance of Duplication and Coordination: all beneficiaries will be systematically screened against the National Social Registry prior to enrollment and the disbursement of any payments. The registry will serve as the single reference point for verifying eligibility and confirming that individuals are not receiving similar assistance. Continuous coordination will also be maintained with all partners through the existing mechanisms to ensure complementarity, avoid overlap, and harmonize assistance delivery

b) Goal: Enhance financial protection and dignity for elderly individuals (65+), for persons with disabilities and promote access of income to households with children 0-3 year-old, reducing vulnerability and ensuring basic income security for these groups. Taking into account the dire needs of the population in Palestine, the pre-plan aims at orienting mechanisms to provide financial support to vulnerable households in Palestine when aid can resume in the country. This pre-plan can serve as a stepping stone for expanding support to additional vulnerable groups.

c) Specific objectives:

- Operationalize Social Allowances .
- Provide and set up shock-responsive systems to ensure sustainability of the social allowances program.
- Undertake additional data collection efforts to ensure a fuller data profile of households in the existing Ministry of Social Development's (MoSD) Social Registry.
- Strengthen government's ownership and systematize efforts into a fully integrated country-owned model.

d) Estimated Total Annual Cost: **USD 47.5 million/year**, over a **5-year period**, from **2026 to 2030** including:

- **USD 45 million/year** for the disbursement of Social Allowances.
- **Initial Investment Costs (one-time fixed costs): USD 2.5 million (the government contribution)**, for:
    - Digital payment infrastructure upgrades
    - Enhancements to the national social registry and data management systems.
    - Capacity building and training for MoSD staff and partners, primarily in Gaza.
    - Recurring operational and staffing costs at both central and subnational levels.

e) Target audience selection criteria: Eligibility is determined and validated through **MoSD's Social Registry Database**, which includes both active beneficiaries and those on the waiting list. Field-level data collection and verification are conducted by MoSD staff and additional efforts are required.

The program targets eligible individuals rather than entire households. Selection is based on whether any **individual within a household** falls into one of the program's designated vulnerability categories: elderly persons (aged 65 and above), persons with disabilities, or children under the age of 3.

Given the current humanitarian conditions in Gaza and the limitations in applying poverty-based assessments, the Ministry of Social Development (MoSD) is shifting toward a **categorical targeting approach** rather than using a proxy means test.

f) Program coverage (80% for Gaza):

- 17,000 elderly beneficiaries (65+)
- 24,000 persons with disabilities
- 6000 children under the age 3. Under this model, individuals are targeted rather than entire households, meaning multiple eligible members within a single family can qualify independently for support.

g) Main stakeholders:

- The Ministry of Social Development serves as the national government's lead for the program, carrying out design, planning and implementation. It is also in charge of beneficiary identification management and coordinates the cash disbursement processes. It is also in charge of the program's M&E.
- Subnational MoSD offices support local level registration and data collection.
- The Ministry of Finance (MoF) administrates the Public Budget and the disbursement of Social Allowances through its digitalized e-payment system and based on MoSD identified eligible individuals.

h) Other stakeholders in the country: Financial service providers (banks and mobile payment platforms) facilitate cash disbursement, in particular in the West Bank.

i) Monitoring & Evaluation: On M&E more specifically, the MoSD has already included this component in the Social Allowances program, with an established framework that would require improvement for scale up. The MoSD uses a centralized social registry and case management system to monitor beneficiary information. M&E activities focus on the verification of eligibility of beneficiaries, tracking payment disbursement and some periodic data collection at the field level.

3. Specific Support Needs

Detailed financial support needed: Most of the financing for the program needs to come from external financial partners in order to operationalize the program, preferably through grants.

The total estimated annual cost for operationalizing and sustaining the Social Allowances is **USD 45 million per year**, covering three primary vulnerable groups (80% for Gaza and 20% for the West Bank). The breakdown of cost is as follows:

- **Elderly Individuals (65+) (17,000 beneficiaries):**
  17,000 × 250 ILS/month × 12 months ≈ **USD 16.2 million/year**
- **Persons with Disabilities (24,000 beneficiaries):**
  24,000 × 250 ILS/month × 12 months ≈ **USD 22.9 million/year**
- **Households with Children Under 3 year-old (6,000 individual beneficiaries):**
  6,000 × 250 ILS/month × 12 months ≈ **USD 5.8 million/year**

As of 18/01/2026, based on the prevailing exchange rate, USD 1 ≈ ILS 3.15; therefore, ILS 250 is equivalent to approximately USD 79.4

Detailed knowledge / technical support needed:

- Technical assistance for sustainable systems (e.g., digital inclusion, social registry upgrades). This would include improving and further work on the implementation plan of the program and strategic assistance.
- Additional technical assistance to support identification and verification of data in MoSD's database would be needed.
- Shock-responsive social protection development technical assistance.
- Assistance for Monitoring and Evaluation: improving the existing systems to adapt to the expansion.

Capacity Building:

- Capacity building to provide better integration and referral with services.
- Capacity building to enhance and utilize social registry data analytics.
- Capacity building to strengthen the digital payment infrastructure in Gaza.

Learning/Exchange:

- Brazil, in particular the relation of Bolsa Familia and BPC between cash assistance and social services, as well as robust monitoring and grievance systems
- Tunisia, regarding their efforts in digitizing its social protection system and implementing a targeting mechanism and social registry that supports vulnerable populations, including PWD
- Philippines: due to their inclusive targeting models that integrate community-based approaches, social registries, and disaster-responsive systems
- Egypt: Takaful & Karama programs have had extensive work regarding the definition of disability for beneficiaries, as well as providing the vulnerable population with disability cards.

Proposed Role for Alliance Partners:

- UNICEF could provide further technical support and experience sharing regarding mechanisms to select potential beneficiaries, particularly for children and persons with disabilities.
- ILO could bring their expertise in rights-based social protection systems and alignment with the International Social Security Standards, especially regarding disability and old-age inclusion, and child-focused social allowances, including for targeting and data verification.
- The EU can further contribute with financial support for the scale-up of the program

- Under the Second Social Protection Enhancement Project, the World Bank can support financially and with technical assistance efforts towards social protection systems' development in the West Bank.
- ESCWA can support capacity building for and advisory services to MoSD on: strengthening the accuracy of the social registry data, pro-poor budget planning and utilizing and beneficiary clustering/profiling for non-cash support, as well as SP system and programs stocktaking and reviews.
- Other knowledge institutions like Oxford Policy Management (OPM), UNU-WIDER, and universities with expertise in social protection and public policy evaluation could support the design and implementation of impact evaluations, M&E and capacity building

Sustainability strategy: The long-term objective of the project is to ensure the Social Allowances program is a national and government-owned programme provided to vulnerable households across Palestine. This will involve the building up of the necessary tools (data verification of the registry, existing payment mechanisms, including digital mechanisms) for the continuation of the program. **To facilitate long-term sustainability, a phased approach will be adopted:**

1. Years 1–2: Rely on external financing (grants and technical support) for full implementation and system investments.
2. Years 3–4: Gradually increase national budget allocations to enable expanded social allowances coverage; while strengthening administrative capacity , internal M&E and digital platforms.
3. Year 5 and beyond: Institutionalize the program within MoSD's recurrent budget, supported by national public financing frameworks, while maintaining readiness for international surge support during shocks.

The strategy also includes designing **shock-responsive features** to protect continuity during crises, ensuring that payments and services can still be delivered to vulnerable populations. This will be supported by the establishment of contingency protocols and emergency response links with humanitarian coordination platforms.

Overall, the sustainability plan envisions that by **2030**, Social Allowances will be operated primarily through domestic resources, backed by strong institutional capacities and supported by ongoing technical partnerships.

4. Background and Current Status

Country experience on this issue and current status: The MoSD built the Social Allowances Program on the model applied in the West Bank in August 2024, but implementation in Gaza was not possible due to the war. The MoSD already operates different components of social allowances for elderly individuals and persons with disabilities and is planning to roll out child allowance from 0-3 years in the West Bank. These provide 250 ILS per month (payments have become monthly since the last quarter of 2024) but have some limited coverage: 17,500 elderly and 14,500 persons with disabilities.
MoSD's system already serves as the leader of national Social Allowances schemes, notably due to the existing national social registry, which is used by other partners and covers broad groups of the vulnerable population across Palestine. Humanitarian support in Gaza, for instance, uses existing MoSD mechanisms to support the identification of beneficiaries and are used for cross-checking, while also being leveraged to support databases by international actors providing social protection in Palestine. In the West Bank in particular, directorates support registration, data collection and beneficiary identification.

The resumption of these Social Allowances programs in Gaza could work in a similar manner with technical assistance from international actors and data verification on the ground sustained by MoSD personnel and partners. An online dashboard has been developed to consolidate existing data in the social registry and those gathered through the emergency intake form. At the moment, there are strong limitations regarding available data in Gaza, with only partial data through a short intake form being fed into the national registry, less detailed in the West Bank. There are also still hindrances in referral and integration with other services, limiting the effectiveness of the Social Allowances.

As for the West Bank, the repeated and ongoing attacks have resulted in significant damage, widespread disruption of livelihoods, and the displacement of large numbers of residents. These conditions have increased vulnerability levels, weakened coping mechanisms, and exposed affected populations to heightened social and economic risks. Consequently, many households have become unable to meet their basic needs, making them a vulnerable group in urgent need of sustained support and social assistance interventions.

Current Partnerships:

- ILO is a central partner for the provision of Social Allowances, providing technical assistance on most themes related to the program, assisting in the development of tools for the program's sustainability and expansion, and training MoSD staff.
- The European Union provides significant financial support for the core cash programs.
- UNICEF collaborates with data sharing for cash programs, notably in Gaza, and provides cash response.
- UNICEF, the World Bank and WFP also support reforms in respect of the national social registry, linkages, referrals and M&E systems in the West Bank.
- ESCWA collaborates with MoSD on social registry and beneficiary data analysis.
- ILO is also providing technical assistance for data verification in Gaza through support to the MoSD

5. Connections with the Global Alliance against Hunger and Poverty

Specific references in the Policy Basket:

- Unconditional cash transfers
- Disability benefits
    - Country Example: Brazil's Continuous Cash Benefit (BPC)
- Old age pension
    - Country Example: Brazil's Continuous Cash Benefit (BPC)
    - Country Example: Mexico's Pension Program for the Elderly (PAM)
- Child and Family support/benefits
    - Country Example: Mexico's Support Program for the Welfare of Children of Working Mothers

Alignment with 2030 Sprints: The project fully aligns with Palestine's Cash Transfer 2030 Sprints objective to "extend existing cash transfers for persons with severe disabilities and older persons to Gaza, moving to monthly payments where applicable, using digital payments to individual beneficiaries."

Strategic Importance: Taking stock of the hunger and poverty situation in Gaza, providing cash transfers to the most vulnerable households, including children, in the region, is strongly aligned to the objectives of the Global Alliance and SDGs 1 and 2. By financing nationally-owned programs and building capacity of the Ministry of Social Development and its tools (in particular their registry and digital solutions), the pre-plan aims at further strengthening and attaining the Global Alliance's goals.

6. Next Steps & Contacts

Over the next weeks the Government of Palestine and the Alliance Support Mechanism will work with current and potential Alliance members to complement this pre-plan with concrete and specific indications of support. **If you are an Alliance member already involved or believe your country or organization can contribute, we invite you to delve into each plan and submit a non-binding Expression of Interest through the provided link or QR code**. This will get you into a concrete country-level dialogue on implementation, including the country government and the other potential partners.

If you have questions on the plans, on the next steps, and on the submission of Expressions of Interest, please write to palestine-cashtransfer@endhungerandpoverty.org and/or reach out to the focal points below.

Palestinian Government Focal Point: Ms. Sonya Helou - shelou@mosd.gov.ps (mobile: +972 599 272 626)

Global Alliance Interim Support Mechanism Team Focal Point:

- Country Manager: Mr. Federico Spano, federico.spano@endhungerandpoverty.org
- Alternate: Mr. João Pedro Bregolin Dytz, joao.bregolin.dytz@socialprotection.org

EXPRESSION OF INTEREST / PARTNERSHIP STATEMENTS (about 1 page per partner)

The aim of the partnership statement is to briefly summarize areas of potential engagement for individual country plans. The statement is *not* a commitment to provide financial or other support. It is aimed at indicating areas of interest, as well as the resources, experience, and capabilities of partners in areas relevant to the ambition set out in national plans. The statement should be limited to around one page, recognizing that more detailed country plans will be developed.

a. **Reason for interest** */ Brief summary of how the proposed country plan aligns with your institutions mandate, priorities, and work programmes/.*

b. **Institutional Capacities and Strengths** *[briefly outline those applicable to this programme, avoiding both overly broad and detailed descriptions].*

c. **Intended/expanded partnership role(s)** *[Describe your potential role in this partnership, with a specific focus on the requests for external support described in the programme. List all potential modalities (ie. grants, loans, concessional loans, technical assistance, capacity building, knowledge exchange, learning/training materials, co-implementation of specific programme components, and other measures).*

d. **Indicative Finance: /** *Where possible include indicative financial envelopes/ranges in US$ in* **aggregate** *and for each modality.]*

e. **Current and prospective partnership role(s) in the programme (if applicable)** *[briefly describe your current/past contributions to this programme implementation only in case your organization is already a partner for it]*

f. **Alignment with 2030 Sprints (if applicable)** *[If your organization joined the 2030 Sprints process under the Global Alliance with a public commitment/announcement, please state which Sprint and briefly state how the present expression of interest would help deliver on that commitment]*

g. **Current potential co-partnerships** *[Please list intended, desired or already planned co-partnerships with additional third countries, organizations and/or other Alliance members, describing potential roles for those organizations (i.e. co-financing, technical assistance, M&E, blended finance, others) and synergies with your own institution´s role]*

h. **Applicable Conditions and Restrictions** Briefly list major conditions and restrictions that apply, recognizing that further commitments might, for example, be subject to board approval, future *arrangements* and agreements with implementing government, applicable terms and conditions for grants/loans, availability of resources, further understanding, negotiation and fact-finding missions, and future technical and legal arrangements"].

i. **Focal point(s) in institution for follow up**: [*list* full name(s), title(s), and contact details (email and mobile/WhatsApp)]

Submit your expression of interest here:
https://forms.gle/7CtL5NEXvuMPbrzWA

GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY: RIFQ "BECAUSE CHILDHOOD IN PALESTINE NEEDS NOT ONLY PROTECTION... BUT ALSO KINDNESS"

FAST TRACK IMPLEMENTATION PLANNING – PALESTINE – EARLY CHILDHOOD

What is the Fast Track planning process? This process started by the Global Alliance´s Board of Champions aims to co-develop with implementing countries a high-level, strategic implementation plan for a single national large scale programme linked to the Alliance's policy basket. The process uses the 2030 Sprints commitments as a foundation and expands on it with specific details, including partnership needs. The Global Alliance will use these plans to identify concrete partnership offers from other members, providing potential financial or knowledge support—or both—in alignment with the country's programme priorities.

The implementation plans will serve as a foundation for future steps, where they will be further detailed and expanded into full operational plans. These plans will also guide formal partnership and resourcing agreements between implementing countries and both knowledge and financial partners. The Global Alliance's Support Mechanism, along with other partner structures can provide support in this further development.

