



# International Training Course

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Integration of food security and nutrition into district  
development plans -

**Application of good governance practices in Sierra Leone, Uganda and  
Zanzibar**

29 August – 10 September 2010 at Feldafing (Germany)

## PHOTODOCUMENTATION



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## Application of good governance practices in Sierra Leone, Uganda and Zanzibar

29 August – 10 September 2010 at Feldafing (Germany)

### Organized by



Capacity Building International (InWEnt)  
Department 5  
Environment, Natural Resources and Food  
Division 5.01  
Rural development, Food and Consumer Protection



Food and Agriculture Organization (FAO)  
Agricultural Development Economics Division (ESA)  
Project: "Mainstreaming the Right to Food into Sub-national Plan" (GCP/INT/087/GER)

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Federal Ministry  
of Food, Agriculture  
and Consumer Protection

Federal Ministry of Food, Agriculture and Consumer Protection  
Government of Germany

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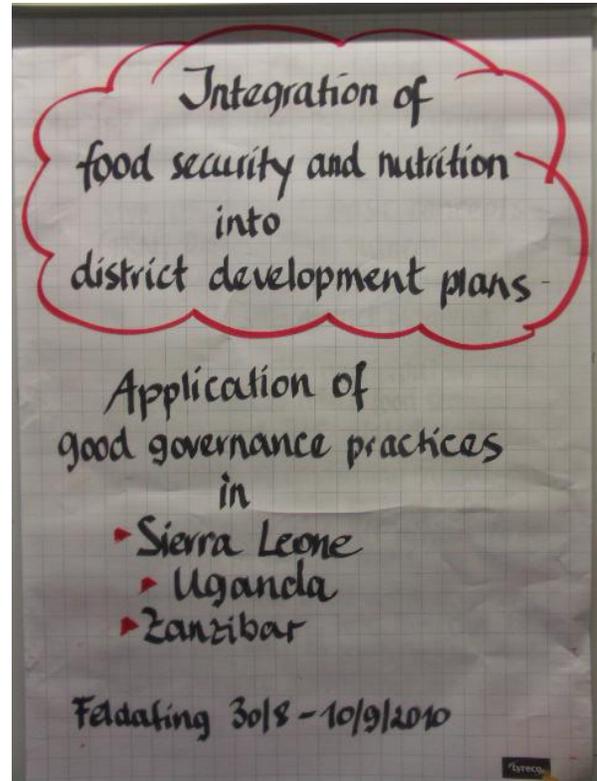
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## 1. Opening and Introduction

The title of the 2-week capacity building programme – a key activity of the FAO project “Mainstreaming the Right to Food into Sub-national Plans and Strategies”. The title is rather long but it has to capture the many elements we are dealing with: food security, nutrition, the right to food at district level in Sierra Leone, Uganda and Zanzibar.

Dr. Klaus Klennert, Senior Food Security Officer at InWEnt officially opened the event. InWEnt – Capacity Building International, Germany – enables people to initiate and shape sustainable development in their nations, economies and civil societies – by high-ranking policy dialogue events, practice-oriented advanced training as well as intercultural learning experiences.

We cooperate mainly with developing and transition countries and offer human resource and organisational development.



**Klaus Klennert welcomes participants**

(for the full speech please browse through the Cd-rom, → 01\_Opening and Introduction by Klaus Klennert)

The floor was given to Frank Mischler, Food Security Officer at the Food and Agriculture Organization in Rome, Italy. Frank is the coordinator of the project “Mainstreaming the Right to Food at Sub-national level into Strategies and Plans”.

InWEnt is structured into 7 departments, one of them being the department for “Environment, Natural Resources and Food”. The division of “Rural Development and Food” here in Feldafing is part of this department.

Concerning the topic of food and nutrition security, we are all aware that this issue has become again of utmost importance all over the world. The price increase of food caused by different factors as well as the global financial crisis have lead to severe problems in many countries and has hit the poor people in particular. Therefore, your projects and activities are of great importance and we would like to thank FAO, in particular Mr. Frank Mischler, for his interest in cooperating with InWEnt in this workshop on

He recalled that all three countries have dedicated Governments that call for bold action against food insecurity and have the fight against hunger and the realization of the right to food among the priority goals. In decentralized systems it is the districts that have the most important role to play. At this level Government implements its plan.

The project responds to a global trend of decentralization and devolution of functions, decision making power and resources from national to district level. This trend supports the hypothesis that food security action based on community level priorities and needs can potentially accelerate the reduction of persistent high prevalence of hunger. The district with its close ties to grassroots groups, while obtaining guidance and general policy direction from the central level, may be the most adequate administrative level for development planning. Further, the close interaction between district officials and civil society that is possible at district level catalyzes the positive effects of applying good governance practices in planning and implementation of food security and nutrition activities.



Frank Mischler gives general remarks

This is a huge task and FAO is ready to accompany you at least until the end of 2012.

Frank's expectation is that the next two weeks will energize the project, provide you the necessary tools and knowledge, clarify things and give you a clear plan of what to do next when back at home. He hopes that the two weeks will be a good investment and that we see the fruits of our work not only in the first days after return but in the coming years. Expectations are high: Your Government wants to see the ambitious food security agenda implemented and wants to see results quickly. Your colleagues from neighbouring districts and national level representatives want to learn from what we do and achieve. On a global scale, individuals, organizations and our donor want to see the right to food in action. The pressure is on us. I hope this workshop can help us to find the best strategy to respond to all of these expectations.

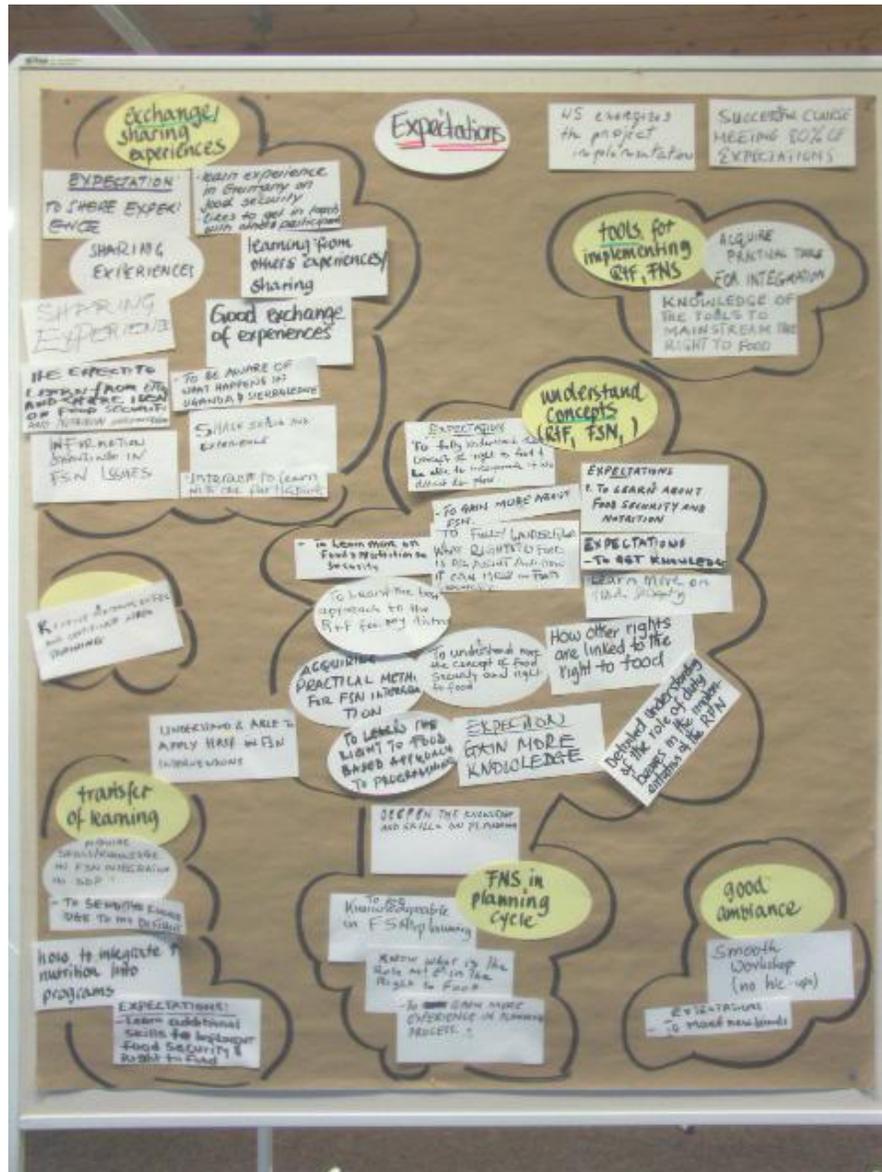
Lioba gets the group started. What are the key questions at the beginning? Who is here? What will we do? How will we do it? And: "why are we here?", adds a participant. Participants grouped in pairs and introduced their colleague to the group.

Name Country / Working context	Educational background	Organisation	Position	Any personal information
 MR. JACKSON FROM-UGANDA.	BSC- IN AGRICULTURE MSC- IN AGRICULTURE ECONOMY.	GULU DISTRICT LOCAL GOVERNMENT	DISTRICT AGRICULTURE PROFESSOR OFFICER	MARRIED WITH 3 KIDS.
 MR. JUMA FROM ZANZIBAR WORK: AGRICULTURE EXT.	DIP AGRIC MECHANIZATION	MINISTRY OF AGRICULTURE	AGRICULTURAL DISTRICT OFFICER	MARRIED WITH FIVE KIDS
 Phebean, FOFANA Sierra Leone Kambia District..	MSc - Agric Econom ICS.	Ministry of Agriculture Forestry and Food Security.	District Agricultural Officer	MARRIED WITH 5 beautiful children 2 boys + 3 girls (23 years married)
 ASMER BITAL GHARIB Zanzibar (Spice Island) Darajani Urban District	B.A. ECONOMICS	Ministry of Agriculture, Livestock and Environment	Planning Officer (focal point of food security)	Three years married no children as yet. (Hoping to get a quarter full)
 LAHALI MACAVORAY SIERRA LEONE DISTRICT LEVEL	B. SC ECONOMICS M. Ed ADMINISTRATION	MOYAMBA DISTRICT COUNCIL	DEVELOPMENT & PLANNING OFFICER	mlahali.kanghali@yahoo.com
 MRS MANSURA KASSIM ZANZIBAR, TANANIA NATIONAL LEVEL	Msc Agriculture	Ministry of AGRICULTURE, LIVESTOCK & ENVIRONMENT	Assit. COORDINATOR FOOD SECURITY AND NUTRITION PROGRAMME	Email: almansurat@yahoo.com
 HAMID ZANZIBAR SOUTH DISTRICT.	EDUCATIONAL DIPLOMA	MINISTRY OF LOCAL GOV. AND SPECIAL DEPARTMENTS.	ACTING PLANNING OFFICER.	-MARRIED WITH THREE DAUGHTERS
 VICTOR Kamara Sierra Leone Freetown-Capital	AGRICULTURAL DEVELOPMENT U.K.	Inst. Reform and Capacity Building Project - IRCBP of The Min. of Local Govt.	Project Officer	Rapid Results Approach - RRA Specialist
 NAME: BAIKHARIB BAI COUNTRY: ZANZIBAR WORK: DISTRICT AGRICULTURE OFFICER	EDUCATIONAL: DIPLOMA IN CROP PRODUCTION	ORGANIZATION TRAINING OF AGR.	POSITION: DISTRICT AGRIC DEVELOPMENT OFFICER	PERSONAL INFORM. MARRIED 2 SONS 3 DAUGHTERS
 JING OGIANI UGANDA FOOD SECURITY	BACHELOR OF SCIENCE (BOTH LOGIC) MAJORE ECONOMIST) KAMPALA SPEAKING IN ENGLISH	ABIM DISTRICT LOCAL GOVERNMENT	DISTRICT PRODUCTION AND MARKETING OFFICER	MARRIED WITH 3 SONS + 3 DAUGHTERS
 JULIA SIERRA LEONE	AGRICULTURE FOOD SECURITY CROP PROTECTION	FAO	NATIONAL PROJECT COORDINATOR	LIKES MIXING WITH PEOPLE

