

# BRIGHT HOPE®

Bringing Hope to those living on less than \$1 a day

## 2012 SCHOOL FEEDING PROGRAM PROPOSAL MATHARE COMMUNITY OUTREACH PROJECT, KENYA



Mathare Valley View From Mathare 10 School



Mathare 4B School

### EXECUTIVE SUMMARY

*The school feeding program in Mathare Valley has continued to be a foundation in attracting and retaining children in school so they may have an opportunity to improve their future. Few government schools exist in Mathare & Kariobangi, thus making non-formal schools a critical factor in a struggling community of violent crime, prostitution, illegal alcohol and drugs. Significant progress has been made but there are substantial looming challenges to lift meaningful numbers out of poverty.*

*Currently, Bright Hope oversees and funds a school feeding program in Mathare Valley through the Mathare Community Outreach (MCO). 1,400 children are fed at three schools called Mathare 4B in the heart of the slums, MCO 10 along Juja Road, and Kariobangi, Danoko School rests just outside Mathare. Mathare Valley is located only five kilometers northeast of Nairobi's bustling downtown district but is known as one of Africa's largest informal settlements with an estimated population of 600,000 people.*

*A recent field visit in June 2011 by Mike Rutter, Director of Partnerships and Henry Chu, Special Projects, confirmed the progress being made at the MCO schools. The success of the feeding*

*program in combination with delivering quality education has been demonstrated for several years as a result of following attendance levels, quality of health and test scores of students.*

*In the past year as a result of partnership collaboration food for the feeding program has been reasonably stable. However, WFP continues to reduce beneficiaries each year<sup>1</sup> and food costs has risen 37% from July 2010 to June 2011.*

*Physical food comes from three major sources. Feed The Children(FTC)/World Food Program(WFP) provides maize, pulses, salt and oil. Stop Hunger Now provides supplemental food meals through one container of overseas shipment per year. OCC also purchases fresh vegetables and fruit locally. Other costs of the program include wages for cooks, uniforms, fuel, cookware, equipment, storage, general administration, project management and travel.*

*As a result of solid baseline progress, new initiatives such as a vocational scholarships, teacher/administrator training and in-development income generating businesses can now be implemented. Furthermore, a comprehensive school assessment rubric is being developed to bring a more focused approach to provide higher quality education. A full circle, high quality education process is necessary to ultimately achieve success of breaking the poverty cycle.*

*Funds Needed: \$72,195*

## **I. BACKGROUND**

Mathare Community Outreach Child Development Centre is an initiative of Outreach Community Church, located within the Mathare Valley slum in Nairobi City. Approximately 600,000 people live in this unplanned urban settlement. Approximately 98% of the people live below the poverty threshold and are barely surviving on a dollar a day. Like other slum dwellers across the country and around the world, the residents are forced to contend with highly compromised living conditions including poor sanitation and sewerage systems, drug abuse, high rates of unemployment, social amenities, and poor housing among other challenges. This has a definite direct impact on children especially aged below five years. Effects include ever-increasing child mortality, poor maternal health, and a high prevalence of HIV/AIDS infections.



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<sup>1</sup> Decrease school meals program (SMP) beneficiaries for years 2011, 2012 and 2013 to 670,500, 627,200 and 583,500 respectively. Country Programme Kenya 10668.0 (2009-2013)

In a speech on the plight of Mathare residents in 2007, Dr. Anna Tibaijuka, the Executive Director for UNHABITAT observed that Mathare is a place "where people eke out a living in life threatening conditions, where the most basic needs are not met for the majority, and where population growth rates are the highest in Africa."

The high poverty levels have translated to inability of some households to adequately fend for their families including providing enough balanced meals. Children below the age of five years are the most affected with the majority of them suffering from malnutrition-related ailments like kwashiorkor. Child mortality is on the increase due to inadequate diets. Those older than five years of school are forced to search for food outside their homes and in dustbins, and often end up living on the streets. Some resort to working for food and hence are unable to continue with school because the need for food supersedes the need for education. Kenya, a signatory to the Millennium Development Goals (MDGs) strives to eradicate hunger and poverty by the year 2015<sup>2</sup>. This school feeding program has been found to be essential as a motivator for school attendance and as a key long term driver to the survival, promotion and education of children.

Despite Kenya's introduction of free primary education (FPE) in 2003, most of the positive gains have been realized in rural areas of the country. Estimates indicate that there are 150,000 to 200,000 primary school-aged children living in Mathare, BUT only three government primary schools serving a total of 3,100 children. Within Mathare there are approximately 18,000 students attending 75 community-based schools (non-formal). Non-formal schools continue to educate a substantial number of Kenyan children without support from the government's FPE funds. However, resources and funding continue to be a significant challenge.

