

[illegible]

## **FOREWORD**

The action plan for implementation of School Milk Program (SMP) in Tanzania comes at an opportune time of renewed interest in addressing malnutrition from childhood to puberty age through sustainable food-based interventions. The goal of the School Milk Action Plan is to deliver a well-organized, decentralized, and sustainable model of SMP that will address short-term hunger, improve school meal quality, enhance school retention and attendance, nurture the culture of uptake of dairy products, and as well as promote local economy by improving markets for locally produced milk.

Evidence from the literature shows that investment in school-aged children is critically important to sustain the early gains; provide opportunities for catch-up; and address phases of vulnerability, especially puberty, the growth spurt and brain development in adolescence. Further evidence has shown that hunger and starvation represent the major causes of stunting, poor learning capability, and many health risks in the future of children and perpetuate endless cycles of diseases and poverty. The SMP provides a unique second window of opportunity to address nutrition deficiencies in response to growth spurts, physiological development, and maturation.

This plan is aligned with Tanzania Development Vision 2025, Livestock Policy (2006), Livestock Sector Transformation Plan (2022/23-2026/27), Multisectoral Nutrition Action Plan II (2021/22-2025/26), and the Third Strategic Plan of the Tanzania Dairy Board (TDB) which covers the period from 2021/22 to 2025/2026. This plan further complements the National Health Policy of 2007, Education and Training Policy of 2014 and the National Guidelines on School Feeding and Nutrition Services to Basic Education Student of 2020. They all stress Multisectoral approach in addressing malnutrition and facilitating enabling environment for provision of food and nutrition service at school.

In the past and present, the SMP in Tanzania is limited in terms of coverage and access of dairy products by children, lacks sustainability, and it has been mostly donor driven. In addition, not all schools are implementing this program and for those few schools which are implementing not all pupils have benefitted. Recognizing the global call of leaving no child behind, there is a great need to progressively increase its coverage owing to its unique advantages while promoting parents, governments, and private sector engagement for sustainable implementation.

Effective implementation of this plan requires collaboration and active participation of key stakeholders including; President's Office Regional Administration and Local Governments (PO-RALG), Prime Ministers' Office (PMO), Ministry of Livestock and Fisheries (MLF), Ministry of Health (MoH), Ministry of Education Science and Technology (MEST), Ministry of Community Development, Gender, Women and Special Groups, as well as Government Institutions such as Tanzania Dairy Board, Tanzania Food and Nutrition Centre (TFNC), Tanzania Bureau of Standards (TBS), Region secretariats (RSs) and Local Governments Authorities (LGAs). Moreover Financial Institutions, Development Partners, and Apex Bodies such as the Tanzania Milk Processors Association (TAMPA) and Tanzania Milk Producers Association (TAMPRODA), individual schools; parents/guardians, Private Sector stakeholders in the Milk value chain.

**Prof. Riziki S. Shemdoe,**  
**Permanent Secretary,**  
**Ministry of Livestock and Fisheries**

## ACKNOWLEDGMENTS

Preparation and development of this plan involved the joint efforts of various stakeholders under the coordination of the Ministry of Livestock and Fisheries (MLF) and Tanzania Dairy Board (TDB). The Ministry and TDB acknowledge the contributions of various experts from line Government of the United Republic of Tanzania (URT), Public and Private Institutions in Tanzania and elsewhere as well as the Private Sectors partners in the milk value chain.

Specifically, sincere appreciation is extend to the President Office-Regional Authority and Local Government (PO-RALG), Prime Minister's Office, Ministry of Education Science and Technology (MEST), Ministry of Health (MoH), Tanzania Food and Nutrition Centre (TFNC), Sokoine University of Agriculture (SUA), and Tanzania Agricultural Development Bank (TADB)for their technical contribution during the development of this action plan.

Furthermore, the contribution and insightful input of members of private sectors specifically Milk producers, Milk processors and their association including TAMPA and TAMPRODA is greatly acknowledged. Representatives of Milk Processors from Tanga Fresh Limited (TFL), ASAS Dairies Limited, Shambani Milk Enterprise, Profate Dairy, Nronga and Women Dairy devoted their time to participate in this work, the Ministry is highly acknowledging their inputs. Significant contribution was also received from institutions and organizations in the Dairy Industry including Land O'Lakes Venture 37, Heifer International (Heifer Tanzania), Solidaridad, Nutrition Connect, Tetra Pack, SNV, Netherlands East Africa Dairy Project (NEADAP), and a stakeholders committee of eight people formed by TDB to deliberate on SMP.

Special thanks are extended to the Technical Committee comprising members from MLF and TDB for provision of technical guidance and quality assurance throughout the development of this action plan. These include Mr Stephen Michael, Director of Livestock Production and Marketing Development, Dr. Nyamizi Bundala, Assistant Director of Livestock Products, Food Security and Nutrition, Mr Mbaraka Stambuli, Assistant Director (Policy and Planning) from MLF as well as Dr George Msalya, Registrar of TDB. Valuable inputs from technical staffs in MLF particularly from desks for Food Security and Nutrition, Meat and Dairy, Livestock Production, and Private Sector are highly appreciated.

The development of this action plan would not have been possible without funding from the United Nations Children's Fund (UNICEF) which is acknowledged. Sincere gratitude is

conveyed to the UNICEF Chief of Nutrition, Tanzania Mr. Patrick Codjia and the Project Coordinator who is also the UNICEF Nutrition Specialist Ms Joyce Ngeba for their technical support throughout the development of this action plan. Their dedicated involvement in every step have assisted to accomplish the work and keeping the progress on schedule.

Last but not least, the Ministry acknowledge that many people were involved in this work in different ways and because of time and space it may not be easier to list down each one of you, apparently, trust that whatever assistance that was rendered to support this work, it is in the same value and faithfully is greatly acknowledged.