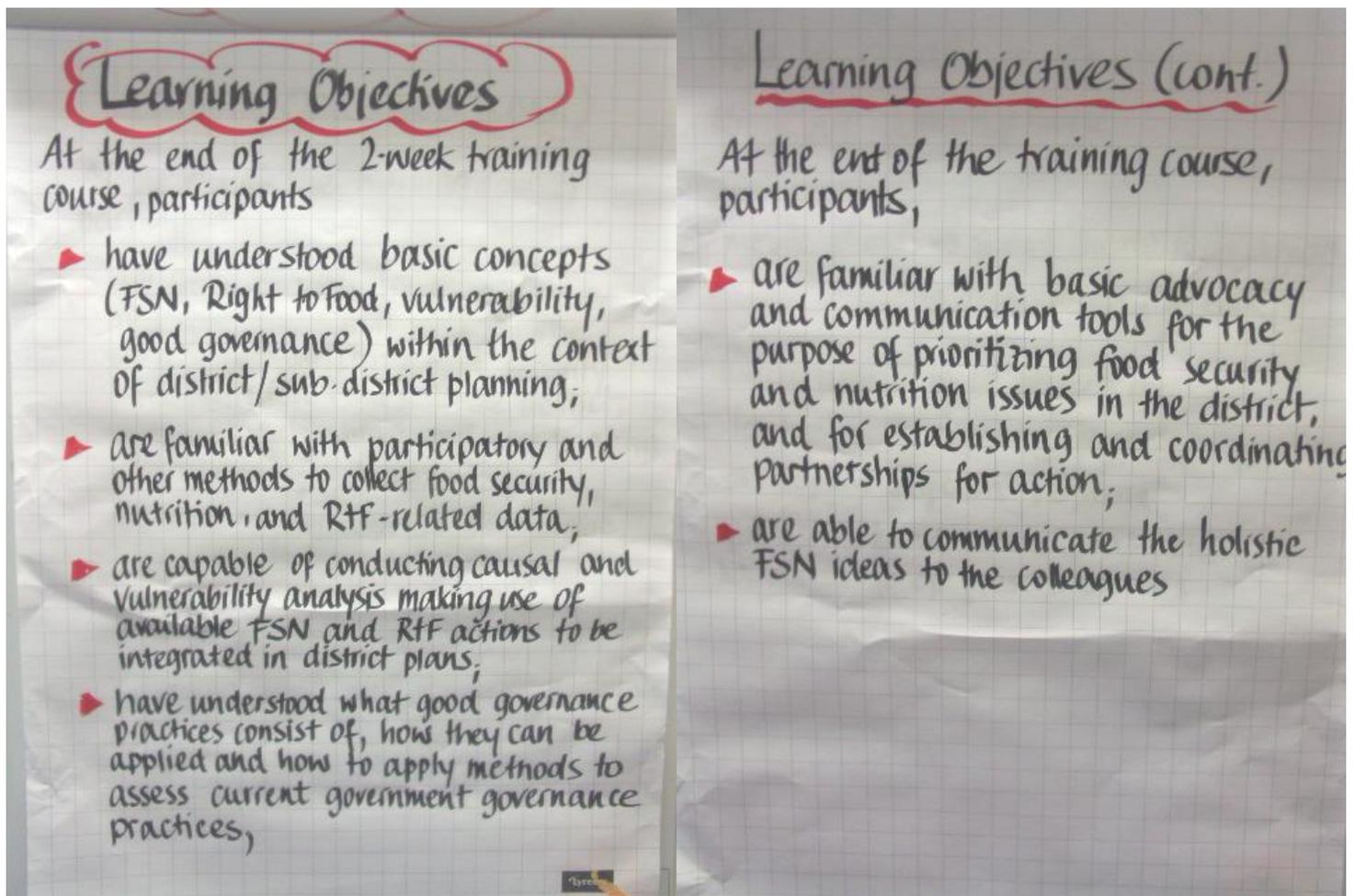
	Name Country/working context	Educational background	Organisation	Position	Any personal information
	RICHARD DRYEM UGANDA / PLANNING	ECONOMIST / STATISTICIAN (BSc. Econ/stat)	NEBBI DISTRICT LOCAL GOVERNMENT	DISTRICT PLANNER	MARRIED WITH 3 CHILDREN
	CHRIS OTIM UGANDA (PLANNING)	ECONOMIST / STATISTICIAN (BSc. / MSTAT)	GULU DISTRICT LOCAL GOV'T	DISTRICT PLANNER	MARRIED WITH 3 CHILDREN
	MOHAMED A.M. MANSARAY / DISTRICT LEVEL	B. SC. AGRIC. GENERAL DIP. ED	KAMBIA DISTRICT COUNCIL	DEVELOPMENT PLANNING OFFICER	DISTRICT HIV FOCAL PERSON
	ANDERSON SAMFANA SIERRA LEONE MOYAMBA DISTRICT	HIGHER NAT. DIPLOMA (PROJECT DESIGN, MONITORING & EVALUATION)	MINISTRY OF AGRIC FORESTRY & FOOD SECURITY	MONITORING & EVALUATION OFFICER	PERSONAL - Married with 4 children - Born 7th OCT 1964
	FRANK MISCHLER ROME	Development Economics	FAO	Food Security officer / Program Coordinator	married, 2 children Tango dancer
	Jacqueline Graber Belgium	Linguistic Program Management	InWEnt	Project Manager	Grown up in Africa
	Mr. Ali JUMA Ministry level	L.L.B (BEHOLDER OF LAWS) DIP. IN EDUCATION	MINISTRY OF FOOD GOVERNANCE	HUMAN RIGHTS OFFICER AND FOCAL PERSON ON FOOD SECURITY AND NUTRITION	aj-ham60@hotmail.com +255773165726
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	OBOI RICHARD UGANDA SOROTI DISTRICT (PLANNING)	BA Economics (MBA) Dip. Business Studies Cert. Computer Applicable Minister Report writing Damage & Loss Analysis	Soroti District Local Govt Dept: Planning & Finance	Ag. District Planner / Pop. Officer	Married / Prosite +256 772 636 872 richardoboi@yahoo.com.hk
	OFOYURA TOM UGANDA NEBBI DISTRICT LOCAL GOVERNMENT	BSC AGRICULTURE DIP AGRICULTURE CERT AGRICULTURE	NEBBI DISTRICT LG DEPARTMENT OF PRODUCTION AND MARKETING	DISTRICT AGRICULTURE OFFICER - NEBBI	MARRIED +256 772 567 232 ofoyuratom@yahoo.com
	HAMAD ZANZIBAR	AGRICULTURAL Economics MSc	FOOD SECURITY AND NUTRITION PROGRAM	MONITORING AND EVALUATION OFFICER	HELPING RURAL PEOPLE

Name Country / working context	Educational background	Organisation	Position	Any personal information
 <b>OCHAN DAVID</b> UGANDA ABIM DISTRICT	Bachelor in Development Studies MAKERERE UNIV. → Development Worker & Planner	ABIM DISTRICT Local Govern- ment	Senior Planner	Married, 2 children - travelling - reading novels + making friends
 <b>WILSON OKETTA</b> UGANDA SOROTI DISTRICT	UNIVERSITY DEGREE B.SC. DIP FISH TECH.	SOROTI DISTRICT LOCAL GOVERNMENT: PRODUCTION DEPART- MENT	ACTING DISTRICT PRODUCTION COORDINATOR	- MARRIED - INTERESTED IN GARDENING - SIX CHILDREN AND DEPENDENCE
 <b>SLINGO KAMARA</b> MOYAMBA DISTRICT SIERRA LEONE	B.Sc. AGRIC GENERAL	MINISTRY OF AGRIC. FORESTRY AND FOOD SECURITY	DISTRICT AGRICULTURAL OFFICER	MARRIED WITH 3 CHILDREN. LIKE TRAVELLING.
 <b>SORIE I TURAY</b> <sup>37</sup> SIERRA LEONE - KAMBIA DISTRICT	DIP. MARKING & DISTRIBUTION	MINISTRY OF AGRICULTURE FORESTRY AND FOOD SECURITY (MAFFS)	MONITORING & EVALUATION OFFICER	MARRIED HAS CHILDREN
 <b>KABILEH</b> SIERRA LEONE FREETOWN	B.S.C. AGRIC EDUCATION	MINISTRY OF AGRICULTURE & FOOD SECURITY	ASSISTANT DIRECTOR OF MONITORING & EVA	ORDAINED AMBASSADOR FOR PEACE - UNIVERSAL PEACE FEDERATION
 <b>Beatrice Okello</b> Uganda	Agricultural Economist (MSc) Agriculture (BSc.)	FAO before: MAIF	Nat. project officer coordinator of RTF project	3 daughters travelling singing & dancing
 <b>MARIA</b> GERSTER <sup>(D)</sup>	SOCIAL ECONOMIST	UNIV. HOHENHEIM InWEnt.....	LECTURER RESEARCHER CONSULTANT	GARDENING, FAMILY; READING
 <b>Liba Weingaertner</b> Germany Home Office	Nutritionist	Various: InWEnt BMZ, GTZ, Welthungerhilfe	Free lance consultant	Married, 1 daughter Like mountain walking
 <b>INA KAMUF</b> GERMANY	STUDENT AT MUNICH POLITICAL SCIENCE & INTERNATIONAL LAW	INWENT	TUTOR	- Travels a lot to Sierra Leone - on a (free town) - Likes to live - Likes cooking

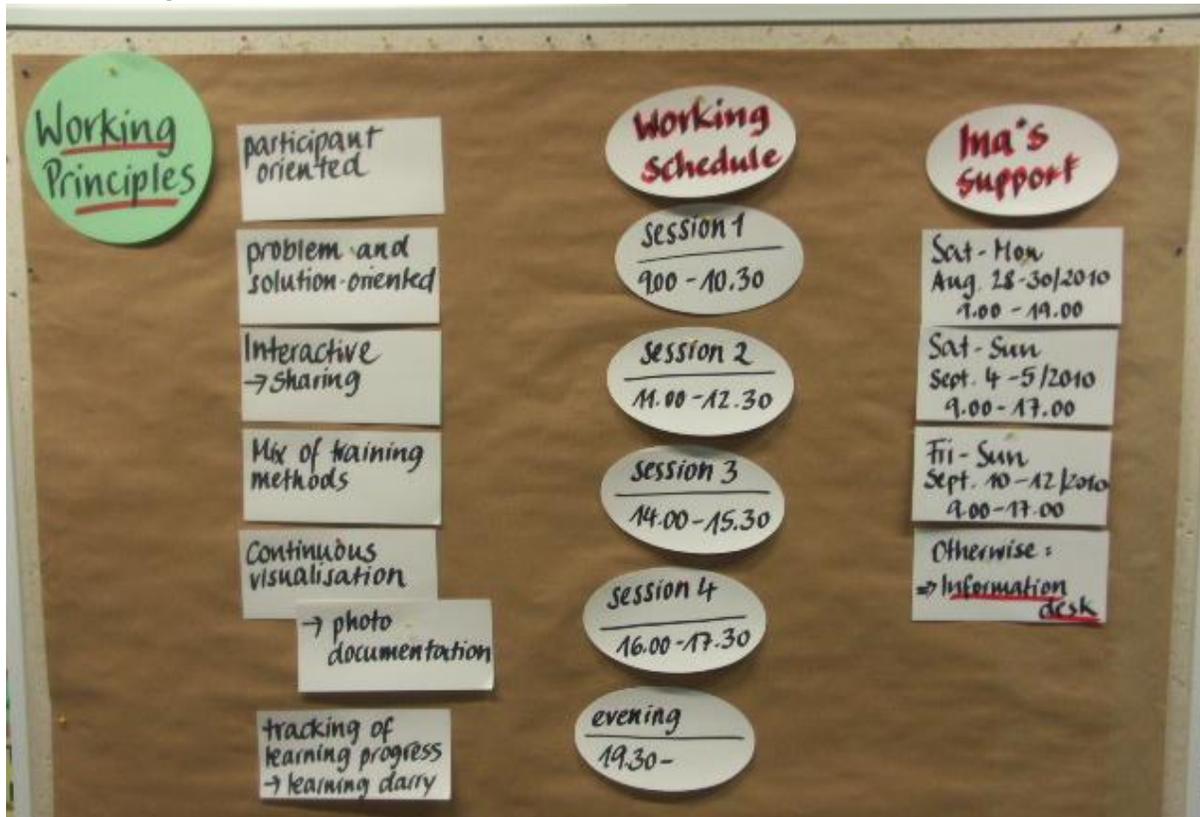
Every participant was asked to express his or her expectations of the course. Maria and Lioba clustered the cards. Many participants were interested in **exchange and sharing of experience**. Others wanted to get **refreshers of key concepts**, such as food security and nutrition and the right to food. Some participants were interested in learning **tools for implementing food security and right to food**. What does **Food Security mean in the planning cycle** was the most important question for others. The **Transfer of learning** was especially interesting for some, while others mentioned **good ambiance** as a key expectation. Two expectations couldn't be clustered: One participant hopes that 80% of all expectations will be fulfilled by the end of the course. The writer of the other card expects that the workshop will serve as an energizer for the implementation of the 2-year project.



