



# HOME-GROWN SCHOOL FEEDING IN WEST AND CENTRAL AFRICA

Current state  
and future  
perspective

**CERFAM**  
CENTRE D'EXCELLENCE REGIONAL  
CONTRE LA FAIM ET LA MALNUTRITION



# HOME-GROWN SCHOOL FEEDING IN WEST AND CENTRAL AFRICA

Current state and future  
perspective

July 2020

## Executive Summary

Home-Grown School Feeding (HGSF) is a model of school feeding that “provides children in schools with safe, diverse, and nutritious food, sourced locally from smallholders.” It promotes quality and safety standards for local food, supporting diversification with regard to culturally appropriate dietary habits, with the aim of maximizing benefits and strengthen capacities of smallholder farmers and better linking schools to local food production sources. HGSF is a first step towards providing nutritious foods with high nutrient value in schools and promoting community based and sustainable resilient solutions towards better nutrition.

The Regional Center of Excellence against Hunger and Malnutrition (CERFAM) is a platform of exchanges, partnerships, and cooperation aiming to respond to the increasing demand of national governments striving to strengthen their national capacities, knowledge management, documentation, and sharing of good practices and lessons learned in the fight against hunger and malnutrition in the continent. With the interest of CERFAM both in capitalization, documentation, and supporting learning on HGSF in the region, this study aimed to 1) establish a snapshot of the current landscaping of HGSF in West and Central Africa, identify its current objectives, opportunities and challenges and 2) provide a future perspective of where HGSF can move towards with capitalization, sharing, and cooperation. With these objectives, it is expected to provide policy makers with quality information to understand the importance, opportunities, and challenges in HGSF and support their decision-making process when advancing in HGSF, as well as providing technical implementors on all levels (international and governmental) to support in advancing programmatic success.

Using the CERFAM selected criteria of good practices for HGSF value chain, this paper presented an analysis and proposed recommendations aimed at contributing to a better understanding as to how to create feasible, replicable, and sustainable HGSF programmes that can support scale up. By linking the analysis to the original recommendations of the 2018 African Union study on HGSF, the paper notes how the landscape mapping of HGSF has evolved, and where it can go in the years to come.

The study finds that the region is showing a clear interest in pushing the agenda of HGSF and establishing groundwork on how to create sustainable and scaled up programmes both on the international and national stage. Through the consultations, it was however clear that the level of communication, coordination, sharing across countries, particularly for technical experts and implementors is very limited. A further limitation of the study has been the lack of documented papers both on an international and country level. Most information comes from direct consultations. Nevertheless, this study has shown that there are many points for engagement, including learning from each other on direct topics or sharing ideas, that will encourage the common goal for sustainable HGSF strategies.

For this reason, this paper suggests three main priorities for the future: 1) a focus on better documentation of HGSF strategies as well as individual components on the HGSF value chain, 2) priority aiming at conducting lessons learnt exercises and identifying specific validated good practices of HGSF strategies in specific contexts, and 3) aim to better utilize a knowledge platform to share, disseminate and publicize their work, to allow for continuous learning among the region and in a context. Utilizing existing platforms like CERFAM, with the technical expertise and knowledge they provide, will offer the services and exchanges that the region needs to strive.

# Table of content

Scope and purpose	3
Methodology	5
Findings on the HGSF value chain	10
Analysis based on the HGSF value chain	18
Recommendations based on the good practice criteria	22
Conclusion	30
Bibliography	31

# Scope and purpose



Home-Grown School Feeding (HGSF) is defined as a model of school feeding that “provides children in schools with safe, diverse, and nutritious food, sourced locally from smallholder farmers.” This definition has two core elements. On one hand, through “safe, diverse and nutritious food” it promotes quality and safety standards for locally sourced and produced food, supporting the diversification of culturally appropriate eating habits. On the other hand, with the caption of “sourced locally from smallholders” HGSF programmes aim to maximize benefits and strengthen capacities of smallholder farmers, whilst better linking schools to local food production sources. In an overarching view, HGSF programmes provide a first step towards linking local production value chains to supporting the provision of nutritious foods in schools. This will enable the creation and promotion of a strong and sustainable community base, able to fight food insecurity, strengthen local economic developments and increase education outcomes in line with promoting gender equality.

