

A GUIDELINE FOR MULTISECTORAL COORDINATION OF FOOD AND NUTRITION SECURITY AT DIFFERENT LEVELS IN SOUTH AFRICA

*A GUIDELINE FOR MULTISECTORAL FNS COORDINATION –
PREPARED FOR THE FAO/DAFF PROJECT TCP/SAF/3701
“Supporting the Development and Implementation of the Food Security and
Nutrition Plan for South Africa”*

Prepared by the Human Sciences Research Council (HSRC)

30 October 2019



TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS.....	3
EXECUTIVE SUMMARY	4
1. INTRODUCTION	6
2. FNS POLICY AND PROPOSALS FOR MULTISECTORAL COORDINATION STRUCTURES	7
2.1. NFNSP Strategic Objective 1 and the proposed FNS structures	8
3. REPORTING PROCEDURES AND TERMS OF REFERENCE	14
3.1. Meeting and reporting procedures.....	14
3.2. Proposed Guide for Terms of Reference.....	14
3.3. NFNSP Strategic Objective 6 and the Performance Monitoring and Evaluation Plan .	15
4. CONCLUSIONS.....	16
REFERENCES	18
APPENDICES	19
Appendix 1. FNCs Reporting template	19
Appendix 2. FNCs Workplan template	21

ACRONYMS AND ABBREVIATIONS

DAFF	Department of Agriculture, Forestry and Fisheries
DBE	Department of Basic Education
DoH	Department of Health
DSD	Department of Social Development
DPME	Department of Planning, Monitoring and Evaluation
FAO	Food and Agriculture Organisation of the United Nations
FNS	Food and Nutrition Security
FNSIS	Food and Nutrition Security Information System
IFSS	Integrated Food Security Strategy
ISU	Information Systems Unit
MEU	Monitoring and Evaluation Unit
NFNSC	National Food and Nutrition Security Council
NFNSP	National Food and Nutrition Security Plan
NPFNS	National Policy on Food and Nutrition Security
PFNSC	Provincial Food and Nutrition Security Council
STATS SA	Statistics South Africa
UNICEF	United Nations Children's Fund

EXECUTIVE SUMMARY

This report outlines and specifies clear guidelines for multisectoral coordination of Food and Nutrition Security (FNS) at the national, provincial and district levels in South Africa. The report elaborates and builds on a discussion of multisectoral FNS structures outlined in the 2017 National Food and Nutrition Security (Implementation) Plan (NFNSP), their functions and standard operating procedures. The report goes further to propose a guide for the Terms of References (TORs) as well as a performance monitoring and evaluation plan for the multilevel FNS coordinating structures discussed. The report was prepared on the basis of a review of relevant FNS policy documents, particularly the 2017 NFNSP, other relevant FNS literature as well as national and subnational level interviews and provincial workshops conducted as part of the FAO/DAFF TCP/FAS/3701 Project aimed at defining a Food and Nutrition Security Information System for South Africa.

Key highlights of the report are as follows:

- 1) South Africa has a solid basis for setting up multisectoral coordination structures for FNS at different levels as definitive proposals of the form, nature and functions of the structures are clearly set out in the 2017 NFNSP
- 2) NFNSP Strategic Objective 1 elaborates on the proposed FNS coordinating structures and these structures include a National Food and Nutrition Security Council (NFNSC), Provincial Food and Nutrition Security Councils (PFNSCs), and District/Metropolitan Food and Nutrition Security Councils. The NFNSP also proposes the setting up of multisectoral Consultative Forums at both the national and subnational levels.
- 3) NFNSP Strategic Objective 6 outlines a general performance monitoring and evaluation plan upon which discussions on the monitoring and evaluation aspect of the multilevel FNS coordinating structures in this report were developed.
- 4) An elaborate outline of the functions of the multilevel FNS structures is laid out in this report, and these functions include: (a) overall coordination of all FNS programmes and projects at the different levels; (b) setting up, maintaining and updating databases for FNS-related information at the different levels; (c) mobilisation of support and opportunities for establishing public-private-partnerships vis-à-vis FNS interventions; (d) capacity development and training; (e) monitoring and evaluation of FNS-related processes; and (f) overseeing the publication of the status of FNS in the country at regular intervals.