DRAFT

## TABLE OF CONTENTS

FOREWORD.....	ii
ACKNOWLEDGMENTS.....	iv
TABLE OF CONTENTS.....	vi
ACRONYMS/ ABBREVIATIONS.....	x
DEFINITION OF TERMS.....	xi
1.0. INTRODUCTION.....	1
2.0. OBJECTIVES.....	3
2.1. Main Objective.....	3
2.2. Specific Objectives.....	3
3.0. USERS AND BENEFICIARIES OF SCHOOL MILK ACTION PLAN.....	4
4.0. PLANNING OF SCHOOL MILK PROGRAM.....	4
4.1 Target group.....	4
4.2 Type of products.....	4
4.3 Financing Modalities of School Milk Program.....	5
4.4 Necessary Facilities/ Infrastructure.....	6
4.5 Coverage.....	6
5 IMPLEMENTATION OF SCHOOL MILK ACTION PLAN.....	7
6 EXPECTED RESULTS.....	13
7 COORDINATION.....	13
8 SUSTAINABILITY OF THE SCHOOL MILK PROGRAM.....	16
9 MONITORING AND EVALUATION OF SCHOOL MILK PROGRAM.....	17
9.1 Monitoring.....	18
9.2 Evaluation.....	18
9.3 Levels of Monitoring and Evaluation.....	19
10 REPORTING AND DOCUMENTATION.....	24
11 LIST OF ANNEXES.....	25

## **LIST OF TABLES**

Table 1: School Milk Financing Modals	5
Table 2: Implementation matrix for school milk program	7
Table 3: Descriptive Budget for implementation of school milk program	11
Table 4: Monitoring and Evaluation at different levels	19
Table 5: Indicators for Monitoring and Evaluation of School Milk Programs	21

## **LIST OF ANNEXES**

Annex 1: Responsibilities of Key Stakeholders	25
Annex 2: Quality and Safety Standards of Milk for School Children	27
Annex 3: List of Names participated in developing this Action Plan	28

## ACRONYMS/ ABBREVIATIONS

CSR	Corporate Social Responsibility
DPs	Development Partners
LGAs	LGAs Local Governments Authorities
MLF	Ministry of Livestock and Fisheries
MoEST	Ministry of Education, Science and Technology
MoH	Ministry of Health
NGOs	Non-Government Organisations
PMO	Prime Ministers' Office
PO – RALG	President Office Regional Administration and Local Government
PPP	Public Private Partnership
SMNS	School Malaria and Nutrition Survey
SMP	School Milk Program
SUA	Sokoine University of Agriculture
TAMPA	Tanzania Milk Processors Association
TAMPRODA	Tanzania Association of Milk Producers
TDB	Tanzania Dairy Board
TFNC	Tanzania Food and Nutrition Centre
UHT	Ultra-Heat Treatment
UNICEF	United Nations Children's Fund



## DEFINITION OF TERMS

Fresh Milk	Refers to the normal mammary secretion from dairy animals that is 1) free from colostrum, 2) without adding or extracting anything to or from it, 3) has undergone heat processing, and 4) intended for consumption as liquid milk or for further processing.
Pasteurized Milk	Refers milk that has undergone heat treatment to destroy pathogenic organisms. Refrigeration is needed at temperature 2-4° Celsius and the shelf life in cold temperature is 3-5 days.
UHT Milk	UHT milk is milk that has been processed at ultra-high temperature (UHT). The sterilisation is made through rapid heating of milk to a temperature of at least 135°C, kept under that temperature for a few seconds, then quickly cooled down to ambient temperature. The process allows attaining commercial sterility with a very minimal impact on the product's nutritional value.
Sterilized milk	The term 'sterilized' is used to describe milk that has been packed in airtight containers and subjected to temperatures in excess of 100 °C to destroy all viable organisms. Sterilized Milk can be stored in cool and dry room and has extended shelf life.
Condensed Milk	Condensed milk is a type of dairy product made from the partial evaporation of water from pasteurized milk. It is a thick, creamy and viscous fluid. It is widely used in various deserts, sweet-savoury foods, candies, waffles and baked goods. Condensed Milk contains 40-45% sugar that has been added to make it sweet and viscous.
Lactose Intolerance	Refers to a digestive problem where the body is unable to digest lactose, a type of sugar found in milk and dairy products.
Malnutrition	Describes a condition results from deficiency, excess or imbalance of a wide range of nutrients, resulting in an adverse effect on body composition, function and clinical outcome. Malnutrition have different forms such as micronutrient deficiencies, underweight, overweight and or obesity.
Stunting	A condition resulted from impairment of growth and development manifested by low height-for-age. Stunting occurs from conception to two years of age, as a result of long-term poor diet and care which prevent children from reaching their full growth potential.

## **1.0. INTRODUCTION**

There has been a paradigm shift towards investing in children throughout the childhood to puberty age. The window from conception to two years of age, known as the first 1,000 days, is critical to child health and development. A focus on this period is well-established in many countries including Tanzania. However, investment in school age is critically important to sustain the early gains, provide opportunities for catch-up, and to address phases of vulnerability, especially puberty, the growth spurt and brain development in adolescence. School milk program provides a unique second window of opportunity to address nutrition deficiencies in response to growth spurts, physiological development and maturation of organs such brain and reproductive system.

School aged children is a group that needs adequate attention as it is in this particular age where these children have a second window of opportunity for growth and development in terms of physical body, reproductive systems and brain development. Evidence from Tanzania National School Malaria and Nutrition Survey (SMNS) of 2019 indicates that on average, children from public primary schools consumed limited diversified meals with animal source food being the least consumed food groups by majority of school children. It is with this ground that the livestock sector has a significant role to play in making sure that, its food system is delivering desired nutrition outcomes thus contributing to optimal health and nutrition status of school children.

Evidence from literature indicate that more efforts at increasing per capita milk consumption should be aimed at the young generation to whom milk has more nutritional benefit, constitutes a larger proportion of the population and are more receptive to change habits than adults. Evidence from Basic Education Statistics report (2022), indicates that the number of enrolled primary schools' pupils from standard one to standard seven is 11,420,973 and those enrolled for ordinary secondary schools are 2,645,115 this make a total of 14,066,088 students registered for Basic Education (about 23 percent of the population of Tanzania). Therefore, the potential impact of SMP on any national milk market cannot be over-emphasized.

The SMP is considered to be an essential strategy to address short term hunger and malnutrition in school children. It increases access to education, enrolment, retention and academic

performance. The program also creates income-generation, employment opportunities and economic integration benefits to the local communities. The benefits of providing school children with milk are plentiful. Dairy's well-known natural nutrient-richness provides an abundant supply of high-quality protein, calcium, phosphorus, potassium, iodine, and vitamins B2 and B12. Analysis also shows that a quality education, combined with a guaranteed package of health and nutrition interventions at school, such as school feeding, can contribute to child and adolescent development and build human capital.

The capacity of school children to learn depends to a great extent on their nutritional status and their attendance in school. The milk-feeding program complements the regular School-Based Feeding Program and will further support the government's efforts to address problems of malnutrition among children. The preference to obtain supply of fresh milk or sterilized milk from local dairy farms, cooperatives or milk processors to help not only in the growth of local dairy industries but also to engage with and benefit the local communities.