In March 2019, the World Food Programme (WFP) and the Government of Cote d’Ivoire launched the first Centre of Excellence in Africa, based in Abidjan. The Regional Center of Excellence against Hunger and Malnutrition (CERFAM) is a platform of exchanges, partnerships, and cooperation aiming to respond to the increasing demand of national governments striving to strengthen their national capacities, knowledge management, documentation and sharing of good practices and lessons learned in the fight against hunger and malnutrition in the continent.

HGSF has been identified as a priority area for CERFAM’s programme of work, following a regional consultation held with stakeholders in June 2019. Supporting national efforts to strengthen HGSF can be an effective strategy for contributing to achieving the Sustainable Development Goals (SDGs) and continental priorities such as the Agenda 2063 and the Malabo Declaration.

The concept of HGSF first gained attraction on the African Continent in 2003 with the decision of governments to include



programmes that source locally grown food from smallholders on a strategic and multi-dimension level, and in the Comprehensive Africa Agriculture Development Programme (CAADP) and the new Partnership for Africa's Development (NEPAD), which launched HGSF pilot projects in 12 different African countries. Ever since, numerous landmarks around the world have brought attention to the importance and acceptance of HGSF. For example, the inclusion of HGSF within the Millennium Development Goals (MDG) as well as the bold decision of African heads of state to link the advancement of the Sustainable Development Goals with HGSF in January 2016. When in March 2016, the first Africa School Feeding Day was dedicated to HGSF, it was clear that the importance and attraction for HGSF on the African continent had formally arrived.

The multisectoral benefits from HGSF attracted attention worldwide and included the thematic in the global agenda despite the nature of these programmes that remain context specific, flexible, and dimensional linked to each government's aims. It is an attractive idea for governments to pursue, but concrete large-scale examples of these programmes are still rare. Countries are in different stages of HGSF advancements, which are mainly reflecting how they relate to key environmental sets necessary to allow them to progress such as financial resources, political engagement, multisectoral collaboration and coordination, institutional capacities and development of a consistency value chain.

Despite HGSF advancements being context-specific, similarities of initiatives, lessons learned, opportunities and comparable challenges among countries in West and Central Africa exist and could be very helpful to countries to understand how they can advance their programmes. With the interest of CERFAM both in capitalization, documentation and supporting learning on HGSF in the region, this study aims to 1) establish a snapshot of the current landscaping of HGSF in West and Central Africa, identify its current objectives, opportunities and challenges and 2) provide a future perspective of where HGSF can move towards with capitalization, sharing and cooperation.

The study will then present an ideal HGSF value chain as a benchmark to guide countries, while producing recommendations to help countries identify how to fill their programme gaps to progress towards improving and transforming their initiatives into good practices. In addition, providing an overview of similarities in terms of strengths and challenges will aim to demonstrate how cooperation among countries can provide learning opportunities and harness the benefits of joint capitalization towards sustainable HGSF programmes. With these objectives, it is expected to provide policy makers with quality information to understand the importance, opportunities, and challenges in HGSF and support their decision-making process when advancing in HGSF, as well as providing technical implementers on all levels (international and governmental) the support in advancing programmatic success.

This study was commissioned on the basis of a three-month staff exchange programme between the WFP Chad country office and CERFAM, whose interest was to champion CERFAM's methodology in capitalizing (identifying, documenting and sharing) good practices and utilize the approach for improving programmatic activities in Chad, particularly their scale up. CERFAM's tools include the knowledge capitalization methodology which aims at developing and/or improving projects through the identification, documentation and sharing of good practices, particularly across countries which share similarities in the same region. By utilizing samples from countries sharing similar context, realities and issues, the initiative was aimed to support the development of the HGSF strategy in Chad. Through South-South cooperation and national capacity strengthening, countries can learn not only from each other but find common solutions to problems that are recurrent within the different regions.