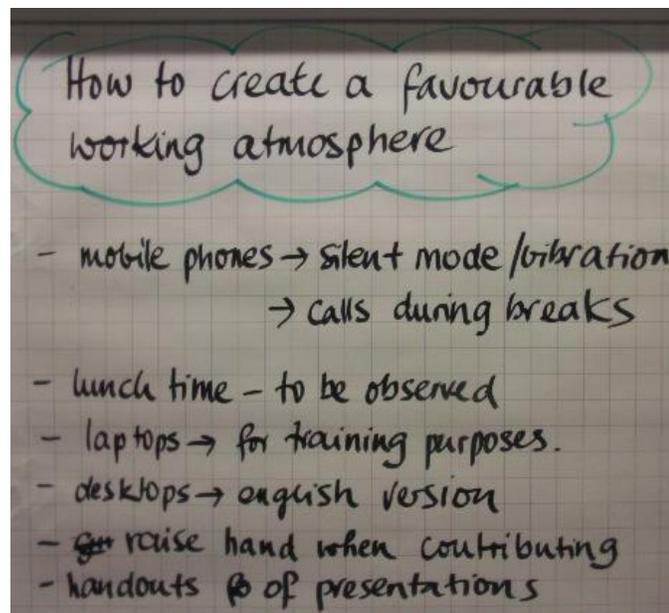
This answered the question “why are we here” from a participants’ perspective. The organizers translated all expectations derived from earlier discussions in learning objectives.



And how shall we work together? We agreed on rules, when to bend the roles and when there should be no bending.



And how to create the most favorable working environment? Everyone shall follow his or her preferred learning path without disturbing others. We agreed on ground rules.



## 2. Introduction to the planning cycle in the three countries

Each country delegation will be responsible to make a presentation on the evening dedicated to that country. The following issues were addressed in each presentation:

- **Degree of decentralization in your country** – what is the status of decentralization in your country? What is the level of autonomy that (sub-)districts have? To what extent are functions devolved from central to district level? Do districts have budget authority? What are the district's main revenue sources?
- **District Development Planning Process** – in a nutshell, summarize the planning process at (sub-) district level. What are the main steps of this process? Who participates in the formulation of the plan? How frequent is planning conducted (annual planning, 5-year roll-over plans...)?
- **Food Security Situation** – in your country and in your district. What are the main constraints that lead to vulnerability to food insecurity and malnutrition? Which groups are most prone to food insecurity and malnutrition, and provide a livelihoods description of each?
- **Human Rights/the Right to Food** – In your opinion are the concept and principles understood and referred to, and if so, by whom? How and what conditions need to be fulfilled to conclude that development activities in your country are based on human rights and the right to food?
- **Actors** – who are the main actors involved in formulation and implementation of (sub-) district plans? How does local Government coordinate food security action (e.g. between government and NGOs?). What role do communities play in FSN planning at (sub-) district level?
- **Food Security Programmes** – Describe government and non-government programmes that strive to address the underlying causes of hunger and malnutrition in the (sub-) district. Who do they target, what do they deliver, do they effectively address underlying causes of hunger and malnutrition, etc.?
- **Constraints** – From a (sub-) district point of view, what are the main constraints that need to be faced with regard to integrating food security and nutrition into your development plans, receive sufficient funding in support of those plans, and implement and monitor them.

### Quote of the day

“...so this the difference between eating to live and living to eat”

Kabileh

Mansura from Zanzibar volunteered to make the first presentation. The complete report is attached to this documentation in the annex (→ 02\_Tanzania (Zanzibar-) Country Presentation).



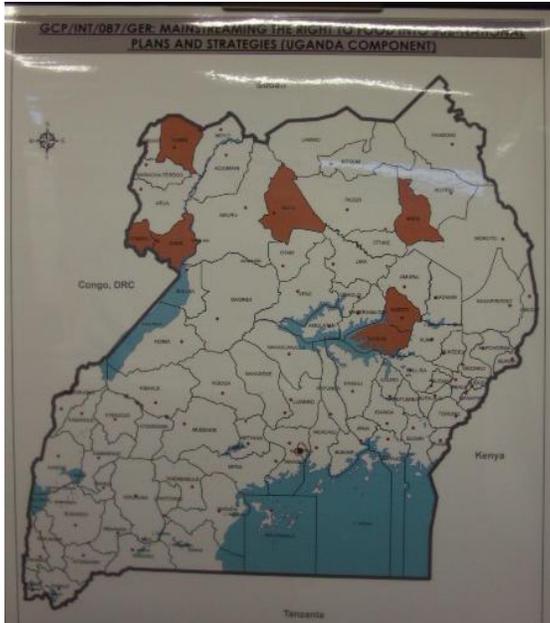
Mansura introduces Zanzibar to the workshop



Pheabean and Manssary pose in front of the Sierra Leone board and the desk with Sierra Leone goods: Honey, Rice, Cassava flour.

The powerpoint presentation can be found in the annex (03\_Sierra Leone Presentation Monday).

Beatrice, Wilson and Richard completed the round with some information on Uganda – the pearl of Africa!

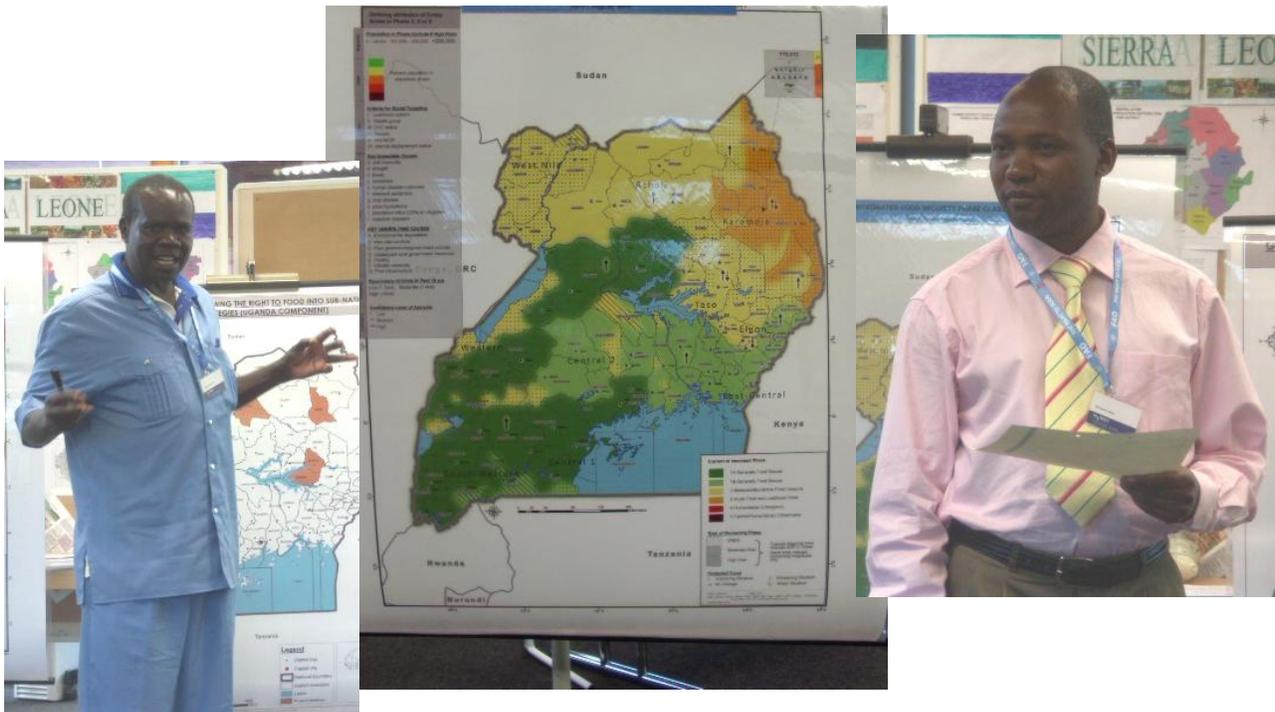


The marked districts highlight the districts included in the project (from east to west): Abim, Soroti, Gulu, Yumbe and Nebbi).

The IPC map (Integrated phase classification for food security) is published twice a year and forecasts the food

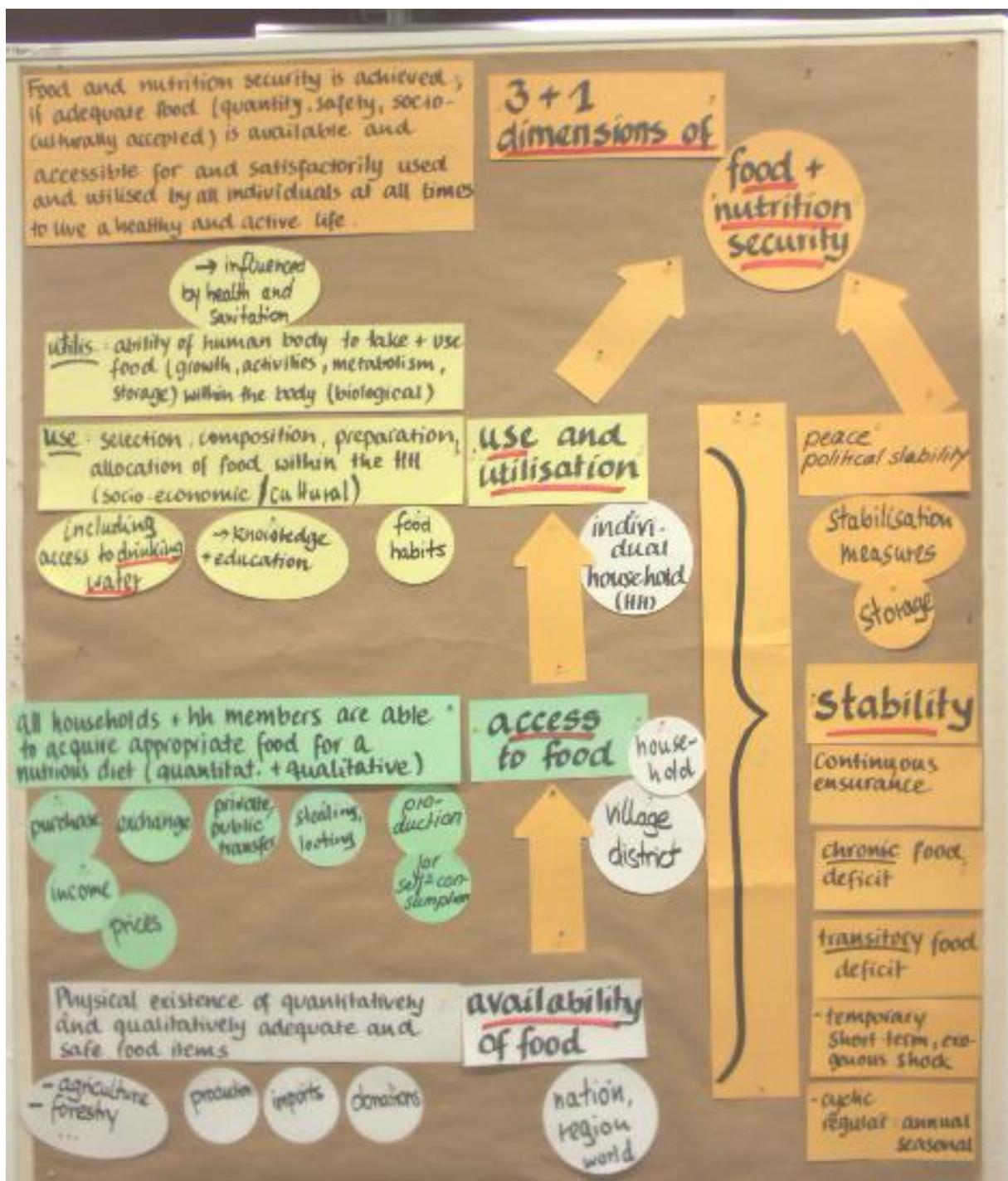


security situation in the country. The yellow and red parts call for increased attention (see powerpoint presentation is included in the annex, → 04\_Uganda Presentation Monday 30 August.)



### 3. Refresher of key concepts

To underline the importance of nutrition in the holistic approach to food security our definition combines food and nutrition and we use the term “Food and Nutrition Security” emphasizing several aspects, i.e., not only ‘Availability’, ‘Accessibility’, but also ‘Use and Utilization’ of food.



**Availability** refers to the physical existence of food, be it from own production or on the markets. On national level food availability is a combination of domestic food production, commercial food imports, food aid, and domestic food stocks, as well as the underlying determinants of each of these factors. Use of the term availability is often confusing, since it can refer to food supplies available at both the household level and at a more aggregate (regional or national) level.