A detailed concept note and FAQ on the fast track planning process, the Global Alliance, and what to expect from them can be found here: https://tinyurl.com/mwcahk35

1. Executive Summary

- **Country:** Palestine - Gaza Strip and West Bank.
- **Program Name:** RIFQ "Because childhood in Palestine needs not only protection, but also kindness".
- **Main Objective:** ensure that all children under the age of 6 and all pregnant or breastfeeding women affected by war receive essential social protection and health services, with integration of emergency response services.
- **Brief Description:** Program includes 3 phases: I. Emergency humanitarian aid (guarantee the minimum of essential social protection and health services); II. Reconstruction (restore social infrastructure and improve access to social protection and health services); III. Sustainability (integrate and expand programs to build a resilient social protection system).
- **Target Audience:** 150,000 pregnant or breastfeeding women affected by the war; 10,000 children under the age of 6 who have lost one or both parents (this figure includes 2,000 children under three years old living in poor foster families);19 specialized service delivery institutions, providing direct services to children without parental care, including shelter, protection, and care (80% of beneficiaries in the Gaza strip and 20% in the West Bank)
- **Time Frame:** 3 years (2026 – 2028)
- **Budget:** U$ 44 million.
- **Need for financial support:** U$ 42 million. The Palestinian Ministry of Social Development (MoSD) plans to contribute around 5% of the total funding needs. This is estimated at U$ 2 million.
- **Need for technical support:** Capacity building for social workers, assistance for program design and management, capacity building at subnational level management and back office, assistance to build information systems.
- **Partners already involved in the intervention**: UNICEF, ESCWA, UNFPA.
- References in the Global Alliance Policy Basket: Policy Instrument Child and family support/benefits ;- Country Example Portugal: Portuguese Child Guarantee

2. Proposal Details

a) How the intervention works: the program envisages three phases, taking into account the complex political and economic context of Palestine in light of the impact of Gaza war:

- Phase I - Emergency Humanitarian Aid
- Phase II - Reconstruction Key Activities
- Phase III - Sustainability Key Activities

b) Specific objectives and timeline: The program is designed for an initial three-year implementation period (2026–2028), with a view to scaling and integrating key components into long-term national social protection systems:

Phase I - Emergency Humanitarian Aid:

- Duration: 0 - 6 months.
- Specific objectives: ensure minimum essential social protection and health services, and preserve lives.
- Activities:
  - Provide Multi-Purpose Cash Assistance (MPCA) and Child grants, alongside health kits and nutrition assistance to meet critical health, hygiene, and nutrition needs.
  - Provide Mental Health and Psychosocial Support Services (MHPSS) to women and children.
  - Organize institutional/emergency response for children who lost their caregivers due to the war.
  - Elaboration of the methodology of collecting data.
- Expected impact: Improved protection, health, psychosocial wellbeing of vulnerable women and children, with stronger and more coordinated care systems that ensure safety, continuity of services, and reduced vulnerability after crisis situations.
- Immediate results: Emergency Social protection, health and psychosocial services are delivered to women and children and direct assistance meets urgent protection, health, hygiene, and nutrition needs.

Phase II - Reconstruction:

- Duration: 6 months – 2 years.
- Specific objectives: restore social infrastructure and improve service access.
- Activities:
  - Rehabilitate and equip 19 damaged but active specialized institutions providing direct services to children without parental care, including shelter, protection, and care.
  - Provide Mental Health and Psychosocial Support Services (MHPSS) to pregnant and breastfeeding women and children.
  - Improve coordination among government and local/international partners.
  - Launch effective M&E systems to measure outreach and impact.

- Expected impact: improve service quality, response efficiency, and rebuild trust in the social system.
- Immediate results: Social facilities are rehabilitated and operational, and access to key social protection services is improved.

Phase III - Sustainability:

- Duration: 3 years.
- Specific objectives: achieve institutional sustainability and system integration from a national perspective.
- Activities:
  - Integrate programs into the national social protection framework and secure public budget funding.
  - Build long-term alliances with civil society and the private sector to support women's economic and social empowerment.

- Develop national policies for childcare and preventive protection for vulnerable groups.
- Expand legal and regulatory framework for social services and care.
- Expected impact: A nationally integrated and sustainable institutional system capable of delivering coordinated, inclusive, and resilient services for vulnerable populations, with reduced fragmentation and improved efficiency across sectors.
- Immediate results: strengthen institutional capacities aligned with national frameworks, improved coordination and integration among relevant stakeholders, and harmonized procedures and referral mechanisms. These actions enhance institutional readiness and support the sustainability of the system at the national level.

c) Goals:

- Strengthen protection and care environments for vulnerable children and pregnant or breastfeeding women by integrating psychosocial, and protection interventions.
- Ensure access to essential health and hygiene supplies.
- Restore and strengthen the capacity of 19 child specialized facilities through rehabilitation and equipping to deliver safe and quality services.
- Improve mental health and psychosocial wellbeing of pregnant and breastfeeding women, and children and their caregivers through structured psychosocial and mental health support services.
- Enhance institutional capacity and coordination to sustain service delivery within existing national systems.

d) Detailed budget:

Total value: USD 44 million, distributed as follows (considering 5% as a contribution from The Ministry of Social Development – U$ 2 million). This contribution will primarily cover **long-term sustainability costs**, especially:

- Salaries for approximately 52 currently active staff in Gaza, many of whom are directly involved in delivering protection and social assistance services.
- Operational utilities and maintenance to ensure continuity of essential services during the stabilization phase.

Phase I - Emergency Humanitarian Aid: USD 26.54 million, including (USD 1 M from MOSD):

- Procurement of dignity kits, post-partum kits for pregnant and breastfeeding women, and nutrition top ups for malnourished children **USD 10.7M** (post-partum kits 10,000*200$= 2 M) + (Dignity Kits 150,000* 50$=7.5 M) + (nutrition top ups (nutrition top ups (2,270*176.24*3=1,2 M).
- Mental Health and Psychosocial Support Services (MHPSS) for children and pregnant or breastfeeding women **USD 10M**
- MPCA for 10,000 pregnant or breastfeeding women **USD 3.8M** (382$*10000*1)
- Child grants for 2,000 children “living with poor foster families”: **USD1M** (170$*3*(2,000)
- Capacity-building for Ministry of Social Development (MoSD) staff, social workers, and local partners. **USD 1M** – MoSD contribution)

Phase II - Reconstruction: USD 14.73 million, including (USD 230,000 from MOSD):

- Rehabilitation and Equipment for 22 Specialized Facilities **USD 11M**
- Case Management, Psychosocial Support, and Monitoring **USD 2M**
- Logistics and Coordination (national & subnational) **USD 1.5M**
- Staffing & Operations **USD 0.23M** (permanent cost from MoSD)

Phase III - Sustainability: USD 2.73 million, including (USD 0.5 M from MOSD):

- Operation and staffing **USD 0.23 M (permanent cost from MoSD)**
- Case management, psychosocial support, and monitoring **USD 1 M**
- Logistics and coordination at national and subnational levels **USD 1 M**
- Strengthen the legal frameworks to ensure preventive protection, childcare and social services for vulnerable groups **USD 0.5M**

Note: All payments under this initiative will be delivered through the existing e-payment systems, which are well established, reliable, and widely used in Palestine. These systems are already operational and currently used for social allowances and other transfers, ensuring secure, timely, and transparent delivery of payments to beneficiaries, while reducing operational risks and facilitating scale-up when needed.

e) Target audience selection criteria

Target Audience and Numbers: Taking into consideration an allocation of 80% for the Gaza Strip and 20% for the West Bank, the program focuses on two primary groups affected by the war in Gaza, totaling approximately **160,000 individuals**:

- **Pregnant and Breastfeeding Women:** A total of **150,000** women are targeted. Within this group, **50,000** are specifically identified as pregnant women[1].
- **Children under Age 6 who have lost one or both parents:** A total of **10,000** children. This includes 2,000 children under the age of three living with poor foster families.
- **Specialized service delivery institutions**: 19 specialized child care facilities

Selection and Priority Criteria*:* The criteria are designed to address immediate protection and survival needs while filling existing gaps in the social welfare system:

- **War-Affected Status:** The primary criterion is that the beneficiaries are directly affected by the ongoing war in the Gaza Strip and conflict in the West Bank.
- **Loss of Caregivers:** High priority is given to children who **lost their primary caregiver** during the conflict.
- **Addressing the "0 to 3" Age Gap:** A key focus of the criteria is the inclusion of families with children aged **0 to 3 years**. Historically, these families were excluded from national social allowance eligibility despite their high vulnerability to hunger and malnutrition.
- **Addressing Pregnant Women – First Pregnancy**: This criterion was applied to avoid overlap with other assistance programs targeting pregnant and breastfeeding women and to ensure complementarity of support. All selected beneficiaries are identified through the Ministry of Social Development’s existing databases.

Identification and Data Sources: To ensure that assistance is not duplicated, all beneficiaries **will be** systematically screened against the National Social Registry prior to enrollment and the disbursement of any payments. The registry **will serve as the single reference point** for verifying eligibility and confirming that individuals are not receiving similar assistance. In addition, continuous coordination **will be maintained** with humanitarian and development partners through established coordination mechanisms to ensure complementarity, avoid overlap, and harmonize assistance delivery.

- **MoSD Database:** Data for the 10,000 children under the age of six are drawn from the MoSD Social Registry. Support for the 2,000 children living with poor foster families was provided based on assessment results jointly conducted by UNICEF and the Ministry of Social Development (MoSD).
- **Cash working Group Reports, Interim Rapid Damage Needs Assessment (IRDNA), and trusted UN agencies web sites:** data for pregnant and breastfeeding women.
- **Cash working Group Referral pathways:** data for MPCA, child grant and nutrition top-ups.

f) Detailed technical support needed

Technical support / capacity building at the national and subnational level for program design and management.

- Capacity building for social workers.
- Support for monitoring systems, including child vulnerability assessments and case management tools.
- Logistical support for outreach and center-based services.
- Support women social protection through selfcare services, sheltering, case management, providing a minimum package of gender-based violence specialized services.
- Contribute to data collection and data verification

[1] American United Nations Population Fund. (Year). *UNFPA Arab States – Crisis in Gaza*. https://arabstates.unfpa.org/en?utm_source=chatgpt.com

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- Targeting and identifying vulnerable population groups and enhancing specialized centers.
- Technical support to conduct a comprehensive assessment and review of the legal framework surrounding early childhood care.

g) Main stakeholders

Ministry of Social Development (MoSD) of Palestine. Intended role:

- Lead program implementation, coordination, and monitoring.
- Ensure integration of emergency response protocols into existing systems.
- Provide technical guidance and capacity building for subnational offices and partner organizations.
- Oversee procurement and distribution of supplies to childcare centers and supported facilities.
- Ensure data collection, reporting, and beneficiary accountability mechanisms.

h) Other Palestinians Stakeholders

Ministry of Health, Ministry of Relief, National Early Childhood Committee, Subnational Government (Governorates / Directorates of Social Development), and Community-Based Committees.

i) **Existing Foreign Partnerships**

United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), UNICEF, United Nations Population Fund (UNFPA), The Working Women's Society, the Women's Centre for Legal Aid and Counselling, the Early Childhood Resource Centre, Juthour, Italian Agency for Development Cooperation, The Spanish Agency for International Development Cooperation, WFP, World Bank, UN Women.

l) **Monitoring & Evaluation**

Monitoring and evaluation of early childhood care centers are conducted periodically by a specialized committee led by the Ministry of Social Development. This includes field visits to assess staff performance and verify compliance with approved standards and criteria. Although monitoring and evaluation systems exist, challenges include limited geographic coverage, lack of digital tools, and shortage of staff and trained personnel. The program proposes enhancing these systems by investing in technology, training staff, and expanding field evaluations to strengthen follow-up and accountability.
The launch of the "Global ECD Measurement Framework", spearheaded by UNICEF and the UNESCO Institute for Statistics, introduced a standardized approach to monitoring early childhood development globally.

3. Specific Support Needs

Detailed financial support needed:

- Grants from bilateral and multilateral donors, including EU, UNICEF, UNFPA, UNRWA and Arab Funds.
- Concessional funding for digital systems or center infrastructure (if applicable).
- Potential collaboration with development banks or pooled humanitarian funds to support scale-up and long-term integration.

Detailed knowledge / technical support needed:

- Social work with families (coaching about how to promote independence, autonomy, self-reliance and access to rights).
- Methodologies for visitations (approaches, frequency, pedagogical tools and planning)
- Bold methodologies of field evaluations to strengthen follow-up and accountability.

Proposed Role for Alliance Partners:

UNICEF:

- Provide technical guidance and support on child-focused interventions, including family based alternative care approaches and MHPSS focusing on children and care-givers. Ensuring that quality standards for child protection services are taken into consideration and supporting child protection service provision.
- Provide technical support and guidance in the development and implementation of parenting programmes.
- Support monitoring systems, including child vulnerability assessments and case management tools as well as providing capacity building support.
- Technical assistance and support in reviewing relevant regulations and policies including the Nursery Regulation.
- Offer technical and logistic support for outreach and child -based services.

UNFPA

- Ensure quality standards in services for pregnant and breastfeeding women.
- Support capacity building for frontline health and social workers.
- Support women social protection through MHPSS, self-care services, sheltering, case management, providing a minimum package of GBV services.
- Contribute to data collection and gender-sensitive monitoring tools.
- Cash and voucher assistance for pregnant and lactating women and women at risk

ESCWA (United Nations Economic and Social Commission for Western Asia)

- Capacity Building – Training and technical assistance to strengthen national policymaking. It focuses on hands-on knowledge transfer to empower government entities to independently advance their development policies and programs.
- Legal Review – Assessment of laws on early childhood care, including an examination of maternity and paternity support and care relevant to the project.
- Policy Guidance – Sharing best practices and policy benchmarks, including from conflict-affected and emergency regions.
- Advocacy – ESCWA will assist the MoSD in developing an advocacy and communication strategy aimed at enhancing community awareness of early child development and care needs as well as the need for related legislation and legal amendments.
- Peers Exchange – Facilitating learning with countries in the Arab region and beyond, in view of effective early childhood interventions including those affected by war and conflict situations.
- Coordination Support – Enhancing national program alignment and inter-agency collaboration (UNICEF, UNFPA). ESCWA will support the MoSD in establishing or strengthening a national coordination mechanism, helping to link the outcomes of the current pre-plan with related social protection and childcare programs to create synergies, as well as inter-agency coordination (including UNICEF and UNFPA)

Sustainability strategy

The program is designed for an initial two/three-year implementation period (2026–2028), with a view to scaling and integrating key components into long-term national social protection systems.

The plan delivers Multi purpose cash assistance, child grants, essential health and nutrition support, and Mental Health and Psychosocial Support Services for women and children, while ensuring emergency care for children without parental support. At the institutional level, the plan focuses on rehabilitating and equipping child-care institutions and women's shelters, strengthening data collection and monitoring systems, and improving coordination among partners. Sustainability is ensured through integration into the national social protection framework, expansion of legal and policy frameworks, secured public financing, and the establishment of long-term partnerships with civil society and the private sector.