In Tanzania SMP started way back in early 2000s, has involved different models of implementation, and has reached a peak of 134 schools and 99,687 children recently. Despite the efforts, the SMP has been limited in terms of coverage, access of dairy products to school children, involvement of stakeholders, and the most common modal is the donor funded thus questionable in terms of sustainability. In addition, not all schools are implementing this program and for those few schools which are implementing not all pupils have benefitted. Recognizing the global call of leaving no child behind, there is a need to progressively increase the coverage of SMP owing to its unique advantages

Given the situation, the livestock sector has committed in the Multisectoral Nutrition Action Plan to increase the number of schools implementing school milk programs from 39 to 5000 by the year 2025/26. The sector has also set the target of increasing per capital consumption of milk in Tanzania from 54.7 litres per capita in 2021/2022) to 100 litres by 2025/26. These commitments need collaborative efforts to sustainably delivering the intended outcomes. Therefore, the goal of the School Milk Action Plan is to deliver a well-organized, decentralized and sustainable model of school milk programs that will address short-term hunger, improve school meal quality,

enhance school retention and attendance and promote local economy by improve markets for locally produced milk.

## **2.0 Situation of Milk Consumption World-wide and in Tanzania**

The 2021 World Dairy Situation report indicates that, on average, per capita consumption of dairy products was 116.9 kg in milk equivalent. In Africa dairy per capita consumption stood at 43kg per year in 2020 and in Europe 286kg per year while China was 90kg per year. Report from Tanzania Dairy Board indicates that, per capital milk consumption in Tanzania stands at 62 Liters/person/annum while the recommended amount is 200 Liters/person/annum. This translates to inadequate amount of milk available to suffice the population requirements.

Statistics from Tanzania Basic Education Report (2022) further revealed that number of registered students both in primary and ordinary secondary schools is 14,066,088. However, the current report from Tanzania Dairy Board is showing that by March 2023 only 99,687 students (97,554 from Primary School and 2,133 from Secondary Schools) are consuming milk in schools, this is equivalent to 0.7% of total students' population. These students are from 134 schools (130 Primary Schools and 04 Secondary Schools), out of 24,803 registered primary and secondary school in Tanzania (19,261 Primary Schools and 5,542 Secondary Schools).

### **2.0. OBJECTIVES**

#### **2.1. Main Objective**

The main objective of the School Milk Program Action Plan is to enhance implementation of a sustainable school milk program in Tanzania.

#### **2.2. Specific Objectives**

Specific objectives are well arranged and will be useful in implementation of the plan and to respond to the main objective

- i. To enhance participation of parents and other stakeholders in school milk program
- ii. To determine context specific modalities for implementation of school milk program
- iii. To establish mechanisms for coordination and collaboration for sustainably implementation of school milk program

- iv. To set the mechanism for partnership and legal structure for enhancing implementation for school milk program
- v. To provide standards and qualities for milk and dairy products supplied in schools
- vi. To improve collection, access, and sharing of data on school milk program among key stakeholders
- vii. To improve capacity of SMP committees

### **3.0. USERS AND BENEFICIARIES OF SCHOOL MILK ACTION PLAN**

The intended users of this action plan are line Ministries, Departments, agencies and government institutions, regions, councils, milk producers, milk processors, private sectors, Non-Government Organisations (NGOs) media and Development Partners (DPs). Other targeted users are LGA's at ward, village/Street, school committees/boards, teachers, parents/guardians and community at large. The targeted beneficiaries of this action plan are Basic Education Students in both Government and Non-Government schools.

### **4.0. PLANNING OF SCHOOL MILK PROGRAM**

When planning for School Milk Program, it is necessary to consider; target group or beneficiaries of the program, type of products to be supplied, financing modalities, necessary facilities/infrastructure needed, geographical coverage of the program and coordination and sustainability aspects. Elaboration of each factors is further narrated as follows;

#### **4.1 Target group**

Targeted beneficiaries are students aged 4 to 19 years from both government and private schools. The targeted population for the school milk program are; Pre-primary school children (4-6 years); Primary school children (7-14 years); and Secondary school students (15-19). Evidence from literature indicate that more efforts at increasing per capita milk consumption should be aimed at the young generation to whom milk has more nutritional benefit, constitutes a larger proportion of the population and are more receptive to change habits than adults.

#### **4.2 Type of products**

A range of healthy dairy/milk products will be supplied to school preferably; fresh pasteurized milk, cultured milk, yogurt, UHT milk with volumes range between 150-200mls. Other products

such as cheese can be also supplied to schools depend on students' preferences and school purchasing power. Decision on the use of these products will typically depend on their availability, preference and convenience. It is however, important to note that unhealthy dairy products such as unpasteurized milk, sweetened condensed milk, creams and milk chocolate should be avoided as they may bring unintended harm to school children.

### 4.3 Financing Modalities of School Milk Program

There are different modalities used in the implementation of school milk program, these include; Donor driven Modal, School Driven Modal, Parent-School Modal, Processor Driven Modal and Government Driven Modal. However, experiences within the country and from other countries have shown that the use of School Driven Modal, Parent-School Modal and Processor Driven Modal has guaranteed sustainability of School Milk Program in different places while donor driven model has proven to be limited in terms coverage and sustainability, however it can be applied only at the beginning to kick start the school milk program while leveraging resources for schools and or parents and processors to take the lead. It is therefore recommended to use School Driven Modal or Parent-School Modal or Processor Driven Modal. Details of each model is summarized below;

**Table 1: School Milk Financing Modals**

	Model	Applicability
1	Parent-School Modal	Parents agreed with schools to contribute willingly on the SMP. It needs awareness creation for parents to realise the benefits of SMP and contribute to the program. This model is applicable both in government and non-government schools. The model has proven to be sustainable, however heavily investment in awareness creation is needed for it be successful
2	School Driven Modal	This modal is commonly applicable in Non-Government School, where the cost of milk is embedded as package of school fee or school meal, therefore once a parent pays the school fee students are assured to receive milk

3	Processor Driven Modal	This modal is led by the private tors (milk producers and or processors). The private sectors enter into an agreement with schools to supply milk. Sometimes this modal involves subsidies where private sectors sell milk to school at a discounted price as part of cooperate social responsibility
4	Government Driven Modal	school children are receiving milk for free and the cost is covered 100% by the Government itself. This model is not very common however it more applicable in some of boarding schools and/or schools with special needs children.
5	Donor Driven Modal	This modal is typically donor driven, it is easier to administer however, it lacks sustainability and limited in terms of beneficiaries and geographical coverage. This model is only suitable at the beginning to kick start the school milk program while leveraging resources for schools and or parents and processors to take the lead.