- 5) The FNS structures at different levels should meet at regular intervals as proposed in the 2017 NFNSP
- 6) It is envisaged that the district level will be a vital cog of the multilevel FNS coordination structures, as it will be at this level, for example, that very fine FNS data and information will be obtained. The importance of the district level in this set up is also in line with the *Khawuleza* District Coordination Service Delivery Model recently endorsed by the President's Coordinating Council in August 2019, which seeks to view all developmental initiatives through a district-level lens
- 7) Whilst specific monitoring and evaluation processes for the multilevel FNS structures are proposed in this report, these (processes) should follow and be guided by the DPME's outcomes-based approach

1. INTRODUCTION

This report provides a guideline for multisectoral coordination of Food and Nutrition Security (FNS) structures at different levels (i.e. national, provincial and local) in South Africa. The report elaborates and builds on the functions and standard operating procedures defined in the 2017 National Food and Nutrition Security (Implementation) Plan (NFNSP 2018-2022). The report, therefore, has a three-pronged aim: (a) to provide an elaborate guideline of the functions and roles of different FNS structures proposed in the 2017 NFNSP, (b) to provide a standard tool that can be used to assess and compare performances of FNS structures at and across different levels, and (c) to provide general Terms of References that can be expanded and used as a basis to guide the operations of the proposed FNS structures at different levels.

There are three main principles that underpin the coordination aspect of the multi-level FNS structures to be discussed in this report¹. Firstly, coordination reinforces cooperation across levels and between sectors, and it minimizes duplication of FNS activities among partners, ultimately fostering collective accountability towards a shared goal in FNS. Secondly coordination strengthens the application of FNS policies and strategies into practice and ensures that research informs policy, planning and implementation. Lastly it fosters nationally-owned, community-driven and context-specific programmes which effectively contributes towards FNS (Food and Nutrition Council of Zimbabwe, 2014).

The report was prepared on the basis of a comprehensive review of literature and engagement with relevant FNS policy documents in South Africa, particularly the 2017 NFNSP. The report was also informed by insights from interviews with selected state and non-state officials at the national and subnational levels as well as provincial workshops carried out as part of the FAO/DAFF TCP/FAS/3701 Project aimed at defining a Food and Nutrition Security Information System (FNSIS) for South Africa². The report is divided into four main sections. Following this introduction section is an overview of proposals around multisectoral FNS coordination structures advanced in the 2017 NFNSP in Section 2, including further propositions vis-à-vis their form and function. Section 3 advances proposals around reporting

¹ In generic terms, coordination may be defined as the orderly arrangement of a group's effort to provide unity of action in the pursuit of a common purpose (Raju and Parthasarathy, 2009). The term is intimately linked and related to such concepts as cooperation, collaboration, and communication (Michaud-Letourneau and Pelletier, 2017)

² A FNSIS consists of people, equipment and procedures to gather, sort, analyse, evaluate, and distribute needed, timely and accurate information on FNS (Ntshepe, 2011).

procedures, terms of reference as well as a performance monitoring and evaluation plan for the coordinating structures. Section 4 is the conclusion section.

2. FNS POLICY AND PROPOSALS FOR MULTISECTORAL COORDINATION STRUCTURES

The institutional architecture for FNS in South Africa comprises of a complex web of public, private, international and academic actors involved in the formulation of FNS policy imperatives, FNS-related information management, and spearheading the implementation of various aspects of FNS dimensions. The various institutions have however largely worked in silos as there are currently no overarching multisectoral FNS structures to coordinate the activities of the different state and non-state actors. Different FNS policy documents, e.g. the 2012 Integrated Food Security Strategy (IFSS), the 2012 National Policy on Food and Nutrition Security (NPFNS), and more recently, the 2017 NFNSP, have all emphasised the importance of approaching FNS in a coordinated, interdepartmental and multisectoral way. As indicated in the introduction section, insights in this report essentially build upon proposals advanced in the 2017 NFNSP, as the Implementation Plan document elaborately expands on the nature, form and functions of envisaged multilevel coordination structures more than any other.