4. Background and Current Status

The Gaza Strip is experiencing an unprecedented humanitarian crisis resulting from prolonged conflict, large-scale displacement, and the near collapse of basic social services. Children under the age of six and pregnant and breastfeeding women are among the most severely affected groups, facing heightened risks of food insecurity, poor health outcomes, psychosocial distress, and exposure to violence and exploitation. Existing social protection and early childhood care systems have been critically disrupted, with many facilities damaged or non-operational, services suspended, and professional staff working under extreme constraints.

Although Palestine has an established national social protection framework, the current emergency has exposed significant gaps in coverage for early childhood and maternal support. These gaps are particularly evident for children who have lost one or both caregivers and for pregnant or breastfeeding women who require integrated health, protection, nutrition, and psychosocial services. Fragmented humanitarian interventions and short-term assistance mechanisms have proven insufficient to respond to the scale, duration, and complexity of needs, highlighting the urgent need for a structured, phased, and system-oriented response.

The RIFQ program is designed to respond to this context by establishing an integrated, care-responsive intervention that combines emergency assistance with recovery and long-term system strengthening. The program builds on national structures led by the Ministry of Social Development while aligning with global policy frameworks promoted by the Global Alliance Against Hunger and Poverty.

At present, interventions targeting early childhood care and maternal protection in Gaza remain limited in scale, scope, and coordination. Available services are largely emergency-driven, short-term, and unevenly distributed, with weak linkages between social protection, health, nutrition, and psychosocial support sectors. Many child protection spaces, childcare centers, and women's shelters have been damaged or rendered partially non-operational, further constraining access to essential services.

Mental health and psychosocial needs among children and women are escalating rapidly, yet access to structured and sustained support remains extremely limited. Social workers and frontline staff continue to operate under severe capacity constraints, while monitoring and follow-up systems suffer from limited geographic coverage, insufficient staffing, and a lack of digital tools.

The situation is further aggravated by the widespread loss or absence of caregivers. Many caregivers have been killed, hospitalized, displaced, evacuated to third countries, or detained. According to UNFPA, pregnant and breastfeeding women are engaged in a daily struggle for survival. Health facilities report a sharp increase in malnutrition among women and newborns, with rising cases of anemia, pregnancy complications, low birth weight, and neonatal mortality. With essential foods such as meat, fruits, eggs, and dairy products either unavailable or unaffordable, most newborns are now born underweight, and that conditions are deteriorating rapidly.

In this context, there is no comprehensive or coordinated response capable of addressing these intersecting protection, health, and nutrition challenges. The RIFQ program therefore represents a critical intervention to bridge immediate humanitarian response with reconstruction and sustainability. Through a phased approach that prioritizes life-saving assistance, rehabilitation of social infrastructure, and eventual system integration, the program addresses urgent needs while laying the foundation for a more inclusive, coordinated, and shock-responsive social protection system for young children and mothers in Gaza.

As for the West Bank, the repeated and ongoing attacks have resulted in significant damage, widespread disruption of livelihoods, and the displacement of large numbers of residents. These conditions have increased vulnerability levels, weakened coping mechanisms, and exposed affected populations to heightened social and economic risks. Consequently, many households have become unable to meet their basic needs, making them a vulnerable group in urgent need of sustained support and social assistance interventions.

5. Connections with the Global Alliance against Hunger and Poverty

Specific references in the Policy Basket:

- Policy Instrument Child and family support/benefits
- Country Example Portugal: Portuguese Child Guarantee

Child and family benefits, as shown by evidence, reduce poverty, improve food security, health (reduce mortality under the age of 5, use of health services, mental health), nutrition (dietary diversity), early childhood development, education outcomes for children (school enrollment and attendance), promote gender equality and support children with disabilities, while also enhancing social cohesion, reducing inequality and increasing resilience to shocks.

Alignment with 2030 Sprints: Palestine joined the Global Alliance as a founding member in 2024 and participated in the Maternal and Early Childhood Interventions Sprint event in November 2024, with the following announcement, which is in full agreement with the current intervention proposal: *"The Palestinian government will provide essential emergency services to 155,000 pregnant women and breastfeeding mothers, as well as health and social services for approximately 10,000 young children who have lost their caregivers."*

Strategic Importance: This program is a national priority because it responds to the urgent needs of women and children affected by the war, displacement, and poverty. It supports Palestine's national goals to strengthen social protection, improve early childhood development, and reduce inequality. The program also aligns with the Global Alliance objectives by focusing on maternal and child well-being, promoting inclusive service delivery, and advancing progress toward the 2030 Sprint commitments.

This proposal supports the 2030 SDGs, particularly Goals 1, 2, 3, 4, 5, and 10, and reflects a progression from humanitarian response to state-building and robust social welfare system. At its core, the approach emphasizes long-term sustainability and prioritizes the protection and empowerment of vulnerable groups (early childhood, pregnant and breastfeeding women). The program also aligns with the SDGs 3, 4 and 5 and the national sectoral strategies of the state of Palestine in the areas of health, social protection, gender equality and the national strategy for combating violence against women. This program strengthens national resilience by investing in the most vulnerable groups - young children and mothers - during times of crisis.

It improves the social protection system's emergency response capacity by strengthening service provision systems, empowering women and protecting children under 3 by integrating early childhood, health, and protection services; the program lays the foundation for long-term human development and social stability.

6. Pre-Plan Summary Table

	Phases	Brief description	Goals	Components	Potential Partners	Support needed	Amount needed Million $
Rifq	Phase I (06 months)	Emergency Humanitarian Aids	Ensure minimum essential services and preserve lives.	MPCA, Child grants, Dignity kits, Nutrition top ups , MPHSS, and Capacity Building.	UNFPA, ESCWA, UNICEF	Grant and Technical	U$ 26.54
	Phase II (6 months-2 years)	Reconstruction	Restore social infrastructure and improve service access	Rehabilitation and equipment	UNFPA, ESCWA, UNICEF	Grant and Technical	U$ 14.73
	Phase III (Year 3)	Sustainability	Achieve institutional sustainability and system integration from a national perspective	Program Integration, Strategic Partnerships, Childcare Policies, Regulatory Expansion.	UNFPA, ESCWA, UNICEF	Grant and Technical	U$ 2.73

7. Next Steps & Contacts

Over the next weeks the Government of Palestine and the Alliance Support Mechanism will work with current and potential Alliance members to complement this pre-plan with concrete and specific indications of support. **If you are an Alliance member already involved or believe your country or organization can contribute, we invite you to delve into each plan and submit a non-binding Expression of Interest through the provided link or QR code**. This will get you into a concrete country-level dialogue on implementation, including the country government and the other potential partners.

If you have questions on the plans, on the next steps, and on the submission of Expressions of Interest, please write to palestine-childsupport@endhungerandpoverty.org and/or reach out to the focal points below.

Palestinian Authority Focal Point: Ms. Sonya Helou - shelou@mosd.gov.ps (mobile: +972 599 272 626)

Global Alliance Support Mechanism Focal Point:

- **Country Manager**: Federico Spano, federico.spano@endhungerandpoverty.org.
- **Alternate:** Francisco Xavier, francisco.xavier@mds.gov.br

EXPRESSION OF INTEREST / PARTNERSHIP STATEMENTS (about 1 page per partner)

The aim of the partnership statement is to briefly summarize areas of potential engagement for individual country plans. The statement is *not* a commitment to provide financial or other support. It is aimed at indicating areas of interest, as well as the resources, experience, and capabilities of partners in areas relevant to the ambition set out in national plans. The statement should be limited to around one page, recognizing that more detailed country plans will be developed.

j. **Reason for interest** */ Brief summary of how the proposed country plan aligns with your institutions mandate, priorities, and work programmes/.*

k. **Institutional Capacities and Strengths** *[briefly outline those applicable to this programme, avoiding both overly broad and detailed descriptions].*

l. **Intended/expanded partnership role(s)** *[Describe your potential role in this partnership, with a specific focus on the requests for external support described in the programme. List all potential modalities (ie. grants, loans, concessional loans, technical assistance, capacity building, knowledge exchange, learning/training materials, co-implementation of specific programme components, and other measures).*

m. **Indicative Finance: /** *Where possible include indicative financial envelopes/ranges in US$ in* **aggregate** *and for each modality.]*

n. **Current and prospective partnership role(s) in the programme (if applicable)** *[briefly describe your current/past contributions to this programme implementation only in case your organization is already a partner for it]*

o. **Alignment with 2030 Sprints (if applicable)** *[If your organization joined the 2030 Sprints process under the Global Alliance with a public commitment/announcement, please state which Sprint and briefly state how the present expression of interest would help deliver on that commitment]*

p. **Current potential co-partnerships** *[Please list intended, desired or already planned co-partnerships with additional third countries, organizations and/or other Alliance members, describing potential roles for those organizations (i.e. co-financing, technical assistance, M&E, blended finance, others) and synergies with your own institution´s role]*

q. **Applicable Conditions and Restrictions** Briefly list major conditions and restrictions that apply, recognizing that further commitments might, for example, be subject to board approval, future *arrangements* and agreements with implementing government, applicable terms and conditions for grants/loans, availability of resources, further understanding, negotiation and fact-finding missions, and future technical and legal arrangements"].

r. **Focal point(s) in institution for follow up**: [*list* full name(s), title(s), and contact details (email and mobile/WhatsApp)]

Submit your expression of interest here:
https://forms.gle/7CtL5NEXvuMPbrzWA

GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY

GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY: VISION UMURENGE PROGRAMME

Fast Track Implementation Planning – Rwanda – Eradicating extreme poverty

What is the Fast Track planning process? This process started by the Global Alliance´s Board of Champions aims to co-develop with implementing countries a high-level, strategic implementation plan for a single national large-scale program linked to the Alliance´s policy basket. The process uses the 2030 Sprints commitments as a foundation and expands on it with specific details, including partnership needs. The Global Alliance will use these plans to identify concrete partnership offers from other members, providing potential financial or knowledge support—or both—in alignment with the country´s program priorities.

The implementation plans will serve as a foundation for future steps, where they will be further detailed and expanded into full operational plans. These plans will also guide formal partnership and resourcing agreements between implementing countries and both knowledge and financial partners. The Global Alliance's Support Mechanism, along with other partner structures can provide support in this further development. A detailed concept note and FAQ on the fast-track planning process, the Global Alliance, and what to expect from them can be found here: https://tinyurl.com/mwcahk35

1. Executive Summary

a) **Country:** Republic of Rwanda
b) **Program Name:** Vision Umurenge Programme (VUP)
c) **Main Objective:** *Deliver a nationwide integrated graduation programme aimed at sustainably lifting over 996,815 households out of poverty, through a sequenced graduation scheme that addresses both economic and social vulnerabilities while enhancing resilience to shocks in line with 2024 the Integrated Household Living Conditions Survey (EICV7[2]) findings.*
d) **Brief Description**: The Vision Umurenge Programme (**VUP)** is Rwanda's largest and most critical flagship social protection program for eradicating extreme poverty and promoting inclusive, resilient livelihoods. VUP is central to Rwanda's development architecture and is the cornerstone of its **social protection system**. Central to social protection is the National Strategy for Sustainable Graduation (NSSG), that offers a sequenced, integrated graduation package combining safety nets, livelihood support, and sustained coaching via para-social workers. Together, the VUP and NSSG deliver a comprehensive package of interventions including unconditional cash transfers, public works employment**, asset transfers, financial inclusion, and skills development (graduation component)**, to ensure no one is left behind on the path toward self-reliance. These programmes span all 30 districts and 416 sectors of Rwanda, targeting extremely poor households and promoting sustainable self-reliance. Implementation focuses on a phased rollout through yearly cohorts.
e) **Target Audience:** The target population includes vulnerable households spread across all 30 districts of Rwanda. Within the targeted household/ individuals, specific emphasis is placed on supporting older persons, persons with disabilities, pregnant and lactating women, female-headed households, and youth.

[2] EICV - Enquête Intégrale sur les Conditions de Vie des ménages

f) **Main Goal:** To enhance quality and sustainability, Rwanda plans to scale up the VUP and graduation model nationwide, targeting 924,750 households by 2030 - ensuring 100% geographical coverage, scaling from 315,327 currently covered to 3.8 million individuals.

g) **Total Budget:** USD 2,111,961,028 (USD 351,993,504 from Rwanda's budget).

h) **Need for financial support**: USD 1,759,967,524 over five years until 2030.

i) **Need for technical/knowledge support:** Strengthened operational capacity across the service delivery chain including quality enhancement along the local government administrative units. Training of para-Social Workers, who play a vital role in supporting households, also need better training, tools, and supervision to carry out their work effectively. Pivotal to the program, is the need to strengthen supervision and monitoring systems to track households' graduation pathways and outcomes and generate evidence for informed planning and decision making.

j) **Partners already involved in the initiative:**
- World Bank
- UK Government FCDO
- Germany's KfW
- International Fund for Agriculture Development/IFAD
- World Food Program/WFP
- UNICEF
- Numerous NGOs: World Vision, BRAC; Give Directly, Village Enterprise, 100 Weeks, ActionAid Rwanda, Care International, Catholic Relief Services, Compassion International, Food for the Hungry, Good Neighbors International, Heifer International Rwanda, Spark Microgrants, Concern Worldwide, Corps Africa.

k) **References in the Global Alliance Policy Basket:** Rwanda seeks financial support, technical expertise, and global knowledge exchange through the Alliance to fast-track implementation and eradicate extreme poverty by 2030. Through innovative approaches, Rwanda envisages a fast-track implementation that could potentially transform lives. Supporting the VUP is a high-impact, scalable investment that contributes directly to the SDGs, G20 development priorities, and the Alliance's core objective: to end extreme poverty and hunger, sustainably.

2. Proposal Details

a) **How the initiative works:** The VUP is Rwanda's flagship social protection initiative that started in 2008 and it is a central delivery platform for the national strategy on sustainable graduation out of poverty. As outlined in the Social Protection Sector Strategic Plan (SPSSP), the VUP will increasingly move toward delivering a simplified, lifecycle-based model that combines protection for the most vulnerable with productive inclusion for those with economic potential.

At the heart of the national strategy for sustainable graduation program lies a holistic and carefully sequenced graduation package designed to empower extremely poor households to achieve sustainable livelihoods and long-term self-sufficiency. The graduation program represents a transformative, multi-dimensional strategy to lift vulnerable households out of extreme poverty and place them on a sustainable path toward self-reliance.

Achieving this ambition requires more than delivering isolated interventions—it demands a coherent, integrated framework that aligns technical systems, strengthens local capacities, and fosters community ownership. Recognizing that poverty is multidimensional, the program offers a blend of interventions tailored to address both immediate needs and the underlying structural barriers that perpetuate poverty as set out below.

Vision Umurenge Programme (VUP) Safety Nets

Safety nets form the first layer of support, aimed at stabilizing households living us extreme poverty. These include unconditional cash transfers and cash for public works that provide relief from financial shocks and ensure that families can meet their basic needs, such as food, shelter, and healthcare. This foundational support allows participants to focus on the next stages of their journey without the constant pressure of survival.

