



Republic of South Africa

Department: Planning, Monitoring and Evaluation

Department: Basic Education

### Recommendations and Management response on the Implementation Evaluation of the National School Nutrition Programme (NSNP)

Recommendations from the Implementation Evaluation of the National School Nutrition Programme	Record of Agreement or Disagreement	Reasons for Disagreement
<p>1. Improve integration with other health, feeding and nutrition programmes, such as those led by the Departments of Health and Agriculture. As the early years are critical for child nutrition and irrevocable damage can be done if nutritional intake is inadequate, there is great need for a nutrition programme linked to ECD centres. Better integration should take the form of making onward referrals and ensuring that needy children receive nutritional support outside of school.</p>	<p>Agree.</p> <p>However, the DBE is not responsible for ECD provisioning. The DBE responsibility is limited to providing a curriculum framework, training practitioners and monitoring. The provisioning of ECD is therefore the responsibility of the Department of Social Development. Therefore this aspect of the recommendation is beyond the mandate of the DBE.</p>	

Recommendations from the Implementation Evaluation of the National School Nutrition Programme	Record of Agreement or Disagreement	Reasons for Disagreement
<p>2. <b>Introduce individual targeting in certain provinces/schools</b> where not all learners eat the NSNP meals regularly and income and poverty levels are mixed. Although there are concerns regarding stigmatisation, individual targeting has been successful in some countries, such as Chile. If NSNP meals were to be no longer prepared for 10% of learners in the Western Cape and Gauteng, the saving would be R74.5 million over the course of the school year. The same principle could be applied to upscaling to quintile 4 and 5 schools where a need has been identified (see recommendation 18).</p>	<p>Agree</p>	
<p>3. <b>Specify in the NSNP guidelines who the NSNP meals are intended for</b> and how leftover meals and stock should be dealt with, and then monitor this. If the meals are intended to encourage social cohesion, and to be eaten by learners and staff together, the guidelines should indicate this and funding should be made available. If the programme is budgeted for meals for learners only, but other school stakeholders are eating the NSNP meals, the programme funds may not be enough</p>	<p>Agree The NSNP guidelines on meals will be revised. Guidelines will be developed on stock control and leftovers.</p>	
<p>4. <b>Ensure that food is served by 10:00 am</b> or earlier in all schools. This is critical if the meals are to relieve short-term hunger and aid concentration. Limpopo schools are doing relatively well and what is working there should be documented and shared. If it is not possible for logistical reasons to serve the main meal by 10:00am, a snack should be provided when children first arrive at school.</p>	<p>Agree</p>	
<p>5. <b>Reduce the frequency of serving soya and introduce alternatives:</b> soya is served twice a week on many provincial menus, but the majority of learners do not like soya. This reduces the intake of protein and results in wastage. Alternatives include: pilchards, baked beans in tomato sauce and other pulses (e.g. sugar beans and lentils). Learner representatives should be involved in the design of menus. Schools should be encouraged to innovate (within the scope of the approved menu) and share popular recipes.</p>	<p>Agree. However, it has been noted that the quality of soya used in most schools is non-compliant. Alternatives will be determined by Departmental nutrition experts.</p>	

Recommendations from the Implementation Evaluation of the National School Nutrition Programme	Record of Agreement or Disagreement	Reasons for Disagreement
<p>6. Conduct an audit of NSNP infrastructure and equipment and related needs in schools including storage facilities, kitchens, cooking facilities and water supply and develop national and provincial action plans to meet school needs. The Conditional Grant Framework makes minimal provision for infrastructure and equipment and support should be sought from partners, or a special allocation considered.</p>	<p>Agree.</p> <p>However, the provision of infrastructure is not part of NSNP mandate. The DBE will consider mechanisms of specifying NSNP requirements in future school infrastructure funding allocation, and building specifications within DBE infrastructure programmes as well as with the Department of Public Works.</p> <p>The Department already has a database on the status of school kitchens. An audit of cooking equipment at schools would be embarked upon.</p> <p>The DBE will develop a plan on provision of cooking equipment and eating utensils.</p>	
<p>7. Develop a real-time planning tool which allows schools to adjust their school specific menus upwards or downwards in line with increased or decreased enrolment, or if learners opt-out of the NSNP. This would enable more accuracy in terms of preparing the correct quantity of food for the number of learners who eat the meals and would reduce wastage.</p>	<p>Agree.</p>	
<p>8. Align compliance and performance monitoring and emphasise performance: Serving a nutritious meal on time every day is the key output of the NSNP. Therefore "% of learners who receive a nutritious meal on time,</p>	<p>Agree</p>	