NFNSP actions are broadly organised around six strategic objectives, which are:

Strategic Objective 1: Establishing multisectoral FNS Councils to oversee alignment of policies, coordination and implementation of programmes and services which address FNS at different levels

Strategic Objective 2: Establishing inclusive local food value chains to support access to nutritious and affordable food

Strategic Objective 3: Expanding targeted social protection measures and sustainable livelihoods programmes

Strategic Objective 4: Scaling up high impact nutrition interventions targeting women, infants and children

Strategic Objective 5: Influencing people across the life cycle to make informed food and nutrition decisions through an integrated communications strategy

Strategic Objective 6: Developing a monitoring and evaluation system for FNS, including an integrated risk management system for monitoring FNS-related risks.

The NFNSP indicates that accountability for the success of the Implementation Plan will lie with the Deputy President at the national level, the Premiers at the provincial level, and the Mayors at the district level.

Strategic Objective 1 forms the basis of much of the discussion in this report as the objective directly addresses issues around the proposed multisectoral FNS structures at different levels.

2.1. NFNSP Strategic Objective 1 and the proposed FNS structures

Strategic Objective 1 proposes an FNS institutional framework made up of the following key structures and platforms:

- a) A National Food and Nutrition Security Council (NFNSC)
- b) A Provincial Food and Nutrition Security Council (PFNSC) in each of the country's 9 provinces
- c) District/Metropolitan Sub-Councils on Food and Nutrition Security
- d) Consultative Forums on Food and Nutrition Security at all levels

Composition

The National Food and Nutrition Security Council (NFNSC)

It is envisaged that the NFNSC will be comprised of a policy team of representatives from state and non-state actors overseeing and coordinating policy aspects of the Council³, and technical teams responsible for policy implementation, composed of: (a) an Information Systems Unit, (b) a Monitoring and Evaluation Unit and (c) a multisectoral National FNS Coordination Committee (NFNSCC).

In as far as the policy team is concerned, the proposal is that the NFNSC should be chaired at the highest political level by an office or department with national convening powers⁴. The Council should include senior officials (of, at least, Chief Director level) from core national government departments to include (but not limited to) the Presidency, the Department of Agriculture, Department of Planning, Monitoring and Evaluation (DPME), Department of Social Development (DSD), Department of Health (DoH), Department of Basic Education

³ The policy team will be responsible for providing the necessary political leadership for the Council

⁴ The policy document specifically identifies this office as the office of the Deputy President of the Republic

(DBE), Statistics South Africa (Stats SA), National Treasury etc. as well as non-state actors representing key local and international organisations involved in FNS in the country such as the Food and Agriculture Organisation of the United Nations (FAO), The United Nations Children’s Fund (UNICEF) etc. The broad policy team of the NFNSC should also include experts outside government, each qualified and experienced in at least one of the following domains: agriculture, food security, nutrition, health, food safety, policy, law, markets and trade, public administration, and monitoring and evaluation.

The technical side of the NFNSC is envisaged to be led by a Chief Executive Officer (CEO), supported by an administrative staff appointed in accordance with the provisions of the Public Services Act. The CEO will be the overall head of the 3 technical arms of the NFNSC i.e. the ISU, the MEU and the NFNSCC. The ISU will be responsible for controlling and managing the flow of FNS-related data and information to be fed into a planned digital system be established. The ISU should also have personnel in the provinces who will be responsible for controlling and managing the flow of FNS-related information at the subnational level, and from the subnational to the national level. The MEU will be responsible for monitoring and evaluation processes and should also maintain personnel at the provincial level (see Section 3.3). The composition of the NFNSCC is captured in Box 1 and it will be responsible for ensuring timely and appropriate sectoral and integrated responses based on information and data provided from the subnational level. Members of the NFNSCC will also be responsible for strengthening their respective sectoral data and information collection that will be happening at both the national and subnational levels. The NFNSCC will be chaired by a government department with convening powers.