The VUP programme includes individual-targeted cash transfers for older persons and persons with disabilities, maternity and early childhood development support, climate-smart public works, home-based Early Childhood Development (ECD) facilities through expanded public works (ePW-HBECD) component.

Sustainable Livelihood Support

Building on the VUP foundation (safety nets), Livelihood Support introduces households to income-generating opportunities. Each participant receives a customized package that includes the transfer of productive assets (such as livestock or agricultural inputs), access to vocational or business training, and facilitation into village savings and loans associations/credit groups (VSLAs). These interventions were designed not only to increase income but to build the capacity of households to manage their own economic development and resilience over time.

Assets/Cash transfers are linked to vocational training to support selected graduation participants on livelihood pathways, and access to financial services. Emphasis has also been placed on shock-responsive safety nets. Implementation is led by MINALOC and LODA, coordinated through the and supported by multiple sectors and partners.

Parasocial Workers: Coaching and Mentoring

Throughout the entire two-year journey, Coaching and Mentoring play a pivotal role. Trained caseworkers or proximity parasocial workers are assigned to individual households to provide regular guidance, encouragement, and accountability. These mentors are supporting participants to set achievable goals, make informed decisions, and overcome challenges that arise along the way.

This ongoing support helps build confidence and reinforces the behavioral changes needed to sustain progress beyond the life of the program. Together, these three key pillars—safety nets, livelihoods, and coaching—are delivered in a phased and integrated manner, recognizing that meaningful transformation takes time, trust, and tailored support.

Implementation Mechanisms

Coordinated Implementation: Orchestrating Delivery at Scale

A program of this scale and complexity depends on robust coordination across national, district, and local levels. Dedicated coordination teams are ensuring strategic planning, operational consistency, and timely rollout of sequenced interventions—ranging from safety nets to livelihood support, vocational training, and coaching. This institutional backbone is enabling cross-sectoral collaboration, minimizing fragmentation, and ensure that each component of the graduation pathway is synchronized with the evolving needs of beneficiary households.

Community Engagement: Grounding the program in local realities

Successful implementation hinges on meaningful engagement within the communities it serves. The graduation approach has prioritized active involvement of local leaders, community-based organizations, and households themselves in every stage—from targeting to feedback and grievance redress. Platforms such as *Inteko z'Abaturage* (village assemblies), *Umuganda* (community work), and localized sensitization campaigns are helping to foster ownership, transparency, and trust. This community-driven model is ensuring that interventions are contextually relevant, and sustainable.

Proximity advisory services: Personalized household support through Para-social workers

To ensure households receive tailored support throughout the graduation pathways, the graduation program relies on proximity advisory services. Parasocial workers are monitoring progress of interventions and respond to emerging needs in real time. Proximity advisory services have been localized, community-driven support mechanisms designed to provide tailored information, coaching, mentorship and referral linkages to extremely poor households enrolled in Rwanda's social protection programs. Delivered primarily through para-social workers, these services are helping households develop personalized performance contracts based on their needs, aspirations, and constraints.

They are supporting to raise awareness of social protection entitlements, connect families to complimentary services such as financial inclusion (e.g., VUP Financial Services), business development, agricultural support, health care, and education, and track socioeconomic progress over time. In addition, para-social workers organize community sensitization sessions, promote behavior change, and provide continuous coaching to foster self-reliance and support sustainable graduation from poverty. This system facilitates individual tracking, promotes accountability, and strengthens the linkages between program components. It also provides a feedback loop for adjusting delivery strategies based on household-specific data and conditions.

Monitoring and Evaluation (M&E): Driving Learning and Accountability

A strong M&E framework is underpinning the program's commitment to results, learning, and continuous improvement. The program is monitored through routine data collection, field monitoring, beneficiary feedback, and formal evaluations. These insights inform adaptive management, guide resource allocation, and help validate what works—and why. Critically, a coordinated M&E is expected to coordinate the multiple stakeholders and enable transparent reporting and ensure the programs remain aligned and responsive to evolving challenges.

Sustainability through VSLAs: Embedding Resilience Beyond the Program Cycle

Sustainability is a defining feature of the Graduation Program, with Village Savings and Loan Associations (VSLAs) playing a central role in this vision. VSLAs offer a vital entry point for households to save, borrow, and invest within their communities, fostering resource mobilization and social solidarity—especially when combined with targeted cash transfers and productive assets. As these groups mature, they not only act as resilient community-based institutions but also serve as bridges to formal banking systems and entrepreneurial ecosystems.

This two-pronged approach—promoting financial inclusion through national services like VUP Financial Services and linking mature VSLAs to formal financial institutions—ensures that households have access to credit, incentivized savings, and financial literacy opportunities. Best practices from international experiences show that when properly nurtured, VSLAs can thrive long after direct program support ends, preserving and amplifying economic empowerment gains over time.

Below is the integrated Implementation Framework of VUP and NSSG:

Component	Description	Target Group
Skills Development	Under this scheme, beneficiaries of the VUP skills training scheme are selected by local governments using data collected from household profiling data or other household needs assessment and referral processes. Once a household has been selected to participate, the sector supports the household to develop a simple project proposal which details the training required.	Any member of an extremely poor household may apply to the VUP for technical or vocational skills training
Financial Services (FS)	A microcredit scheme that provides small loans at low interest rates to individuals or groups. FS supports the development of sustainable income generating activities through the provision of formal training in financial literacy, technical support to the development of applications for micro-credit, and coaching on micro-enterprise management. This FS scheme is leveraging on Village Savings and Loan Associations (VSLAs). Through VSLAs the scheme offers a point for households to save, borrow, and invest within their communities, fostering resource mobilization. Interlinked with mature VSLAs, the FS scheme aims to provide vulnerable households easy access to credit (benchmarking on group savings as collateral), coordinated savings, and financial literacy opportunities.	Individuals in extremely poor and vulnerable households

Focus on Graduation within the VUP Fast-Tracking Initiative

While the Vision Umurenge Programme (VUP) has a broad scope of intervention, the fast-tracking initiative will specifically focus on the *Graduation* component, which integrates both skills development and financial services.

Definition of Graduation

Graduation was formally defined in Rwanda's 2020 National Social Protection Policy as:

> "A situation whereby a previously poor household increases their household productivity and resilience to the extent that their consumption permanently remains over and above the official poverty line."

To ensure sustained success, Graduation clients require support in managing their livelihoods so they remain both operationally stable and financially viable. This support includes training in areas such as: Project/livelihood planning and budgeting; Livelihood organization; Product pricing; Marketing and sales; and Cash management. Para-social workers will assess clients to determine appropriate training tracks, which may focus on agriculture, livestock, or small business development.

Cohort Implementation Plan

The program will enroll four distinct cohorts over five years. Each cohort will receive tailored support over a two-year cycle, resulting in overlapping phases of implementation:

- Cohort 1 (2025/2026): 231,892 households enrolled
- Cohort 2 (2026/2027): Another 231,892 households enrolled
- Cohort 3 (2027/2028): A third group of 231,892 households joins
- Cohort 4 (2028/2029): The final group of 231,892 households begins
- Exit of Cohort 4 (2029/2030): Final phase of support ends

Through this phased approach, the Government of Rwanda (GoR) aims to graduate at least 208,703 (90% of the 231,892) households annually. Of the 927,568 households initially estimated, a total of 834,811 households (90%) are expected to graduate and exit poverty over the five-year period.

Coaching and Support Services

Throughout their journey, Graduation clients will receive ongoing coaching tailored to both livelihood and personal development. This includes:

- Lifestyle coaching: Addressing health, nutrition, and household-level challenges
- Technical coaching: Providing agricultural extension, veterinary support, and business skills

Para-social workers will work closely with clients to identify specific needs and collaborate with local government to ensure timely support from qualified experts. NGOs and CSOs with relevant expertise may also contribute to coaching efforts.

b) **Goals**: The Vision Umurenge Programme (VUP) contributes directly to Rwanda's ambition to eradicate extreme poverty and malnutrition while promoting inclusive socio-economic transformation. This aligns with the National Strategy for Transformation (NST2) and Vision 2050, which aims to reduce poverty below 5% and eradicate extreme poverty by 2030.

The overarching goal of the Graduation strategy is to support all households below the poverty line—who demonstrate potential to graduate—to achieve sustainable livelihoods resilient to moderate shocks, without requiring ongoing social protection. Currently, 315,327 people are covered under the Graduation scheme. The program aims to reach 3.86 million people within the 927,568 households by 2030.

c) **Specific Objectives**

- Graduation from Extreme Poverty: Eradicate extreme poverty by 2030 through integrated livelihood support, financial inclusion, and access to productive employment, in alignment with Vision 2050.
- Establish a National Graduation Monitoring Framework: Develop and operationalize a system by 2027 to track household-level interventions and outcomes, ensuring data-driven decision-making.
- Strengthen Para-Social Worker Capacity: Ensure that by 2027, all para-social workers are fully trained, equipped, and regularly supervised to deliver effective household coaching.
- Scale Up Coverage: Reach over 930,000 households across all 30 districts and 416 sectors of the country by 2030.

d) **Timeline & Budget:**

Detailed Implementation Budget

HHs in Graduation component	By Cohort	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total in FRW	Total in USD	GoR (20%) PLUS	Total (external + government budget) in USD
No of recipients in 2025/2026 Cohort 1	231,892	231,892	231,892							
No of recipients in 2026/2027 Cohort 2	231,892		231,892	231,892						
No of recipients in 2027/2028 Cohort 3	231,892			231,892	231,892					
No of recipients in 2028/2029 Cohort 4	231,892				231,892	231,892				
Total recipients on graduation programme	**927,568**	**231,892**	**463,784**	**463,784**	**463,784**	**231,892**				
No. recipients graduated	**90%**		**208,703**	**208,703**	**208,703**	**208,703**	**834,811**			
Safety net		245,769,497,195	228,311,372,670	228,311,372,670	228,311,372,670	103,115,689,140	1,033,819,304,345	697,678,030	227,633,995	
climate sensitive PW (wage rate: 2890, WD: 150 dys)	433,500	74,089,497,195	151,631,372,670	151,631,372,670	151,631,372,670	26,435,689,140	555,419,304,345	374,827,443	74,965,489	
HBECD (114,000 recipient and monthly wage of 30,000, 12 months, 36000 HBECD centers, 15 children by center)	360,000	41,040,000,000	41,040,000,000	41,040,000,000	41,040,000,000	41,040,000,000	205,200,000,000	138,480,227	27,696,045	
38,000 centers, 250 for porridge (100) and meal (150) per chidren i.e 990,000 per 15 children per year	990,000	35,640,000,000	35,640,000,000	35,640,000,000	35,640,000,000	35,640,000,000	178,200,000,000	120,259,144	24,051,829	
Toys and other materials (ff 2,500,000 per HBECD center)	2,500,000	95,000,000,000					95,000,000,000	64,111,216	12,822,243	
Financial literacy training and capacity building by CSO/NGO	20,000	4,637,840,200	9,275,680,400	9,275,680,400	9,275,680,400	4,637,840,200	37,102,721,600	25,038,954	5,007,791	
Skills development	640,262	148,471,586,012	148,471,586,012	148,471,586,012	148,471,586,012	148,471,586,012	742,357,930,058	500,983,891	12,098,389	
Start up capital	500,000		115,946,005,000	115,946,005,000	115,946,005,000	115,946,005,000	463,784,020,000	312,986,921	62,597,384	
Support from a parasocial worker (14,723 PSW and 170,000 per ind- MUSA, Incentives, communication & materials)	170,000	2,502,910,000	2,502,910,000	2,502,910,000	2,502,910,000	2,502,910,000	12,514,550,000	8,445,505	1,689,101	
Insurance (CBHI and	123,000	28,522,717,230	57,045,434,460	57,045,434,460	57,045,434,460	28,522,717,230	228,181,737,840	153,989,565	30,797,913	
Shock responsive social protection	108,000	11,269,951,686	22,539,903,372	22,539,903,372	22,539,903,372	11,269,951,686	90,159,613,488	60,844,658	12,168,932	
Total cost of graduation		**441,174,502,323**	**584,092,891,914**	**584,092,891,914**	**584,092,891,914**	**414,466,699,268**	**2,607,919,877,331**	**1,759,967,524**	351,993,505	**2,111,961,028**

As illustrated in the table above, the total estimated budget required to scale the Graduation component to a nationwide level over five years is USD 1,759,967,524. The government of Rwanda has committed to contribute an additional 20%, an amount of USD 351,993,505 (identified in red), for a total expenditure of USD 2,111,961,028.

This strategic financing structure reflects Rwanda's strong national ownership, while also positioning the country as a leading implementation partner within the Global Alliance. It is a call to the international community to co-invest in a high-impact, nationally led model that delivers measurable results and exemplifies the Alliance's vision of ending hunger and poverty sustainably and at scale.

The cost estimate encompasses:

- **Safety net payments** for a duration of two years
- **Productive asset transfers** provided in one year
- **Skills development**, including financial literacy and training in small business or project management, delivered over one year
- **Support services**, such as health and livelihood-related services, insurance, and facilitated access to financial services and loans
- **Para-social workers**, who will offer tailored coaching and advisory support for a period of three years

This graduation model is designed with the assumption of a supportive environment—characterized by access to agriculture services, education, health, water, electricity and markets as well as areas that are less prone to shocks. Each participating household will enter into a graduation contract, clearly outlining mutual obligations: the participant's responsibilities and the commitments of the service provider. Participant must be fully informed of these expectations at the outset of the program

e) **Program coverage:**

Component	Targeted participants	Number of participants	Districts /Sectors covered
Skills	**Individuals in households with the capacity to acquire technical knowledge to develop a small income-generating activity**	**6,364**	**30 Districts / 416 sectors**
Graduation out of poverty	**Households with labor capacity linked with local opportunities**	**315,327**	**30 Districts / 416 sectors**

f) **Main stakeholders:** An inter-ministerial steering committee chaired by the Ministry of Local Government (MINALOC) is the custodian of the National Strategy for Sustainable Graduation. Other Government Institutions implementing or involved in graduation include other

Ministries including Finance/MINECOFIN, Emergency Management/MINEMA, National Unity/MINUBUMWE, Agriculture/MINAGRI, Infrastructure/MININFRA, etc.

g) **Other stakeholders in the country**: Other Govt institutions and programs included are the National Child Development Agency (NCDA), the Community based health insurance (CBHI), the Crop and animal insurance (under MINAGRI), and Ejo Heza long-term saving scheme (under MINECOFIN).

h) **Existing external partnerships:**

- World Bank
- UK Government FCDO
- Germany's KfW
- International Fund for Agriculture Development/IFAD
- World Food Program/WFP
- UNICEF
- International NGOs: World Vision, BRAC; Give Directly, Village Enterprise, 100 Weeks, ActionAid Rwanda, Care International, Catholic Relief Services, Compassion International, Food for the Hungry, Good Neighbors International, Heifer International Rwanda, Spark Microgrants, Concern Worldwide, Corps Africa.

i) **Data sources:** The government of Rwanda operationalised the Social Registry to support the targeting process, and within the graduation programme, a tracking system is being developed to ensure accountability, continuous learning, and data-driven decision-making. However, the implementation of social protection programmes at decentralised levels is being supported by the MEIS to ensure programme management. The government also leverages other research/evaluation frameworks like the Integrated Household Living Conditions Survey (EICV), and audits to inform the review and improvement of the programmes.

j) **Monitoring & Evaluation:**

- **SRIS (Social Registry Information System):** Centralized database supporting targeting and registration of beneficiaries.
- **MEIS (Monitoring and Evaluation Information System):** Used to track social protection programme implementation and outcomes.
- **Graduation Tracking System under SRIS (Under Development):** A new module being developed to monitor graduation progress at the household level.
- **DMIS (Disability Management Information System):** Supports disability data collection, reporting and targeting.
- **Performance Contracts (Imihigo):** A results-based planning and accountability tool that monitors progress at local government levels.