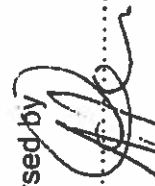
Recommendations from the Implementation Evaluation of the National School Nutrition Programme	Record of Agreement or Disagreement	Reasons for Disagreement
<p>on every school day”, should become the key performance indicator for goal 25 in Action Plan to 2019 and business plans linked to the Conditional Grant. Schools and districts that perform well should be acknowledged and rewarded in a variety of ways, including via a “performance” category in the NSNP best school and district awards.</p>		
<p><b>9. Reinvigorate the food production component of the NSNP:</b> dedicated funding is required, whether from the Conditional Grant, the equitable share, or other sources: partnerships should be established to drive this component. At school level dedicated personnel are required to lead the food gardening component. Garden managers should be engaged in the same way as VFHs, and given a stipend and training. Best practices should be documented and shared by provinces such as Mpumalanga and the Eastern Cape, where food gardens are thriving.</p>	<p>Agree</p>	
<p><b>10. Development of detailed norms and standards for staffing</b> (including position, number of staff required and the ratio of monitoring staff to schools) <b>and other resources</b> (e.g. vehicles) required for effective implementation of the NSNP.</p>	<p>Agree</p>	
<p><b>11. Create the position of Senior VFH, extend the period of time VFHs can be appointed for and train all VFHs</b> at the start of their service. If sufficient training capacity for this does not exist at district level, VFHs training could be organised by schools and supported by districts. Partners can also be involved. Refresher sessions should be organised by districts and schools throughout the year.</p>	<p>Agree</p> <p>The period of employment will be investigated in consultation with the Department of labour</p>	
<p><b>12. Develop guidelines and monitoring tools for the NSNP business processes and unblock bottlenecks:</b> detailed guidelines and standards do not exist for the business processes. DBE should develop these guidelines which specify the core processes, including stakeholders involved; responsibilities, timeframes, and standards; variations and deviations which are allowed; and the corrective action to be taken when the guidelines are not followed.</p>	<p>Agree.</p> <p>However, guidelines have been developed for some of the business processes. These will be reviewed and supplemented</p>	
<p><b>12 (a) Funding disbursements from provinces to schools must be streamlined</b> to ensure that funds are available on time and the necessary inputs (food, fuel, and human resources) can be</p>	<p>Agree</p>	

Recommendations from the Implementation Evaluation of the National School Nutrition Programme	Record of Agreement or Disagreement	Reasons for Disagreement
<p>purchased and meals provided consistently. This may entail putting contingency plans in place, for example establishing contingency funds or negotiating with service providers when funding disbursements are delayed.</p>		
<p><b>12 (b) Guidelines and monitoring tools are required as a matter of urgency for ordering and delivery.</b></p>	<p>Agree</p>	
<p><b>12 (c) Payment to service providers must be streamlined in the two provinces (KwaZulu-Natal and Gauteng) where this is a particular problem. In KwaZulu-Natal, VFHs should be paid by schools, and not service providers, as is the current practice.</b></p>	<p>Agree</p>	
<p><b>13. Strengthen and streamline the monitoring system.</b>                      From an efficiency perspective, the quantity of food prepared, number of learners who eat, quantity of food leftover and wastage (if any) should be recorded. In terms of strengthening, the monitoring system should utilise other routine data collection sources to triangulate: for example, school attendance data could be cross-checked against information on the number of learners for whom food is prepared and who eat NSNP meals. For streamlining see how technology can facilitate more efficient monitoring and reporting. Monitoring and reporting will still be time consuming, but some of the manual processes and systems could be automated. A pilot is recommended before making any changes to the current system.</p>	<p>Agree</p>	
<p><b>14. Increase the minimum stipend for VFHs (as outlined in the Conditional Grant Framework) so that it is in line with the minimum wage for Social Sector EPWP workers. Recognising the value of the work undertaken by VFHs via adequate compensation is important, particularly in light of the recommendations for upscaling (see recommendation 18). The cost to the fiscus of increasing the VFH stipend to be in line with the EWP minimum wage would be R200 million per year. Ensuring that all VFHs are trained before they commence work (recommendation 11) is also critical to maximise the "additional benefits" for VFHs.</b></p>	<p>Disagree</p>	<p>Due to limited budget allocations.</p>
<p><b>15. Pilot local procurement of fresh produce; growing vegetables and selling produce to schools for use in NSNP is a potentially lucrative income generating activity with the potential to stimulate local agricultural</b></p>	<p>Agree</p>	