Box 1. Composition of the NFNSCC

- Representatives from the following state entities: Departments of Planning, Monitoring and Evaluation; Health; Agriculture; Social Development; Basic Education; Water and Sanitation; Stats SA; Agricultural Research Council
- Representatives of UN Agencies actively involved in FNS in South Africa e.g. FAO and UNICEF
- Selected representatives from academia and the private sector

Provincial Food and Nutrition Security Councils (PFNSCs)

The Provincial FNS Councils will also be comprised of a policy team which is a broad intersectoral team of state and non-state actors to provide policy and political leadership to the Councils; and technical teams of ISU personnel, MEU personnel and a Provincial FNS Committee comprised of 3 Working Groups.

Similar to the NFNSC, the policy team of the Provincial FNS Councils should be chaired at the highest political level in the province by an office or department with unequivocal convening powers at that level⁵. That team should consist of senior provincial government officials and experts as well as relevant non-state actors involved in FNS at that level.

For the technical teams, it is proposed that the national ISU and MEU maintain personnel at the provincial level respectively responsible for information management and monitoring and evaluation aspects at the subnational level. These provincial technical personnel will regularly report to their respective national offices. The membership of Provincial FNS Committees should replicate entities represented in the NFNSC and the three working groups proposed are Agricultural and Marketing; Health and Nutrition; and Vulnerability, Meteorological and Hydrological working groups. The Provincial FNS Committees (through the 3 working groups) will be responsible for consolidating district level data, reports and information to present a consolidated provincial picture, then uploading this onto the provincial FNS databases. The Provincial FNS Committees will be responsible for ensuring sectoral and integrated early action at provincial level vis-à-vis food and nutrition insecurity.

District/Metropolitan Sub-Councils on Food and Nutrition Security

Similar to the national and provincial set-ups, these sub-councils should also consist of a policy team and a technical team. The broad policy team should, again, be chaired by the highest political office at that level⁶ and it should consist of senior municipal officials, non-state actors working on FNS at that level as well as experts. For the technical team, it is proposed that a District FNS Committee, again, composed of 3 working groups similar to those at the provincial level, should be established.

