




# Management and service delivery of school feeding

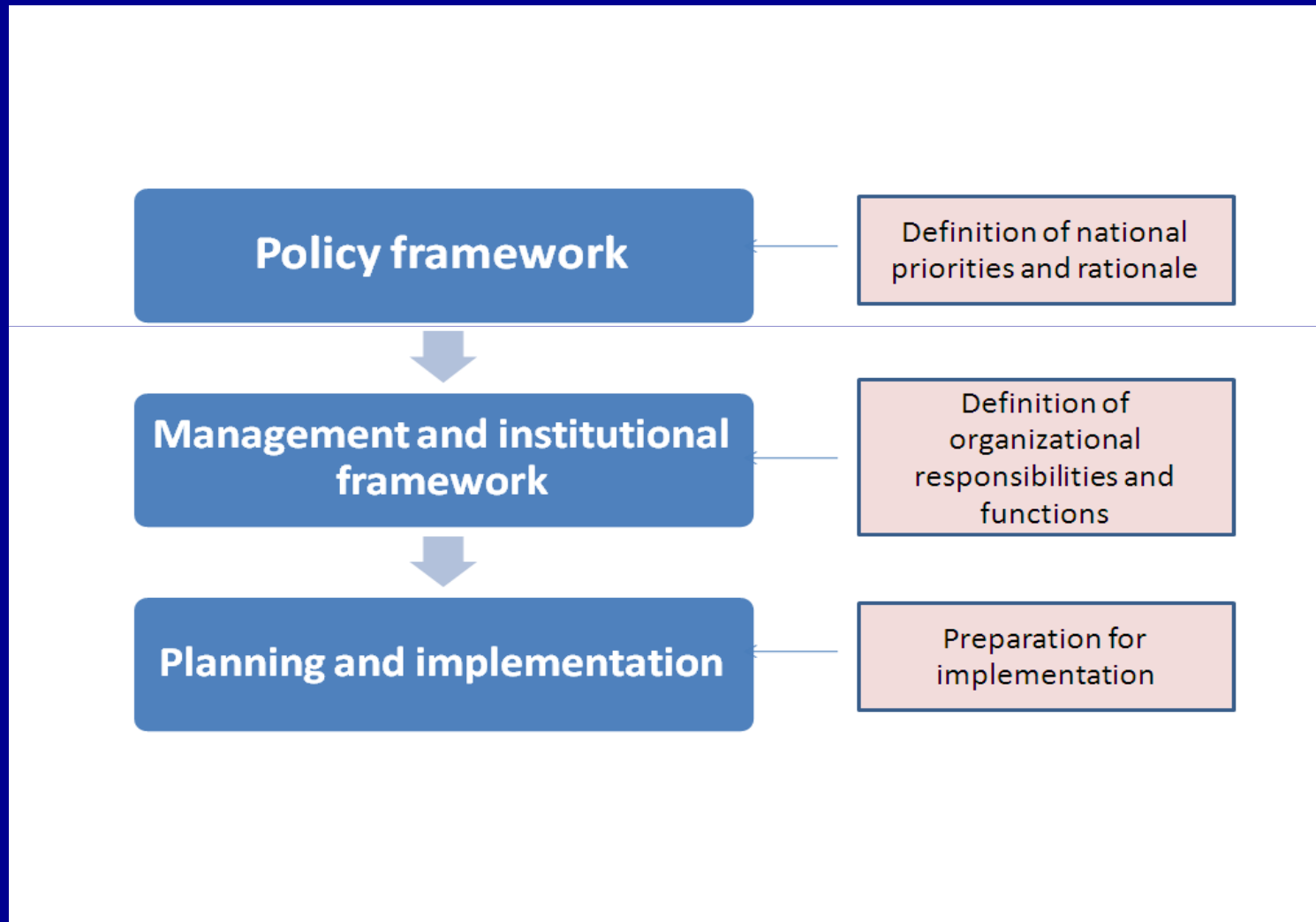
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# THE TRANSITION OF SCHOOL FEEDING

	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
	Programs rely mostly on external funding and implementation				Programs rely on government funding and implementation
Policy framework for school feeding	limited	increased	strong	strong	strong
Government financial capacity	limited	moderate	increased	strong	strong
Government institutional capacity	limited	limited	moderate	increased	strong
Countries	<p> Afghanistan   Malawi   Mali   Kenya   Lesotho  CAR   Ethiopia   Cambodia   Côte d'Ivoire   Ghana   El Salvador   Nigeria   India  DRC   Haiti   Rwanda   Madagascar   Ecuador   Jamaica   Chile  Sudan   Tanzania   Niger   Senegal   Honduras   Botswana   Brazil  Zimbabwe   Pakistan   Mauritania   Namibia </p>				

# Consolidation of policy and management capacity for school feeding



# Examples from around the world

## Line Ministries

- Kenya: Ministry of Education
- Mali: Ministry of Education
- Ghana: Ministry of Local Government
- Botswana: Ministry of Local Government

## Independent institution

- Chile: JUNAEB
- Brazil: FNDE

# Three critical elements

1. Ensuring harmonization and national standards
2. Working on accountability mechanisms – resource tracking and expenditures
3. Strengthening monitoring and evaluation systems

# UNBUNDLING FUNCTIONS AND ACTIVITIES

Function	Activities
Standard setting and policy	Defining national policy Defining objectives Setting nutritional standards
Planning	Targeting Defining food basket composition Determining number of beneficiaries Establishing criteria for school selection
Financial management	Disbursing funds to appropriate entities
Procurement	Managing tenders Performing quality control of food Purchasing the food (preferably locally) Coordinated with agriculture sector and local farmers
Logistics	Transporting food to distribution points or schools
On-site preparation and feeding of children	Cooking of food Distribution of food to children Managing food stocks
Monitoring and evaluation	Outcome, output and process monitoring Evaluation of program

# Some questions

- What is the institution responsible for the management and implementation of school feeding in your country? Does it have a legal framework?
- Does it have enough staff and structure to do its job?
- Does it have enough resources and technology?
- How effective and efficient is it?