## II. ORGANIZATION DESCRIPTION

Bright Hope is a nonprofit organization since 1968 that has been serving areas of extreme poverty around the world. Bright Hope is registered as a private voluntary organization (PVO) with the U.S. Agency for International Development (USAID) and a 501(c)(3) organization under the IRS. Bright Hope works to provide holistic work to the abject poor through the indigenous church delivering basic needs including:

- **Physical:** food, clothing, shelter, medicine and education.
- **Economic:** micro-loans and job training to produce a product for fair trade.
- **Spiritual:** poverty is not just a physical or economic condition. There are emotional, psychological, and relational wounds from living in poverty that only Christ can bring healing to.

Currently, Bright Hope has two other projects in Kenya besides Mathare Community Outreach:

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<sup>2</sup> The Millennium Development Goals – United Nations, New York, 2010.

**Nguluni Resource Center in Tala** – provides community school for 400 children, clean water, orphan housing for 50 children, farming, adult education & vocational training, and medical care.

**Sponsorship Program for Somali Refugee Children in Nairobi** – provides funds for a whole year of schooling for 28 refugee children, tutorial lessons, parental guidance, home/school visits and academic performance review.

The Outreach Community Church school feeding program is an initiative of Mrs. Magdalene Ogutu, one of the founders of the local church. She envisioned the need to transform the community with the word of God. In 1994, she began by empowering mothers to nurture their children through cooking lessons for the mothers while they studied the word of God. Mrs. Ogutu was keen to ensure the meetings were practical to the mothers. However, she was not

oblivious to the fact that the physical needs of the children ought to be met. She conceded that “the condition of the children, some in tattered clothes, potbellied stomach, emaciated and hungry touched my heart and moved me to tears.” She further acknowledged that during one of the visits to the slum, what caught her eyes was the desperate life of the children within the slums. The image of these struggling children changed her life. According to her, “I saw



Mrs. Magdalene Ogutu with her family.

children in dire need of rescue.” At that time she saw children of school-going age walking aimlessly within the slums searching for nails to sell to earn a few coins for food. She saw children below the age of five years looking emaciated and suffering from malnutrition, and others simply scavenging on the streets for food. The level of poverty has intensified and the greatest victims in this environment are the children.

### III. SITUATION ANALYSIS



In the past year, Bright Hope has worked successfully towards stabilizing its food resource by collaborating with key organizations. The World Food Program / Feed The Children agreed to provide a portion of the physical food necessary for the program with maize, pulses, salt and oil. Stop Hunger Now & Feed My Starving Children provides supplemental food meals through overseas shipment.

However, the collaborating organizations only provide 75% of the total physical food needed, and does not pay for any costs including wages for cooks, uniforms, storage, cooking fuels, cookware, project management, administration, shipping costs, etc.

The remaining 25% of food needed are fresh fruits and vegetables, funded by Bright Hope, and purchased by OCC locally. Recent studies have shown that buying food locally from farmers is beneficial to the overall community's health<sup>3</sup>.

To enable the current beneficiaries to continue with school uninterrupted raising funds for this program is critical every year. Furthermore, the inability to raise enough funds for this core program prohibits other initiatives from taking place.

Nearly 98% of the people living in the Mathare slum area live below the poverty line and barely survive on a dollar a day. With the increasing cost of living, high inflation rates, high food and fuel costs in the past two years, the most negatively affected category of people are low income earners and their families.

The lack of full funding may erode the gains made in the past ten years in terms of maintaining children's physical health, improving healthy practices and general education of the children. From a macro perspective, inferior education results in the inability of a society to progress.

#### **IV. PROGRAM OBJECTIVES**

The broad objective of this intervention is to curb the chances of the 1,400 children turning to street life in search of food and to offer them an opportunity to have a bright future.

It is important to recognize that this feeding program has a strong record of success and we are looking to improve the overall quality. The specific objectives:

- To maintain good health and curtail the re-emergence of malnutrition related diseases among the 1,400 supported children in FY 2011. Also, free deworming treatment was provided this year.
- To maintain school retention at 95% of the 1,400 intended beneficiaries in the FY 2011/2012 school year.
- To maintain and promote an above average academic performance for all the 1,400 supported children in the FY 2011/2012 school year.
- Provide adequate accountability and management of the program for all parties involved.

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<sup>3</sup> Espejo F, Burbano C, & Galliano E. 2009. "[Home-grown school feeding: A framework for action](#)". United Nations World Food Programme, Rome.