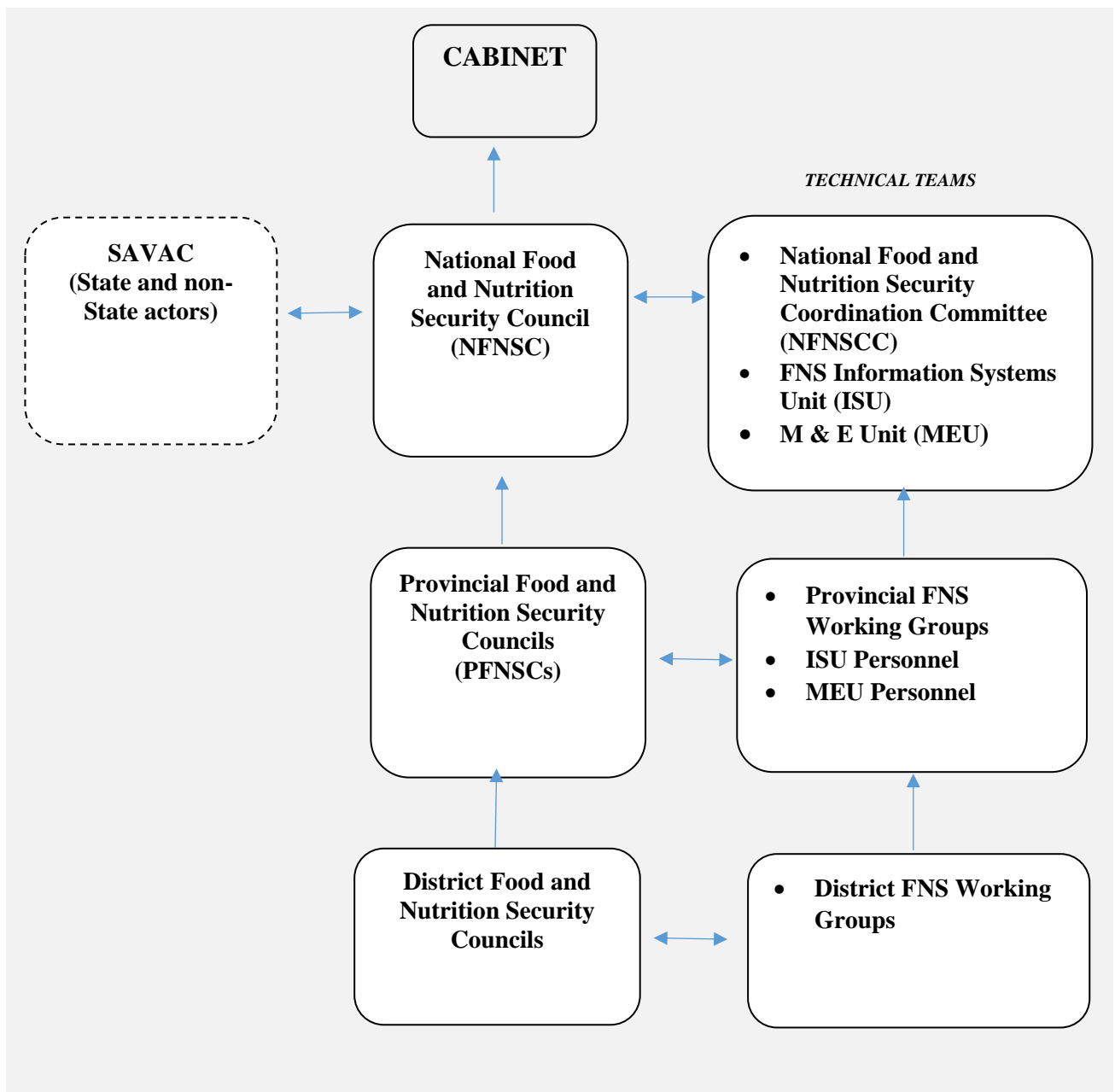
The District FNS Committees, through the 3 working groups, will be responsible for collecting regular data on FNS indicators for transmission to the provincial level and for onward

⁵ The Provincial Premier's office is identified in the NFNSP as the most appropriate office to chair the PFNSCs

⁶ The NFNSP identifies the Mayor's office as the rightly positioned office to chair the Council at this level.

uploading onto the provincial databases. They will also be responsible for the consolidation of sector data to provide composite district reports which will be relayed to the provinces. It is envisaged that the district level will be a critical element in the FNS data collection chain, and, ultimately, for the FNS information system as a whole, as it will be at this level that very fine data will be obtained. In line with the Khawuleza District Coordination Service Delivery Model (recently endorsed by the President’s Coordinating Council in August 2019) which seeks to view all developmental initiatives through a district-level lens, the role of District FNS Councils vis-à-vis the planned multi-level integrated FNS system becomes central and critical.

Figure 1. Proposed multilevel FNS structures



South African Vulnerability Assessment Committee (SAVAC)

It is also proposed in this guideline that the South African Vulnerability Assessment Committee (SAVAC), which consists of government departments (technical) representatives from both the national and provincial levels, and which interfaces with SADC VAC, acts as a technical advisory body for the NFNSC.

Consultative Forums on Food and Nutrition Security

The NFNSP also proposes the establishment of Consultative Forums on FNS at all the levels (national, provincial and district). As articulated in the NFNSP, the National Consultative Forum on FNS should be chaired by the same office/department chairing the NFNSC and should consist of all members of the NFNSC and stakeholders representing interest groups and civil society. Similarly, Provincial and District Consultative Forums should also be chaired by the same offices/departments chairing FNS Councils at those levels and members of these Forums at these levels should replicate those at the national level.