3. Specific Support Needs

a) **Detailed financial support needed:** Rwanda is open to consider, including, as the case may be, World Bank/IDA and other MDB concessional loans, debt swaps, and regular loans in addition to straight grants".

The grant investments go to 4 main pillars:

- Safety net: USD 697,678,030.
- Financial Literacy: USD 25,038,954.
- Skills development: USD 500,983,891.
- Para-social workers support: USD 8,445,505.

The credit investments go to 3 main pillars:

- Start-up capital: USD 312,986,921.
- Insurance: USD 153,989,565.
- Shock Responsive Social Protection: USD 60,844,658.

2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
USD 297,728,777	USD 394,177,954	USD 394,177,954	USD 394,177,954	USD 279,704,885
Total: USD 1,759,967,524.00 (currency of June 13, 2025)				

b) **Detailed knowledge / technical support needed:** A key gap in scaling the Graduation component lies in the **limited technical and operational capacity at the decentralized level.** Although Rwanda has deployed over 14,000 para-social workers across the country, many lack the tools, training, and standardized protocols required to deliver effective coaching, make appropriate referrals, and support complex graduation pathways. To address this, there is a strong need to institutionalize proximity advisory services. This can be achieved through the development of clear Standard Operating Procedures (SOPs), the establishment of strong supervision mechanisms, and the adoption of digital data tools to enhance performance monitoring and support evidence-based decision-making.

c) **Capacity Building:** Targeted investments are essential to strengthen operational capacity at the point of service delivery, particularly at the district level where implementation quality varies. Para-social workers, who serve as the frontline support for participating households, require improved training, adequate tools, and consistent supervision to perform their roles effectively. Additionally, the development of robust monitoring systems is critical. These systems will help track the implementation of graduation interventions and outcomes at the household level, allowing for more accurate planning and timely adjustments based on real- time data.

d) **Learning/Exchange:** Rwanda stands to gain valuable insights from countries that have successfully addressed extreme poverty and undernutrition. Learning from countries such as China, the Kyrgyz Republic, Moldova, and Vietnam—each of which made significant strides in eliminating extreme poverty by 2015—could offer useful models for adaptation. Likewise, lessons from Peru, Thailand, Brazil, and Vietnam, which have achieved substantial reductions in stunting, could inform Rwanda's strategies to combat malnutrition. These examples, frequently cited by institutions such as the World Bank, demonstrate the value of integrated, multisectoral approaches to development.

e) **Proposed Role for Alliance Partners:** The Rwanda of Government has articulated a clear vision and defined goals to eradicate poverty, malnutrition, and stunting. Strategic frameworks such as the National Strategy for Transformation (NST2) and the National Strategy for Sustainable Graduation provide a solid foundation. While financial support remains the primary need, the government also welcomes technical assistance to ensure successful implementation. This includes support in program design, systems development, capacity strengthening, and monitoring. The government is open to innovative ideas and transformational recommendations that can help fast-track progress toward national targets.

f) **Sustainability strategy**:
The Graduation component is fully aligned with Rwanda's long-term development objectives, particularly the goal of eradicating poverty by 2050. The Vision Umurenge Programme (VUP) already forms a central part of this strategy and provides an established platform for scale-up. The Government of Rwanda has committed to contributing 20% of the total cost of the Graduation initiative through 2030, demonstrating strong ownership and long-term commitment. Furthermore, the existing workforce and program infrastructure can be strengthened and expanded to ensure continuity and scale. This positions Rwanda to sustain the Graduation model as a key element of its national poverty eradication strategy.

4. Background and Current Status

a) **Country experience on this issue:** The VUP is Rwanda's flagship social protection initiative launched in 2008. It serves as the central delivery platform for the national strategy on sustainable graduation out of poverty. Over the years, VUP has evolved to become a key mechanism for supporting vulnerable households, particularly those with the potential to transition out of poverty. Despite its success, some program components are still not fully operational across all sectors of the country, primarily due to budget limitations. Nevertheless, both VUP and other social protection partners are targeting individuals with labor capacity for graduation support in all sectors, underscoring a strong national commitment to economic empowerment and self-reliance.

b) **Current status:** Currently, the Vision Umurenge Programme (VUP) reaches over 1 million individuals and covers all 416 administrative sectors of the country. Individuals are supported through various VUP components tailored to their specific needs. These include safety nets to address immediate consumption needs, as well as skills development and productive asset transfers aimed at enhancing livelihoods and promoting sustainable graduation from poverty.

The safety net interventions include Public Works, which provide temporary employment opportunities for households with labor capacity, and unconditional transfers such as Direct Support and Old Age Grants, designed to assist individuals facing lifecycle-related vulnerabilities. Currently, over 315,327 people are being supported in the first cohort of the graduation program. These recipients receive personalized coaching and mentorship from a nationwide network of 14,719 para-social workers (PSWs), ensuring consistent guidance throughout their graduation journey.).

c) **Current Partnerships:**

- World Bank
- UK Government FCDO
- Germany's KfW
- International Fund for Agriculture Development/IFAD
- World Food Program/WFP
- UNICEF
- International NGOs: World Vision, BRAC; Give Directly, Village Enterprise, 100 Weeks, ActionAid Rwanda, Care International, Catholic Relief Services, Compassion International, Food for the Hungry, Good Neighbors International, Heifer International Rwanda, Spark Microgrants, Concern Worldwide, Corps Africa.

5. Connections with the Global Alliance against Hunger and Poverty

a) Specific references in the Policy Basket: Inclusive credit and financial services.

b) Alignment with 2030 Sprints: Rwanda aims to implement a comprehensive 2030 social protection "Sprint" to address poverty and vulnerability, focusing on building a social safety net for the most vulnerable, increasing informal sector participation in social security, and supporting economic empowerment initiatives. This involves strengthening existing programs like the VUP and Community-Based Health Insurance (CBHI), expanding social security coverage, and providing cash transfers and livelihood support.

c) Strategic Importance: The programme is also part of Rwanda’s long-term vision, **Vision 2050**, which aims for a high standard of living for all citizens and the complete elimination of extreme poverty by mid-century. By providing both safety nets and graduation out of poverty, VUP helps build a more equitable and resilient society, while reducing the fiscal and social costs of inequality in the long term.

At the global level, VUP responds to the **G20 development priorities** by directly addressing food insecurity, income inequality, climate vulnerability, and employment among marginalized populations. Also, its **shock-responsive public works** mechanism helps communities adapt to climate risks while promoting local development. By supporting women's economic empowerment and including youth in microenterprise activities, it contributes to **inclusive and sustainable growth**.

6. Next Steps & Contacts

Over the next weeks the Government of Rwanda and the Alliance Support Mechanism will work with current and potential Alliance members to complement this pre-plan with concrete and specific indications of support. **If you are an Alliance member already involved or believe your country or organization can contribute, we invite you to delve into each plan and submit a non-binding Expression of Interest through the provided link or QR code**. This will get you into a concrete country-level dialogue on implementation, including the country government and the other potential partners.

If you have questions on the plans, on the next steps, and on the submission of Expressions of Interest, please write to rwanda-VUP@endhungerandpoverty.org and/or reach out to the focal points below.

Country's Government Focal Point: Godfrey Kayigana, Director General of Social Affairs and Community Development, godfrey.kayigana@minaloc.gov.rw

Global Alliance Support Mechanism Contact:

- **Country Manager:** Craig Chibanda, craig.chibanda@endhungerandpoverty.org
- **Alternate** : Francisco Coullanges Xavier, francisco.xavier@mds.gov.br

GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY

EXPRESSION OF INTEREST / PARTNERSHIP STATEMENTS (about 1 page per partner)

The aim of the partnership statement is to briefly summarize areas of potential engagement for individual country plans. The statement is *not* a commitment to provide financial or other support. It is aimed at indicating areas of interest, as well as the resources, experience, and capabilities of partners in areas relevant to the ambition set out in national plans. The statement should be limited to around one page, recognizing that more detailed country plans will be developed.

j. **Reason for interest** *[Brief summary of how the proposed country plan aligns with your institutions mandate, priorities, and work programs.]*

k. **Institutional Capacities and Strengths** *[Briefly outline those applicable to this program, avoiding both overly broad and detailed descriptions.]*

l. **Intended/expanded partnership role(s)** *[Describe your potential role in this partnership, with a specific focus on the requests for external support described in the program. List all potential modalities (ie. grants, loans, concessional loans, technical assistance, capacity building, knowledge exchange, learning/training materials, co-implementation of specific program components, and other measures).]*

m. **Indicative Finance:** *[Where possible include indicative financial envelopes/ranges in US$ in* **aggregate** *and for each modality.]*

n. **Current and prospective partnership role(s) in the program (if applicable)** *[Briefly describe your current/past contributions to this program implementation only in case your organization is already a partner for it.]*

o. **Alignment with 2030 Sprints (if applicable)** *[If your organization joined the 2030 Sprints process under the Global Alliance with a public commitment/announcement, please state which Sprint and briefly state how the present expression of interest would help deliver on that commitment.]*

p. **Current potential co-partnerships** *[Please list intended, desired or already planned co-partnerships with additional third countries, organizations and/or other Alliance members, describing potential roles for those organizations (i.e. co-financing, technical assistance, M&E, blended finance, others) and synergies with your own institution's role.]*

q. **Applicable Conditions and Restrictions** *[Briefly list major conditions and restrictions that apply, recognizing that further commitments might, for example, be subject to board approval, future arrangements and agreements with implementing government, applicable terms and conditions for grants/loans, availability of resources, further understanding, negotiation and fact-finding missions, and future technical and legal arrangements".]*

r. **Focal point(s) in institution for follow up**: *[List full name(s), title(s), and contact details (email and mobile/WhatsApp).]*

Submit your expression of interest here:

https://forms.gle/7CtL5NEXvuMPbrzWA

GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY: INTEGRATED MATERNAL HEALTH AND EARLY CHILDHOOD DEVELOPMENT (ECD) PROGRAM

Fast Track Implementation Planning – Tanzania – Early Childhood

What is the Fast Track planning process? This process started by the Global Alliance´s Board of Champions aims to co-develop with implementing countries a high-level, strategic implementation plan for a single national large scale programme linked to the Alliance´s policy basket. The process uses the 2030 Sprints commitments as a foundation and expands on it with specific details, including partnership needs. The Global Alliance will use these plans to identify concrete partnership offers from other members, providing potential financial or knowledge support—or both—in alignment with the country´s programme priorities.

The implementation plans will serve as a foundation for future steps, where they will be further detailed and expanded into full operational plans. These plans will also guide formal partnership and resourcing agreements between implementing countries and both knowledge and financial partners. The Global Alliance's Support Mechanism, along with other partner structures can provide support in this further development.

A detailed concept note and FAQ on the fast track planning process, the Global Alliance, and what to expect from them can be found here: https://tinyurl.com/mwcahk35

1. Executive Summary

a) **Country:** United Republic of Tanzania

b) **Program Name:** Integrated Maternal Health and Early Childhood Development (ECD) Program

c) **Main Objective:** *Design and launch a costed, inclusive, and evidence-based* ***NM-ECDP II*** *that builds on the achievements and lessons of NM-ECDP I (2021/22–2025/26), accelerates cross-sectoral ECD integration, and positions Tanzania to achieve 2030 SDG and national human capital development targets.*

d) **Brief Description**: Tanzania's Integrated Maternal Health and Early Childhood Development (ECD) Program presents a bold national commitment to ensuring that all children aged 0–8 years, alongside their mothers, survive, thrive, and reach their full potential. Anchored in the Nurturing Care Framework and aligned with national development priorities, the program bridges reproductive, maternal, newborn, child, and adolescent health (RMNCAH) services with ECD interventions—spanning health, nutrition, early learning, responsive caregiving, and child protection. The program aims to close service and equity gaps through multisectoral collaboration and strengthened local delivery systems Building on the foundational achievements of the National Multi-Sectoral Early Childhood Development Programme (NM-ECDP I, 2021/22–2025/26), and aligned with One Plan III and NMNAP II, the Government of Tanzania is mobilizing support to deepen and expand the integrated delivery of maternal health and ECD services. The proposed initiative seeks to accelerate high-impact interventions and support the structured development of NM-ECDP II (2026/27–2030/31), with maternal health as a fully embedded pillar.

a) **Target Audience: NM-ECDP** is dedicated to the holistic development of children aged **0–8 years**, with interventions that span **health, nutrition, early learning, responsive caregiving, safety, and child protection** alongside with their mothers.

b) **Main Goal:** As of 2024, over 400,000 children have been reached through community-based childcare centers, with maternal health services reaching additional households via health facilities and Community Health Workers (CHWs). The program operates across numerous regions and Local Government Authorities (LGAs), aiming to reach 13 million direct beneficiaries (6.5 million children and 6.5 million caregivers) by 2026.

Tools like the national ECD Dashboard and maternal health scorecards are being developed to enhance tracking and accountability.

c) **Total Budget:** USD 443.248 million over five years, (same as NM-ECDP I)

d) **Need for financial support**: USD 340 million over five years, (same as NM-ECDP I) representing an annual average of USD 68 million.

e) **Need for technical/knowledge support:** Design, testing, and refinement of integrated service models that bring together maternal health, nutrition, and nurturing care interventions. This includes supporting the development of harmonized guidelines, quality standards, and tools for frontline delivery and supervision. Partners with expertise in systems thinking and human-centered design can also help drive innovation in service integration and community engagement.

f) **Partners already involved in the initiative:** UN Agencies: UNICEF, WHO, WFP, UNFPA
Bilateral Donors: USAID, UKAID, Irish Aid, Global Affairs Canada, Sida
Philanthropic Organizations: Conrad N. Hilton Foundation, Lego Foundation, Johnson & Johnson, Firelight Foundation, Better Way Foundation, Comic Relief, Dubai Cares
Multilateral Institutions: World Bank (BOOST Program)

2. Proposal Details

a) **How the initiative works:** The Improving Maternal Health and Early Childhood Development (ECD) Outcomes in Tanzania program is a redesigned initiative that builds on past and ongoing efforts to address maternal and child wellbeing in a more integrated and systemic manner. This redesigned program represents a strategic shift toward developing non-recurrent, catalytic interventions aimed at sustainably improving maternal health and child development outcomes across Tanzania. By intentionally integrating maternal health and early childhood development (ECD) priorities within a single, cohesive framework, the program moves beyond sectoral silos to address the full continuum of care for women and children.