# Methodology



Capacity strengthening is defined as “the process through which individuals, organizations and societies obtain, strengthen and maintain their capabilities to set and achieve their own development objectives over time. It is about building on existing skills, knowledge, institutions, and systems to enable governments to take responsibility for investing in and managing hunger solutions.” This definition works on the fundamental principles of partnership, ownership, recognition, trust, and time. The three key domains that enable the principles are firstly having supportive law, policies, and strategies in place (the enabling environment), secondly, having well-functioning organizations (organizational domain), and lastly, supporting education and skilled people (individual domain).

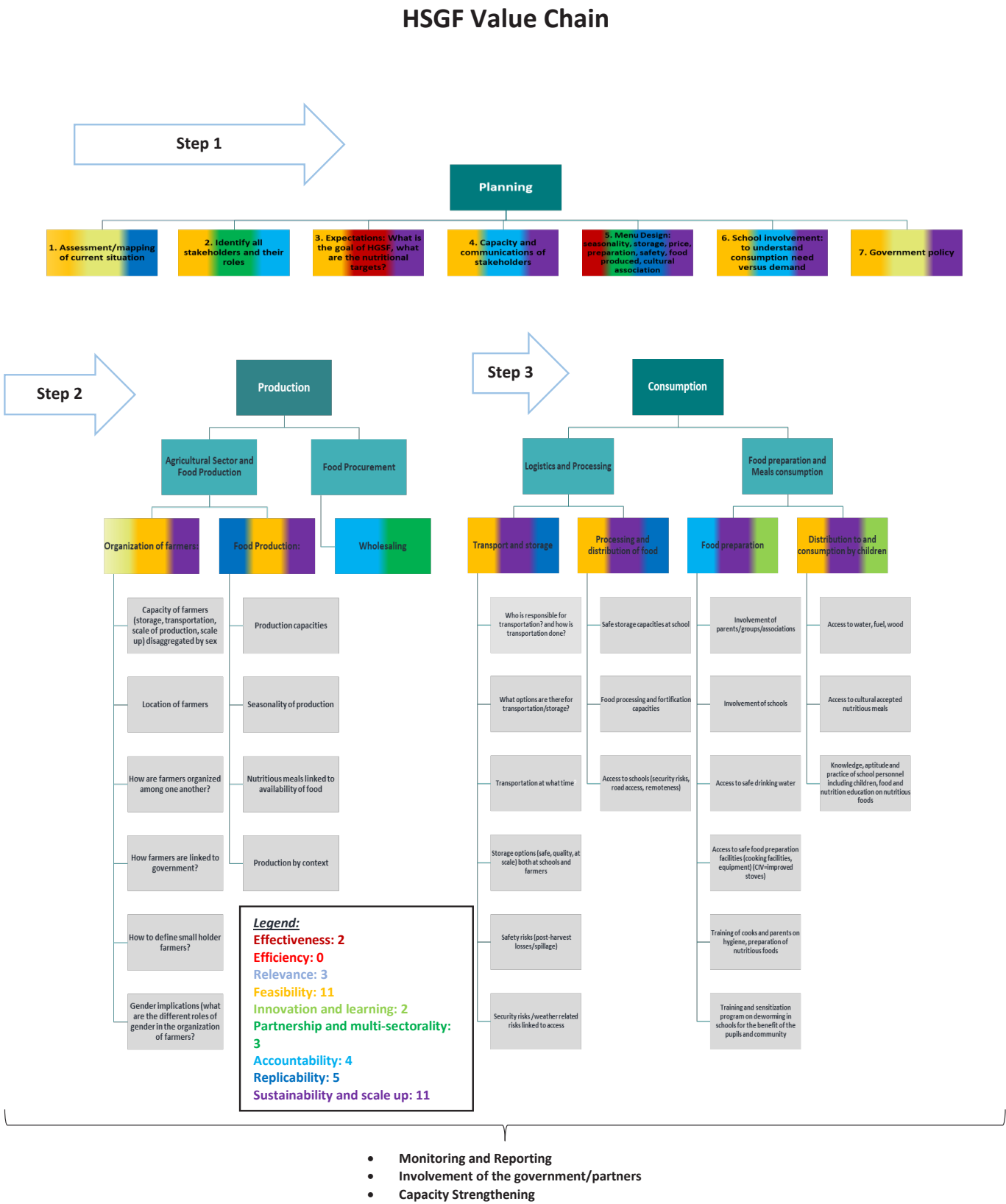
CERFAM works under these principles to strengthen national capacities, looking at mobilizing cooperation and exchange to demonstrate the importance of country ownership and investment in school feeding and HGSF. The Centre works on the premise that HGSF reap both hard and soft capacity benefits on education, nutrition and agriculture. The HGSF value chain presented below depicts how vast the influences on each of these three items presents across the programme.

