THE TRANSITION OF SCHOOL FEEDING

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

- Policy framework
  - Definition of national priorities and rationale

- Management and institutional framework
  - Definition of organizational responsibilities and functions

- Planning and implementation
  - Preparation for implementation
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

<table>
<thead>
<tr>
<th>Function</th>
<th>Activities</th>
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| 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?