

## **Junaeb, Chile.**

[www.junaeb.cl](http://www.junaeb.cl)

### ***National board for students aid and scholarships***



- Public corporation, national scope, 40 years old, created by law, technically related to ministry of education
- 440 Full time employees
- Publicly funded US\$ 180 million budget, 80% devoted to food program and the rest to health care and scholarships
- All services are outsourced to private sector, profit or non profit

### ***Mission***

**To contribute to equity in access and outcome in the educational system through assistance to students in social, physical or psychological disadvantage.**

### ***Programs***

- **School feeding program (1.5 million students from prekinder to secondary school)**
- **Medical school program (teacher screening to 0.7 million students a year, at prekinder, kinder, 1<sup>st</sup> and 2<sup>nd</sup> grade, 120,000 specialist consultations a year)**
- **Healthy school program (to 300 schools)**
- **Dental program to 120,000 students from 1<sup>st</sup> to 7<sup>th</sup> grade**
- **Mental program to 90,000 students from 1<sup>st</sup> to 3<sup>rd</sup> grade**
- **Scholarships (to 10,000 students, mainly rural)**
- **Summer camps (benefiting 32,000 students per year)**
- **Notebooks, pencils aids (to 1.2 million students)**

## School feeding program:

- Offered daily to 1.5 million students, 35% of all the enrollees, targeting the most disadvantaged
- Resources are allocated according to social risk of the schools measured through a questionnaire applied yearly to first grade in elementary and secondary level. Students coverage at school vary according to risk among 100% and 20%
- Breakfast plus lunch at US\$46 cents (700 calories). JUNAEB pays per served meal
- Food service is outsourced to 37 private companies through a national bidding process in order to optimize economies of scale
- Contracts last 3 years and are earned through a bidding process in which each company offer services to one or more territorial units in which the country has been divided. Last bidding process received more than 43.000 offers
- Best offer combination is searched trough a mathematic combinatorial model that analyzes offers in a blind way (no catering firm identification, only a code)

## Control system consists in 6 dimensions monitoring:

1. Quantity of services, registered by a specific teacher each day in each school dining room (9,000 schools). According to teacher information JUNAEB pay the monthly bill to the companies.
2. Visual quality of service, registered by the same teacher, one per school (9,000) and each day of classes. Teachers can fine the catering company
3. Laboratory analysis of served meal, measuring biologic safety and nutritional quality according with required standards. Fines are applied when no compliance is detected.
4. Laboratory analysis of food ingredients at school or company storages. Fines are applied when no compliance with standards is detected
5. Student satisfaction registered by JUNAEB inspectors
6. Serving conditions evaluated by JUNAEB inspectors, fine is applied when there are no compliance with standards

## Food scheme consists in



	Brekfast a week	
	1995	2002
Milk, semi skilmed	1	5
Bread	2	3
Cookie	3	1
Cereal	0	1

	Lunch, a month	
	1995	2002
Salad	4	12
Meat	4	7
Fish	4	4
Fruits	6	8

## Problems and challenges that we are facing

- Quality control
  - High competition among catering companies press for lower prices and there is a risk that some firms cut costs by lowering quality. (Fines had doubled in the last 2 years)
  - There is a growing expectation that JUNAEB should spend more resources in control systems, and this compete with pressures for higher coverage
- Food supply accounts for 40% of daily needs of the students
  - Some of them eat much more than they need at home, resulting in obesity despite the program is focused on poverty
  - Some of them, the very poor, because they are in the school feeding program, do not receive nothing else at home, suffering of some kind of undernourishment
  - So different schemes are needed, according to social risk
  - Food needs remains during holidays for a small group of students. Identification and proper delivery is very difficult
- No effective way has been identified to expand coverage for the less poor trough co-payment
- Healthy scheme of our program competes with what it is offered by school kiosks.

## Strengths

- Outsourcing service to private sector, have allowed lower cost, stronger performance of the program, higher employment and higher coverage
- Small institution, easy to manage
- Public recognition of the program
- Institution defined by law, with year budget defined by law, submitted by government and approved by the congress.
- Very sophisticated bidding process that enhances competition, transparency and efficiency (internationally awarded by IFORS in 2002)
- The program impact in diminishing school dropout in 25% of the beneficiaries and the estimated cost benefit is 1.3