#### 4.4 Necessary Facilities/ Infrastructure

For ensuring sustainability of SMP it is necessary that the MLF, TDB and other stakeholders strengthen and establish milk aggregation networks, including constructing and strengthening of milk collection centres and milk collection points. Furthermore, at school level it is important to encourage private sectors to establish school milk consumption points. Other fiscal measures may include removing or reducing tax and levies on packaging materials, Cans, Cold rooms and Cold trucks to ensure safety, nutrition, convenience and affordability of milk.

#### 4.5 Coverage

The school milk program intends to cover all regions, however at the beginning 100 schools will be selected based on; Availability of milk (schools in milk shed regions), presence of Milk processors in the area the plan is to start with 100 schools in the period of 2023/2024 and add 100 schools to the school milk program every year for five consecutive years to increase the

coverage of the program. Currently there are 134 schools implementing school milk Program, it is therefore expected to reach 634 schools after the period of 5 years (2023-2028)

DRAFT



## 5 IMPLEMENTATION OF SCHOOL MILK ACTION PLAN

This Action Plan for School Milk Program is intended to enhance implementation of sustainable school milk program in Tanzania by improving coordination, increasing stakeholder's participation, increasing number of benefiting students and advice on the context specific modality for the program. The Action Plan is based on five specific Objectives Outlines in Section II and it will be implemented over a period of five years from 2023/24 - 2027/28. The interventions to be implemented and planned activities are summarized in Table 2 based on the specific objectives of the current Action Plan.

**Table 2: Implementation matrix for school milk program**

OBJECTIVES	ACTIVITIES
To enhance and strengthen participation of parents, schools, milk producers/processors and other stakeholders in school milk program	To conduct awareness meetings to MDAs, private sectors, schools and development partners on the importance of implementing school milk program
	To produce and share Information, Communication and Education materials (ICE) on school milk program
	To facilitate private sectors to enter into agreements (MoU) with schools/parents on supplying of milk and dairy products to schools
	To include school milk program as the common agenda in existing platforms such as school clubs, LGAs' designated meetings, national commemoration days etc.
	To mobilize and promote producers and processors to produce and or process more milk and dairy products of good quality

To determine context specific modalities for implementation of school milk program	To identify pilot areas for school milk program and test the acceptable model
	To make follow-up on the deliberations made by schools/milk processors on workable modals for implementation of school milk program
	To conduct community sensitization programs using existing platforms at Village, Ward and District Council Committees
To establish mechanisms for coordination and collaboration for sustainably implementation of school milk program	To design and Implement coordination Plan for school milk program
	To facilitate formation of high-level National School Milk Committee and their terms of reference
	To conduct biannual high-level National School Milk Committee review meetings, for evaluation of SMP and making deliberations
	To collaborate with PO-RALG to coordinate and harmonise various stakeholders' initiatives on implementation of school milk program
	To collaborate with PO-RALG to prepare annual implementation report on implementation of school milk program
	To prepare annual work plan for supervision, monitoring and evaluation of school milk program
	To facilitate formation of Multisectoral technical team from the national level to conduct biannual monitoring and provide supportive supervision
	To provide feedback and recommendations to the respective schools for further improvements of school milk program
	To compile report for monitoring and evaluation of school milk program

To provide standards and qualities for milk and dairy products supplied in schools	To develop and share guidance with school milk program implementers on the safety and quality aspects of milk and dairy products supplied in schools
	To conduct awareness program on how to increase quality and diversity school meal through milk and dairy products
	To conduct capacity building to schools and community on how to identify adulterated milk
To improve collection, access, and sharing of data on school milk program among key stakeholders	To collaborate with PO-RALG in reviewing Basic Education data collection instruments for the purpose of establishing requirements and integrating school milk program indicators in the existing Basic Education Information Management System
	To conduct system testing, rectification and piloting of data system for collection school milk feeding data
	To support launching and operationalization of the database system
	To collaborate with PO-RALG to collect data on school feeding and nutrition service interventions implemented by various stakeholders in order to create national database
To review and facilitate implementation of policy on school milk program	To develop SMP implementation guidelines
	To ensure the implementation of school milk program to basic education students complies with the existing policies, regulations and guidelines
	To advocate policy and regulation review for enactment of school milk program

	To review regulations and business environment in Dairy Industry
	To advocate for creating enabling environment for implementation of school milk program including increasing budget allocation construction of milk collection centres and supplying of specialized dairy animals
	To establish milk selling points in schools
To improve capacity of SMP committees and local supervision of school milk program	To conduct training on SMP to SMP committees

### Budget for implementation of school milk program

The activities stipulated in this plan, will be implemented for a period of five years from fiscal year 2023/24 to 2027/28 and will cost a total of **27.3 Billion** Tanzanian Shillings (**27,300,000,000**). It is envisaged that the Government of Tanzania will fund **6.375 Billion** and **7. 275 Billion** will funded by the Development Partners/Private sectors

**Table 3: Descriptive Budget for implementation of school milk program**

ACTIVITIES	TIME FRAME	Cost TZS (000)	FUNDS	
			GOVT (TZS) (000)	PATNERS (000)
Production of Information, Communication and Education materials (ICE)	2023 - 2028	500,000	250,000	250,000
Community sensitization programs using existing platforms at Village, Ward and District Council Committees	2023 - 2026	500,000	250,000	250,000
Identification of pilot areas for school milk program	2023 - 2024	100,000	50,000	50,000
Test the acceptable model	2023 - 2024	100,000	50,000	50,000
Implementation of school milk program using the acceptable models	2023 - 2028	1,000,000	100,000	900,000
To conduct review meetings with regards to coordination	2023 - 2024	50,000	25,000	25,000
To facilitate designing and Implementation of coordination Plan for school milk program	2023 – 2028	150,000	100,000	50,000
To conduct training on SMP to SMP committees	2023 – 2028	100,000	50,000	50,000

Review data system to establish requirements for school milk program	2023 - 2024	100,000	30,000	70,000
Data system Integrations	2023 - 2024	50,000	20,000	30,000
System testing, rectification and piloting of data System	2023 - 2024	50,000	20,000	30,000
Operationalization of the Data system	2024 - 2028	100,000	30,000	70,000
To advocate policy review for enactment of school milk program	2023 - 2025	100,000	30,000	70,000
To review regulations and business environment in Dairy Industry	2023 - 2024	50,000	20,000	30,000
To construct 50 collection centres to strategic areas	2023 - 2028	10,000,000	5,000,000	5,000,000
To establish 10 milk selling points to 100 schools	2023 - 2028	500,000	200,000	300,000
Developing MoU among partners	2023 – 2024	100,000	100,000	0
To monitor the progress and evaluate the plan	2023 – 2028	100,000	50,000	50,000
<b>TOTAL BUGET</b>		<b>13,650,000</b>	<b>6,375,000</b>	<b>7,275,000</b>

## **6 EXPECTED RESULTS**

National school milk action plan is expected to deliver a well-organized, decentralized and sustainable model of school milk programs that will address short-term hunger, improve school meal quality, enhance school retention and attendance and promote local economy by improving markets for locally produced milk.

