

**BOTSWANA HOME GROWN SCHOOL FEEDING TECHNICAL
DEVELOPMENT/IMPROVEMENT PLAN MEETING**

Tlotlo Conference Centre, Gaborone

23 to 24 JULY 2013

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1.0 INTRODUCTION

The Government of Botswana through the Ministry of Local Government and Rural Development conducted a two day meeting at Tlotlo Conference Centre in Gaborone. This was to develop a Home Grown School Feeding (HGSF) Technical Development Plan (TDP). The Plan is to assist in the implementation of a HGSF programme that the Government is interested to initiate. HGSF advocates for linking agricultural development to school feeding through the purchase of locally produced foods. In this case, HGSF ensures that smallholder farmers are included in the programme. It is a *'win win situation'* for both school children and smallholder farmers. It is worth noting that the interest in going the HGSF way comes at an opportune time when there is an existing Lethlafula initiative (purchase of fresh food supplies) for school feeding that came as a directive from the President of the Republic of Botswana. The decision to embrace HGSF stems from the 2011 case study that was conducted to review the school feeding programme. Following the study was a stakeholder workshop in November 2011 to disseminate the results of the study and map a way forward. In order to ensure an effective HGSF implementation, the need to develop a Technical Development Plan that maps out and guides the implementation of HGSF is imperative.

The meeting had a multi-sectoral representation of participants such as the Ministry of Agriculture (MoA), Ministry of Health (MoH), Ministry of Education Skills Development (MoESD), Ministry of Local Government and Rural Development (MLGRD), District Councils, District Administration, Botswana Institute for Development of Policy Analysis (BIDPA), University of Botswana, Botswana Agriculture Marketing Board (BAMB), Partnership for Child Development and African Union's NEPAD Agency (Annex 1).

2.0 DAY ONE

2.1 Purpose and Agenda of the day

Ms Vanity Mafule from Food Relief Services, Ministry of Local Government, welcomed participants on behalf of the Director, Finance and Procurement services and elaborated on the objectives of the meeting that included: discussions and proposing a vision for school feeding; recommending actions and next steps toward the decentralization of procurement and farmer linkages; defining a structure for implementation of the programme; agreeing on the timelines for sequencing and prioritization of milestones; and providing space to strengthen multi-sectoral partnerships.

2.2 Welcome and Official opening remarks

Mr Ludick, the Director of Community Development (MLG&RD) speaking on behalf of the Permanent Secretary in MLG & RD welcomed participants and recognized the presence of NEPAD, PCD and the District Commissioners. He emphasized that the

work that needs to be done is a very challenging task and especially because of Botswana's interest to link school feeding to agriculture, or the concept of HGFSF. He mentioned that the Ministry of Agriculture is an important stakeholder in this regard.

Given the history of having many programme documents presented in the past that had implementation challenges, Mr Ludick requested participants to be mindful of how to customize best practices to make them work for Botswana by relating them to the local context, and challenging all ideas put forward to reach consensus on what is practical on the ground. School meals are important as many families in the village are represented in the school, to the extent that any contamination of food at school affects the households in the community. Many parents also rely on their children being fed at school and therefore the food has to be nutritionally balanced and safe to eat.

It was pointed out that the HGFSF meeting comes at a time when the Rural Development Council (RDC) is talking about economic empowerment and sustainable development and therefore the TDP should be anchored on those principles, i.e the school children will be fed while at the same time empowering Botswana through the economic activities created by school feeding. He urged the Botswana people to take ownership of the programme and thanked NEPAD and PCD for their tireless support in ensuring that Botswana is moving towards the HGFSF. He then declared the meeting officially opened.

2.3 Opening remarks

Ms Boitshepo (Bibi) Giyose pointed out that the HGFSF programme was established to improve nutrition, health and educability of the children, more so the girl child. In the Botswana context, It is about ensuring that vision 2016 is met, which aims at having an educated and informed nation. Reference was made to the 2010/11 case study and the stakeholder workshop in 2011 where the HGFSF concept was introduced. She reiterated that school feeding ensures that the school child gets a decent meal and consequently ensures better attendance, and concentration. At the same time, the office of the President recognizes the importance of Agriculture in driving economic development and HGFSF is important in ensuring that agriculture, in addition to health, and education, is on board. It would not be possible to achieve vision 2016 with hungry people or where the children are malnourished.

She alluded to the fact that hunger costs our governments a lot of money, about 2-19% of the GDP (information from the Cost of Hunger (COH) studies). She mentioned that Botswana is also earmarked for the COH studies. Although Botswana is seen to be able to support its programmes financially, the country still needs technical support to design and implement its programmes.