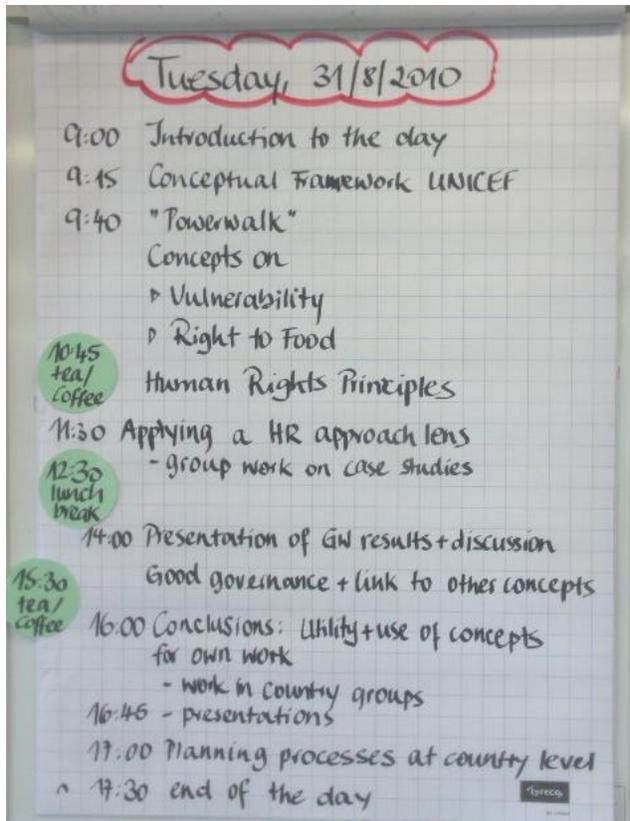
**Access** is ensured when all households and all individuals within those households have sufficient resources to obtain appropriate foods for a nutritious diet. It is dependent on the level of household resources – capital, labour, and knowledge – and on prices. Note that adequate access can be achieved without households being self-sufficient in food production. More important is the ability of households to generate sufficient income which, together with own production, can be used to meet food needs.

**Use** of food refers to the socio-economic aspect of household food security. If sufficient and nutritious food is both available and accessible the household has to make decisions concerning what food is to be purchased, prepared and consumed (demanded) and how the food is allocated within the household. In households where distribution is unequal, even if the measured aggregate access is sufficient, some individuals may suffer from food deficiency. The same is true if the composition of the consumed food is unbalanced. Another aspect is the social function that food can have in terms of community cohesion through offerings, ritual meals etc. especially in food deficit times. All these socio-economic aspects are determined by knowledge and habits. This is especially critical for feeding infants (breast feeding, weaning foods etc.).

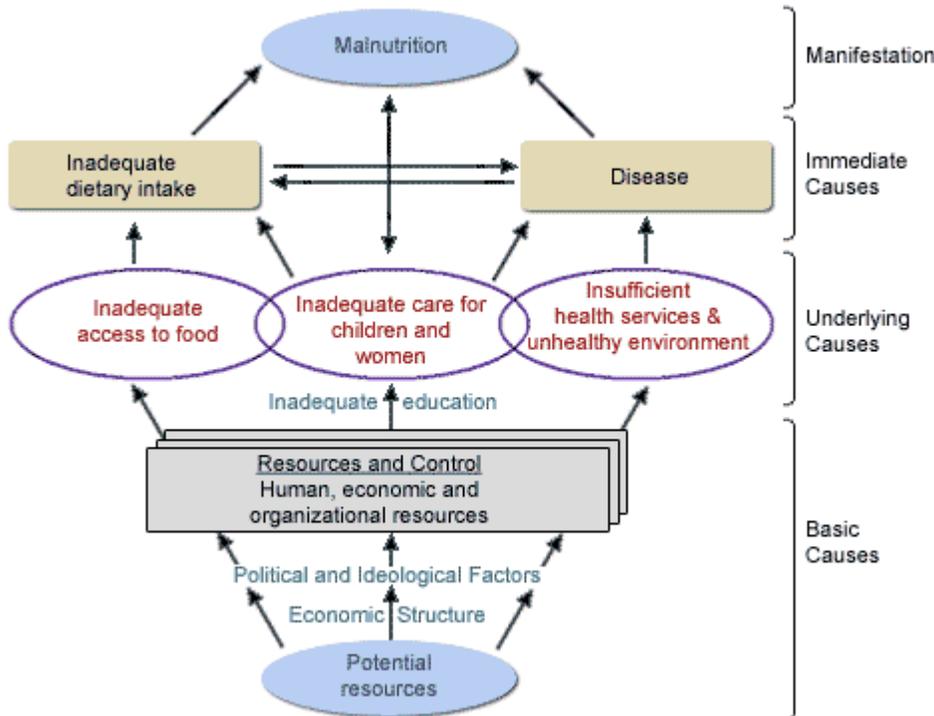
Focusing on the individual level food security also requires taking the biological **utilization** of food into consideration. This refers to the ability of the human body to take food and convert it into either energy which is either used to undertake daily activities or is stored. Utilization requires not only an adequate diet, but also a healthy physical environment, including safe drinking water and adequate sanitary facilities (so as to avoid disease) and an understanding of proper health care, food preparation, and storage processes.

**Stability** or sustainability refers to the temporal dimension of nutrition security i.e. the time frame over which food security is being considered. In much of the food security literature, a distinction is made between chronic food insecurity – the inability to meet food needs on an ongoing basis – and transitory food insecurity when the inability to meet food needs is of a temporary nature.

A question came up: What aspects are particularly referring to nutrition? It appears that the concept presented resembles the “pure” food security framework. What do we really add with the notion “nutrition”. How can we make the elements that relate to nutrition more explicit?



Lioba started the day by introducing the conceptual framework of malnutrition, developed by UNICEF and widely accepted at the international level. Although mainly used in the context of under-nutrition in rural areas of developing countries, it is also applicable to overnutrition in an urban context. According to this framework, malnutrition occurs as a result of a number of factors which directly and indirectly cause malnutrition.



The **immediate causes** of the nutritional status manifest themselves at the level of the individual human being. These are dietary intake and health status.

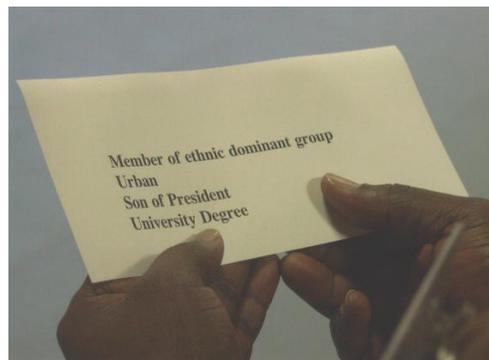
The immediate causes of the nutritional status are influenced by four **underlying causes** manifesting themselves at the household level: adequate household food security, adequate care for mothers and children, a proper health environment and access to health services.

Finally, the general socio-economic and political conditions of a country influence the causes of nutrition

Everyone is lined up for the Powerwalk: This exercise is a simulation of a country situation in action. All participants will start off in a straight line reflecting article 1 of the UDHR which reads: "All are born free and equal in dignity and rights". The exercise finished very different however.



People were spread out all over the room reflecting actual life in which some seem to be 'worth' more than others. And some are better off than others. Indeed, there was a huge difference between the 'son of the president' and the uneducated women who lives in the rural areas.



The discussion afterwards was lively. It became clear: Development isn't power neutral. Discrimination and elite capture are well known development realities. Power-relations have a huge impact on who we are, and what we can be. For those who are left behind it is impossible to catch up without specific targeted assistance.



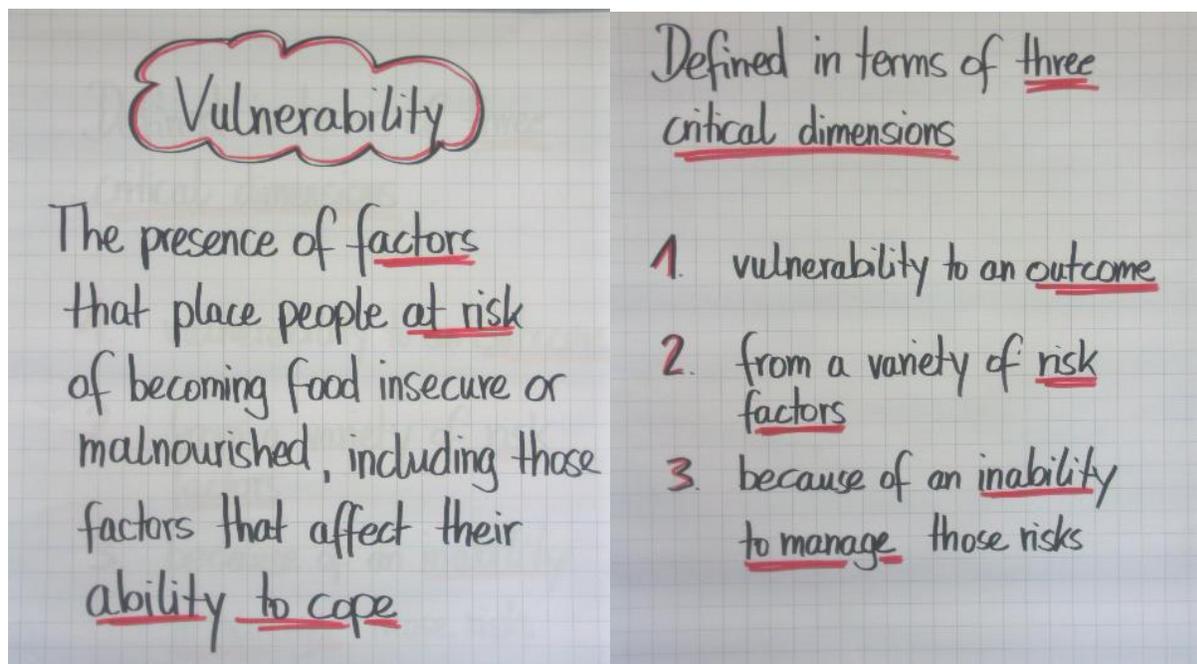
can guide us in our effort to eliminate food insecurity.

**Quote of the day**

Lioba: Are you a woman?  
 Jackson: Yes!  
 (During the powerwalk)

Resources and capacities

alone will not do the trick. The enabling environment is a fundamental determinant. Given the political realities around power, one is in need of an objective and neutral normative standard to guide discussions. The human rights approach is this normative standard that

**The definition of vulnerability:**

Following on the experience from the powerwalk, Frank introduced the right to food. Twenty years after the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights (ICESCR), ratified by 160 States, marked a significant positive step by making the right to food the object of a stated regulation with binding value for the States parties. The ICESCR did more than recognise human rights principles; it transformed them into agreed norms. Uganda, Sierra Leone and UR Tanzania all ratified the ICESCR.

**Article 11 International Covenant on Economic, Social and Cultural Rights**

1. The States Parties to the present Covenant recognize the right of everyone to an adequate standard of living for himself and his family, including adequate food, clothing and housing, and to the continuous improvement of living conditions. The States Parties will take appropriate steps to ensure the realization of this right, recognizing to this effect the essential importance of international co-operation based on free consent.

2. The States Parties to the present Covenant, recognizing the fundamental right of everyone to be free from hunger, shall take, individually and through international co-operation, the measures, including specific programmes, which are needed:

(a) To improve methods of production, conservation and distribution of food by making full use of technical and scientific knowledge, by disseminating knowledge of the principles of nutrition and by developing or reforming agrarian systems in such a way as to achieve the most efficient development and utilization of natural resources;

(b) Taking into account the problems of both food-importing and food-exporting countries, to ensure an equitable distribution of world food supplies in relation to need.

*Adopted by UN General Assembly on 16 December 1966, Annex to GA Resolution 2200A (XXI)*

The ICESCR deepened the right to food concept. Art.11, which can be considered the core provision with regard to the right to food and its protection under international law, confirms “...the right to....adequate food”, adding “...the right of everyone to be free from hunger”. Referring to “freedom from hunger” meant that the state would commit itself to ensuring that its people did not starve, at the very least. In this way, the right to be free from hunger was closely related to the right to life as spelled out in other relevant international instruments.

The global reaffirmation and recognition of the right to adequate food is, however, by itself not sufficient. The right must be understood and the corresponding obligations implemented and enforced for it to have effect. Efforts to clarify the right to food culminated in the adoption by the Committee on Economic, Social and Cultural Rights (CESCR) of General Comment 12, which is generally considered as an authoritative interpretation of art. 11 of the ICESCR. General Comment 12 affirms that the right to adequate food is indivisibly linked to the inherent dignity of the human person and is indispensable for the fulfilment of other human rights.