It is envisioned that by the year 2028 the following key nine results will be achieved by June 2028 through implementation of school milk action plan;

- i. Number of processors/ farmers group engaged on school milk program increased by 20%
- i. Number of schools engaged on school milk program increased from 125 to 625
- ii. Number of students consuming milk increased from 99,687 to 500,000
- iii. School milk Action Plan Operationalized
- iv. System for capturing data on school milk programs integrated and operationalized
- v. Advocacy sessions for policy review for enactment of school milk program conducted
- vi. Regulations and business environment in Dairy Industry reviewed
- vii. Increase number of milk collection centres to strategic areas from 242 to 292
- viii. Increase number of school milk consumption points from 08 to 40
- ix. Increase in consumption of milk per person per year from 62 to 100

## **7 COORDINATION**

SMP has been implemented by various organizations and overseen by MLF through TDB. Such programs are somewhat uncoordinated well, each Local Government Authority are having different ways of implementation. Furthermore, the roles and responsibilities of each actor are not well articulated, partners are not well guided on the modalities of implementation and the reporting mechanism, currently is not clear. This situation has made it difficult to manage the programs leading to lack of clear and complete information about some of the program's details, hence lack of sustainability. In this regard, it is therefore recommended to have a well decentralized coordination structure for program sustainability. The following coordination approaches are proposed and the coordination structure is illustrated in Figure 1.

i. National Steering Committee (NSC).

The NSC will comprise of Permanent Secretaries of the Ministries related to the programme (key line Ministries). These include Permanent Secretary MLF will be the chair of the NSC; Permanent Secretaries from; President's Office – Regional Administration and Local Governments Authority (PO-RALG) who will co-chair the NSC and Tanzania Dairy Board who will be the secretariat of the committee. Other members include Permanent Secretaries from; Prime Ministers Office-Policy, Parliament, and Coordination, Ministry of Health, Ministry of Education Science and Technology and Ministry of Finance. The NSC will also involve DPG-N and SUN-Business network, TAMPA and TAMPRODA. The Committee will meet twice every year (6 month) to receive report and deliberate on school milk programs.

ii. National Technical Team

Under the NSC there will be a National Technical Team (NTT), the team composed of technical personnel's relevant to the school milk program from key line Ministries, Representatives of Milk Processors, Representative of Milk Producers, Representative of DPG-N, Academia and TFNC. The NTT is responsible for facilitating the implementation of the SMP; enhancing stakeholder involvement in the implementation of the programme; Making critical analysis and on technical and policy issues related to SMP and forward them to NSC for deliberation; preparing programme work plans and budgets, facilitating monitoring and evaluation of program; preparing quarterly and annual implementation reports, advise on policy and or institutional arrangements; advising on changes in the funding levels for different interventions if necessary; advising on any matter adversely affecting the programme.

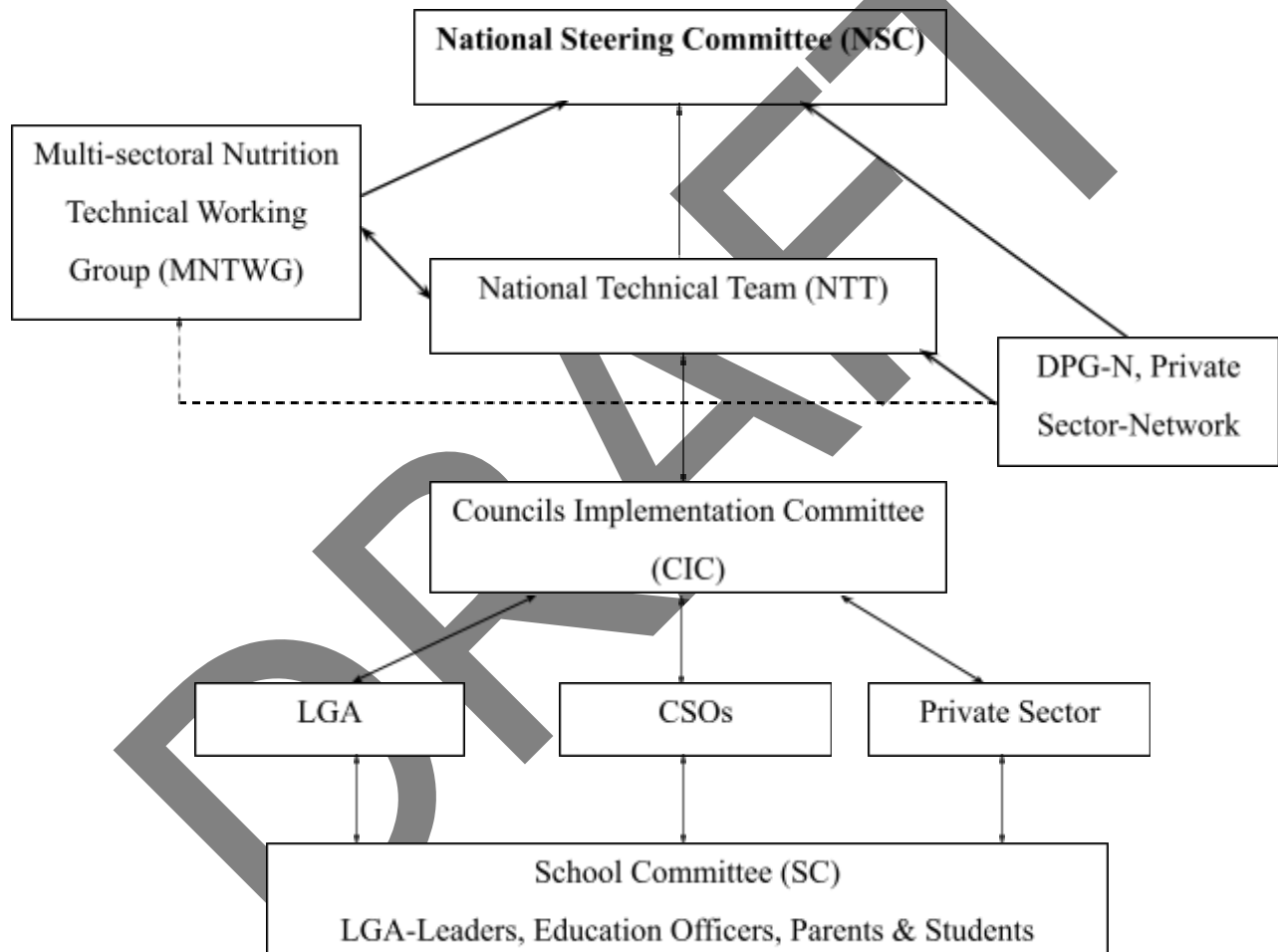
iii. Councils Implementation Committee (CIC)