Functions

In the main, the primary function of Food and Nutrition Security Councils and Consultative Forums at all levels will be to ensure that effective planning and implementation processes for multi-sectoral FNS action is informed and guided by the NPFNS, and that these processes demonstrate best practice. Core functions of the policy arm of FNS Councils as well as Consultative Forums should, therefore include the following:

- *Giving general direction vis-à-vis overall coordination of all food and nutrition security programmes and projects including planning, funding and implementation at their levels.* This will include providing a consistent and effective forum for dialogue, decision-making and action for a diverse range of stakeholders on food and nutrition security issues. It will involve ensuring that FNS activities by different stakeholders are effectively streamlined and there are no duplications and overlaps. The facilitation of prioritization of programmes and projects will be part of this streamlining.
- *Mobilisation and tracking of investment and support, as well as identification of opportunities for establishing public-private-partnerships for FNS.* Based on evidence, this should include lobbying and advocating for resources, actions and interventions where there are significant gaps in responses to food and nutrition insecurity. It should also include

identifying appropriate fora and media to communicate food and nutrition issues to the broader community at the different levels.

Whilst the functions of the ISU are elaborately outlined in Output 1 report of this work, and whilst the work of the MEU is discussed in Section 3.3. of this report, it is envisaged that the NFNSCC and the Provincial and District FNS Committees will be responsible for the following:

- *Setting up, maintaining and updating appropriate comprehensive databases of statistical information relating to FNS at the different levels.* This will particularly be coordinated by ISU personnel at national and subnational levels. Based on the information and data held, it will be the FNS Committees' responsibility at their different levels to ensure FNS-related disaster preparedness, prevention and mitigation and to ensure that social assistance interventions that enhance FNS are in place. The Committees must also ensure that the most vulnerable – vis-à-vis geographic, economic and biological dimensions - are consistently identified and prioritized and that important cross cutting issues (e.g. gender, HIV/AIDS, climate change) are consistently integrated into FNS analysis and programming.
- *The establishment and maintenance of a comprehensive databases of all policies that impact on FNS at national and subnational levels,* again as coordinated by the ISU Unit
- *Capacity development and training.* This should include identifying and facilitating learning and sustained capacity development in technical and managerial competencies for staff in key FNS-related state and non-state institutions at the different levels.
- *Planning and implementation of a comprehensive monitoring, evaluation, reporting and intervention structures and related systems as regards all matters relating to FNS.* In essence, this should involve the undertaking of mid-term and end-term evaluations and impact assessments and the production of regular reports on FNS at all levels. The reports should provide a profile of who is doing what, where, as well as the outputs and impacts of activities at the different levels. The FNS Committees must ensure that monitoring and impact evaluation findings are shared between stakeholders, within and between provinces and appropriate action taken. They will also be responsible for adjustments of existing programmes in order to incorporate the findings of evaluations to enhance positive impacts. Monitoring and Evaluation activities will be coordinated by the MEU.

- *The quarterly publication of the status of FNS in South Africa.* This will involve ensuring that reports are shared timeously with all relevant actors and stakeholders at both the national and subnational levels. It will be the FNS Committees' responsibility to ensure that there is ownership and utilization of information by all stakeholders at all levels.

3. REPORTING PROCEDURES AND TERMS OF REFERENCE

3.1. Meeting and reporting procedures

As proposed in the NFNSP, the National FNS Council should convene bi-annually. Furthermore, it is proposed that the Provincial FNS Councils should meet quarterly and report quarterly to national council, whilst District FNS Councils should also meet quarterly but report monthly to the provincial councils⁷.

For Consultative Forums, the proposal is that the National Consultative Forum should meet once every six months to discuss all matters relating to FNS, with recommendations emanating from its discussions being forwarded to the national FNS Council for consideration. Similarly, Provincial and District Consultative Forums should also meet once every six months to discuss all matters relating to FNS at their levels, then make recommendations to the provincial councils and the national Council for consideration.