2.4 Introduction to HGFSF Programmes (presentation)

Mr Daniel Mumumi from PCD presented both a global and country view of school feeding programmes. He indicated that PCD looks at school feeding from a broad

perspective, to include nutrition and school health in general. At national level, PCD works with Governments to achieve the intended results.

On global issues he highlighted that several other continents are implementing school feeding. Educational benefits of school feeding include enrolment, attendance, educational achievement and cognition. There are multiple benefits across education, social protection, and agriculture through local food production. In high income countries, the cost of school feeding is lower than in low income countries, hence the need to work toward cost containment in low income countries.

Through HGSF local solutions to local problems are found and the supply chain guides the implementation. There is need to understand the supply chain and manage it properly through the various models for example decentralised, decentralized outsourced, partially decentralised, and centralized etc. How to get the supply chain working is fundamental to the implementation of a HGSF programme.

Some areas that are critical to successful implementation of HGSF

- Political buy-in. In Botswana, the President has already bought into the idea of HGSF – the Letlhafula directive.
- Oversight issues
- Coordination at sub-regional level
- Community level which is important for the monitoring of programme
- Harmonization and national standards
- Accountability mechanisms
- Monitoring and evaluation

Having a Strategic Development Plan is an effort to technically support governments that are interested in improving their programmes.

2.5 Question and answer Session

The following comments, questions, and observations were made following the opening remarks and presentation.

A Ministry of agriculture participant said they appreciated the HGSF initiative. He observed that the Ministry has recently revived the ISPAD programme which provides support to smallholder farmers (ploughing, planting), majority of whom are women. The school feeding programme can therefore help to provide a market for them.

Concern was also raised around the issue of demand and supply requirements and the need to size the school market and inform stakeholders about it. As technical managers of the programme, relevant stakeholders should be able to size the demand and inform the farmers. For instance it was reported that there was surplus of beans grown in Botswana but no market. At the same time it was indicated that the beans produced were not adequate to supply the school feeding market.

The Department of Food Relief Services pointed out that in terms of costs, they buy most of their commodities from outside the country. This calls for collaboration in order to get information and take the necessary steps, for example selling of the beans to the school feeding programme could be prioritized before going for imports. Buying food commodities from within is an important element that may help reduce costs, encourage the farmers to grow the crops and also empower the local people economically. It was observed that Botswana is vast and foods eaten differ in the different regions. HGSP can ensure that foods are customized to the regions.

2.6 Summary of Botswana SFP case study Findings (Presentation)

Ms Vanity Mafule presented on the brief history of school feeding, objectives of the school feeding case study, the findings and recommendations. She also outlined the old menu and proposed menu and the way forward. Propositions on the way forward were made on commodities to be decentralized, who does the procurement and the oversight role. (Refer to Botswana Case study report for details)

2.6.1 Questions and answer, comments and observations on the case study presentation

A question was raised on the cost implications of the additional meals provided to children and who should pay for it? It was reported that although there may be an increased cost, the DFRS uses what is available in the budget. It was noted that the extra meal that is provided is a drought relief intervention for areas that are drought affected.

An issue was raised on the menu. It was observed that the current menu highlights lack of micronutrients. The menu has to be less rigid so that each of the districts can choose what they want or what is available in their area. Selection of fruits and vegetables should depend on nutrition content and availability. The menu should not be prescriptive but it should indicate the food group composition.

Concern was raised on the Letlhafula initiative and whether it serves any purpose. It is meant to provide fresh produce once a week. – Initially the aim was just to get water melon. It was supposed to be seasonal. As time came there was inclusion of sour milk, eggs etc. At the moment, Letlhafula is provided once a week.

There was a response to a question that coffee should not be on the menu because of caffeine – It was suggested that there is decaffeinated coffee?

2.7 Evolution and New Developments in the Management of Botswana's school feeding Programme since 2011: MLG &RD (Presentation)

2.7.1 Rural Development Council (RDC) focus areas (Presentation)

Mr. Maoto of RDC presented on the brief history of rural development council that showed the findings of a review undertaken to determine the necessary reforms and support to be provided in order to make the RDC an effective instrument for the delivery of rural development. Nine new areas of emphasis and focus areas were

highlighted. The way forward and conclusions pointed to the need to involve as many stakeholders as possible, identification of viable and valuable projects as well as enhancing a sense of ownership of the projects by communities.