In West and Central Africa, the Centre has remarked that national governments are interested in advancing their individual HGSF programmes as well as progress on an international stage. Through this study, the Centre aims to support countries by providing a representation of the current landscape of HGSF in the region, highlighting the current common challenges and opportunities, as well as offering some recommendations of good practices within HGSF. The findings and analysis of HGSF in the region will produce information regarding gaps and challenges which are persistent across countries and which areas are missing which prevents them from moving towards the HGSF value chain benchmark.

This paper departs from the African Union (AU) study published in January 2018 on “Sustainable School Feeding



across the African Union” which presented the achievements of school feeding on the continent. Through 20 selected case studies and secondary data review, the study aimed to “develop a conceptual framework for sustainable school feeding that operates from a systems approach, and to generate entry point recommendations.” These recommendations defined clear performance indicators and outputs for AU member states to follow to reach a more sustainable school feeding programmes across the continent in 2018. Revisiting the AU study through the lens of CERFAM’s 2019 capitalization of good practice tool, constituted an initial key step to guide building the methodology of this capitalization study as it was key for understanding continental trends and countries’ experiences in HGSF.







The HGSF value chain will serve as a benchmark for the findings and analysis in this study, and will guide as the model to achieve for a successful and sustainable HGSF programme. The HGSF value chain encompasses three steps: planning, production, and consumption. This paper will utilize these three steps to detail to the reader recommendations as a whole and within the specificities of the HGSF value chain. This will be done while combining it with CERFAM's methodology of capitalization of good practices. The colors indicate how the components of the HGSF value chain connects and contributes to the nine criteria for identifying good practices. This framework guides the recommendations for countries to progress in the HGSF value chain and respond to key criteria for long term development such as feasibility, replicability, and sustainability.

CERFAM's methodology of good practice focalizes on assessing interventions (projects, programmes, activities etc.) based on 9 criteria: effectiveness, efficiency, relevance, feasibility, innovation and learning, partnership and multi-sectorality, accountability, replicability, and sustainability and scale up. Each of these criteria represents an aspect which can qualify an intervention to be a good practice. This methodology is intended to support South-South cooperation and the capitalization of effective approaches across the continent. Through this tool, CERFAM builds up a collection of documenting practices for further dissemination among stakeholders to support their efforts towards achieving food security and nutrition (SDG2) and contributing to related SDGs in general.

In accordance with the objective of the study, CERFAM's good practice methodology was linked to the HGSF value chain to understand the key criteria which are needed in order to conduct a successful HGSF programme. Through Figure 1 it is visible to see that three out of the nine criteria are the most common across the value chain, these are: feasibility, replicability, and sustainability and scale up. For this reason, the paper has suggested that the analysis will focus more specifically on three of the nine components of the good practice methodology, as they represent the important factors of a HGSF programme.