This committee is composed of the DED, District Council Chairman, Zonal Milk Inspectors, District Livestock Officer, District Health Officer, District Education Officer, District Community Development Officer and one member from a recognized dairy stakeholder group. CIC is responsible for Promoting SMP, Coordinating the implementation of activities at LGAs and Councils within their locality; providing technical backstopping to LGAs, monitor implementation and accountability; compile and submit reports to PO-RALG and MLF /TDB



iv. School Committee (SC)

School Committee consists of representatives of parents, LGAs leaders (councillor, Ward Education Officer, Chairperson of Village/Mtaa), teachers and school children. The SC is responsible sensitizing parents to adopt the programme; making milk supplying arrangements to the schools; supervising provision of milk to school children; monitoring and controlling payments for the milk; and keeping programme records at school level and reporting to the DIC.



**Figure 1: Coordination structure for SMP**

## 8 SUSTAINABILITY OF THE SCHOOL MILK PROGRAM

Among the major challenges of school milk programs is sustainability. There have been many schools and many districts involved as well as many funders and donor projects. Over the years there is a reduction in number of students involved in the program and schools. In the action plan, a plan for sustainability is thought. One of the main tasks is to obtain solutions for various gaps and solve existing challenges (problems) based on available data. Moreover, permanent patterns are important for a sustainable SMP. Mechanisms that will allow sustainable implementation of SMP based on the evidence and experiences from various implementers are strongly encouraged in this plan;

- i. To invest on massive awareness programs for the purpose of changing attitude and influence positively parents and schools to support the program
- ii. To place parents and schools on the driving seat for ownership and sustainability of the SMP as opposed to over-reliance of donor modal
- iii. To strengthen Multisectoral collaborations by involving all actors along the milk value chain for sustainable implementation
- iv. To document and generate evidence on the impact of school milk programs
- v. To advocate for enactment of SMP as part of improving quality of school meals

In addition, to allow for as much flexibility as possible in the initial design and scope of plan, it is considered important for various stakeholders including implementers of SMP to understand the environment in which they will exist by obtaining more information in different localities including;

- i. Identification of critical barriers in the schools and communities;
- ii. Identification of existing actors involved in addressing the problem in the respective area;
- iii. Dialogue with potential partners to identify means of collaboration
- iv. Identify policy enabling environment;
- v. Identification of strategies for sustainability in the Public Private Partnership (PPP)
- vi. Identification of different factors for up-scaling,
- vii. Capacity building among partners.

In addition, strategic interventions in form of empowerment of local implementers and among partners including training, demonstration and exchange visits are imbedded within the action plan. Learning visits from other countries which have successful School Milk Program is emphasised to inform scale-up and sustainability.

## **9 MONITORING AND EVALUATION OF SCHOOL MILK PROGRAM**

This section describes how the implementation of school milk program will be monitored and evaluated. The objective of monitoring and evaluation is to measure progress and assess achievements against targets/planned results which have been set. This section includes indicators that measure either outcome level or impact level during and after the period of implementation.

The Monitoring and Evaluation on implementation of this Action Plan aims to provide guidance in the implementation of responsibilities of various stakeholders on School Milk Program in order to increase efficiency and success in the implementation of various tasks that aim to stimulate engagement among stakeholders for achieving intended goals. The specific objectives of monitoring and evaluation are:-

- (i) To control and increase efficiency on the use of financial resources that will come from various sources (e.g Government, Development Partners, Non-State Actors and community) in order to achieve implementation of responsibilities and achieve the desired objectives of sustainable school milk program in Tanzania.
- (ii) To enable taking immediate actions when it appears that the operations of school milk programme does not seem either to bring intended changes within the scheduled timelines or the planned school milk interventions are not feasible.
- (iii) To evaluate the relationship between financing made by various stakeholders and the results of those financing, successes, challenges and learning issues to strengthen the performance of School Milk Programme.

## **9.1 Monitoring**

The Ministry of Livestock and Fisheries will coordinate the monitoring of the implementation of this Action Plan where the monitoring will be done at two levels. The first level will include the Departments of the Ministries responsible for the performance of this Action Plan, including the Department of Production and Marketing Development; and Department of Policy and Planning that will be responsible for monitoring specific periods every quarter, half year and year. Also, the team will involve the President Office – RALG, the Ministry of Health and the Ministry of Education. The Second Level will involve the Committees from respective schools implementing the Programme which will be responsible for regular monitoring on the implementation of this Action Plan.

Monitoring of implementation of this Action Plan will involve visiting Benefiting Schools to verify the level of implementation and the success achieved according to the goals established in this Action Plan and the specific objectives outlined in the logic framework. Overall, monitoring will involve matching implementation information with actual conditions at school and individual pupils. In addition, a detailed analysis of the implementation of this Action Plan will involve measuring the implementation indicators defined in each focus area to help the Government determine the direction, success and challenges of the implementation of this Action Plan.

## **9.2 Evaluation**

The Ministry of Livestock and Fisheries will coordinate the process of carrying out evaluations on implementation of this Action Plan. The evaluations will be done at two levels, which is the level of implementation of planned tasks where experts from the Ministry of Livestock and Fisheries in collaboration with experts from the PO-RALG will evaluate the tasks specified in the Action Plan and the level of implementation of those tasks compared to the resources used to implement those tasks as well as set goals. Also, the evaluation will involve various level of results including initial results (outputs), medium-term results (outcome) and long-term results (impact) of the investment made in executing School Milk Programme. In order to maintain a fair balance, evaluations of the results will be done by sovereign evaluation experts (independent

evaluators) either from Government institutions outside the Ministry of Livestock and Fisheries or private individuals/institutions that will be proven to be competent in evaluation matters.