2.7.2 Evolution and New Developments

Mr Sikunyane of MLG Finance and Procurement Services made a presentation that highlighted updates of activities done including collaboration with RDC as it is now part of MLG. Among these, mention was made of the RDC Pitso/meeting that agreed in principle on the issue of decentralization, the MLG and Ministry of Health meeting of 23 January 2013 which discussed food safety concerns, and a June 2013 meeting that identified certain food commodities for decentralized procurement. The presenter highlighted challenges faced by MLG&RD, such as monitoring and evaluation, aligning depots to districts, pilferage and accountability, and streamlining coordination activities. The current budget was also presented.

2.8 Mainstreaming Orphans and Vulnerable Children (OVC) through HGSF Programmes (presentation)

The presentation by Professor Kiamba elaborated on how school feeding programmes can support OVC activities and how the programme can be sustained. The presentation gave estimates of OVCs globally and in sub-Saharan Africa, defined the OVC concept and vulnerability, differentiated school meal programmes and activities needed to integrate OVCs into HGSF. Three of PCD's focus areas, namely strengthening knowledge base, provision of technical support and partnerships and coalitions were also highlighted.

2.9 Programme Tools

2.9.1 Monitoring and evaluation

Mr Daniel Mumuni interacted with participants regarding monitoring and evaluation where the difference between monitoring and evaluation was highlighted. The question on why it is complex to do monitoring and evaluation revealed that the reasons are basically because of lack of tools, capacity at all levels, coordination and resources, and lack of baseline data.

It was emphasized that in order to promote a well designed HGSF there is need for a proper monitoring and evaluation tool. It was indicated that PCD in partnership with WFP developed a tool kit for monitoring and evaluation.

2.9.2 Menu Planning Tool (Presentation)

Prof Josephine Kiamba presented on the menu planning tool. She pointed out that there are two phases to menu planning where phase one deals with developing a criteria, proposing an approach and assessing dietary intakes. For example, one needs a lot of information on what foods are available, and their nutritional value, as well as the nutritional needs of the targeted groups? Phase two looks into criteria to define target and ration requirements ensuring nutritional content and impact on nutrition. For instance decision should be made by the country on the percentage of Recommended

Daily Allowance (RDA), the age category that needs the food; availability of crops and the seasonality; what the costing is; how easy it is to transport and store the food; proper preparation and cooking methods; student acceptability as well as the health of the children.

The presentation went further to elaborate on short and long term actions for improving food and nutrient intakes of school children. Finally, there was a demonstration of how the menu planning software works. It was observed that the visual element of the software makes it easy to work with so long as local foods are incorporated.

2.9.3 Question and answer, comments and observations

Concern was raised that the menu planner left out the common vegetables that could stimulate local production in Botswana. In response, it was indicated that there is need for a food composition table that can be used to plan for Botswana.

It was indicated that there are various sources of information regarding the food composition of Botswana foods, to include the NAFTEC, Veld foods (Ministry of Social Development), Local Government (traditional foods), and from Botswana college of Agriculture (Dr Mogotsi).

3.0 DAY TWO

3.1 Group work on scoping and assessment exercise

This activity was introduced at the end of Day 1 and due to time constraints it was carried over and completed on Day 2. There were four groups that worked on scoping and assessment exercise based on the five standards, namely: policy frameworks, design and implementation, financial capacity, institutional capacity and community participation. The exercise involved identifying the programme features, strengths and weaknesses. Key to this exercise was the identification of gaps within each standard. Every group reported back in plenary.

3.2 Discussions and comments arising from the group presentations across the five standards

3.2.1 Design and implementation

-It was noted that fortification was available in salt and oil.

-The provision of corned beef is a weakness because it is not fresh as it undergoes a process that can cause nutrient losses.

-Observation that centralised procurement has disadvantages in terms of delays in the tendering process, buying of bulk purchases opens windows of corruption and it kills opportunities to empower communities since small farmers cannot participate

-There is need for guidelines that are clear in the procurement of local commodities

-Need to assess the agricultural capacity of the country and different regions.

3.2.2 Funding and policy

-It was suggested that funding in future should be managed by a coordinating agency that should also handle the whole value chain.

-Smallholder farmers do not tender because of the size of quantities required. The suggestion was that they should form cooperatives. The Ministry of Trade and Industry has given the mandate for farmers to revive cooperatives.

-Lack of data on supply versus demand, consumption information and enrolment complicates budgeting. Need to have a more structured demand data readily available. There is need to have a standardized way of collecting data not haphazardly.