Feasibility refers to the ability to implement a realistic, context-specific programme that focuses on obtainable outputs within a circumstance. For HGSF specifically, feasibility means to assess if conditions are in place to implement successful HGSF. The HGSF value chain will be used to show the eleven criteria



related to ensuring that feasibility is reached. Sustainability and scale up looks at to what extent the programme can be a long-term success and to what extent it can deeply implicate communities and the countries' national structures for continuity with quality results for the beneficiaries. For this study, sustainability relates to components that need to exist to guarantee long term implementation of the programme. Eleven criteria were identified in the value chain to be explored if a programme is to be sustainable in time.

Lastly, replicability refers to programmes and practices that can be taken to or adopted by other countries and stakeholders, good practices that are potentially to be shared due to similar challenges. For this study, replicability relates to the capacity of a practice to be taken to another context, adapted and customized. Five components of the value chain can be explored to support programme replicability and it will be discussed at the recommendations.

The collation/collection of the information required for the review was undertaken through the following steps: data collection included i) collection of existing material and documented good practices on HGSF through consultations, desk reviews, and interviews with HGSF global and regional experts as well as with the individual 19 countries in the West and Central African region; ii) linking the findings of this desk review with CERFAM's HGSF value chain to understand where commonalities in challenges and opportunities lie, and lastly iii) connecting this analysis to CERFAM's capitalization criteria to provide clear recommendations for policymakers on how to sustainably advance HGSF programmes.

To proceed with the study; first, the findings based on a desk review along the HGSF value chain will be presented. This will be followed by an analysis of these findings utilizing the HGSF value chain. Lastly, recommendations for policymakers and countries based on the HGSF value chain findings and linked to the 3 key criteria (feasibility, sustainability and scale up, and replicability) identified will provide a conclusive remark.