Objectives	Expected Outcome	Verifiable Indicators	Means of Verification
To maintain good health and curtail the reemergence of malnutrition related diseases among the 1,400 supported children in FY 2011	Zero malnutrition related ailments	Number of children referred to hospitals and diagnosed to suffer from malnutrition related conditions.	Track student attendance due to medical illness.
To maintain school retention at 95% of the 1,400 intended beneficiaries by FY 2012	Improved school attendance and completion rates	Number of children attending schools consistently Number of drop outs	School records of each Child.
To maintain and promote an above average academic performance for all the 1,400 supported children in the FY 2012	Improved academic performance	Compare in-school test scores year over year and national KCPE scores for secondary students	School academic records and KCPE results

## V. IMPLEMENTATION PLAN

The proposed feeding program involves providing the 1,400 children with breakfast at 10:00 am and lunch at 1:00 pm for six days a week. Children participate in a Saturday program as well as the standard Monday through Friday school program. The Outreach Community Church Director works closely with the Bright Hope staff to ensure that the implementation of this activity is in line with this proposal. In line with the laid down tendering policy, they will identify suppliers of food and plan for all the logistics. The children will be given nutritious foods and in adequate quantities to maintain their good health. Proper storage of food and updating of store inventory are done on a daily basis. The church partner will hire cooks and ensure that they meet the ministry of public health regulations on handling of foods. The intervention will entail the following:



- Preparation of tender documents and procurement procedures
- Invitation of tenders, opening and analysis
- Procurement of food items

- Establish inventory records and updates
- Hiring cooks and training them
- Provision of feeding services to the intended beneficiaries
- Documentation of the feeding program activities and processes
- Compilation of activity progress and complication reports

Evaluating the effectiveness of a food of education program is challenging when considering the various factors that impact a child. Currently, the following framework (see below) is in place to monitor and evaluate the program. The objective will be to continually improve upon this framework so that the overall quality of the school increases and that we are able to demonstrate to donors the effectiveness of the program on education.

The activities will be monitored on two levels – implementation and quality control. The Project Director will be responsible for the overall implementation of the activity. The table below outlines our projected outcome evaluation process.

The objectives in the evaluation process are reasonable. However, the verification process needs to be increased in order to measure the effectiveness of the program. Furthermore, the analysis of additional data will provide direction for the school leaders how to best improve the quality of education and that the children are given the available resources. With the needs of the school more defined, Bright Hope can focus their resources on meeting their needs.

For the 2011/2012 school year (ending June 30) we will be collecting student data in the following categories:

#### Attendance

- # of students by gender
- # of students with special needs
- Average daily attendance
- Average students per class
- Absences due to medical illness

#### Performance & Education

- Statewide test scores (KCPE)
- In-school test scores

#### Other Relevant Data

- School facilities – desk or classroom furniture repairs, classrooms repairs (replacing broken or rusting iron sheets, doors, dividers), toilet cleaning services/hand washing stations, pollution, outside violence/disturbance
- Textbooks – textbooks and other learning materials for students & teachers

School supplies – chalkboards/chalk, composition books, games equipment, drama props/attire  
# of children to classrooms - overcrowding  
Professional development & support for teacher leadership

The school feeding program has met its initial and simple goal of providing food but the story does not end here. Education quality is a critical factor in breaking the poverty cycle. The MCO schools have adequately provided education in-line with private schools as secondary students scored around 300 on the recent national KCPE test scores. Given the limited resources MCO has done a commendable job. However, the number of students qualifying and their ability to continue meaningful education at the university level or local vocational school is relatively small. To achieve larger meaningful numbers require better teachers and school curriculum at MCO.

In an effort to upgrade the quality of education Bright Hope has partnered with the Dignitas Leadership Institute. Dignitas is located in Mathare with the sole mission of equipping educators in the community. Fourteen MCO teachers are participating in a comprehensive program where they are learning improved teaching methodologies, leadership skills, problem solving techniques, networking and collaborating with others, and skills to improve school standards.

## **VI. 2012 BUDGET AND BUDGET NARRATIVE**

This program is expected to continue for a number of years. Unlike in a rural setting where there is potential to develop local self-sustaining agriculture production, in an urban location such as Mathare this is not possible. Therefore, finding long term solutions will require more creative means and collaboration with other like-minded partners. Such solutions are already under development such as creating an income generating bus service business on the weekends and using the bus for school trips during the weekdays (possibly the bus could be rented to other schools as well). MCO also owns a remote property that has potential to be developed into a commercial farm that could generate income to support the food needs and teacher's salaries of the schools.