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<p>development. A national pilot is proposed, involving partners such as the Department of Agriculture and local municipalities, who can support local producers.</p>		
<p><b>16. Government should continue to commit core funding to the NSNP:</b> the value of school nutrition programmes has been well established. Such a programme is relevant and necessary in South Africa due to the continued prevalence of poverty, hunger and malnutrition in all provinces.</p>	<p>Agree</p>	
<p><b>17. The cost of NSNP should be fully documented and should include the Conditional Grant funding, contributions from provinces' equitable share grant, contributions (donations and in kind) from partners, and contributions at school and community level. This would make it possible for the value added at different levels to be recognised and enable a more accurate cost analysis to be undertaken.</b></p>	<p>Agree</p>	
<p><b>18. Investigate possible models for upscaling via a series of pilots, with rigorous M&amp;E including impact evaluation and cost effectiveness analysis. Models should be thoroughly analysed for effectiveness and efficiency in line with available resources. If substantial benefits can be demonstrated – over and above those of the NSNP in its current format – then roll-out should be considered at scale. Some provinces are already piloting or implementing such “additions” to the NSNP but the results have not been systematically monitored and reported on in this way. The proposed pilots are presented in order of priority below :</b></p>	<p>Agree.</p>	
<p><b>18.(a) Provide breakfast or a snack at the start of the school day:</b> The cost of providing breakfast at a cost of R0.45c all learners in quintile 1-3 schools over above the NSNP meal would be R685.7 million per year. The impact on VFHs in terms of extending their working day should also be considered, and the stipend reviewed in light of this (see recommendation 14).</p>	<p>Agree.</p> <p>Funds have not been allocated for breakfast. A funding bid for the provision of a nutritious breakfast at the start of the school day will be submitted.</p>	<p>The recommendation on VFHs has already been responded to in Recommendation 14</p>
<p><b>18.(b) Provide NSNP meals to identified learners in quintile 4 and 5 schools</b> where a need has been identified. Tools should be developed to assess and identify the need at school and learner level. The cost of providing NSNP meals to 25% of learners attending quintile 4 schools in</p>	<p>Agree.</p> <p>However this has already been incorporated into</p>	<p>into</p>

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<p>all provinces would be R298.5 million per year.</p> <p>18.(c) Increase the RDA of energy provided to be more in line with the internationally recommended 30-45% RDA if children attend school for half a day (Bundy et al, 2009).</p>	<p>Recommendation 2.</p> <p>Agree.</p> <p>This recommendation may only be achieved if breakfast is provided (Recommendation 18a.)</p>	
<p>18.(d) Introduce micronutrient fortification or supplementation to improve the nutritional value of NSNP meals, specifically in nutrients such as vitamin A, which South African children have been identified as deficient in (Hendricks et al, 2013; Shisana, et al, 2014; van Stuijvenberg 2005)</p>	<p>Disagree</p>	<p>The food in the NSNP menu already supports fortification.</p> <p>Supplementation is the responsibility of the Department of Health. Chronic cases are already referred to the Department of Health through the school health nurses.</p>

Endorsed by .....



Mr H. M. Mwele

Director-General: Department of Basic Education

Date: 17/11/2017 .....