Under the leadership of the NM-ECDP and with reinforcement from NMNAP II and One Plan III, the program will deliver: Integrated Prenatal, Antenatal and postnatal ECD services with RMNCAH platforms Growth monitoring, immunisation, and nutrition services

- Responsive caregiving and parenting education at the community level
- Inclusive and safe early learning opportunities through daycare and pre-primary education
- Psychosocial support and child protection services
- Social mobilisation

- Social and behavioural change (SBC) interventions to shift norms and increase demand

b) **Goals:** The program aimed to improve maternal health and child development outcomes (0–8 years) in Tanzania, mainland, and Zanzibar by reducing maternal and child mortality, while enhancing children's developmental outcomes. Tanzania's commitment is not only to ensure that children survive but also to thrive by achieving their full developmental potential through a multisectoral, system-strengthening approach and the provision of integrated, equitable, and high-quality maternal health and early childhood development (ECD) services.

c) **Specific objectives:** By 2031, increase the proportion of maternal and child health contacts (ANC, PNC, immunisation, nutrition) that include ECD counselling and developmental screening from baseline to at least 75%.

- By 2031, ensure that ECD childcare feeding guidelines are adopted and operationalised in at least 50% of childcare centres in all implementing districts.
- By 2031, establish interoperable child protection tracking and case management systems in at least 50% of LGAs and integrate them with health and education referral mechanisms.
- By 2031, reach at least 60% of caregivers of children under 5 years in targeted areas with structured parenting education sessions focused on responsive caregiving, play, and communication.
- By 2031, increased enrolment of children aged 0–4 years in regulated childcare and ECD centres by 50%, with a focus on underserved rural and informal urban areas.
- By 2029, integrate costed ECD action plans into at least 50% of relevant sectoral policies and LGA development plans and establish functional ECD coordination platforms at regional and district levels.
- By 2028, operationalise the national ECD dashboard and scorecard in all regions, with at least 50% of LGAs submitting real-time ECD data and using it for planning and review meetings.

d) **Timeline & Budget**:

- **Preparation and Stocktaking**: Q4 2025
- **Consultations and Drafting**: Q2 2026
- **Validation and Approval**: Q3 2026
- **Launch and Dissemination**: Q3 2026
- **Implementation Starts**: October 2026 (FY 2026/27)

Budget Line Item	**Unit Cost (USD)**	**Quantity**	**Phase 1**	**Phase 2**
Facility Development, Renovation & Equipment		195	125,000,000	125,000,000
Establishment of ECD Corners in Health Facilities	60,000	195	3,680,000	3,680,000
Training of Health Workers on Integrated ECD Services	2000	3000	6,000,000	6,000,000

Training of Community Health Workers (CHWs)	2000	3000	6,000,000	6,000,000
Development and Printing of Training Materials	100,000	1	3, 000,000	3,000,000
Development of Policy Documents	15,000,000	1	15,000,000	15,000,000
Monitoring & Evaluation	5,000,000	1	5,000,000	5,000,000
Administrative Overheads (Logistics, Communication, Office Costs)	6,800,000	1	6,800,000	6,800,000
TOTAL			165,480,000	165,480,000
Grand Total				340,960,000

e) **Target audience selection criteria and coverage:** The primary target population of the Improving Maternal and Early Childhood Development (ECD) Outcomes in Tanzania program includes the most direct beneficiaries of services and interventions. These are primarily children aged 0–8 years, with targeted support across developmental stages: newborns and infants (0–12 months) for neonatal care, breastfeeding, and early stimulation; toddlers and preschoolers (1–4 years) for responsive caregiving, child health, nutrition, and early learning; and older children (5–8 years) for continued growth and developmental monitoring and school readiness.
Pregnant and postpartum women also form a key group, benefiting from integrated maternal health services, including safe motherhood, quality postnatal care, nutrition and psychosocial support; and parenting preparation. In addition, the program focuses on empowering primary caregivers—especially mothers and fathers—through parenting sessions, home visits, and community support systems to improve caregiving practices and emotional bonding.

Secondary Target Population The secondary target population comprises individuals and institutions that directly support the delivery of services to primary beneficiaries. These include frontline workers such as health facility and community-based health workers (CHWs), early childhood educators, social welfare officers, community development officers, and nutrition officers, who play critical roles in service provision and behaviour change programs. The ECD workforce in health facilities, childcare centres, and schools are also included, as they require ongoing training, supportive supervision, and access to tools and resources.

Household members and extended family, as well as Local Government Authorities (LGAs), including Council Health Management Teams, Education Officers, and Community Development Officers, are key actors in ensuring coordinated implementation at local levels.

Tertiary Target Population The tertiary target population includes actors involved in system-level coordination, governance, and policy development. This group comprises national and regional policymakers, including Permanent Secretaries, Directors, and Technical Working Groups, who are responsible for guiding the strategic direction and resource allocation.

Multisectoral coordination bodies, spanning health, e ducation, nutrition, community development, and social protection sectors, are instrumental in driving policy alignment and program synergy. Additionally, development partners, civil society organisations, and private sector stakeholders form part of this group, offering technical, financial, and operational support to enhance the scalability, innovation, and sustainability of program outcomes.

f) **Main stakeholders:**

- The Prime Minister's Office (PMO) for Tanzania Mainland and the Vice President's Office for Zanzibar serve as the conveners of high-level leaders, including ministers and permanent secretaries, who will provide strategic oversight and ensure that maternal health and Early Childhood Development (ECD) remain cross-cutting government priorities embedded within national development agendas.
- **National Steering Committee (NSC),** chaired by the permanent secretaries of the Ministry of Community Development, Gender, Women and Special Groups (MoCDGWSG) and co-chaired by the Ministry of Health (MoH).
- Regional Administration and Local Government (PO-RALG), the Ministry of Education, Science and Technology (MoEST), the Ministry of Finance, and the Prime Minister's Office.

g) **Other stakeholders in the country**:

- TECDEN (Tanzania Early Childhood Development Network)
- Faith-based organisations (FBOs), local NGOs, and community-based organisations
- Private Sector Actors
- Professional Associations and Academic Institutions

h) **Existing external partnerships:** Notable partners contributing to ECD in Tanzania include:

- The World Bank, through the BOOST Program, provides catalytic funding for the establishment and scale-up of community-based daycare centres
- UNICEF
- The Bill & Melinda Gates Foundation
- The Conrad N. Hilton Foundation
- WHO, WFP and UNFPA
- Big Win Philanthropy

i) **Data sources: District Health Information Software 2 (DHIS2**); Logistics Management Information System (LMIS); Health Facility Registry (HFR) and Human Resource for Health Information System (HRHIS); National RMNCAH+N Steering Committee; TWGs under MoH (e.g., Reproductive Health TWG); Regional and Council Health Management Teams (RHMTs and CHMTs); Tanzania Demographic and Health Survey (TDHS); Service Provision Assessment (SPA); National Nutrition Survey (NNS)

j) **Monitoring & Evaluation:**

The integrated ECD and maternal health program will include a robust Monitoring and Evaluation (M&E) component as a core element of its implementation strategy. The M&E approach is designed to track progress, inform adaptive management, and ensure accountability across the three interlinked frameworks—NM-ECDP, One Plan III, and NMNAP II.

Monitoring will be anchored in a harmonized results framework that aligns key indicators across ECD, RMNCAH+N, and nutrition domains. Data will be collected through national systems, such as DHIS2 and the ECD Dashboard, as well as sector-specific tools, including the Basic Education Statistics Tool (BEST) and community-level registers. These platforms will be progressively integrated to enable real-time, cross-sectoral tracking of outcomes.

Evaluation will be conducted through periodic reviews at regional and national levels, as well as through targeted studies on effectiveness, equity, and service quality. Lessons from recent evaluations, including the Midline Assessment of the NM-ECDP and findings from the implementation of One Plan III, have informed the current program design and will continue to guide scale-up strategies. Planned evaluations will assess both implementation fidelity and impact, specifically focusing on reaching this goal.

This proposal aims to support vulnerable populations by enhancing child developmental outcomes and improving maternal health. An integrated learning agenda will complement the M&E framework, promoting evidence generation, policy dialogue, and continuous improvement through stakeholder feedback loops and joint review processes.

3. Specific Support Needs

a) **Detailed financial support needed: Type:** Grant-based financing.

Purpose:

- Scale-up of affordable childcare centers and ECD corners.
- System upgrades (data, infrastructure, supervision).
- Development and launch of NM-ECDP II (costing, consultations, policy design).
- Supportive supervision and training of sub-national implementers.

b) **Detailed knowledge / technical support needed:** Expertise in:

- Digital ECD monitoring platforms and dashboard integration.
- Performance-based financing models for ECD.
- Climate-responsive ECD services and resilience building.
- Targeting vulnerable children (e.g., disability, HIV-affected, conflict-affected).
- National parenting education curriculum development and delivery.
- Linking ECD into disaster risk reduction, urban planning, and social protection.

c) **Capacity Building:** To effectively deliver on the objectives of the integrated Early Childhood Development (ECD) and Maternal Health Program, targeted capacity strengthening is required at all levels of the system—from policy leadership to service delivery. The following outlines the specific capacity building needs:

National Level

At the national level, the focus is on enhancing coordination, policy harmonization, strategic planning, and data-driven oversight across ministries and agencies. Key capacity needs include:

- Strengthening multi-sectoral planning and budgeting skills within the Joint Coordinating Unit (JCU) and sectoral ministries (MoCDGWSG, MoH, PMO, PO-RALG, MoEST).
- Enhancing technical capacity to develop and institutionalize integrated quality standards and supervision frameworks.
- Building data analytics and systems integration expertise to align platforms such as DHIS2, BEST, and the ECD Dashboard.
- Strengthening capacity for policy translation, donor coordination, and domestic resource mobilization aligned to national ECD and RMNCAH+N priorities.

Sub-National Level

Sub-national structures are critical for translating national strategies into context-specific implementation. Capacity building at this level should focus on:

- Enhancing the ability of Regional and Council health and social welfare teams to jointly plan, budget, and implement integrated services through Comprehensive Council Health Plans (CCHPs).
- Training sub-national focal persons on multisectoral coordination, joint supervision, and reporting aligned to NM-ECDP, One Plan III, and NMNAP II.
- Strengthening the use of data for local decision-making, including training on integrated data systems, dashboards, and community-level feedback mechanisms.
- Supporting regional and council leadership in facilitating inclusive stakeholder engagement and participatory community planning processes.

Frontline Workers

- The quality-of-service delivery depends on the competency and support provided to frontline workers. Their capacity needs include:
- Competency-based training for community health workers, ECD caregivers, midwives, and nutrition officers in delivering integrated packages of care across the first 1,000 days.
- Orientation on newly developed quality benchmarks, job aids, referral tools, and supportive supervision protocols.
- Training in inclusive service delivery, including gender-responsive care, disability inclusion, and respectful maternal and newborn care.
- Ongoing mentorship, refresher trainings, and peer learning platforms to reinforce integrated, people-centered approaches.

d) **Learning/Exchange:** A strong learning and exchange agenda is essential to ensure that the integrated ECD and maternal health program remains responsive, evidence-informed, and adaptive. The following learning and exchange priorities will support continuous improvement, cross-sectoral dialogue, and the institutionalization of best practices at all levels of the system:

National Level

- **Operational Research on Integration Models**: Generate and synthesize evidence on effective models for integrating maternal health, nutrition, and nurturing care, including cost-effectiveness and scalability.
- **Policy Dialogue and Knowledge Translation**: Facilitate national learning forums and high-level dialogues to translate emerging evidence into actionable policy, with engagement from ministries, Parliament, development partners, and academia.
- **Documentation of Innovations**: Capture and disseminate promising practices from across regions on quality assurance, data use, and community engagement within the integrated framework.
- **Peer Country Exchange**: Engage in South-South exchanges and global learning platforms to share Tanzania's experience and draw lessons from similar integrated initiatives in other countries.

Sub-National Level

- **Multisectoral Implementation Learning**: Facilitate cross-council and inter-regional learning exchanges focused on integrated planning, supervision, and service delivery models.
- **Use of Routine Data for Local Decision-Making**: Strengthen the ability of council teams to interpret, visualize, and act on local data from DHIS2, BEST, and the ECD Dashboard and scorecard.
- **Feedback Loops**: Promote participatory learning through structured feedback sessions with frontline workers, communities, and local authorities to improve accountability and responsiveness.

Frontline and Community Level

- **Reflective Practice and Peer Learning**: Support learning circles and peer review mechanisms among community health workers, ECD caregivers, and maternal health providers to share lessons and reinforce quality standards.
- **Community-Led Monitoring**: Build the capacity of community structures (e.g., village health committees, parenting groups) to monitor service quality and provide feedback that informs adaptive management.
- **Knowledge Sharing Materials**: Develop simplified job aids, visual tools, and case studies to support ongoing learning and uptake of integrated practices by frontline workers and caregivers.

These learning priorities will ensure that implementation remains dynamic, contextually grounded, and inclusive—allowing Tanzania to continuously improve outcomes for mothers and young children, and to contribute to global knowledge on integrated early childhood and maternal health programming.

e) Proposed Role for Alliance Partners: Alliance partners—including development agencies, civil society organizations, academic institutions, and private sector actors—will play a critical role in supporting the successful implementation, scale-up, and sustainability of the integrated ECD and maternal health program. Their engagement will be essential in the following areas:

- Technical Assistance and Innovation;
- Capacity Strengthening;
- Data, Evidence, and Learning;
- Advocacy and Policy Dialogue;
- Resource Mobilisation and Strategic Financing;
- Sub-National Implementation and Scale-up;

f) Sustainability strategy: Tanzania is committed to ensuring that the gains from the integrated Early Childhood Development (ECD) and Maternal Health Program are sustained beyond the lifespan of external funding. This strategy focuses on embedding the program within existing national systems, strengthening institutional and financial capacities, and fostering shared accountability across sectors and stakeholders.

Institutional Integration:

The program will be fully aligned with national frameworks such as the NM-ECDP II, One Plan III, NMNAP II, and FYDP IV. Core program activities will be embedded in sectoral strategies, annual workplans, and local government Comprehensive Council Health Plans (CCHPs). Key indicators will be incorporated into national performance monitoring systems to ensure routine tracking and institutional accountability.

Domestic Financing and Budget Alignment:

Through targeted budget advocacy, the program will elevate the visibility of ECD and maternal health in national and sub-national budget processes. The development of NM-ECDP II will be explicitly linked with broader government priorities on poverty reduction, gender equality, and human capital development. A costed implementation plan will guide resource allocation, and efforts will be made to integrate program priorities into the Global Financing Facility (GFF) Investment Case and other national investment platforms.

4. Background and Current Status

a) Country experience on this issue: The **NM-ECDP I** is dedicated to the holistic development of children aged **0–8 years**, with interventions that span **health, nutrition, early learning, responsive caregiving, safety, and child protection**. It adopts a **nurturing care framework** and is grounded in the principle of multisectoral collaboration. The program coordinates efforts among key ministries (Health, Education, Community Development, and others) and stakeholders to ensure an integrated service delivery system that supports child development from pregnancy through early primary school years.

b) Current status: Tanzania is home to over 61.7 million people, with children constituting a significant proportion of the population. An estimated 27% are under the age of 8, accounting for over 16 million children, while approximately 15.4% (over 9.5 million) are under the age of 5 (NBS, 2022). As the country continues to experience a youthful demographic profile, the urgency to invest in an integrated, equity-driven approach to maternal and child development has never been greater.