3.2. Proposed Guide for Terms of Reference

The general guide for Terms of reference (TORs) for FNS Councils at different levels include:

- Clarity on the frequency of meetings (i.e. when, where), and how many people should form a quorum for a meeting to proceed
- Expected constitution/composition/membership of the structures
- Purpose, mandate and objectives of the structures
- Clear legislative guidelines and policy mandate outlined
- Code of conduct of members clearly outlined
- Roles and responsibilities of members clearly outlined
- Funding model clearly outlined

⁷ Appendix 1 provides a reporting template for the councils at the different levels.

3.3. NFNSP Strategic Objective 6 and the Performance Monitoring and Evaluation Plan

A general performance monitoring and evaluation plan is outlined under NFNSP Strategic Objective 6. The NFNSP emphasizes the need for the establishment of a “*simple unified monitoring system...to guide action and (to) hold stakeholders accountable*” (p97), and that the system should be utilized for tracking outcomes and inputs. The following are listed as the benefits of an effective Monitoring and Evaluation system for FNS in the NFNSP:

- (a) Providing knowledge management to mobilise existing networks and expertise to assemble the needed capacities and knowledge and provide first-rate analytical and advisory services regarding the design, implementation, and evaluation of FNS activities;
- (b) Collecting, collating and analysing data to support the implementation, performance appraisal, review and evaluation of FNS activities;
- (c) Generating, disseminating, and providing knowledge products to support implementation of the NFNSP, particularly shared standards and protocols for the collection, storage, and exchange of data as well as cutting-edge methodologies for policy and strategy analysis and integrated data system management for programmes;
- (d) Supporting the review and dialogue process to provide relevant and timely information to guide performance appraisal, review and impact evaluations.

As noted earlier in Section 2, a Monitoring and Evaluation Unit under the National FNS Council should lead and coordinate monitoring and evaluation processes, including monitoring and evaluating the work of the multilevel FNS structures. It is emphasized in the NFNSP that the monitoring and evaluation of FNS processes should draw lessons from and be guided by the Department of Planning, Monitoring and Evaluation (DPME) outcomes-based approach.

Whilst the NFNSP elaborates on the monitoring and evaluation plan for tracking indicators to be included in an envisaged FNSIS as well as FNS-related risks, it does not dwell on the processes for monitoring and evaluating the work of the multilevel FNS structures, to clearly establish operational accountability around these structures. This section therefore expands on this aspect and suggests guidelines that can be used to measure the performance of FNSCs at the different levels.

Monitoring and evaluation guidelines for Food and Nutrition Security Councils at different levels

The effectiveness of FNS Councils and Committees at different levels should be measured using the following proposed guidelines:

- Frequency and documentation of meetings, the level of meeting attendance (with the assistance of attendance registers), follow-up actions taken, participation and engagement of stakeholders⁸.
- Existence of action plans for National, Provincial and District FNS Councils. Action plans for subnational structures should be relevant and customized to food and nutrition security issues in the geographic area and in line with FNS imperatives in the different areas.
- Monthly reports submitted to Provincial FNS Councils and quarterly reports to the National FNS Council; with at least 50% of follow up actions implemented with each report.
- Bi-annual reports submitted to Provincial FNS Councils and the National FNS Council emanating from Consultative Forums
- Annual multi-sectoral work plans and activities, as originating from the different subnational committees, are conducted successfully⁹.
- The number of trainings and capacity development sessions for FNS at different levels undertaken annually.
- Submission of data onto the FNSIS by the national and subnational level FNS committees at agreed intervals done.
- Participation and engagement of stakeholders at Consultative Forums documented

4. CONCLUSIONS

This report set out to outline and clearly specify guidelines for multisectoral coordination of FNS at the national, provincial and district levels in South Africa. The report elaborated and

⁸ In essence, monitoring meeting attendance should be directed at tracking the attendance (a) focal person(s) from each institution as well as active participation – including continuity and consistency.

⁹ A workplan template is included in this report as Appendix 2.

built on a discussion of multisectoral FNS structures outlined in the 2017 NFNSP, their functions and standard operating procedures. The report goes further to propose a guide for the Terms of References (TORs) as well as a performance monitoring and evaluation plan for the multilevel FNS coordinating structures discussed.