-Although school feeding programme gets its share in terms of resources, there is competition on funding because all programmes get from the same basket. In future it would be good to advocate for a specific school feeding budget that is ring-fenced.

-It is important to have policy that spells out the percentage of agricultural commodities that can be procured locally.

3.2.3 Institutional capacity and coordination

-Issues of school feeding are one of the issues discussed in the school health committee. In this case there is need to know the frequency of these meetings and when they meet? The MLG and MoESD only meet when needs arises, otherwise they communicate via phone.

- Need to ensure that an item on school feeding is raised in management meetings within MLG & RD

-Need to assess capacity development needs

-There is need for a HGSF multisectoral committee

3.2.4 Community participation

There are Village Development Committees (VDC) and Agriculture Produce Procurement Committee (APPC) as committees available in communities

3.3 Some key points for moving the programme forward

In summary, Mr Daniel Mumuni highlighted some of the key points for moving the Botswana programme forward.

- *Setting objectives right* – Is the programme going to benefit the school child, farmer and community?
- *Menu* – what is the aim with regards to the selection of the menu?

- *Procurement* – What are the strategies available, what levels are the strategies addressing – local, regional, national levels?
- *Monitoring and evaluation* – what type of data do we need?

In addition, participants reiterated the need to visit countries that have good school feeding models e.g Brazil, Ghana etc. It was suggested that the monitoring and evaluation aspect should be built in from the onset of programme design. At the same time, safety standards should not to be compromised.

3.4 Activity planning and priority actions for programme improvement

In this segment, participants went into groups according to standards and worked out priority activities, outputs, responsibilities and timeframes for each standard based on the gaps identified. Groups reported back in plenary. However, due to time constraints the work was not finalized and few participants were appointed to consolidate and validate the log frame the following day.

A meeting was held on Day 3 for half a day to consolidate the draft log frame and validate it. The different stakeholders were well represented at this meeting and useful inputs were given to help clarify the log frame. (see Annex 2). An oral evaluation was also carried out around the table to get the participants' perspective of the workshop.

4.0 CONCLUSION

At the end of the meeting participants voiced their appreciation to the support NEPAD and PCD gave in introducing HGSF to Botswana. Participants indicated that the meeting was fruitful and was an eye opener to the issues crowding the school feeding programme. It was quickly pointed out that there was a need to raise commitment to ensure that farmers are supported to produce enough to meet the demands of school feeding. Many of the participants appreciated that HGSF is a great opportunity for the marginalized smallholder farmer to partake of the economic benefits from the structured and predictable demand for food markets that HGSF offers.

On another note, some participants indicated that they appreciated the multi-sectoral approach of involving various stakeholders and promised to continue working together. As a way forward, participants promised to take the HGSF agenda forward and report to the Permanent Secretary of the Ministry of Local Government and Rural Development who will ensure there is progress to achieve the intended results, where both the school children and farmers benefit.

ANNEX 1: PARTICIPANTS LIST

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Ministry of Local Government and Rural Development, Gaborone, Botswana
Venue: Tlotlo Conference Centre
Date: 23rd July 2013

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- ❖ Lobatse Town Council Clerk
- ❖ Ms. PLP Disele
- ❖ Mr. Gaborone UNICEF

- ❖ Mr. Dr Ike FAO
- ❖ CEO – BMC
- ❖ MOA – Agri Business
- ❖ Agt. Regional Depot Manager, Lobatse
- ❖ D.C – Kgatleng
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List of Participants Consolidating the Log Frame
Venue: DLGFPS Conference Room
Date: 25th July 2013

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ANNEX 2: BOTSWANA TDP LOG FRAME

Rethinking School Feeding Standards	Programme Gaps	Specific Activities to address gaps (include sub-activities)	Verification of completion	Responsibility	Time frame
Design and Implementation	Lack of clarity of programme in terms of objectives and targets	1. Revisit the objectives of the programmes and define the target groups (eg. ECD, OVC vrs universality) <ul style="list-style-type: none"> - Include farmers and community members 1a. Form a task team to discuss design issues or recruit a consultant to lead the process	Programme design document	MLG & RD, MOESD, MOA, MoH	Short term (12months)
	Need to enhance menu composition and planning	<ul style="list-style-type: none"> - Define nutrition target of the programme - Situation analysis of nutrition status (desk review) (S) - Undertake baseline studies to ascertain Food & Nutrition situation in Botswana including communicable and chronic dietary diseases (S-M) - undertake nutrition training and sensitisation(S-M) 	Integration of menu plan into programme design document	MLG& RD, MoH, MoESD,UB.NFR TC,BCollege of Agric,NACA	Short term
	Menu not regionally reflective in terms of variation and acceptability	Identifying food availability and possible integration in the school feeding menu <ul style="list-style-type: none"> - Focusing on variation and acceptability(S) Use menu planning tool to enhance menu <ul style="list-style-type: none"> - Research to develop food composition data for Botswana(s-m) - Adapt Ration Design tool for menu and cost planning(s-m) 	Well balanced, regionally and seasonally appropriate menu plan	MOA,MLG & RD, MoH,MOESD,PC D/NEPAD	Short term
	Guidelines very old and	Review and update school feeding	Updated guideline	MLG &RD,	Short term