**General Comment 12**

6.The right to adequate food is realized when every man, woman and child, alone or in community with others, has physical and economic access at all times to adequate food or means for its procurement. The right to adequate food shall therefore not be interpreted in a narrow or restrictive sense which equates it with a minimum package of calories, proteins and other specific nutrients. The right to adequate food will have to be realized progressively. However, States have a core obligation to take the necessary action to mitigate and alleviate hunger as provided for in paragraph 2 of article 11, even in times of natural or other disasters

*Adopted by the Committee on Economic, Social and Cultural Rights, UN Doc. E/C.12/1999/5, 12 May 1999*

According to General Comment 12, the realization of the right to adequate food requires: “the availability of food in a quantity and quality sufficient to satisfy the dietary needs of individuals, free from adverse substances, and acceptable within a given culture”; and “the accessibility of such food in ways that are sustainable and that do not interfere with the enjoyment of other human rights”(para 8).

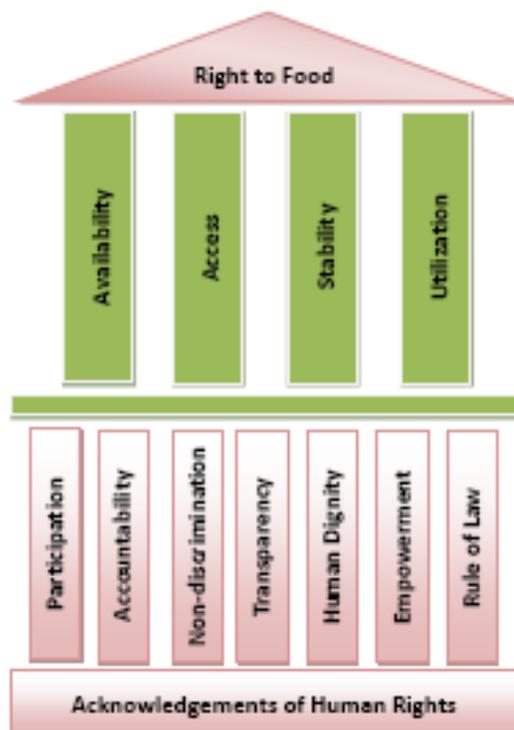
**Right to Food and Food Security**

The concept of food security has changed significantly over time. It has broadened from availability and stability of basic food supply at the international and national level to include access at the household and individual level; to comprise not only sufficient, but also safe and nutritious food; and to take account of health and other factors. The definition of food security now most commonly used, that of the 1996 World Food Summit, bears considerable resemblance to the definition of the right to food i.e.



“Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life”.

A right-to-food based approach complements food security considerations with concerns for dignity, the acknowledgment of rights, transparency, accountability, and empowerment. It is based on an *a priori* commitment to the value of human dignity and makes the individual an agent of change in a way that enables him or her to hold governments accountable and to seek redress for violations of his or her rights. Realizing the right to food is part and parcel of rights-based approaches to development that aim to implement all human rights obligations which States have committed themselves to under human rights law.



The Food Security and Nutrition temple is underpinned by human rights principles. The acknowledgement of human rights replaces the reference to ‘basic needs’.

Considering that only States are Parties to the Covenant, they are ultimately accountable for compliance with it and primarily responsible for the full realization of the right to food for all persons within their territory.

**Article 2.1 International Covenant on Economic, Social and Cultural Rights**

Each State Party to the present Covenant undertakes to take steps, individually and through international assistance and co-operation, especially economic and technical, to the maximum of its available resources, with a view to achieving progressively the full realization of the rights recognized in the present Covenant by all appropriate means, including particularly the adoption of legislative measures

*Adopted by UN General Assembly on 16 December 1966, Annex to GA Resolution 2200A (XXI)*

General Comment 12 further examined the obligations emanating from the Covenant and in particular identified three types of obligations: to respect, protect and fulfil (facilitate and provide).

The first obligation is a negative one, that of *respect*: a State must refrain from interfering with the free enjoyment of a right, from taking any measure that would result in preventing individuals from accessing adequate food.

Secondly the obligation to *protect* requires the State to take positive measures this time to ensure that third parties do not interfere in rights-holders’ access to food.



The third obligation to *fulfil* also refers to a positive intervention on the part of the State, that of providing food to those that cannot provide for themselves for reasons beyond their control. This obligation covers from facilitation to direct provision of food. By *facilitate* it is intended that States must pro-actively engage in activities intended to strengthen people's access to and utilization of resources and means to ensure their livelihood, including food security. The obligation to *provide* is called for, whenever an individual or group is unable, for reasons beyond their control, to enjoy the right to adequate food by the means at their disposal. In this case the States has to provide for the right directly. This obligation also applies for persons who are victims of natural or other disasters.

While only States are parties to the Covenant and are thus ultimately accountable for compliance with it, all members of society - individuals, families, local communities, non-governmental organizations, civil society organizations, as well as the private business sector - have responsibilities in the realization of the right to adequate food. The State should provide an enabling environment for the implementation of these responsibilities.

### Right to Food Guidelines

The Voluntary Guidelines to progressively realize the right to adequate food in the context of national food security ("Right to Food Guidelines" for short) are a human rights tool addressed to all States. They are voluntary and non-legally international law and provide existing obligations. They are Parties to the ICESCR, including Guidelines are also an advocacy encourage better implementation



The Right to Food Guidelines equality and non-discrimination, and rule of law, and the principle indivisible, inter-related and strengthen good governance and Guidelines encourage a gender perspective and stress equal rights of women as well as special protection for pregnant women and mothers Empowerment and participation are stressed in the Guidelines, as key elements of a rights based approach, and people's capacity building is indicated as one way to enhance them.

binding although they build on guidance on implementation of already addressed to all States, Parties and Non-developing and developed countries. The tool for all stakeholders wishing to of the right to food at the national level.

stress a wide range of principles including participation and inclusion, accountability that all human rights are universal, interdependent. They also seek to the rule of law. Throughout, the

**Governance Principles**

Another term often used in development is ‘governance’, Governance is a broad concept, with many dimensions and institutional and political manifestations. At national level, it refers to the way the State and its institutions link with people, the market and civil society through policy, laws, regulations and finance. It is the process of exercising different forms of power - social, political, economic, legal and administrative - and comprises the mechanisms, processes and institutions, through which citizens and groups can articulate their interest, exercise their legal rights, meet their obligations and mediate their differences (UN Human Development Report).

Human rights and governance share a preoccupation with necessary outcomes for improving people’s lives, but also with better processes. A focus on the relationship between citizens and the state authorities helps to bridge the gaps that often exists between, on the one hand, those concerned with institutional capacity and state building, and, on the other hand, those who focus on rights and human dignity. Both are necessary and the two are faces of the same coin. Being both people-centred, they reflect a fundamental concern with institutions, policies and processes.

The promotion of fair and democratic governance involves the empowerment of citizens, and particularly the marginalized, to become part in governance processes, claiming their rights and demanding accountability.

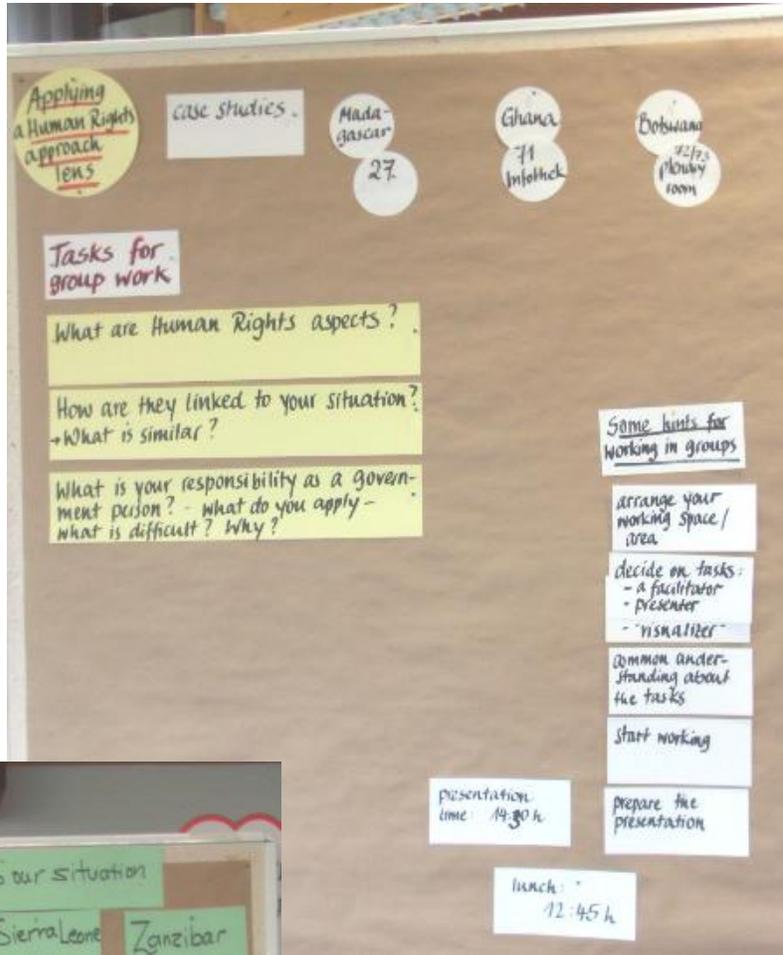
Similarly, human rights require a conducive and enabling environment with appropriate regulations, institutions and procedures that frame the actions of the State. However, human rights cannot be respected and protected in a sustainable manner without good governance. This implies to focus on political, administrative and institutional processes to respond to the rights and needs of the population. The true test of good governance is the degree to which it delivers on the promise of human rights, including economic, social and cultural rights.

At implementation level, both governance and human rights activities are based on the core principles of participation, accountability, transparency, empowerment, and state responsibility, in addition to the principle of non-discrimination. The rule of law includes the respect for international human rights law, which means the obligations to respect, protect, and fulfil human rights. In the present note, the concept of the right to food is meant to include all components of good governance, thus reflecting the full range of recommendations covered by the Right to Food Guidelines.



**Exercise on the human rights approach**

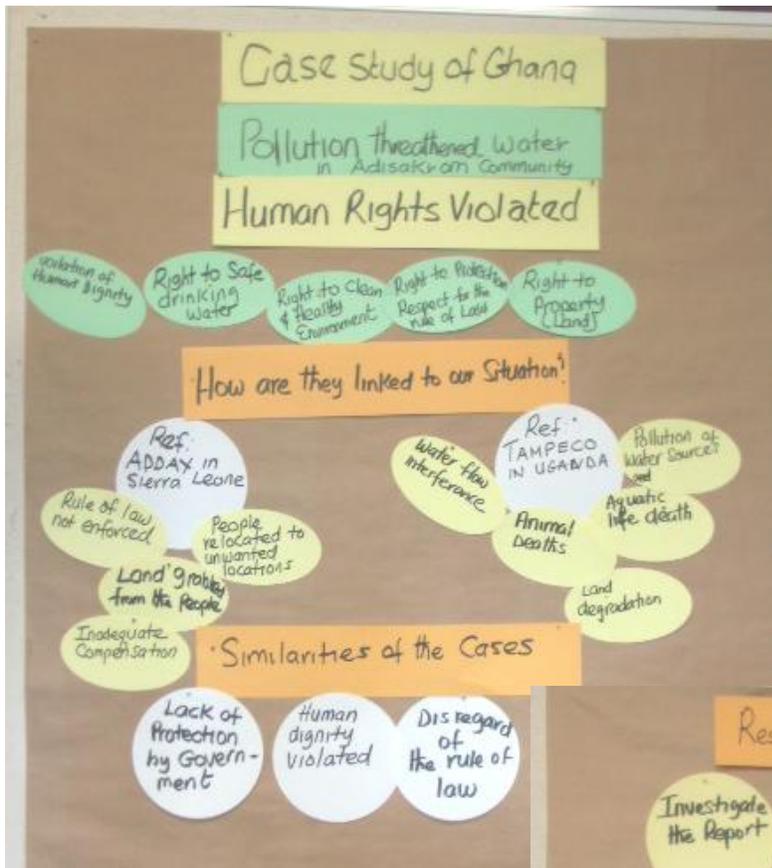
Three groups perused case studies that described a right to food violation. The task was to (i) summarize the human rights aspects of the case, (ii) relate them to a familiar situation and (iii) describe the personal responsibility as state representative and the constraints of complying with these responsibilities. The text of the case studies and the handout you can find in the annex to this documentary (→ 05a\_Exercise human rights lens and 05b\_handout\_Applying a human rights lens to food security).