While national strategies have expanded access to essential services and helped reduce maternal and child mortality, gaps in quality, equity, nutrition, and early learning services remain critical barriers to sustained human capital development. Tanzania has made commendable progress in advancing maternal health and early childhood development (ECD) outcomes over the past two decades, supported by the implementation of national strategies such as Reproductive Maternal Neonatal Child and Adolescent Health - RMNCAH (One Plan III & Zanzibar RMNCAH/ Health Sector Strategic Plan) and the National Multisectoral Early Childhood Development Programme (NM-ECDP).

These initiatives reflect the government's commitment to integrating maternal and child health objectives within a multisectoral framework and improving service delivery for young children and their caregivers across health, nutrition, education, and protection systems.

c) Current Partnerships: The World Bank, through the BOOST Program, provides catalytic funding for the establishment and scale-up of community-based daycare centres

- UNICEF
- The Bill & Melinda Gates Foundation
- The Conrad N. Hilton Foundation
- WHO, WFP and UNFPA
- Big Win Philanthropy

5. Connections with the Global Alliance against Hunger and Poverty (half page)

a) Alignment with 2030 Sprints: The integrated ECD and maternal health program is directly aligned with Tanzania's 2030 Sustainable Development Commitments, particularly those that prioritise accelerating progress on maternal and child health, early childhood development, nutrition, and gender equality. **These** national commitments, which form part of Tanzania's pledge to the Global Action Plan for Healthy Lives and Well-being for All (SDG 3 GAP), emphasise the need for integrated, multisectoral approaches that leave no one behind.

By embedding joint planning, real-time monitoring, and quality assurance mechanisms across sectors, the program supports the government's goal of delivering people-centred, data-driven, and results-oriented interventions. Furthermore, its emphasis on domestic resource alignment, integrated supervision, and frontline worker capacity-building is consistent with Tanzania's commitment to sustainable system transformation by 2030.

b) Strategic Importance: The program advances these commitments by targeting improvements in maternal and newborn survival, reducing stunting, expanding access to quality early learning and caregiving services, and strengthening community systems to support the first 1,000 days of life. It also reinforces the national priority to institutionalise multi-sectoral governance for ECD, operationalise nurturing care through frontline services, and improve equity in service access across rural, urban, and underserved populations.

6. Next Steps & Contacts

Over the next weeks the Government of Tanzania and the Alliance Support Mechanism will work with current and potential Alliance members to complement this pre-plan with concrete and specific indications of support. **If you are an Alliance member already involved or believe your country or organization can contribute, we invite you to delve into each plan and submit a non-binding Expression of Interest through the provided link or QR code**. This will get you into a concrete country-level dialogue on implementation, including the country government and the other potential partners.

If you have questions on the plans, on the next steps, and on the submission of Expressions of Interest, please write to tanzania-childsupport@endhungerandpoverty.org and/or reach out to the focal points below:

Government Focal Point: Permanent Secretary of The Ministry of Community Development, Gender, Women and Special Groups (MoCDGWSG), Dr. John Jingu. Email: ps@jamii.go.tz with technical advise from Mr. Sebastian Kitiku, Director of Child Development Department: sebastian.kitiku@jamii.go.tz

Global Alliance Support Mechanism Contact:

- Country Manager: Michael Riggs**,** Michael.riggs@endhungerandpoverty.orgFrancisco
- Alternate: Francisco Coullanges Xavier, francisco.xavier@mds.gov.br

EXPRESSION OF INTEREST / PARTNERSHIP STATEMENTS (about 1 page per partner)

The aim of the partnership statement is to briefly summarize areas of potential engagement for individual country plans. The statement is *not* a commitment to provide financial or other support. It is aimed at indicating areas of interest, as well as the resources, experience, and capabilities of partners in areas relevant to the ambition set out in national plans. The statement should be limited to around one page, recognizing that more detailed country plans will be developed.

a) **Institutional Capacities and Strengths** *[briefly express those applicable to this program, avoiding overly broad or detailed descriptions, as well as any strategic reason for this expression of interest, in line with your institution´s mandate, priorities, program of work, etc]*

b) **Intended/expanded partnership role(s)** *[Describe your potential role in this partnership. Try to be as directly related to and responsive as possible to the requests for external support describe in this program. List all potential modalities (ie. grants, loans, concessional loans, technical assistance, capacity building, knowledge exchange, learning/training materials, co-implementation of specific program components, etc). Include financial envelopes/ranges in US$ for each modality when possible and applicable.]*

c) **Current Partnership Role(s) in the program (if applicable)** *[briefly describe your current/past contributions to this program implementation only in case your organization is already a partner for it]*

d) **Alignment with 2030 Sprints (if applicable)** *[In case your organization joined the Sprints 2030 process under the Global Alliance with a public commitment/announcement, please state which Sprint and briefly state how the present expression of interest would help deliver on that commitment]*

e) **Synergies and actual or potential co-partnerships** *[Please list intended, desired or already planned co-partnerships with additional third countries, organizations and/or other Alliance members, describing potential roles for those organizations (i.e. co- financing, technical assistance, M&E, blended finance, others) and synergies with your own institution´s role]*

f) **Applicable Conditions and Restrictions** [*This expression of interest is not a commitment. Please briefly list major conditions and restrictions that can apply. No need to be exhaustive. Examples include i.e. "Subject to board approval", "subject to future arrangements and agreements with implementing government", "subject to all applicable terms and conditions for grants/loans"/ "subject to further understanding, negotiation and fact-finding missions", "subject to further technical and legal arrangements*"].

g) **Focal point(s) in institution for follow up**: [list full name(s), title(s), and contact details (email and mobile/whatsapp)]

Submit your expression of interest here:
https://forms.gle/7CtL5NEXvuMPbrzWA

GLOBAL ALLIANCE AGAINST HUNGER AND POVERTY: ZAMBIA SOCIAL CASH TRANSFER PROGRAM (SCTP) CASH-PLUS APPROACH INTEGRATION

Fast Track Implementation Planning – Zambia – Cash-Plus Program

What is the Fast Track planning process? This process, started by the Global Alliance´s Board of Champions, aims to co-develop with implementing countries a high-level, strategic implementation plan for a single national, large-scale program linked to the Alliance´s policy basket. The process uses the 2030 Sprints commitments as a foundation and expands on it with specific details, including partnership needs. The Global Alliance will use these plans to identify concrete partnership offers from other members, providing potential financial or knowledge support, or both, in alignment with the country´s program priorities.

The implementation plans will serve as a foundation for future steps, where they will be further detailed and expanded into full operational plans. These plans will also guide formal partnership and resourcing agreements between implementing countries and both knowledge and financial partners. The Global Alliance's Support Mechanism, along with other partner structures, can provide support in this further development.
A detailed concept note and FAQ on the fast track planning process, the Global Alliance, and what to expect from them can be found here: https://tinyurl.com/mwcahk35

1. Executive Summary

a) **Country:** Zambia
b) **Program Name:** Social Cash Transfer Program (SCTP) Cash-Plus Approach integration
c) **Main Objective:** Enhance the human capital (nutrition and education) and productive capacity (livelihoods) and resilience of low-income households through integrated cash transfers and complementary services (Cash-Plus Approach), in parallel to the existing expansion projects for the SCTP.
d) **Brief Description**: **The SCTP is an unconditional cash transfer program** that serves as the country's **flagship social protection program**, currently covering 1,301,101 households, focusing on the most vulnerable populations in the country and serves as a fully established program implemented over the years. The SCTP is currently implementing pilot projects and with support of development partners the **inclusion of a Cash-Plus Approach to the program by combining unconditional cash transfers with additional services** which include nutrition support for mother and younger children (SCT 1000 days nutrition aspect, with UNICEF), and education for girls, livelihood support with gender and climate resilience components (GEWEL-2 with the World Bank) to address multidimensional poverty and hunger. Although the primary focus of this plan is introduction cash plus if there are partners that would be just interested in **supporting the expansion of cash transfers**, the plan could be amended as the Government's long term ambition is also to expand the coverage of the cash transfers.
e) **Target Audience: The current 1,301,101 households benefitting from the SCTP. However, in parallel the SCTP aims at covering a total of 2 million vulnerable households by 2030**, focusing on rural areas, elderly, women-headed households, and children under 5.
f) **Main Goal:** Reduce extreme poverty and child stunting by 15% by 2030 through cash-plus interventions of the SCTP.
g) **Total Budget:**

• Estimated total cost: USD 1.5 billion (2025–2030).
• Domestic financing budget: 80% (existing commitment).

h) **Need for financial support**: USD 300 million for scaling up cash-plus components (nutrition, gender-sensitive education, gender-sensitive and climate-resilient livelihoods).

i) **Need for technical/knowledge support:**
• Capacity building for local implementers.
• M&E framework development.
• Knowledge exchange with Brazil, South Africa, and Kenya.

j) **Partners already involved in the initiative:** World Bank, UK FCDO, UNICEF, IAPRI, WFP, FAO.

k) **References in the Global Alliance Policy Basket:**
• Unconditional Cash Transfer
• Integrated programmes for gender equality and empowerment
• Access to basic education
• Maternal and early childhood nutrition
• Integrated programmes for economic inclusion
• Integrated programmes for climate and shock resilience, including programmes related to anticipatory, adaptive and shock-responsive social protection

2. Proposal Details

a) **How the initiative works:**

The core component of the initiative is to **mainstream a set of complementary services and additional support** (such as girls' scholarships which are being implemented) **to the existing unconditional cash transfers – the Social Cash Transfer Programme** (SCTP). As per today, the SCTP provides targeted poor households with a bi-monthly transfer of ZMW 400 per household (but can increase in times of shocks, such as when responding to floods). This Cash-Plus Approach goes beyond interventions focusing exclusively on financial support to poor households. The mainstreaming of this approach is based on a set of pilots and will incorporate the lessons learned from them as documented in monitoring and evaluation reports. The following Cash-Plus add-ons are being considered:

- **Nutrition**: Vouchers for food, breastfeeding education, and 1,000-day support for children.
- **Education**: Bursaries for girls in beneficiary households to complete high school.
- **Livelihoods**: Productive grants and training for microenterprises for women
- **Climate Resilience**: Food security packs and shock-responsive top-ups.

Overall, the cash-plus approach expected to be used by the SCTP aims to provide a more **holistic approach to poverty eradication, addressing underlying causes and supporting long-term development**. It has a long-term goal of stepping up the program's efficacy regarding these objectives.

b) **Goals:**

1. Reduction in the proportion of beneficiary households living below the national extreme poverty line in the next 3 years
2. Reduce stunting among children under 5 by 10%.
3. Increase girls' secondary school enrolment by 20%.
4. Increased participation of women in training and economic empowerment initiatives.
5. Increase in beneficiary household income from non-transfer sources.

6. Improved climate resilience scores among beneficiary households, such as the use of adaptive farming techniques, participation in climate training, or uptake of drought-resistant crops.
7. Increased integrated delivery of social protection services in all districts by 2030.

c) **Specific objectives:**

To reach the aforementioned goals, specific objectives have been set out:

1. Strengthen household nutrition and access to health services.
2. Improve education outcomes for children in beneficiary families.
3. Enhance women's economic empowerment and promote gender equality.
4. Integrate cash transfers with social services in order to strengthen institutional and policy development
5. Promote and develop sustainable livelihoods.
6. Integrate climate adaptation and household resilience measures into the cash transfer.

d) **Timeline & Budget:**

Year	Districts	Cumulative Districts	% Coverage of 116 Districts	Notes
2025	5	5	4.3%	Pilot standardized cash plus in districts
2026	16	21	18.1%	Early scale-up phase
2027	21	42	36.2%	Expand based on lessons learned
2028	24	66	56.9%	Midway expansion
2029	25	91	78.4%	Target harder-to-reach districts
2030	25	116	100%	Complete nationwide scale-up +M&E

Some of the specific costs are broken down as follows for the next 5 years:

	Activity	USD	USD – Existing development partners funding	USD – Government financing	USD – gap required from development partners
Direct program costs	Provide Cash Plus to beneficiaries	800,000,000	100,000,000	600,000,000	100,000,000
	Scale up the 1000 days SCT Nutrition Pilot to the remaining districts	250,000,000	50,000,000	150,000,000	50,000,000
	Women's Empowerment and Livelihood Projects	200,000,000	30,000,000	120,000,000	50,000,000
	Food security Pack support	150,000,000	N/A	120,000,000	30,000,000
Indirect costs	Establish a system to track graduation of beneficiaries from social protection programs	40,000,000	20,000	N/A	39,980,000
	Establish cash-plus packages for social protection programs	20,000,000	5,000,000	1,000,000	14,000,000
	Strengthen the capacity of social protection implementers in shock responsiveness (In order to Operationalize graduation pathway for programs)	15,000,000	10,000,000	N/A	5,000,000
	Design diversified livelihood packages in all provinces/Develop a monitoring and evaluation framework for social protection programs/Communication & Community Engagement/ Set up an inclusive referral mechanism for social protection beneficiaries	25,000,000	10,000,000	4,000,000	11,000,000
	Total	1,500,000,000	205,020,000	995,000,000	299,980,000

e) **Target audience selection criteria:**

Selection and identification of beneficiaries will **continue using existing mechanisms from the SCTP but adapted to the relevant objectives of the Cash-Plus approach**. Beneficiaries of the Cash-Plus benefits are different from existing beneficiaries, in particular regarding productive capacity, which will **require adaptation of the criteria currently used**. This will also strongly depend on the promotion of the **National Social Registry** which is currently being developed using the SCTP database. At the moment, selection is therefore focused on categorical focus, with beneficiaries that must meet one of the **categorical criteria**:

- Elderly, above 65 years old
- Severely disabled
- Chronically ill
- Child-headed household
- Female-headed household with three or more children

Through a proxy-means test, poverty is also assessed in order to select beneficiaries among selected groups.

f) **Program coverage:**

The objective of the program is to reach SCTP beneficiaries. **By 2030, this would include 2 million eligible rural and urban poor households.**

g) **Main stakeholders:**

The main implementation actor of the SCTP is the **Ministry of Community Development and Social Services**, in charge of the operation of the program.

h) **Other stakeholders in the country**:

With the inclusion of additional services, the **Ministry of Health, the Ministry of Education and the Ministry of Agriculture** will also be included. Due to the share of the national budget, the **Ministry of Finance** is already involved in the development of the SCTP.

i) **Existing external partnerships:**

The **Human and Social Development Cluster** in the country, constituted by key development partners that support the SCTP, are also core supporters for this plan. This includes, notably:

- **World Bank**, currently financing the women's livelihood and girl's education efforts (GEWEL)
- **UNICEF**, which promotes nutrition efforts for children in their 1000 first days of life
- **FAO**, working directly with food security efforts.

j) **Data sources:** National household surveys, SCTP beneficiary registries, pilot evaluations

k) **Monitoring & Evaluation:**

In order to ensure the success of the program and monitor potential impact of the cash-plus approach, Zambia is aiming at setting up a **new M&E framework** with the objective of tracking these specific cash-plus outcomes (nutrition, education, livelihoods) as well as effects on poverty. This will also require baseline and endline surveys for impact assessment.

l) **Consultation process**: With the progressive implementation and setting up of the Cash-Plus Approach, **consultations on the cash-plus approach have been carried out at multiple levels** (national, provincial, district and community).