Evaluation of results from implementation of the interventions implemented by Various stakeholder of School Milk Programme will be done to determine the effectiveness and success achieved following the implementation of the planned tasks and the allocation of funds. This evaluation will be done twice during the implementation of the Action Plan. The first evaluation will take place after two and a half years from the start of the implementation of this Action Plan which will take place in December, 2025. The second evaluation will take place at the end of the implementation period of this Action Plan to determine how Ministry has achieved the specified goals and intended results within period of five years, the evaluation will take place in July, 2028.

### 9.3 Levels of Monitoring and Evaluation

For smooth execution of this there should be proper monitoring and supportive supervision at all levels. This will help to realise the achievements and address challenges encountered. The following mechanisms are recommended at different levels.

**Table 4: Monitoring and Evaluation at different levels**

Level	Description
National/high level	A National Technical Team (NTT) in collaboration with region and councils, will conduct biannual monitoring and provide supportive supervision
PO-RALG (Regional, councils, Ward and Village Levels)	At regional, council, ward, and village levels monitoring and supportive supervision will be conducted quarterly at the respective schools;

	A team of experts shall provide feedback to the respective school and provide recommendations for further improvements of school milk program
Schools	The schools will prepare their work plans for the implementation of the recommendations provided by the team of experts, and the outcomes of the implementations will be shared during the next round of supportive supervision

DRAFT

**Table 5: Indicators for Monitoring and Evaluation of School Milk Programs**

Planned Results Outcome Level	Indicator	Baseline Value	Expected Results					Means of Verification & Responsible Institution
			YEAR 1 2023/24	YEAR 2 2024/24	YEAR 3 2025/26	YEAR 4 2026/27	YEAR 5 2027/28	
School Milk Action Plan Operationalized	Dissemination meetings with stakeholders from MDAs, private sectors, schools and development partners are conducted	0	2					Launching and Dissemination report MLF/TDB
	Percentage of key School Milk Program implementers received training or capacity on implementation of School Milk Action Plan	0	20%	40%	40%			TDB
	Number of pre-primary, primary and secondary schools with School Milk Action Plan	0	8000	9000	4000			Dissemination report MLF/TDB
	Number of schools implementing school milk programs in accordance with School Milk Action Plan	0	100	100	100	100	100	Dissemination report MLF/TDB
	Number of school committee meetings or school management meetings conducted to deliberate on implementation of school milk program	0	2	2				School Report-PORAL G

	Number of awareness programs conducted to schools and community on the importance of school milk program	0	6	8	6			TDB school Milk Program Report
Number of milk producers/processors engaged on school milk program increased by 20%	Number of milk producers/processors who supply milk/dairy products to schools	7	6	6	6	5		TDB School Milk Evaluation Report
	Percentage of milk/dairy products procured from processors							TDB/Milk Processors report
Number of schools engaged on school milk program increased by 20%	Percentage of schools with a weekly timetable indicating days when milk/dairy products are served	125	100	100	100	100	100	School Report-PORAL G
Number of students consuming milk increased by 20%	Numbers of children receiving daily meal at school	99,687	3,267	100,000	100,000	100,000	100,000	School Report-PORAL G,  TDB School Milk Evaluation Report
	Number of food groups consumed by students	3	4	4	4	4	4	School Report-PORAL G
32 school milk consumption constructed	Number of school milk consumption points are increased by	8	8	8	8	8	8	MLF/TDB report
System for capturing school data integrated and operationalized	Indicators for capturing School feeding information are reviewed	0	1					school information



	to integrate school milk program							system report-PORALG MLF report
	School feeding information integrated in school information system database	0	1					school information system report-PORALG MLF report
50 milk collection centres established in strategic areas	Number of milk collection centres increased in strategic areas	242	10	10	10	10	10	MLF-Annual Report
Advocacy sessions for policy review for enactment of school milk program conducted	Number of advocacy sessions for policy review for enactment of school milk program conducted	0		3	5	5		MLF Report
Regulations and business environment in Dairy Industry reviewed	Number barriers to trade in Dairy Industry identified and reviewed			2	2	1		MLF Report/ MoF Report
<b>Planned results</b>								
<b>Impact level</b>								
Increased student's retention at schools	Percentage of students reported to be absent during days							School Report-PORALG
Improved health and nutrition well-being of school children	Number of reported students reported to be with illnesses							School Report-PORALG
	Proportional of students with underweight reduced or maintained below 5%	0	5	5	5	5	5	School Report-PORALG
Improve market of milk and dairy products for producers/processors	Percentage of sale volume of milk supplied							TDB/Milk Processors report

engaged on school milk program								
-----------------------------------	--	--	--	--	--	--	--	--

DRAFT

## 10 REPORTING AND DOCUMENTATION

This part presents recommended format for preparation reports and sharing of information on school milk program. MLF in collaboration with TDB, PORALG and schools will form a team for Monitoring the progress in order to ensure successfully implementation of the SMFP. The information will be collected using the existing school collection system. Currently, PORALG has database system for school information known as School Information System. However, the information on school feeding has not been integrated, the data are normally computed using excel datasheet where each school is required to fill the information and submit to respective councils and aggregated to the central level.

At the beginning MLF will use the existing datasheet system to capture the information, however in the financial year 2023/24 MLF is planning to collaborate with PORALG and other stakeholders to review the existing School Information System database and incorporate indicators of school milk program. The database will generate information on;

- Number and types of schools which implement SMP,
- Number of school milk consumption points established,
- Amount and types of milk supplied to the schools,
- Number of pupils who had consumed milk.

Furthermore, the report will identify processors who had supplied milk to schools, barriers to milk consumption, opportunities to out scale the program. The report of SMP will be generated quarterly MLF in collaboration with TDB, PORALG and schools will utilize the findings address the gaps and to inform further interventions, the report with will also be shared with key actors such as line Ministries Department and Agencies, Development partners, Private sectors, Academia and Dairy Cooperatives in-order to inform further programming.