Furthermore, this project is looking to implement strategies geared towards economic empowerment of households so as to effectively take care of the food needs of their children. Creating programs such as specific job training, small business education and microloans have begun. This is viewed as a long term and sustainable venture that will benefit both the community and the school feeding program.

Recently, the schools thankfully received new eco stoves, water tanks and latrines from Feed The Children. The new stoves have reduced cooking time by one-third and the chimney vents have eliminated the black smoke in the kitchens. The amount of wood used for cooking has decreased but specific calculations haven't been done yet. The new large water tanks will provide steady supply during periods of time when water is unavailable from the city. Last, the new latrines built were sorely needed to accommodate the large number of students at school. All of these things have an impact of improving health within the school.



**New eco stoves with chimney vents**



**Wood still being used but reduced significantly by one-third**



**Water tanks will provide steady amount of water especially during times of drought when it is unavailable from the city. New tanks will all installed at Mathare 10, 4B and Kariobangi schools**



**New Latrines at Mathare 10**



**Old Latrines at Mathare 10**

The budget table summarizes the total estimated investment cost of the school feeding program of \$192,195. The Bright Hope program cost per child per today is approximately 21 cents per day which is roughly equivalent to the standard World Food Program of 19 cents per day. Please note that the OCC program serves meals twice a day including fruits and vegetables so it is not exactly a direct comparison.

<b>Budget Summary</b>	<b>FTC (Feed The Children) / WFP (World Food Program)</b>	<b>Stop Hunger Now</b>	<b>Bright Hope</b>	<b>Investment Total</b>
FTC / WFP contribution of 5 daily lunch meals per week for 1,400 children (in-country) - maize, pulses, salt, oil	donated - estimated value \$60,000			\$60,000
Food Supplemental contribution of Saturday lunch and Monday thru Saturday breakfast		donated - estimated value \$60,000		\$60,000
OCC direct purchase of vegetables & fruit			\$22,965	\$22,965
Cook wages, uniforms, fuel, cookware, cleaning supplies, storage, shipping, transportation, etc,		\$0	\$49,231	\$49,231
<b>Investment Total</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$72,195</b>	<b>\$192,195</b>

\*\*\*All investments include a 15% Bright Hope administration and project management fee.

BH Program Costs Per Child	51.57
BH Program Costs Per Child / Day	0.21
Children Impacted	1,400

## VII. ADMINISTRATION & FINANCIAL MANAGEMENT

Bright Hope coordinates and oversees the overall implementation the feeding program. Given that the MCO already has an existing infrastructure and process, Bright Hope will seek to maintain the quality standard and make incremental improvements to the program. Bright Hope employs its own local staff person (called the Partner Developer) to ensure the quality of the program and that proper accountability takes place. Regularly, Bright Hope will send corporate staff to evaluate and assess the feeding program.

Bright Hope wires funds to the MCO bank account per an agreed quarterly schedule. The Partner Developer will initiate and implement the activity with the support of MCO Program Director. MCO keeps a clear set of accounting procedures and documentation of the feeding program, and provides quarterly reports on a quantitative and qualitative basis. MCO, itself, has audited annual financial reports.

A food container provided by Stop Hunger Now is sent by Bright Hope via experienced shipping agents. Bright Hope has had years of successful overseas shipments to many countries in the world.

## VII. CONCLUSION

Recent studies have indicated that secondary schooling in Kenya has had a pronounced impact on human capital, reducing low-skilled employment, increasing formal employment and decreasing teen pregnancy<sup>4</sup>. These kinds of studies are encouraging to receive knowing that MCO is focused on providing a full education process from young to young adult. We all intuitively know that education is a key factor in lifting oneself out of poverty.



The MCO schools are sizable with over 1,400 children benefiting from the two meals every day. Unfortunately, the global price for a basket of food rose 37% from June 2010 to May 2011 expanding the budget to deliver a school feeding program. High and volatile food prices are likely to continue for some time. Weather conditions for Kenya have already been poor this year so crop yield is expected to be low as well.

Despite this discouraging background of having to stretch limited financial resources even further we are hopeful. As the education process matures and develops at MCO, the hope will

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<sup>4</sup> The Impact of Secondary Schooling in Kenya: A Regression Discontinuity Analysis, Owen Ozier, Dept. of Economics, University of California at Berkeley, November 2010.

be to exponentially prepare the number of children with valuable skills to lift themselves out of extreme poverty. In the Fall we are expecting three graduating students who will complete a teaching degree to return as full-time teachers in the Mathare schools. This is a highly encouraging result to see full cycle come to fruition, and a desire of these young people to give back to their community. We encourage you to financially support the school feeding program.