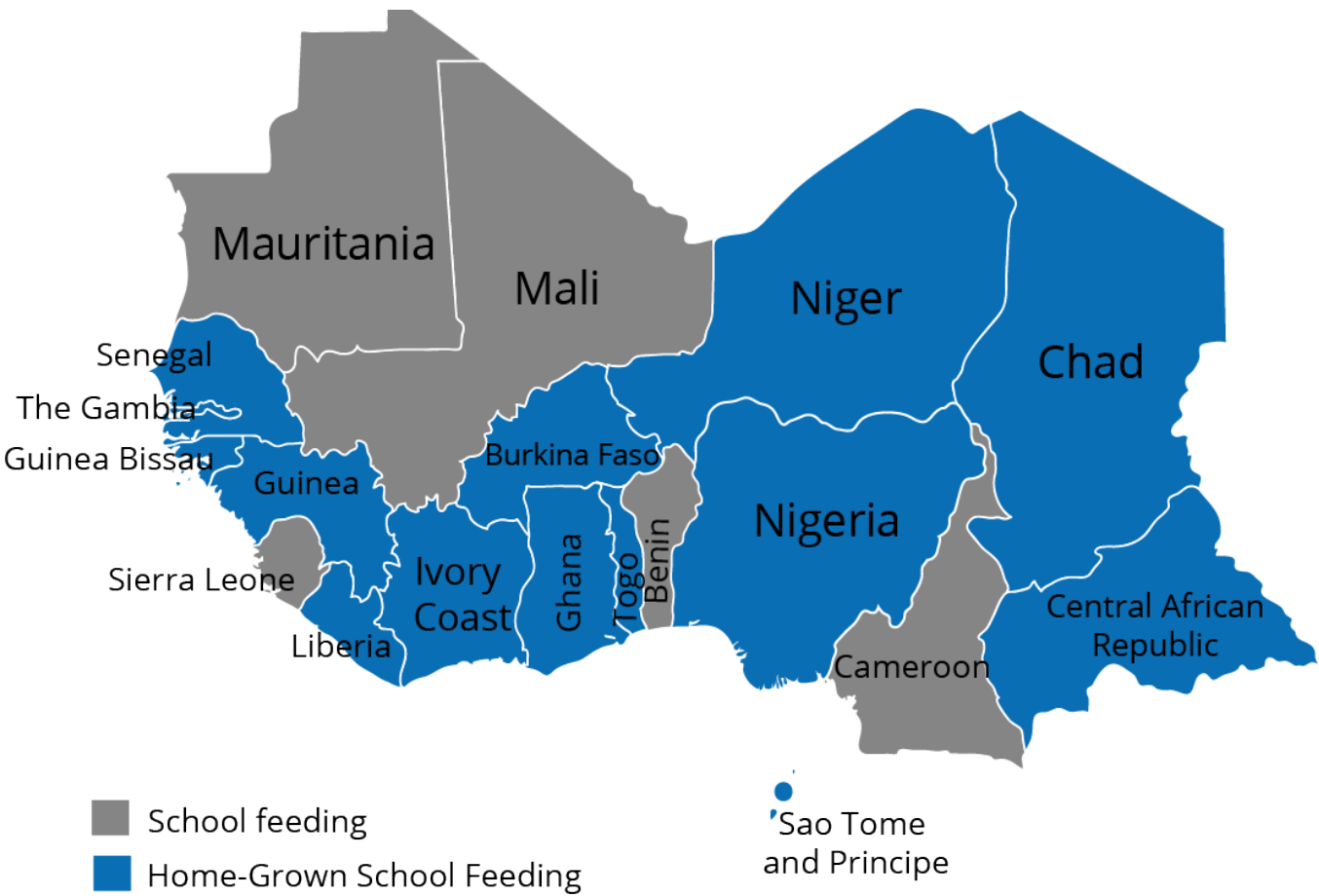


# Findings on the HGSF value chain

The section below will demonstrate general findings on HGSF in West and Central Africa, organized methodologically, and utilizing the HGSF value chain. The findings are sourced from a review of existing literature on the subject and direct consultations with the 19 School Feeding Focal Points in the WFP Country Offices (CO) located in the region. It aims to give the reader a landscape mapping of the current HGSF initiatives in the region. According to the HGSF value chain they are organized as 1) General Findings, 2) Planning, 3) Production and 4) Consumption.

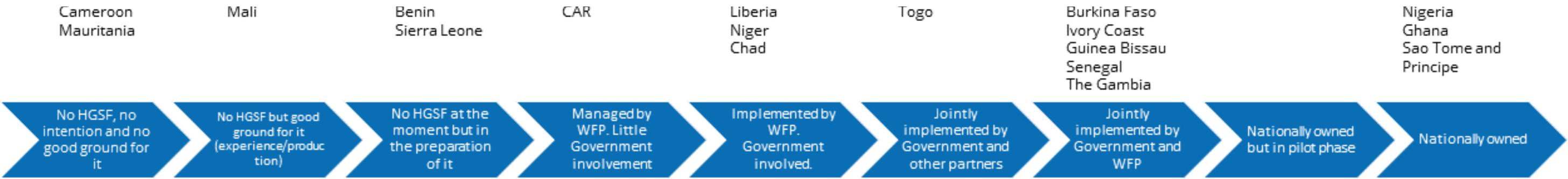
## 1. General Findings

In the 19 countries within the West and Central Africa region, there is a wide array of HGSF programmes. From the 19 countries a total of 14 countries have HGSF initiatives and 5 countries (Mali, Mauritania, Sierra Leone, Benin and Cameroon) are yet to develop HGSF initiatives, but have begun the implementation of SF programmes (Figure 2). The varying developments of HGSF initiatives in the countries differ depending on context, with some countries heavily dependent on climate conditions (particularly in the Sahel), or others due to funding gaps linked to prioritization interventions. The countries where there is currently no HGSF programme however are developing interest. For example, in Benin, HGSF is planned under the PNASI, the integrated National School Feeding Programme, and is to be implemented soon. Sierra Leone is also considering starting a HGSF programme, and as such conducted a Value Chain and Market Analysis of Potentially Locally produced Food Crops to Empower Women and Youth for HGSF in 2020.