**Synthesis of Recommendations and Improvement Plan for the Implementation Evaluation of the National School Nutrition Programme (NSNP)**

**A. Programme relevance and appropriateness**

Recommendation 1	<p>Improve integration with other health, feeding and nutrition programmes, such as those led by the Departments of Health and Agriculture. As the early years are critical for child nutrition and irrevocable damage can be done if nutritional intake is inadequate, there is great need for a nutrition programme linked to ECD centres. Better integration should take the form of making onward referrals and ensuring that needy children receive nutritional support outside of school.</p>
Recommendation 2	<p>Introduce individual targeting in certain provinces/schools where not all learners eat the NSNP meals regularly and income and poverty levels are mixed. Although there are concerns regarding stigmatisation, individual targeting has been successful in some countries, such as Chile. If NSNP meals were to be no longer prepared for 10% of learners in the Western Cape and Gauteng, the saving would be R74.5 million over the course of the school year. The same principle could be applied to upscaling to quintile 4 and 5 schools where a need has been identified (see recommendation 18).</p>
IMPROVEMENT OBJECTIVE 1	<p>An integrated nutrition system is adopted and implemented for the wellbeing of learners</p>

**B. Programme effectiveness – quality meals and services**

Recommendation 4	<p>Ensure that food is served by 10:00 am or earlier in all schools. This is critical if the meals are to relieve short-term hunger and aid concentration. Limpopo schools are doing relatively well and what is working there should be documented and shared. If it is not possible for logistical reasons to serve the main meal by 10:00am, a snack should be provided when children first arrive at school.</p>
Recommendation 5	<p>Reduce the frequency of serving soya and introduce alternatives: soya is served twice a week on many provincial menus, but the majority of learners do not like soya. This reduces the intake of protein and results in wastage. Alternatives include: pilchards, baked beans in tomato sauce and other pulses (e.g. sugar beans and lentils). Learner representatives should be involved in the design of menus. Schools should be encouraged to innovate (within the scope of the approved menu) and share popular recipes.</p>
Recommendation 6	<p>Conduct an audit of NSNP infrastructure and equipment and related needs in schools including storage facilities, kitchens, cooking facilities and water supply and develop national and provincial action plans to meet school needs. The Conditional Grant Framework makes minimal provision for infrastructure and equipment and support should be sought from partners, or a special allocation considered.</p>



Recommendation 7	Develop a real-time planning tool which allows schools to adjust their school specific menus upwards or downwards in line with increased or decreased enrolment, or if learners opt-out of the NSNP. This would enable more accuracy in terms of preparing the correct quantity of food for the number of learners who eat the meals and would reduce wastage.
Recommendation 8	Align compliance and performance monitoring and emphasise performance: Serving a nutritious meal on time every day is the key output of the NSNP. Therefore "% of learners who receive a nutritious meal on time, on every school day", should become the key performance indicator for goal 25 in Action Plan to 2019 and business plans linked to the Conditional Grant. Schools and districts that perform well should be acknowledged and rewarded in a variety of ways, including via a "performance" category in the NSNP best school and district awards.
Recommendation 9	Reinvigorate the food production component of the NSNP: dedicated funding is required, whether from the Conditional Grant, the equitable share, or other sources: partnerships should be established to drive this component. At school level dedicated personnel are required to lead the food gardening component. Garden managers should be engaged in the same way as VFHs, and given a stipend and training. Best practices should be documented and shared by provinces such as Mpumalanga and the Eastern Cape, where food gardens are thriving.
IMPROVEMENT OBJECTIVE 2	To improve the quality of meals and service delivery for programme effectiveness.

C. Fidelity and efficiency

Recommendation 10	Development of detailed norms and standards for staffing (including position, number of staff required and the ratio of monitoring staff to schools) and other resources (e.g. vehicles) required for effective implementation of the NSNP.
Recommendation 11	Create the position of Senior VFH, extend the period of time VFHs can be appointed for and train <u>all</u> VFHs at the start of their service. If sufficient training capacity for this does not exist at district level, VFHs training could be organised by schools and supported by districts. Partners can also be involved. Refresher sessions should be organised by districts and schools throughout the year.
Recommendation 12	Develop guidelines and monitoring tools for the NSNP business processes and unblock bottlenecks: detailed guidelines and standards do not exist for the business processes. DBE should develop these guidelines which specify the core processes, including stakeholders involved; responsibilities, timeframes, and standards; variations and deviations which are allowed; and the corrective action to be taken when the guidelines are not followed.
Recommendation 12 a	Funding disbursements from provinces to schools must be streamlined to ensure that funds are available on time and the necessary inputs (food, fuel, and human resources) can be purchased and meals provided consistently. This may entail putting contingency plans in place, for example establishing contingency funds or negotiating with service providers when funding disbursements are delayed.