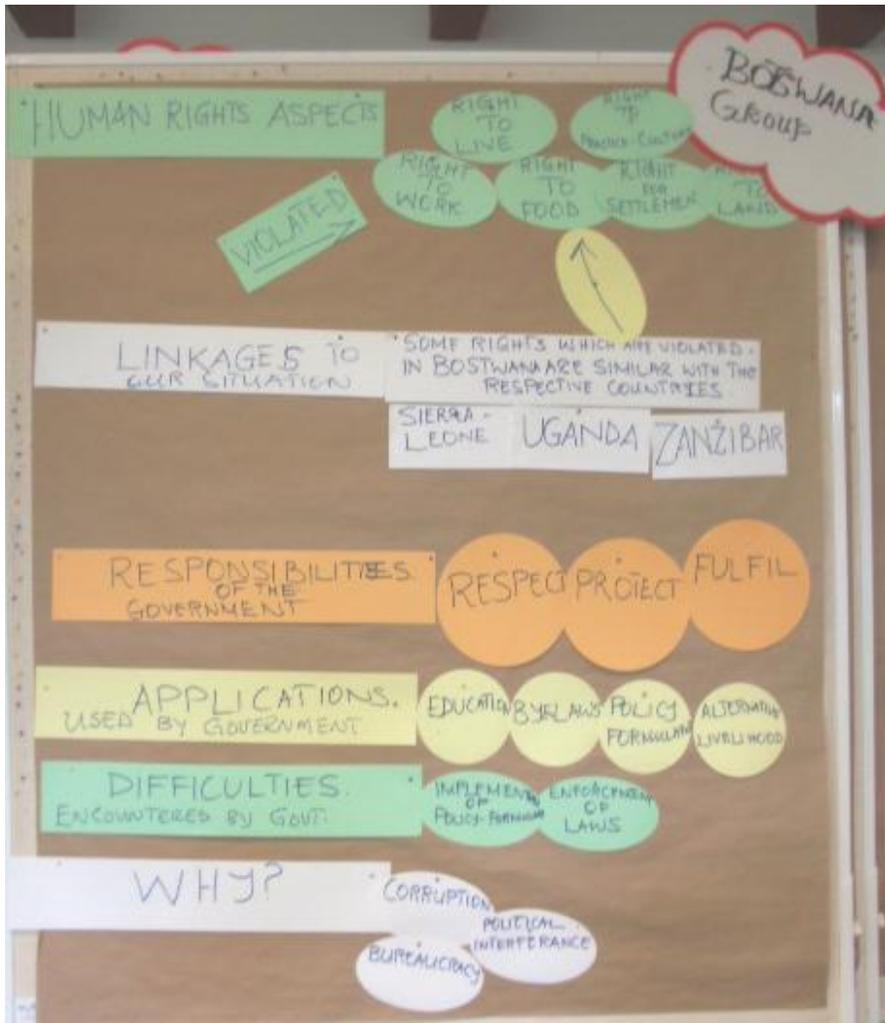
**Madagascar group**



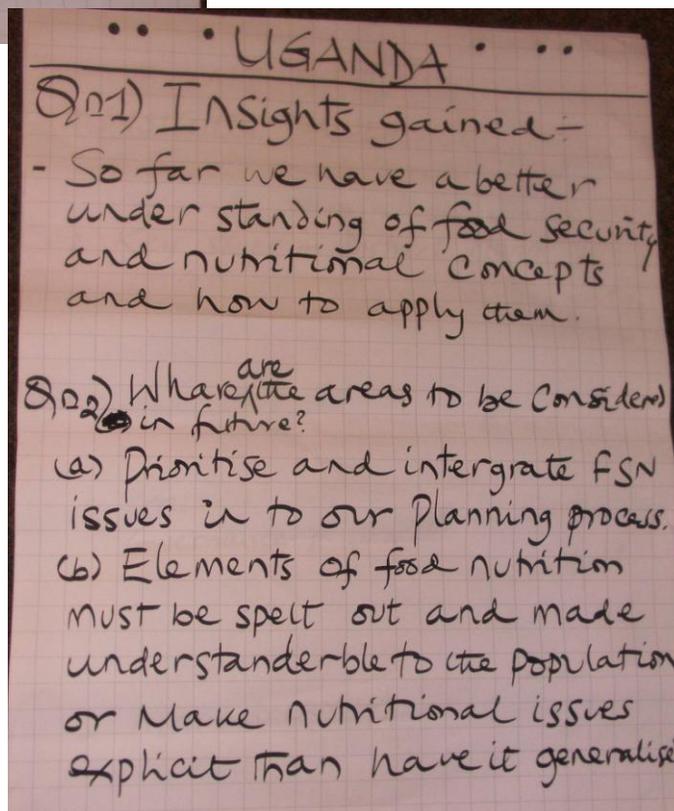
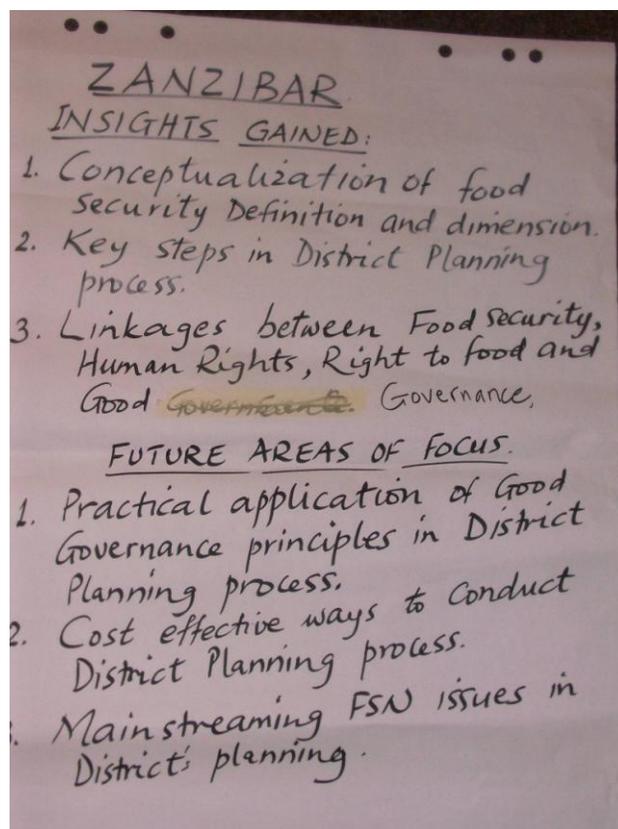
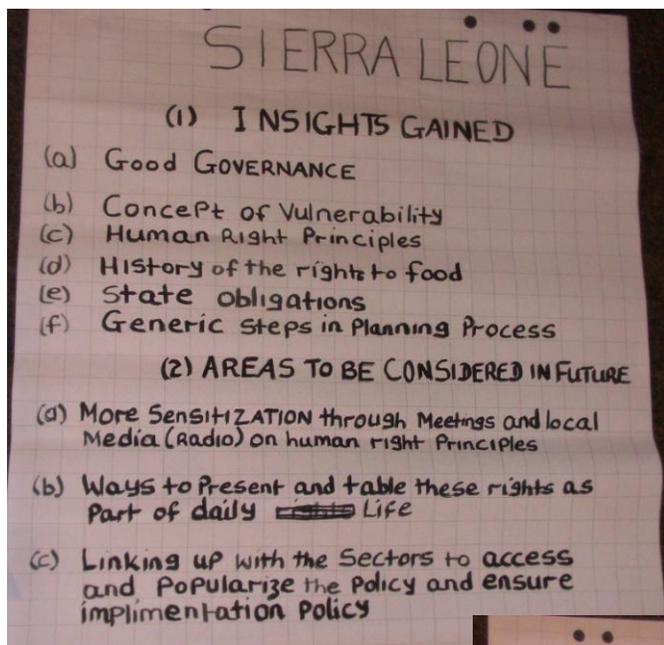
Ghana Group



Botswana Group

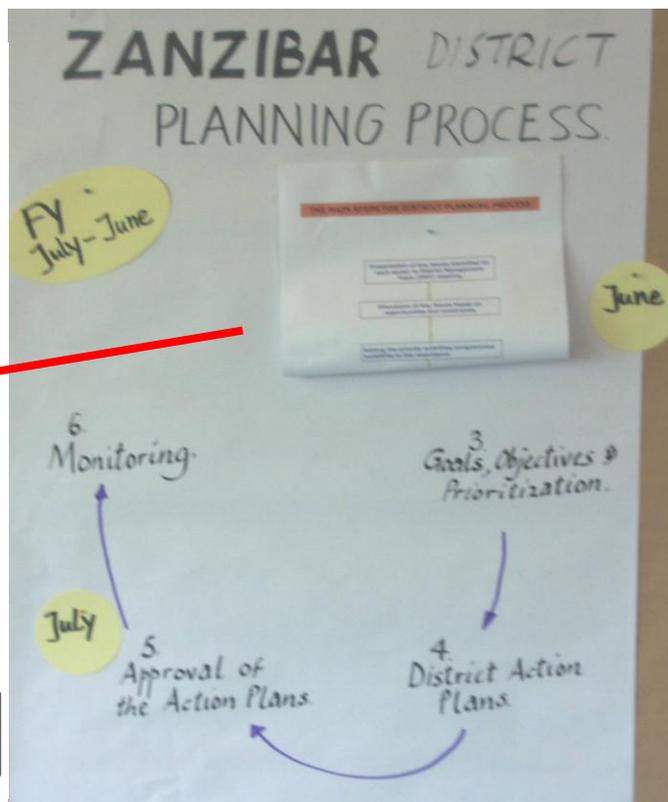
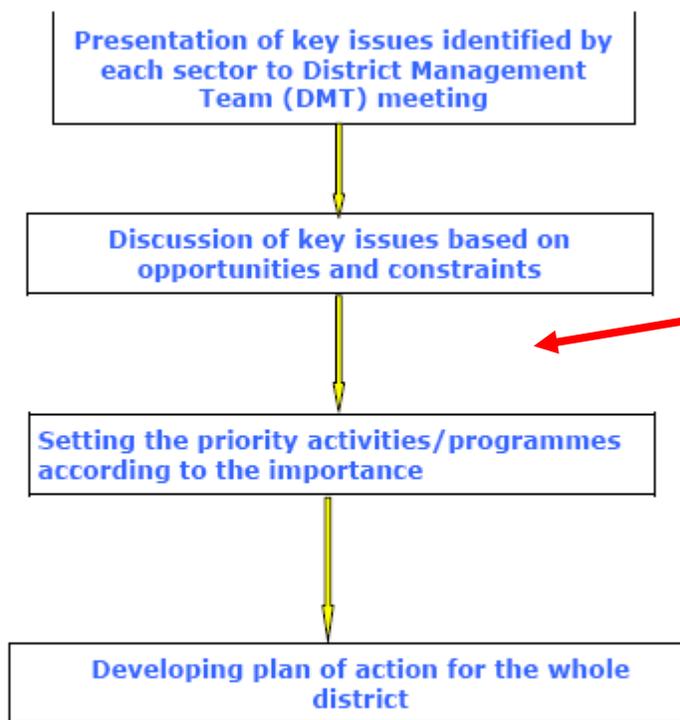


After having refreshed our minds with key concepts, the three country groups met to reflect on what they learned. What were the insights gained and which are the areas to be considered (at all or more pronounced) in future?