	need revision	programme guidelines (Food safety, Menu, Procurement, Management, M&E)(S-M) Review existing SH guidelines to ensure complementarity and comprehensiveness(S-M)	document	MoH.,MOA,MOE SD	
	Training of cooks and other actors within the supply chains	<ul style="list-style-type: none"> - Train cooks on health and safety standards - Ensure the adherence of available guidelines - Disseminate the guidelines and undertake spot checks and monitoring - Training cooks to effectively use existing supporting infrastructure like kitchen 	Training reports	MLG &RD,MOH,MOES D	On -going
	Procurement system needs enhancement	<ul style="list-style-type: none"> - Explore different procurement options and modalities to allow the SFP to benefit more small holder farmers <ul style="list-style-type: none"> o Setting up a HGSF committee to review procurement and explore options (HGSF Committee)(S) o Study tour to other countries to understudy school feeding and other procurement options/system(S) - Properly defining procurement targets in terms of local procurement (procure local before exploring outside market)(S) - Review the coordination, 	Programme document with clearly defined procurement procedures and definitions	MLG&RD,MOES D,MOH,MOA	Short term

		<p>mechanism and relation within the various procurement agencies (eg. District council and the district administration)(S-M)</p> <ul style="list-style-type: none"> - Create efficiency in contract renewal process at central level to avoid delays - Establish stringent measures and quality standards to guide imports. - Ensure adherence to food procurement standards and specifications (eg. Issue of bread at district level) 			
	Enhance the linkage between producers and SF markets (due to inadequate information)	<ul style="list-style-type: none"> - Sensitisation of farmers - Dissemination of procurement guidelines - Setting the demand/requirements of schools (structured demand) (MLG) - Profiling and organisation of farmers - Provision of extension services 	<ul style="list-style-type: none"> - Procurement guidelines disseminated - Develop/profile list of farmers and organisations participating in the programme 	MLG & RD, MoA, Local Authorities (LA)	Short-Medium term
	Present guideline for procurement of agricultural produce is limited to Letlhafula (fresh local food)(when in season)	<ul style="list-style-type: none"> - Revise guidelines to accommodate all produce 	Copy of revised guideline	MLG&RD and MoA.MOESD	Short term
	Need to enhance storage and food safety	<ul style="list-style-type: none"> - Upgrade the existing storage systems/condition(to take care of perishables and temperature levels)(on going) - Enforce the adherence of storage standards and 	<ul style="list-style-type: none"> - Designs and pictures of the upgraded facilities 	MLG&RD and MoH	On-going

		guidelines(S-M)			Short term
	Need to enhance management and capacity of the supply chain actors	<ul style="list-style-type: none"> - Train and build capacity of key implementers at all levels (national, district, village)(S-M) - capacity needs assessment (S) <ul style="list-style-type: none"> o Develop training materials and training(- Enhance institutional coordination to ensure various roles are played <ul style="list-style-type: none"> o Regular meetings at all levels. 	<ul style="list-style-type: none"> - Training materials developed - Number of implementerstrained - Capacity needs assessment document - Meeting schedules of coordination group. 	MOH,MLG&RD, MOESD,(RDC,U B-BEST Course)	Short term
	Improve Infrastructure/Logistics	<ul style="list-style-type: none"> - Enhance availability and maintenance of the vehicles for transporting food - Ensure the kitchens are well equipped, maintained and utilised(provide guidelines for procurement and maintenance) - Encourage non state actors to support provision of services, i.e facilities and equipment (Provide plates and spoons(private sector, NGO's,PTA) 	<ul style="list-style-type: none"> - Transportation plan - Checklist of kitchen equipments - Non state actors engagement plan 	MLG&RD, MOESD,Private sector and NGO's,CTO	Short term
	Weak M&E system	<ul style="list-style-type: none"> - Develop M&E plan using toolkit(M) - Undertake national baseline study (education, nutrition/health, agricultural related data) - Develop M&E unit to support M&E(M) - Recruit M&E specialist(M) - Strengthen capacity of 	<ul style="list-style-type: none"> - M&E plan - Baseline report - M&E unit - M&E consultant - Number of community and LG authorities trained - MIS 	MLG&RD, MoH, MoA, MOESD,PCD/ NEPAD	Medium term