## 11 LIST OF ANNEXES

### Annex 1: Responsibilities of Key Stakeholders

	List of stakeholders	Roles
1	MLF	<ul style="list-style-type: none"> <li>• To create enabling environment for provision of School Milk Programs</li> <li>• To coordinate and supervise enforcement of policy, laws and regulations, to provide guidance and plans and doing M&amp;E</li> <li>• To collaborate with PORALG sharing the country progressive status on School Milk Programs and implementation to stakeholders' platforms</li> <li>• To advocate for creating enabling environment for implementation of school milk program including increasing budget allocation construction of milk collection centres and supplying of specialized dairy animals</li> <li>• To support operationalization of the database system for capturing information on school milk programs</li> </ul>
2	PORALG, MLF, MoEST and TDB	<ul style="list-style-type: none"> <li>• To coordinate implementation of school Milk Programs to Basic Education Students at all levels</li> <li>• To analyze and consolidate councils' implementation reports on School Milk Programs</li> <li>• To collaborate with MLF on assessing progressive on School Milk Programs and implementation</li> </ul>
3	PMO	<ul style="list-style-type: none"> <li>• To coordinate Multisectoral engagement</li> <li>• To coordinate DPs in supporting activities of the SMP</li> <li>• To create enabling environment for provision of School Milk Programs</li> </ul>
4	MoEST, MoH and TFNC	<ul style="list-style-type: none"> <li>• To provide professional advice and capacity building to implementers of this Action Plan</li> <li>• To mobilize additional resources for the implementation of School Milk Programs</li> <li>• To participate in supportive supervision, monitoring and evaluation of School Milk Programs</li> </ul>

		<ul style="list-style-type: none"> <li>iv. To advocate for implementation of school milk program in various platforms</li> </ul>
5	TDB	<ul style="list-style-type: none"> <li>To collaborate with PO-RALG in coordinating implementation of School Milk Programs to Basic Education Students at all levels</li> <li>To coordinate and scale-up SMP to other areas</li> <li>To collaborate with PO-RALG to prepare annual implementation report on implementation of School Milk Programs</li> <li>To collaborate with PO-RALG to collect data on school feeding and nutrition service interventions implemented by various stakeholders in order to create national database</li> <li>To include school milk program as the common agenda in existing platforms such as school clubs, LGAs' designated meetings and national commemoration days</li> </ul>
6	TDB, MIT & TBS	<ul style="list-style-type: none"> <li>To provide standards and qualities for milk and dairy products supplied in schools</li> </ul>
7	Milk producers and processors	<ul style="list-style-type: none"> <li>To produce, collect and supply good quality milk to schools</li> <li>To establish school milk consumption points</li> </ul>
8	Schools/School committees	<ul style="list-style-type: none"> <li>To provide the link between school with parents, negotiate modality for implementation of SMP with parent and processors</li> <li>To enter MoU between schools and milk suppliers/processors</li> </ul>
9	Parents	<ul style="list-style-type: none"> <li>To pay for milk and support the program</li> </ul>
10	Development partners	<ul style="list-style-type: none"> <li>Technical support, financial support for initial start-up of supportive infrastructure for SMP, evidence generation, capacity building, sensitization, commission studies.</li> </ul>
11	Research and academia	<ul style="list-style-type: none"> <li>To conduct research related to school milk program</li> <li>To disseminate and share the research findings on school milk program in local and international forums.</li> </ul>
12	Media	<ul style="list-style-type: none"> <li>To create massive awareness on the importance and benefits of school milk program</li> <li>To work with line ministries, institutions and other stakeholders in advocating and sensitizing programs that aim at influencing active</li> </ul>

		engagement of communities, parents and schools in supporting of school milk program
13	Dairy Farms and Dairy Cooperatives	<ul style="list-style-type: none"> <li>The local dairy farms and/or dairy cooperatives are necessary parties to the implementation of the milk feeding program particularly in the supply and delivery of the required fresh milk and sterilized milk. Their services may include, the production, quality assurance, processing, packaging, and delivery of the fresh milk and sterilized milk.</li> </ul>

## **Annex 2: Quality and Safety Standards of Milk for School Children**

1. Measures of personal cleanliness and Hygiene should be observed during preparation, serving and or distribution of milk to school children. These measures include;
  - i. Hand washing in critical times,
  - ii. Cleanliness of serving area and
  - iii. Cleanliness of serving utensils
  - iv. Cleanliness of serving area and
  - v. Cleanliness of serving utensils
2. Milk should be checked for suitability of consumption; the checking should include;
  - i. Confirmation of expiry date, if the expiry date has passed and the milk has it's highly probable that milk is bad and should be discarded
  - ii. Organoleptic tests will be summarized as small milk safety handbooks for students and will be used to check for quality at the school level
  - iii. Presence of unpleasant odor in milk. Sniffing of milk is the most obvious way to tell if it's gone bad if it smells bad, if the milk has unpleasant odor, it is not suitable for consumption hence it should be discarded
  - iv. Inconsistency of milk, the consistency depends on the type of milk and its fat content. Fresh milk is a thin liquid that pours smoothly. Creams or whole milk are thicker than skim milk. However, the milk should move and pour smoothly. If lumps or chunks are noted when milk is poured, it is a sign that milk has gone bad.

- v. Inspect the milk's colour for yellowing or dullness. The colour of milk is expected to be pure and white when poured into a clear glass. Milk that is bad typically will be a dingy or yellow shade.
- vi. Swollen or bloated milk package, an indication of milk spoilage caused by excessive gas produced by bacteria. In this case the milk becomes unsuitable for consumption

**Annex 3: List of Names participated in developing this Action Plan**

SN.	NAME	Title	ORGANIZATION
1.	Mr. Stephen Michael	Director for Production and Marketing Development	MLF
2.	Dr. Nyamizi Bundala	Asst. Director-Livestock Products, Food Security and Nutrition	MLF
3.	Dr. George Msalya	Registrar for Tanzania Dairy Board	TDB
4.	Mr. Charles Lugamara	Officer in charge of Food Security Desk	MLF
5.	Mr. Patrick Codjia	Chief of Nutrition	UNICEF
6.	Ms. Joyce Ngeba	Nutrition Specialist	UNICEF
7.	Ms. Mariam Kingu	Officer in charge of Dairy Desk	MLF
8.	Mr. Edson Kilyenyi	Officer in charge of Livestock Production Desk	MLF
9.	Mr. Joseph Semu	Acting Marketing Manager	TDB
10.	Ms. Stella Balili	Dairy Production Officer	TDB
11.	Mr. Mbaraka Stambuli	Assistant Director-Policy & Planning	MLF
12.	Dr. Renatha Pacific	Lecturer of Human Nutrition	SUA