<p>Recommendation 12 b</p>	<p><b>Guidelines and monitoring tools are required as a matter of urgency for ordering and delivery.</b></p>
<p>Recommendation 12 c</p>	<p>Payment to service providers must be streamlined in the two provinces (KwaZulu-Natal and Gauteng) where this is a particular problem. In KwaZulu-Natal, VFHs should be paid by schools, and <u>not</u> service providers, as is the current practice.</p>
<p>Recommendation 3</p>	<p><b>Specify in the NSNP guidelines who the NSNP meals are intended for and how leftover meals and stock should be dealt with, and then monitor this.</b> If the meals are intended to encourage social cohesion, and to be eaten by learners and staff together, the guidelines should indicate this and funding should be made available. If the programme is budgeted for meals for learners only, but other school stakeholders are eating the NSNP meals, the programme funds may not be enough</p>
<p>Recommendation 13</p>	<p><b>Strengthen and streamline the monitoring system.</b> From an efficiency perspective, the quantity of food prepared, number of learners who eat, quantity of food leftover and wastage (if any) should be recorded. In terms of strengthening, the monitoring system should utilise other routine data collection sources to triangulate: for example, school attendance data could be cross-checked against information on the number of learners for whom food is prepared and who eat NSNP meals. For streamlining see how technology can facilitate more efficient monitoring and reporting. Monitoring and reporting will still be time consuming, but some of the manual processes and systems could be automated. A pilot is recommended before making any changes to the current system.</p>
<p>IMPROVEMENT OBJECTIVE 3</p>	<p><b>National guidelines, monitoring tools, norms and standards are developed, approved and implemented to improve efficiency of the National School Nutrition Programme.</b></p>

**D. Additionality**

<p>Recommendation 15</p>	<p><b>Pilot local procurement of fresh produce:</b> growing vegetables and selling produce to schools for use in NSNP is a potentially lucrative income generating activity with the potential to stimulate local agricultural development. A national pilot is proposed, involving partners such as the Department of Agriculture and local municipalities, who can support local producers.</p>
<p>IMPROVEMENT OBJECTIVE 4</p>	<p><b>A system of local procurement of fresh produce is conceptualized, piloted and implemented by the Department of Basic Education in collaboration with the Department of Agriculture and municipalities to boost local economic development</b></p>

**E. Likely impact, funding and upscaling**

Recommendation 16	<b>Government should continue to commit core funding to the NSNP:</b> the value of school nutrition programmes has been well established. Such a programme is relevant and necessary in South Africa due to the continued prevalence of poverty, hunger and malnutrition in all provinces.
Recommendation 17	<b>The cost of NSNP should be fully documented</b> and should include the Conditional Grant funding, contributions from provinces' equitable share grant, contributions (donations and in kind) from partners, and contributions at school and community level. This would make it possible for the value added at different levels to be recognised and enable a more accurate cost analysis to be undertaken.
Recommendation 18	<b>Investigate possible models for upscaling via a series of pilots</b> , with rigorous M&E including impact evaluation and cost effectiveness analysis. Models should be thoroughly analysed for effectiveness and efficiency in line with available resources. If substantial benefits can be demonstrated – over and above those of the NSNP in its current format – then roll-out should be considered at scale. Some provinces are already piloting or implementing such “additions” to the NSNP but the results have not been systematically monitored and reported on in this way.
Recommendation 18 a	<b>Provide breakfast or a snack at the start of the school day:</b> The cost of providing breakfast at a cost of R0.45c all learners in quintile 1-3 schools over above the NSNP meal would be R685.7 million per year. The impact on VFHs in terms of extending their working day should also be considered, and the stipend reviewed in light of this (see recommendation 14).
IMPROVEMENT OBJECTIVE 5	<b>To institutionalise the School Nutrition Programme for greater impact by documenting costs, commitment to long term programme funding and upscaling the programme.</b>