		<p>communities and local government authorities to undertake M&E(S-M)</p> <ul style="list-style-type: none"> - Management Information System (MIS) in place including database - As part of M&E the report of SFP to be tabled at RDC meetings and others 			
Policy	<p>No school feeding policy</p> <p>School feeding mentioned in several policy and strategy documents but no harmonisation</p>	<p>Design policy to guide implementation of programme and the development of a comprehensive multisectoral and inclusive HGSF policy;</p> <ul style="list-style-type: none"> - Develop ToR - Organise national policy workshop to kick start process - Recruit consultant to lead the process <ul style="list-style-type: none"> o Review all existing relevant sector policy and strategy documents to identify the corresponding objective that can feed into a school feeding policy (eg. Revised national policy for rural Development (RNPRD), National Food Strategy 	<p>Draft policy document</p> <p>Workshop report</p>	<p>MLG</p> <p>MLG&RD</p> <p>MLG&RD</p> <p>MLG&RD</p> <p>HGSF Committee</p>	
	<p>Poor communication of cross sector policies, strategies, sector plans and the interpretation/ implementation</p>	<p>Scope for available relevant policy and strategy documents for review</p>	<p>Number of policy documents and strategic identified</p>	<p>MLG&RD, Research unit and statistics Botswana</p>	

Funding and budgeting	<p>Competes for limited resources with other programmes and so funding is not optimal.</p> <p>Although funding is assured the approved amounts normally fall short of requirements.</p>	<p>-Improve capacity building of contract management</p> <p>-M&E specific to the tendering process</p> <p>-Introduce pot fee</p> <p>-Adopt a school concept to contribute to SF (Corporate social responsibility)</p> <p>-Advocate for the other sectors to contribute to what they are responsible for</p> <p>-School gardens programme by FAO</p>	<p>Numbers trained and applying the knowledge learnt</p> <p>-Amount of funds raised</p> <p>-Numbers of entities contributing to SF</p> <p>-Numbers of sectors having budget lines contributing towards SF</p> <p>-Functional school gardens</p>	<p>MLGRDC & MFDP</p> <p>MLGRD and MoESD</p> <p>MoE, MLGRD</p> <p>MLG&RD (RDC)</p> <p>Botswana Horticultural Council, MLGRD, MoESD</p>	On-going
Community participation and ownership	<p>-Committees not empowered to make decisions</p> <p>-Bottom up approach involving consultations with the communities</p>	<p>-Review guidelines</p> <p>-embedding the involvement of stakeholders in every school feeding forum e.g Agricultural Produce Procuring Committee</p>	<p>-reviewed guidelines in place</p> <p>-the awareness launch</p> <p>- Sensitisation of parents/communities on their role in school feeding</p>	<p>-The standing Committee</p> <p>-MLGRD</p>	Short term
Institutional capacity and coordination	<p>Weak institutional coordination among collaborating ministries.</p>	<p>- Review Guidelines and clearly specify roles and responsibilities (present guidelines are outmoded).</p> <p>-Constitution of a HGSF multi-sectoral Committee</p>	<ul style="list-style-type: none"> - Reviewed guidelines - HGSF committee established - SH committee meeting reports - 	MLGRD	Short term

		<p>-Part of the TORs is to clearly indicate roles and responsibilities of different stakeholders</p> <p>-Revive the existing SH committee -Need coordinating body specific to SF Set specific schedules for meetings and create coordination structures for meetings at district level</p>			
	School Health Committees exist but is non-functional as it has not met for 2 years	<ul style="list-style-type: none"> - Establish meeting schedules - Incentivise members to attend meetings - Set up clear coordination and planning responsibilities 	- Meeting reports	MLG&RD	Short term
	Minimal attendance by the members of the district planning committee	<ul style="list-style-type: none"> - Incentivise district level actors to regularly attend meetings - Ensure effective coordination of planning meetings at district level 	- Meeting reports	MLG&RD	Short term

Short term – Under 12 month
Short to medium term – 16months
Long term – 24months