### 4. Planning cycle

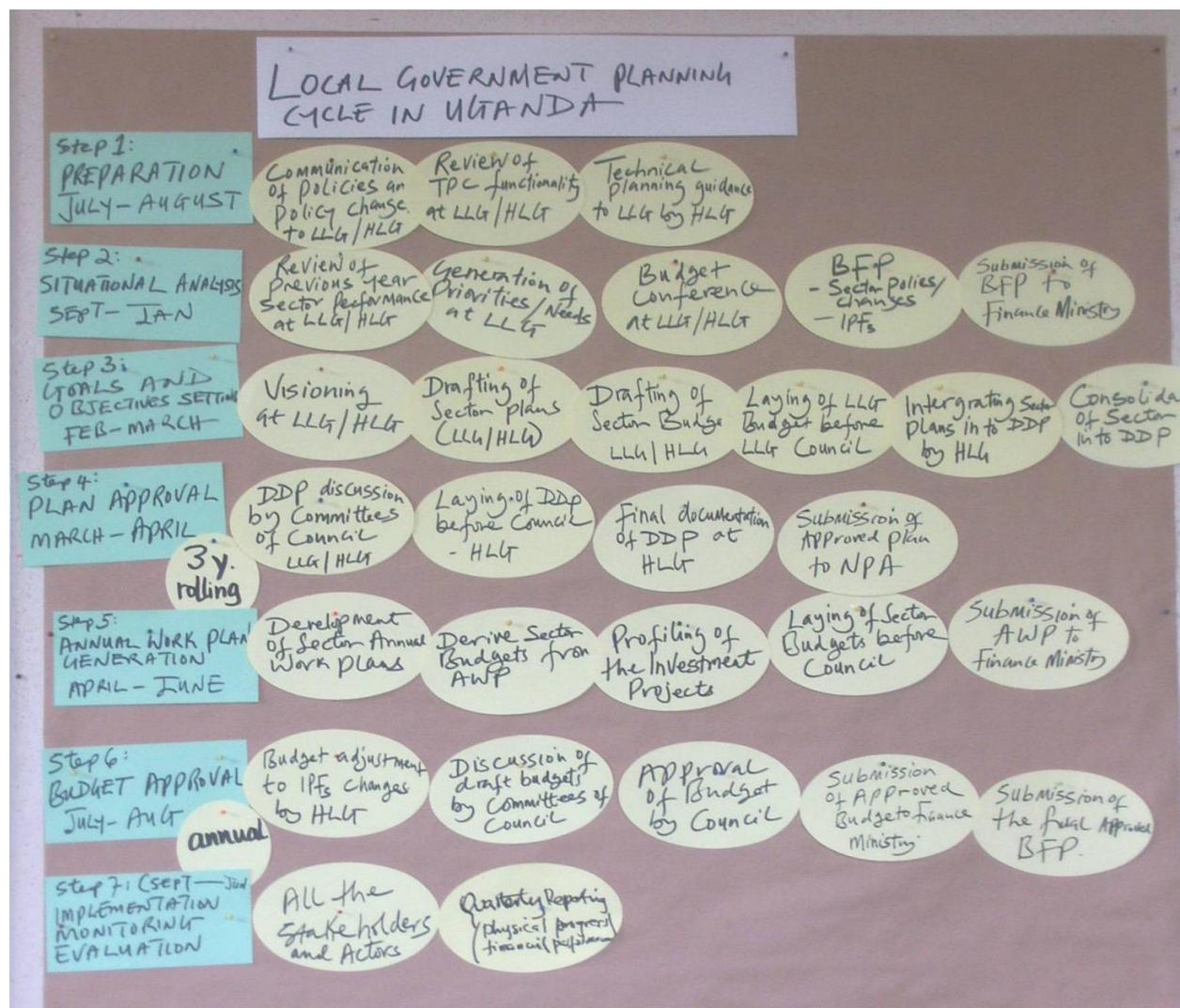
The planners were asked to sketch out the planning cycle of the three countries. While using different terms, according to the presenter from Zanzibar, it resembles a more generic cycle of (i) situation analysis, (ii) priority setting, (iii) development of plan and (iv) approval.



The planning process is done annually (July –June)

The actors are DMT members which are agricultural officer; health officer; education officer; water officer; community officer; women officer; cooperative officer; District planning officers (Secretary); District Administrative Officer (Chairperson)

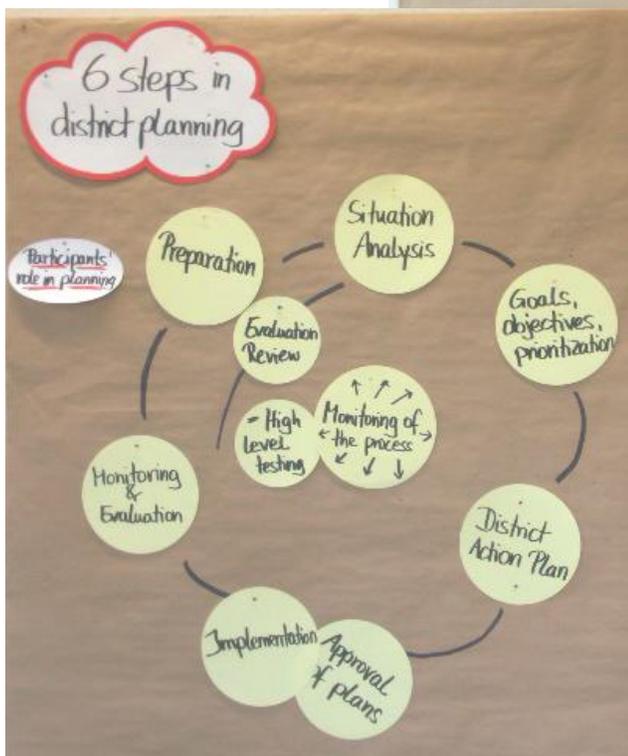
The planning cycle of Uganda is more developed. The main steps of (i) preparation, (ii) situation analysis, (iii) priority setting, (iv) plan approval, (v) annual work plan, (vi) budget approval and (vii) implementation are broken down in sub-steps.



The Sierra Leone country delegation presents the planning cycle in a circle. The financial year is from January to December (calendar year). Planning thus happens in summer months to be ready for submission of an approved plan from district to national level.

For working purposes we reduced the three cycles to one generic planning cycle that highlight key phases of planning at district level and below:

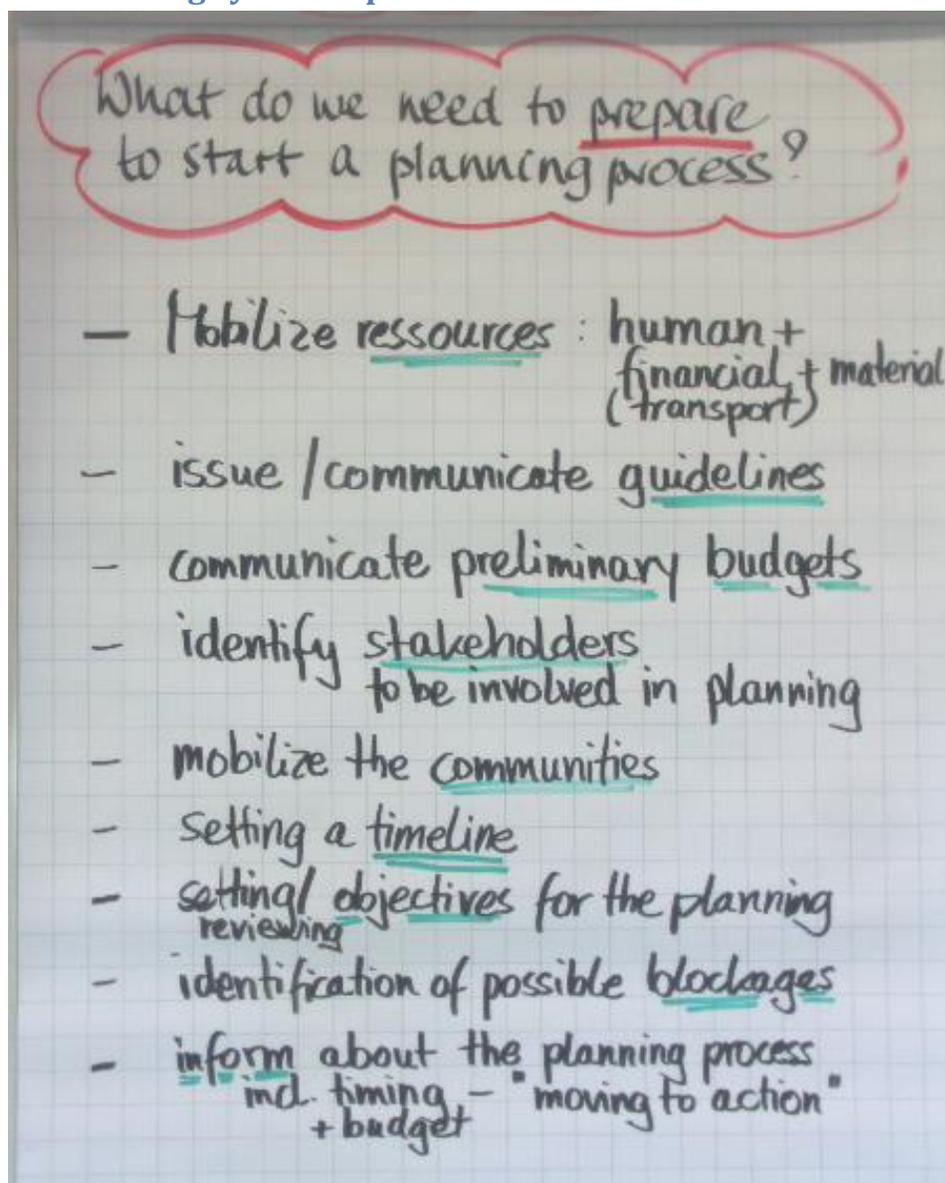
1. Preparation
2. Situation Analysis
3. Identification of goals and priorities



4. District Action Plan
5. Approval
6. Implementation
7. Monitoring (of the implementation of the plan)

The appropriate implementation of the planning process is constantly monitored, sometimes also called “high-level testing”. The monitoring of the implementation goes hand in hand with evaluation and review – an input into the situation analysis

#### 4.1 Planning cycle: Preparation



## 4.2 Situation analysis

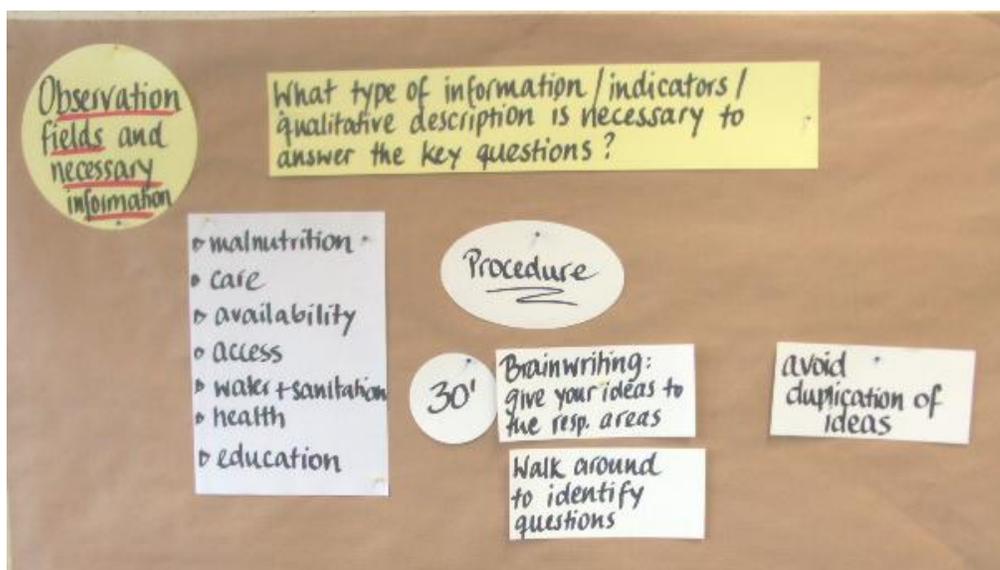
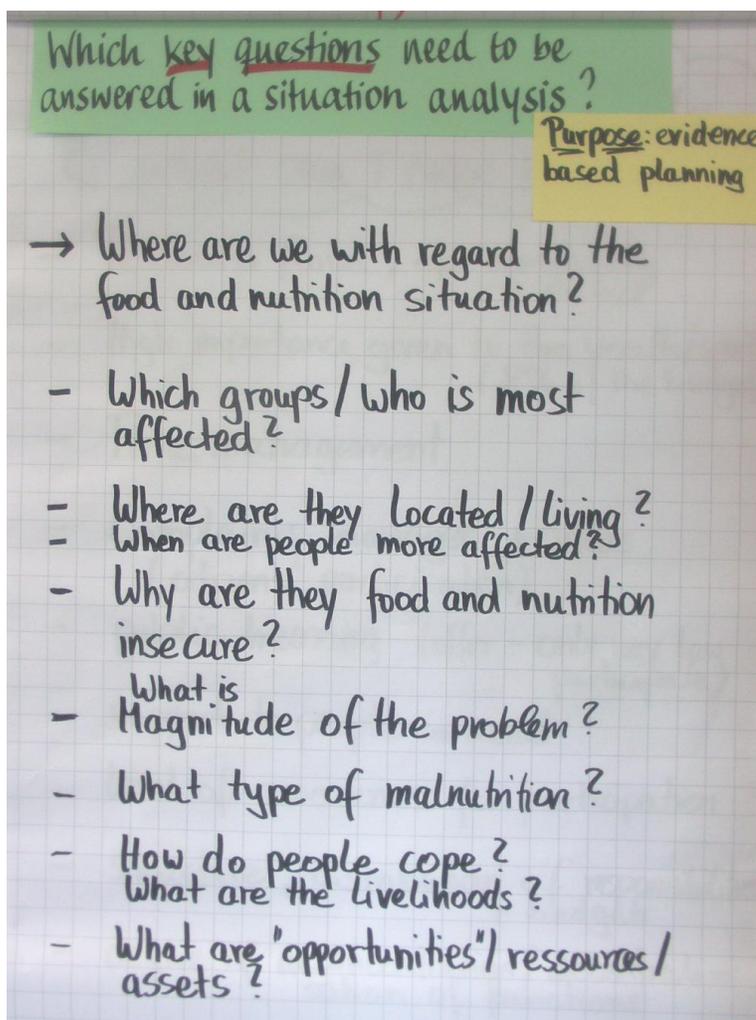
The situation analysis, i.e. the thorough understanding of the food security and nutrition situation in a district is a very important step in the planning cycle.