**IMPROVEMENT PLAN AND REPORTING TEMPLATE FOR IMPLEMENTATION EVALUATION OF THE NATIONAL SCHOOL NUTRITION PROGRAMME (NSNP)**

Title of Evaluation	Implementation Evaluation of the National School Nutrition Programme (NSNP)	Date of Approval of Evaluation Report	16 September 2016
Name of Lead Department	Department of Basic Education (DBE)	Date of Approval of Improvement Plan	
Contact Person	Ms Neo Rakwena	Position	Director: NSNP
Telephone/ Cell No.	012 357 3419	Email	Rakwena.N@dbe.gov.za

Date of Report Reporting Cycle (Mark with an X)	January- June	July- December
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**A. Programme relevance and appropriateness**

**Improvement Objective 1** An integrated nutrition system is adopted and implemented for the wellbeing of learners

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (Institution responsible)	By when? (Deadline)	Embedded where	Current situation/ Progress Report
Establish a social cluster Nutrition Referral System to ensure that children are fed	H	Discuss the NSNP Evaluation Report with the social cluster stakeholders	DBE (NSNP & Secretariat and Coordination Services) DPME	June 2017	NSNP OP	
	M	Review the database of the Integrated Food and Security Nutrition Food Programmes and propose incorporation of the NSNP Evaluation findings	DPME	July 2017	NSNP OP	

	<b>M</b>	Propose and participate in the development of a social cluster Nutrition Referral System	DPME/ DBE	July 2017	NSNP OP/ DPME Social Cluster Meetings	
Review the targeting strategy for improved impact to address wastage and reach needy learners (Wastage in Quintile 1-3; needy learners in Quintile 4 and 5)	<b>H</b>	Review available targeting strategies from evaluation literature and provincial practices (Gauteng, Western Cape) and propose a national strategy	DBE	November 2017	NSNP OP	
	<b>H</b>	Consult and approve the draft targeting strategy (approved by HEDCOM and CEM)	DBE	June 2018	NSNP OP	
	<b>H</b>	Incorporate the implementation of the targeting strategy into the CGF and subsequent business plans	DBE	November 2018	NSNP OP	

**B. Programme effectiveness – quality meals and services**

Improvement Objective 2						
To improve the quality of meals and service delivery for programme effectiveness						
Outputs to achieve the objective	Priority Y L/M/ H	Activity to achieve output	By who? (Person/Inst) Responsible	By when? (Deadline)	Embedded where	Current situation/ Progress Report
The Conditional Grant Framework (CGF) is reviewed to include the 10 am serving deadline	H	Hold a workshop to review the (CGF) to include the 10 am serving deadline	DBE (NSNP Directorate)	1 November 2016	NSNP OP	The review of the CGF was held on 1 November 2016. The 10am feeding time has been included in the CGF for 2017/18
Advocacy strategy developed to hold district officers and Principals accountable	H	Consolidate inputs from the workshop and obtain approval of the CGF by the DG	DBE (NSNP Directorate)	December 2016	NSNP OP	Done
	M	DBE letter emphasizing the feeding deadline of 10am	DBE (NSNP Directorate)	February 2017	NSNP OP	
	M	Provincial circulars to follow.	DBE (NSNP Directorate)	March 2017	NSNP OP	
	M	Present and engage with School Principals Association on 10 am feeding time and best practice (NC and LP) for managing feeding/timetabling	DBE (NSNP & School Governance Directorates)	April 2017 (next standing meeting)	NSNP OP	
Improve the protein intake of learners	H	Submit requisite documents for National Treasury approval to procure soya from predetermined	DBE (NSNP Directorate) and National Treasury	February 2017	NSNP OP	The DBE has evaluated the quality of soya produced by factories and develop a list of compliant manufacturers. This