The table below (Figure 3) is an attempt to place countries in a timeline according to the main features of their programmes, starting from existence or not of HGSF initiatives in the countries and ending where HGSF is nationally owned and spread. It reaches then from Cameroon and Mauritania on the far left where there is no current interest in HGSF initiative, to the farthest right with Nigeria, Ghana and Sao Tome e Principe (STP) where the HGSF programme is completely nationally owned and embedded into national policies and legal frameworks.

It is noticeable that the HGSF practices are encrusted in the majority of countries in the region and there is a shared wish to have a HGSF initiative. The West and Central Africa region is rarely seen as an ideal environment for HGSF practices, but despite the challenge's governments continue to advance in this connection between locally produced and procured food to serve school feeding programmes. The timeline can also indicate elements countries could put in place to advance their HGSF programmes and progress to the following level.



Government engagement and intention to prioritize HGSF is a key initial step. As you may notice, government engagement increases as the level changes and as national financing committed to support HGSF increases. A leading implementer is another component key to understanding how to progress towards nationally owned HGSF. This graphic depicts that there are only 3 governments that purchase and implement HGSF without support from other partners (either WFP or other international organizations). Even in countries where there are other organizations, such as Catholic Relief Services (CRS), it is WFP who purchases the food.

Findings

- WFP is the primary purchaser for HGSF in the region and the main technical partner supporting countries to progress in HGSF initiatives.
- There is potential for improved multi-sectoral collaboration across ministries (Ministry of Agriculture, Health and social affairs) that can support receiving additional funding and more government action.
- There is a need for increased assessments of possible food production and logistics needed to serve HGSF in each country.

2. Planning:

i. Government Policy

A key step for planning is to count on a favorable political environment with government policies and strategies which can provide the requirements for creating and implementing HGSF across the countries. Further from table 1, the findings also show that there is a large difference not only between the type of HGSF programme but also how it is embedded in the government. Table 2 below shows the difference of HGSF strategies within each country in the region. With 12 countries in total, most in the region have a HGSF policy in government.

The planning phase of the HGSF value chain focuses on how a programme is set up, what assessment methodologies are conducted, what technical staff are assigned to the programme, and the allocation of the budget. Depending on the placed importance of the HGSF initiative this will vary.

Law	Policy	None	Other
3 country (Togo, STP, Guinea Bissau)  Ghana and Mali have laws that are under-review	12 countries (Cameroon, Chad, Benin, Guinea Conakry, Ghana, Ivory Coast, Mauritania, Senegal, Liberia, Burkina Faso, Gambia, Mali)	1 country (Central African Republic)	Nigeria

ii. Community Participation

Across the region, there are also different examples of community involvement, as well as the role the school plays within the HGSF programme. Some countries such as Guinea and Senegal show that the parent-teacher groups are the key players responsible for the implementation of the programme. In Guinea for example, parents organize the process of procurement with the smallholder farmers and the schools through mobile money. In these contexts, they are the individuals indicating their needs to the smallholder farmers to inform production, as well as making sure consumption is adequate. In other contexts, insufficient uptake of the HGSF and ownership by communities provide substantial issues because the involvement of external actors is a major concern. For example, in Chad, the current programme is trying to increase ownership and involvement with parents because they seem to display a lack of interest if HGSF programmes don't have incentives.

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_1863](https://www.yunbaogao.cn/report/index/report?reportId=5_1863)