3. Specific Support Needs

a) **Detailed financial support needed:**

As indicated before, while most of the financing should be undertaken within the national budget, **a total of around USD 300 million financial support is still required from** in which Global Alliance members could intervene, preferably in the form of **grants or concessional loans**. These resources would be channeled mostly to support the operationalization of services and their integration with the SCTP, setting up a new M&E system for the SCTP cash-plus format, and the expansion of services available for beneficiaries, in particular for the nutrition component.

The financial support currently required for this program amounts to USD 300,000,000

b) **Detailed knowledge / technical support needed:**

While existing capacities exist at the national level, **technical support by Global Alliance partners would be required in multiple areas** to assist Zambia with the development of a new Cash-Plus Approach to the existing SCTP cash transfer:

- Technical support on the design stages of the program would be needed.
- Knowledge support towards managing integrated services with cash transfers.
- Technical support for the development of a monitoring and evaluation system of a Cash-Plus Approach

c) **Capacity Building:**

- Capacity building at the local level for existing social services (nutrition, health, education), notably when linked with cash transfers.
- Capacity building for frontline staff of the SCTP.

d) **Learning/Exchange:**

Multiple countries have had experiences with poverty reduction and types of programs that could provide relevant learning experiences for Zambia's SCTP. In this plan, member countries from the Global Alliance that can be highlighted are:

- **Brazil**, due to its success in poverty reduction and inequality through Bolsa Familia and other social programs, including social services. Bolsa Familia is a successful experience that serves as a Country Example in the Global Alliance's Policy Basket.
- **South Africa**, due to its successful public works cash plus program.

- **Kenya**, due to recent improvements that have been made in outcomes related to school attendance, nutrition and healthcare access for children, particularly in rural areas, as well as through the provision of financial resources to care for vulnerable children and access critical services.

e) **Proposed Role for Alliance Partners:**

At this stage, multiple potential partners can be involved:

- World Bank, FCDO, SIDA, AfDB as well as other international financial institutions, development agencies or international NGOs can provide financing for the scale- up efforts
- World Bank technical assistance for the implementation of an M&E system
- IAPRI knowledge support for monitoring and setting up evaluation mechanisms
- UNICEF technical assistance on early childhood support and Cash Plus Approach for children
- WHO technical and financial assistance on linkages with health services
- WFP, FAO and IFAD technical and financial assistance for nutrition initiatives and services
- FAO technical and financial assistance on food security pack tools
- SIDA, World Bank, ILO, UNICEF capacity building and technical support for involved staff
- Brazil, South Africa and Kenya learning assistance and knowledge sharing with cash-related programs and nutrition, education and health services.

f) **Sustainability strategy:**

The SCTP has been largely financed by the national Zambian budget. The exception was last year (2024), when financial constraints to the emergency context reduced the Government's revenue which led to IDA financing being predominant for the program. **The current plan needs to factor in that in the medium to the long term the SCTP will be fully financed by the government, therefore unrealist increases in coverage and/or costly components must be avoided**. Development partners can support the development of tools and the strengthening of capacities and temporarily cover the recurrent costs of the program, but they should not be involved in a permanent basis in the financing of these components. This should not be a challenge as the SCTP budget already comes largely from the government.

With a proper M&E system set up and capacity being built at the level of government staff (at all levels, including local), the objective is to provide the necessary technical support and assistance to kickstart a Cash-Plus approach of the SCTP in an organized manner, which would be carried out by the relevant national stakeholders in the medium and long term.

The program can proceed beyond the timeframes of the initial implementation and eventually become fully funded and operated by the implementing country, autonomously by:

- Establishing strong Monitoring, Evaluation, and Learning (MEL) system.
- Developing standard tools and procedures for the Cash Plus Approach.
- Building technical capacity at the national, provincial, and district levels.

- Institutionalizing Cash Plus mechanisms within the Ministry of Community Development and Social Services (MCDSS).
- Ensuring harmonization with existing programs, including education, health, nutrition, and livelihoods services.
- Transferring ownership of key program components from development partners to government systems.
- Beginning budget line creation or integration for Cash Plus components within the Medium-Term Expenditure Framework (MTEF).
- Government fully absorbing operational and recurrent costs.
- Transition partners ensuring advisory and quality assurance roles.
- Institutional MEL system enabling adaptive management and evidence-based policy decisions.

Further, to make this fast-tracked, partner-supported transition successful, key partnership principles must guide implementation:

Principle	Practical Application for Zambia's SCTP – Cash Plus
Shared Vision & Commitment	Formalize roles in MoUs, joint work plans, and national strategy alignment.
Mutual Respect & Trust	Empower local experts in design and implementation, and encourage transparent dialogue.
Resource Sharing	Partners provide tools, knowledge, and temporary funding; Zambia brings local structures, knowledge, and leadership.
Joint Planning & Decisions	Co-develop budgets, timelines, and delivery plans within national planning systems.
Capacity Building	Focus on government systems, including district-level staff training and peer learning.
Flexibility	Create feedback loops and mechanisms to adjust the Cash Plus model based on local realities.
Monitoring & Learning	Establish real-time data systems; conduct joint reviews and policy dialogues.
Sustainability Focus	Avoid overly expensive models; emphasize government leadership and realistic scale-up paths.

In terms of the envisaged timeline for this to be actualized, we consider a period of 7 years.

4. Background and Current Status

a) **Country experience on this issue:**

The SCTP is the government's flagship social protection program, which was started in 2003 with small pilots in some districts and has been continuously scaled up. It currently reaches **1.3 million households among the most vulnerable across the country** (through proxy-means testing), providing regular unconditional cash transfers. However, Zambia's government aims at ensuring there are more tangible progress towards poverty reduction.

Recently, the SCTP has been adopting a cash plus approach at a limited level, with the goal of integrating **complementary services** such as nutrition, education, and climate adaptation. This has marked a significant shift towards more holistic poverty alleviation. Zambia's government also carried out **the biggest national response to drought**

emergencies in 2024 through the SCTP (reaching around 2 million households) with support from the World Bank.

Furthermore, in practice, there are efforts to already **implement additional Cash-Plus services linked to the SCTP**, which has always had some format of a Cash-Plus approach. For instance, an additional support is in place to keeping girls in school (through bursary support for beneficiary households) as well as a World Bank funded program to support women's livelihood and welfare (which has reached 145,000 women from the SCTP to date).

To promote a lifecycle approach, work is currently underway on targeting and on reaching children: nutrition services for SCTP households with lactating women and children under 5 through top-ups is being implemented in some districts. With UNICEF's support, a pilot to provide nutrition support with the cash transfer to the first 1000 days of children benefitting from the SCTP has also been implemented.

b) **Current status:**

In 2025, the Government of the Republic of Zambia allocated ZMW 8.5 billion to the SCTP, marking a significant increase aimed at strengthening support for vulnerable households, particularly in the face of ongoing drought-related challenges. The current population coverage of 1,311,101 households across the country focuses on the most vulnerable households, such as child-headed, elderly persons, female-headed households, and persons with disabilities.

The SCTP has shown positive results in various sectors:

- **Poverty alleviation and economic mobility**: The SCTP has been instrumental in reducing poverty, particularly among rural and elderly populations. A study by UNU-WIDER indicates that the program reaches 76% of the extremely poor, reducing poverty by 4 percentage points, with even greater impacts in districts where additional programs are implemented.
- **Child Protection and Nutrition:** The SCTP has contributed to improved child nutrition and protection outcomes. Research by Save the Children highlights that consistent cash transfers enable families to better meet children's nutritional and educational needs, thereby enhancing their well-being.
- **Policy Integration and Gender Equity:** The Cash Plus approach promotes gender equality by empowering women through access to education and financial resources. Notably, the government has already extended support to girls in cash transfer households, providing free education at both secondary and tertiary levels, which is a significant policy advancement.

Nevertheless, some **gaps** exist that require attention:

- First and foremost, the need to develop **sustainable means of providing for the SCTP** in a way that will not overly burden the government at a long term has been identified as an issue, in particular due to Zambia's fiscal constraints. Inconsistent disbursements have undermined the program's reliability, with delays in payments ranging from 8 to 332 days, without regular inflation adjustments.

- There are **targeting and coverage limitations**, since the SCTP predominantly benefits elderly and rural populations, with limited reach among the extremely poor in urban areas and working-age male-headed households. This targeting gap results in a significant portion of the poorest households being excluded from assistance.

- **Limited capacity at multiple levels (such as the local government) and the lack of the necessary skills and infrastructure to actually implement the cash-plus approach components**:

  - **Institutional and administrative constraints** are a challenge, due to inadequate infrastructure, limited human resources, and insufficient incentives for community volunteers. These factors hinder effective implementation and monitoring, especially at the district level

  - Similarly, there is a **lack of structure to start implementing the cash-plus approach**: existing groundwork is being carried out, which is followed by more strategic documents to ensure sustainable expansion of these programs with the government's participation.

- On a related note, **service delivery is fragmented**: coordination among various social protection programs and related services is often weak. The absence of a unified management information system leads to duplication of efforts and inefficiencies, limiting the potential impact of integrated approaches like Cash Plus.

- The **absence of existing M&E systems** appropriate to monitor a cash-plus approach constitutes another identified gap. There is a lack of comprehensive monitoring and evaluation mechanisms to assess the impact of the SCTP and future Cash-Plus initiatives, hindering the ability to measure outcomes.

- Finally, the **absence of existing services and infrastructure in rural areas**, where much of the vulnerable population is situated, can further hinder the implementation of the cash-plus expansion.

c) **Current Partnerships:**

Zambia is currently partnering with **UK's FCDO** as well as the **World Bank** regarding its social protection sector for **funding and technical support**. **IAPRI** also provides **research and evidence** to shape the country's social protection policies, especially regarding issues for vulnerable populations in rural areas. However, there are limitations on the sustainability of external funding.

Cash-plus additions to the SCTP, more generally, also exist in some forms by programs with the World Bank, FCDO and UNICEF. **Coordination** is a key preoccupation to be highlighted when implementing the cash plus approach.

Multiple financing partnerships structures are also in place:

- **International Development Aid (IDA) resources** finance part of Zambia's social protection system

- A **Multi Donor Trust Fund** administered by the World Bank that has received contributions from the FCDO, SIDA, Irish Aid and KfW is administered by the World

Bank. The Trust Fund is able to channel funds to the Girls Education and Women's Empowerment elements of social protection mechanisms in Zambia

- **A UN Joint Program** is also present in the country, currently counting with the participation of UNICEF, WFP, ILO and UNDP. For the next phase of the Joint Program, agencies involved will be UNICEF, WFP and FAO.

5. Connections with the Global Alliance against Hunger and Poverty

a) Specific references in the Policy Basket:

- Unconditional Cash Transfer
- Integrated programmes for gender equality and empowerment
- Access to basic education
- Maternal and early childhood nutrition
- Integrated programmes for economic inclusion
- Integrated programmes for climate and shock resilience, including programmes related to anticipatory, adaptive and shock-responsive social protection

b) Alignment with 2030 Sprints: According to the 2030 Sprints, Zambia aims at further improving its major social protection intervention, the Social Cash Transfer Programme, which benefits over 1.3 million households across the country, implementing a cash-plus approach to step up its efficacy regarding long-term positive impacts on nutrition, learning.

c) Strategic Importance: The changes to the SCTP, linking with other related services, are strongly linked to the Global Alliance's objectives regarding poverty and hunger reduction. In particular, the SCTP cash-plus approach is strongly related to Zambia's objective of having a more lasting impact on poverty reduction.

6. Next Steps & Contacts

Over the next weeks the Government of Zambia and the Alliance Support Mechanism will work with current and potential Alliance members to complement this pre-plan with concrete and specific indications of support. **If you are an Alliance member already involved or believe your country or organization can contribute, we invite you to delve into each plan and submit a non-binding Expression of Interest through the provided link or QR code**. This will get you into a concrete country-level dialogue on implementation, including the country government and the other potential partners.

If you have questions on the plans, on the next steps, and on the submission of Expressions of Interest, please write to zambia-cashplus@endhungerandpoverty.org and/or reach out to the focal points below:

Government Focal Point:

- Susan Mwiche Musonda, Acting Chief Planning Officer, Policy Coordination, Ministry of Community Development and Social Services, Susan.Mwiche@MCDSS.GOV.ZM, Phone: 260977317540

Global Alliance Support Mechanism Contact:

- Country Manager: Federico Spano, Federico.spano@endhungerandpoverty.org
- Alternate: João Pedro Bregolin Dytz, joao.bregolin.dytz@socialprotection.org

EXPRESSION OF INTEREST / PARTNERSHIP STATEMENTS (about 1 page per partner)

The aim of the partnership statement is to briefly summarize areas of potential engagement for individual country plans. The statement is *not* a commitment to provide financial or other support. It is aimed at indicating areas of interest, as well as the resources, experience, and capabilities of partners in areas relevant to the ambition set out in national plans. The statement should be limited to around one page, recognizing that more detailed country plans will be developed.

j. **Reason for interest** */ Brief summary of how the proposed country plan aligns with your institutions mandate, priorities, and work programs/.*

k. **Institutional Capacities and Strengths** *[briefly outline those applicable to this program, avoiding both overly broad and detailed descriptions].*

l. **Intended/expanded partnership role(s)** *[Describe your potential role in this partnership, with a specific focus on the requests for external support described in the program. List all potential modalities (ie. grants, loans, concessional loans, technical assistance, capacity building, knowledge exchange, learning/training materials, co-implementation of specific program components, and other measures).*

m. **Indicative Finance: /** *Where possible include indicative financial envelopes/ranges in US$ in* **aggregate** *and for each modality.]*

n. **Current and prospective partnership role(s) in the program (if applicable)** *[briefly describe your current/past contributions to this program implementation only in case your organization is already a partner for it]*

o. **Alignment with 2030 Sprints (if applicable)** *[If your organization joined the 2030 Sprints process under the Global Alliance with a public commitment/announcement, please state which Sprint and briefly state how the present expression of interest would help deliver on that commitment]*

p. **Current potential co-partnerships** *[Please list intended, desired or already planned co-partnerships with additional third countries, organizations and/or other Alliance members, describing potential roles for those organizations (i.e. co-financing, technical assistance, M&E, blended finance, others) and synergies with your own institution´s role]*

q. **Applicable Conditions and Restrictions** Briefly list major conditions and restrictions that apply, recognizing that further commitments might, for example, be subject to board approval, future *arrangements* and agreements with implementing government, applicable terms and conditions for grants/loans, availability of resources, further understanding, negotiation and fact-finding missions, and future technical and legal arrangements"].

r. **Focal point(s) in institution for follow up**: [*list* full name(s), title(s), and contact details (email and mobile/WhatsApp)]

Submit your expression of interest here:
https://forms.gle/7CtL5NEXvuMPbrzWA