		manufacturers via centralised procurement					report has been approved and circulated
	H	Communicate the National Treasury approved new soya procurement system and database with provinces	DBE	June 2017	NSNP OP		
	H	Enforce provincial compliance by the CGF for 2018/19	DBE	September 2017	NSNP OP		
	M	DBE Nutritionist to review list of protein alternatives for incorporation into the school menu	DBE	February 2017	NSNP OP		
	L	Inform provinces about decision to include learner representative members in the NSNP School Committee – the menu should be consulted through this forum	All Provinces	February 2017	NSNP OP		
Plan on improved NSNP Infrastructure is developed (NB: infrastructure includes: buildings, water supply and sanitation)	H	Assist provinces to access the National Infrastructure Education Management System (NEIMS) kitchen, sanitation and water supply database	DBE (NSNP Directorate)	February 2017	NSNP OP		
	H	Set up an Infrastructure and Equipment Task Team (national and 9 provinces) to develop an implementation plan	DBE (NSNP Directorate) and Infrastructure Directorate	April 2017	NSNP OP		
	H	Hold workshop to consult on a draft infrastructure implementation plan in collaboration with partners.	DBE (NSNP Directorate) and	May 2017	NSNP OP		

		The workshop will also review feasibility equipment procurement	Infrastructure Directorate				
	H	Approval of the infrastructure Implementation plan	DG DBE	June 2017	NSNP OP		
Advocacy for the adoption of the Infrastructure Implementation Plan		Approval of prioritising the provision of NSNP infrastructure as a priority area for DBE partnerships	Partnership Directorate DBE DG	June 2017	NSNP OP		
		Consideration for internal funding of Infrastructure Plan through CGF	DBE (NSNP Directorate) and National Treasury	June 2017	NSNP OP		
Standardised provisioning of equipment in schools	M	Develop minimum NSNP equipment specification and centralised procurement through the infrastructure and equipment task team.  Circulate the approved Minimum Equipment guideline to provinces for implementation. This will form part of future NSNP business plan requirements		April 2017  June 2017	NSNP OP		
	M	Implement standardised equipment procurement based on the specifications	DBE NSNP Directorate and Provinces	March 2018	NSNP OP		
	M	Reporting on available equipment and procurement plans in schools	DBE (National and Provincial)	Bi-annually starting in June 2018	NSNP OP		



Develop a real-time menu adjustment planning tool at the national and school level to reduce wastage	M	Advocacy , consultation and adoption of the national menu planning tool	DBE and Provinces	1 November 2016	NSNP OP	This was adopted at the meeting held on 1 November 2016
	M	Monitoring of adoption and reporting by all provinces	DBE and provinces	November 2017	NSNP OP	
	H	Customise the national menu planning tool to respond to real-time school adjustment and daily use by schools	DBE	September 2017	NSNP OP	
	M	Approval of a guideline on the usage of the real-time menu planning tool		September 2017	NSNP OP	
	M	Implementation of the real-time menu planning tool at the school level	Provinces	February 2018	NSNP OP	
Alignment of Performance monitoring and compliance in line with the Action Plan	H	Issue a DG letter on the formal adoption of the Monitoring Response and Reporting system (MRR) as the approved national monitoring standard	DBE	February 2017	NSNP OP	
	M	Detailed MRR reports are adopted as part of the Quarterly Reports submitted by provinces	DBE	1 November 2017	NSNP OP	This was adopted as part of the CGF 2017/2018
Policy on the integration of food gardens is supported by funding	M	Meetings and support to provinces not implementing MRR	DBE	November 2017	NSNP OP	
	H	Budget for food gardens programme including gardeners at national and provincial levels	DBE	March 2017	NSNP OP	

	H	Establish and consolidate partnerships with relevant government departments, private sector, NGOs to extend resource base	DBE National and Provinces	April to March 2017 -annually	NSNP OP	
	H	Compile a database of government departments, private sector, NGOs to extend resource base	DBE National and Provinces	September 2017 Update annually in September 2017	NSNP OP	

**C. Fidelity and efficiency**

**Improvement Objective 3**  
**National guidelines, monitoring tools, norms and standards are developed, approved and implemented to improve efficiency of the National School Nutrition Programme**