Key highlights of the report are as follows:

- 1) South Africa has a solid basis for setting up multisectoral coordination structures for FNS at different levels as definitive proposals of the form, nature and functions of the structures are clearly set out in the 2017 NFNSP
- 2) NFNSP Strategic Objective 1 elaborates on the said FNS coordinating structures and these include a NFNSC, PFNSCs, and District/Metropolitan FNSCs. The NFNSP also proposes the setting up of multisectoral Consultative Forums at both the national and subnational levels.
- 3) NFNSP Strategic Objective 6 outlines a general performance monitoring and evaluation plan upon which discussions on the monitoring and evaluation aspect of the multilevel FNS coordinating structures in this report were developed.
- 4) An elaborate outline of the functions of the multilevel FNS structures is laid out. These functions includes: overall coordination of all FNS programmes and projects at the different levels; setting up, maintaining and updating databases for FNS-related information at the different levels; mobilisation of support and opportunities for establishing public-private-partnerships vis-à-vis FNS interventions; capacity development and training; monitoring and evaluation of FNS-related processes; and overseeing the publication of the status of FNS in the country at regular intervals.
- 5) The FNS structures should meet at regular intervals as proposed in the 2017 NFNSP (i.e. biannually in the case of the NFNSC, quarterly in the case of the subnational FNSCs, and biannually in the case of Consultative Forums at all levels)
- 6) Whilst specific monitoring and evaluation processes for the multilevel FNS structures are laid out in this report, these (processes) should follow and be guided by the DPME's outcomes-based approach

REFERENCES

Government of South Africa (GoSA), 2017, Draft National Food and Nutrition Security Plan For South Africa 2017-2022

Michaud-Letourneau I and Pelletier DL, 2017, Perspectives on the coordination of multisectoral nutrition in Mozambique and an emerging framework, Food Policy, Vol 70, pp84-97

Ntshephe L, 2011, Marketing information needs of smallholder livestock farmers in the Moretele area in the Bojanala Platinum District Municipality of the North West Province, Masters Thesis, University of South Africa

Raju R S and Parthasarathy A, 2009, Management: Text and Cases, PHI Learning Pvt. Ltd

Zimbabwe Food and Nutrition Council, 2014, Operational manual for food and nutrition security, www.fnc.org.zw

APPENDICES

Appendix 1. FNCs Reporting template

1. Background

This section covers general description of the area, geographic data, demographic and membership of the Council and participation. Number of meetings held attendance and resolutions.

2. Food and Nutrition Security situation – for the level reporting i.e. National / Province / District:

- Give a preview of sectoral engagement in food and nutrition issues food availability, access and utilization indicate data sources whether routine or survey findings.
- Report on the following indicating data source – whether it is from routine data or assessment and survey findings:
 - i. Agriculture and marketing progress
 - ii. Health and nutrition progress
 - iii. Water and sanitation progress
 - iv. Meteorological and hydrological progress
 - v. Social protection progress

3. Planned Activities

These include programmes for all stakeholders working in the area of food and nutrition security scheduled to be implemented next quarter and those which are responding to problems identified for that level.

- Refer to Food and Nutrition Security Policy and its Implementation Matrix. Base these on sectoral activities and outputs per commitment.

4. Achievements Outputs and Outcomes

- Write what has been achieved in the period reported

5. Challenges/Bottlenecks

- What were the challenges and bottle necks which hindered full realization of outputs listed for that period?
- Recommend how to overcome these bottlenecks.

6. Recommendations

- Are there any policy reviews and recommended actions which should be taken at that level, level above or level below?

7. Planned activities for next quarter

- Indicate activities set to be carried out in next quarter in view of the resources available (human and financial).

Appendix 2. FNCs Workplan template

PROVINCE NAME:

DISTRICT NAME:

TIMEFRAME:

Strategic Objective: (linked to Food and Nutrition Security Policy Implementation Matrix)	Key Actions	Outputs	Outcomes	Key Partners	Time frame	Anticipated Challenges	Budget