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (Institution responsible)	By when? (Deadline)	Embedded where	Current situation/ Progress Report
Norms and standards for staffing and other resources are developed	H	Conduct a situational analysis on staffing and other resources including vehicles across all Provinces. Develop draft standards for staffing for the national, provincial, district and schools levels.	DBE	June 2017	2017/18 FY operational plan	Variations in provinces
	H	Review and approve norms and standards on staffing and other resources	DBE	Sep 2017	NSNP HED-COM Sub-committee	Outdated 2004 Blue Book.

	through a participatory approach.	DBE	Sep 2017	2017/18 FY operational plan	Chief Handler proposal is on the table for discussion
H	Conduct review of VFHs status Consult Department of Labour on Terms of Engagement -contract duration -honorarium amount -conditions of service				
M	Development of pre-and-post training evaluation tools and reporting guideline. Development of sample-based training verification protocol for provinces.	DBE	February 2017	NSNP OP	
M	Circulate the approved tools and guideline to PEDs Provinces submit annual training schedules and reports in line with existing training guideline. Provinces submit verification reports.	PEDs	Quarterly	NSNP OP	
H	Formally implement a payment system of VFH's and communicate this to the PEDs	DBE	Feb 2017	DG letter	Payments are done through service providers (focus on GP and KZN)
M	Develop Terms of Reference and commission a service provider to:	DBE	Sept 2017 Service provider:	NSNP OP	
Guidelines for business processes produced					



**D. Additionality**

**Improvement Objective 4**  
**A system of local procurement of fresh quality produce is conceptualised, piloted and implemented by the Department of Basic Education in collaboration, but not limited with the Department of Agriculture and Municipalities to boost local economic development**

Outputs to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (institution responsibility)	By when? (Deadline)	Embedded where	Current situation/ Progress Report
Local procurement of fresh produce is piloted		Consultation with provinces on the provincial adaption/adoption of the small holder concept document	DBE/ provinces	June 2017	NSNP OP	A concept document on small holder farmers was developed and presented to provinces on 1 November 2016
	H	Develop a database of small holder producers and households who comply to Good Agricultural Practices and have sustainable supply capacity	DAFF and provinces	2017	NSNP OP	
		Formal approval of the final small holder guideline including value chains for implementation	DBE			
	H	Establish an inclusive local food value chains to support access to nutritious affordable food	DBE/DAFF/ DRDLR	June 2017	NSNP OP	


## E. Likely impact, funding and upscaling

**Improvement Objective 5** To institutionalise the School Nutrition Programme for greater impact by documenting costs, commitment to long term programme funding and up-scaling the programme

Outcomes to achieve the objective	Priority L/M/H	Activity to achieve output	By who? (Institution responsible)	By when? (Deadline)	Embedded where	Current situation/ Progress Report
A fully costed NSNP programme is established	L	Update partnership database (detailing partners, funding or contributions received)	All Provinces NSNP Provincial Coordinators	Annually by Mid-March	NSNP OP	
	M	Establish a task teams to oversee the process of costing and identification of cost drivers. The task team must submit a report	DBE, Provincial Finance officials	Annually by Mid-March Initial report February 2018	NSNP OP	Establishment of a task team was agreed on 1 November 2016 at an Interprovincial Meeting
	M	Present the final report to National Treasury and relevant stakeholders for planning and resource allocation	DBE/PEDS/NT	April 2018	NSNP OP	
A model for providing breakfast at the start of the school day is developed to improve RDA	M	Undertake an evaluation/analysis of Gauteng and WC model as well as partner programmes (background info) – including current limitations (unfunded and may compromise quality)	National Treasury/DBE	Feb 2017	NT APP	The current provision of a single meal does not provide the recommended 30-45% RDA. This is only possible through the provision of breakfast  A situational analysis was conducted on the Gauteng provision of breakfast in 2010. The report is available.

		design a national breakfast standard				
M		Identify funders or donors	Task team, DBE and OTP/DBE	March 2017	NT APP	
M		Draft funding proposals and organise meetings with funders	Task team, DBE and OTP/DBE	April 2017	NT APP	
<b>Additional funds for sustainability are mobilised – linked to recommendation 16. We should also look at the poverty index.</b>						

Endorsed by

  
 .....  
 Mr HM Mwele

Director General: DBE

Date: 17/11/2016