The knowledge about food security situation will help officers to make informed decisions on actions to be included in the district plan, will help them to coordinate efforts of different sector to contribute to the reduction of food insecurity. This will acknowledge the cross-cutting nature of food security and nutrition.

Before looking for information we asked ourselves which questions we had.

Remembering the food security concept and the UNICEF model we decided to look at seven dimensions separately:

- Malnutrition
- Care
- Availability
- Access
- Water and Sanitation
- Health
- Education
- Others

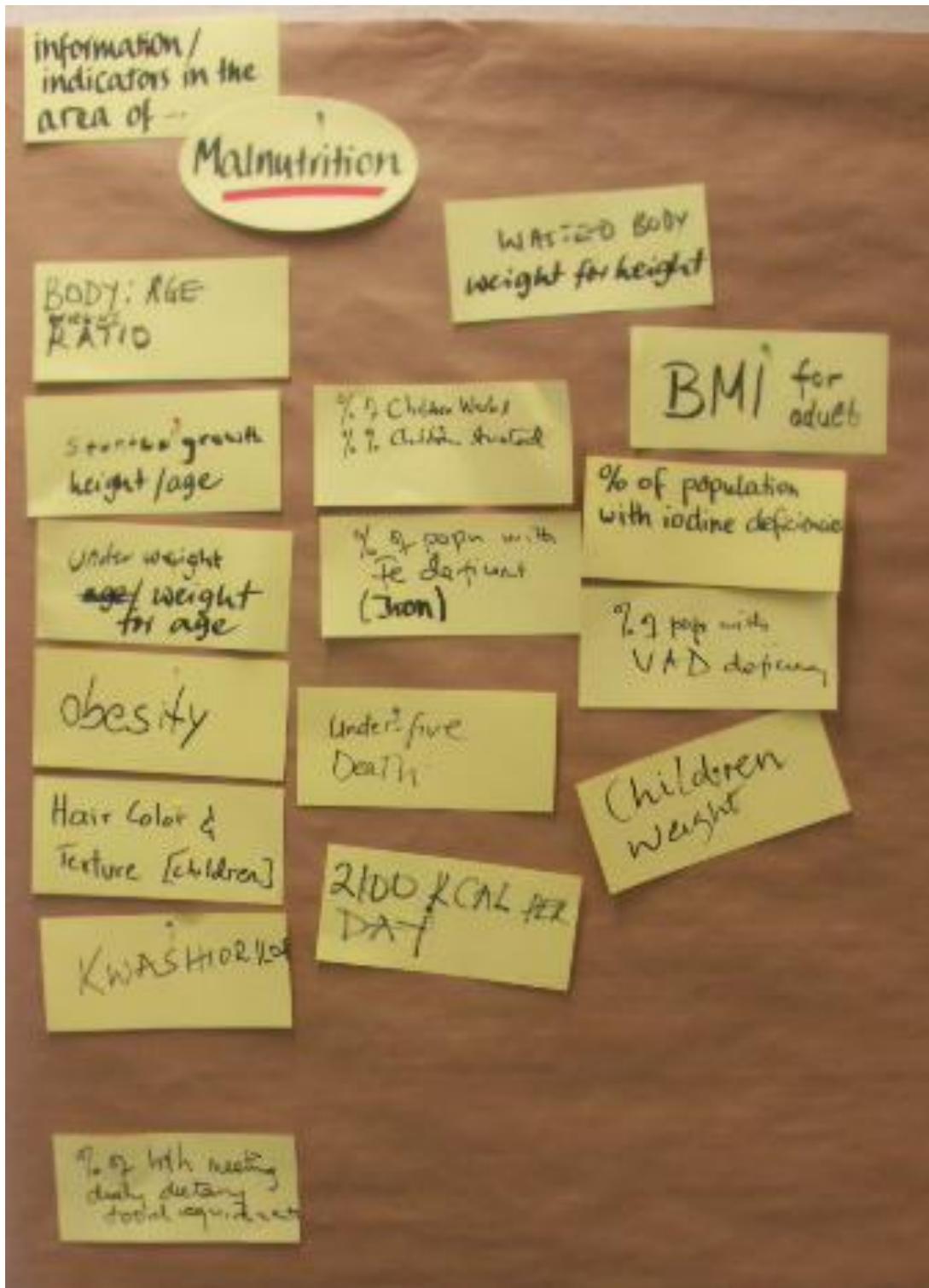


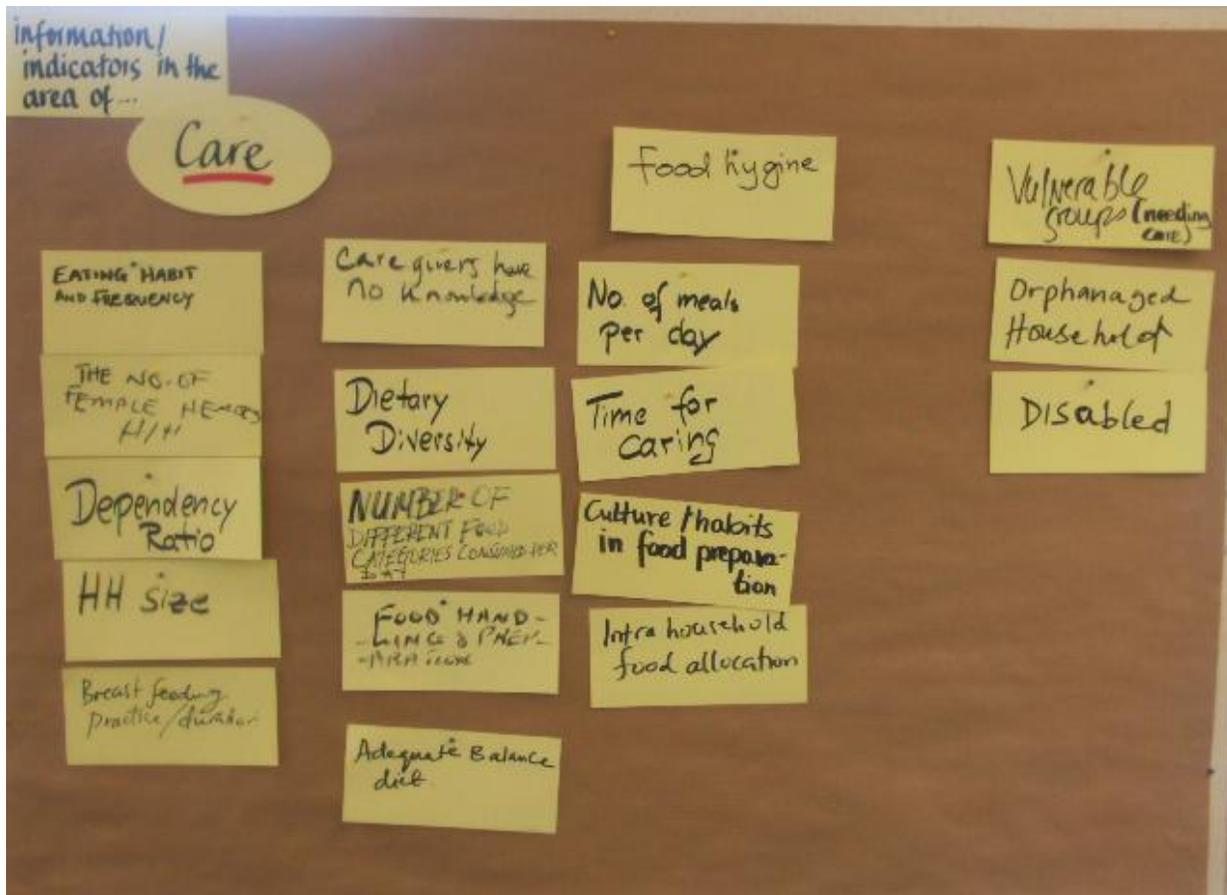
The technique applied was this of brain-writing.



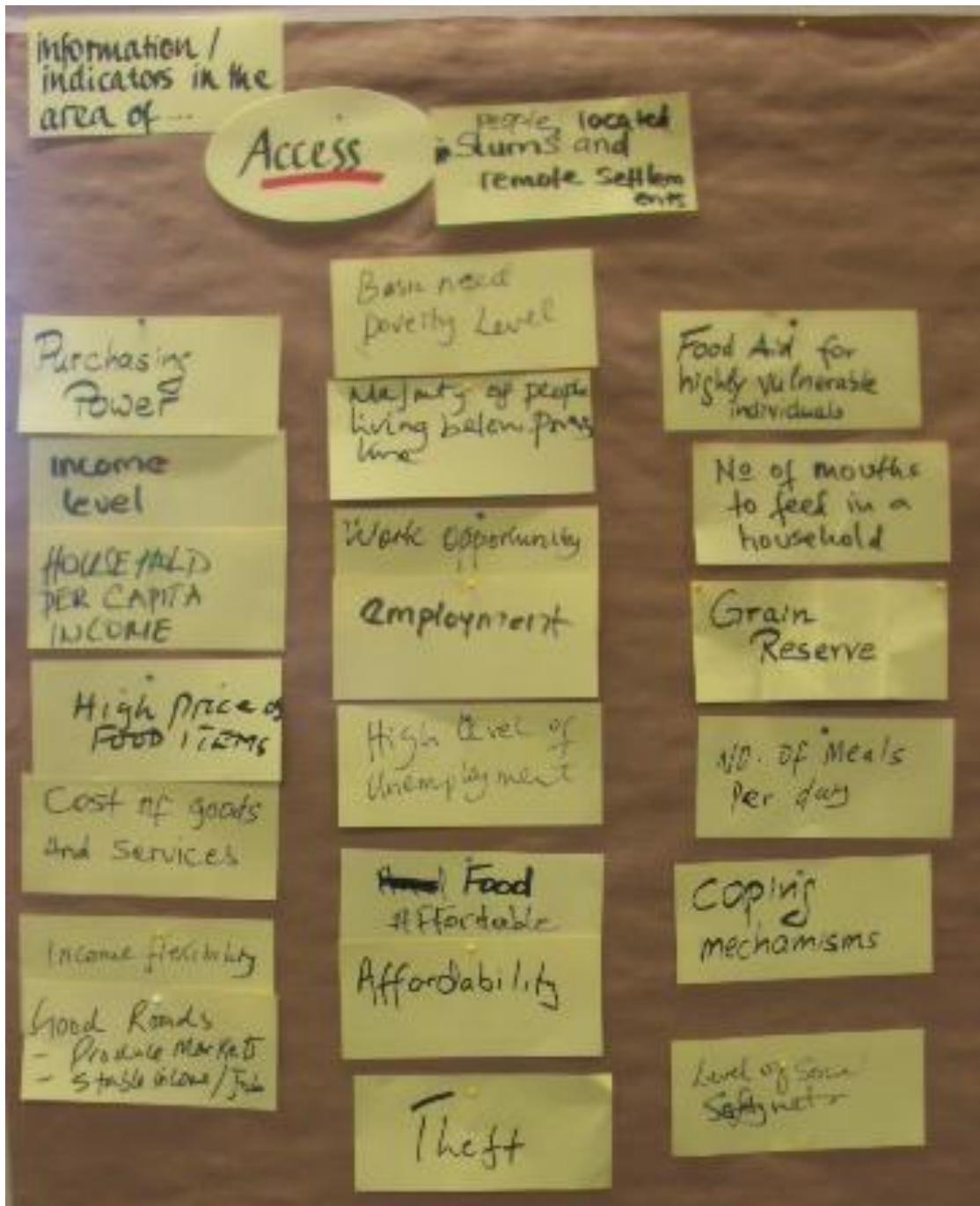
Eight boards were completed with information areas to be considered for a food security and nutrition situation analysis and discussed in plenary.

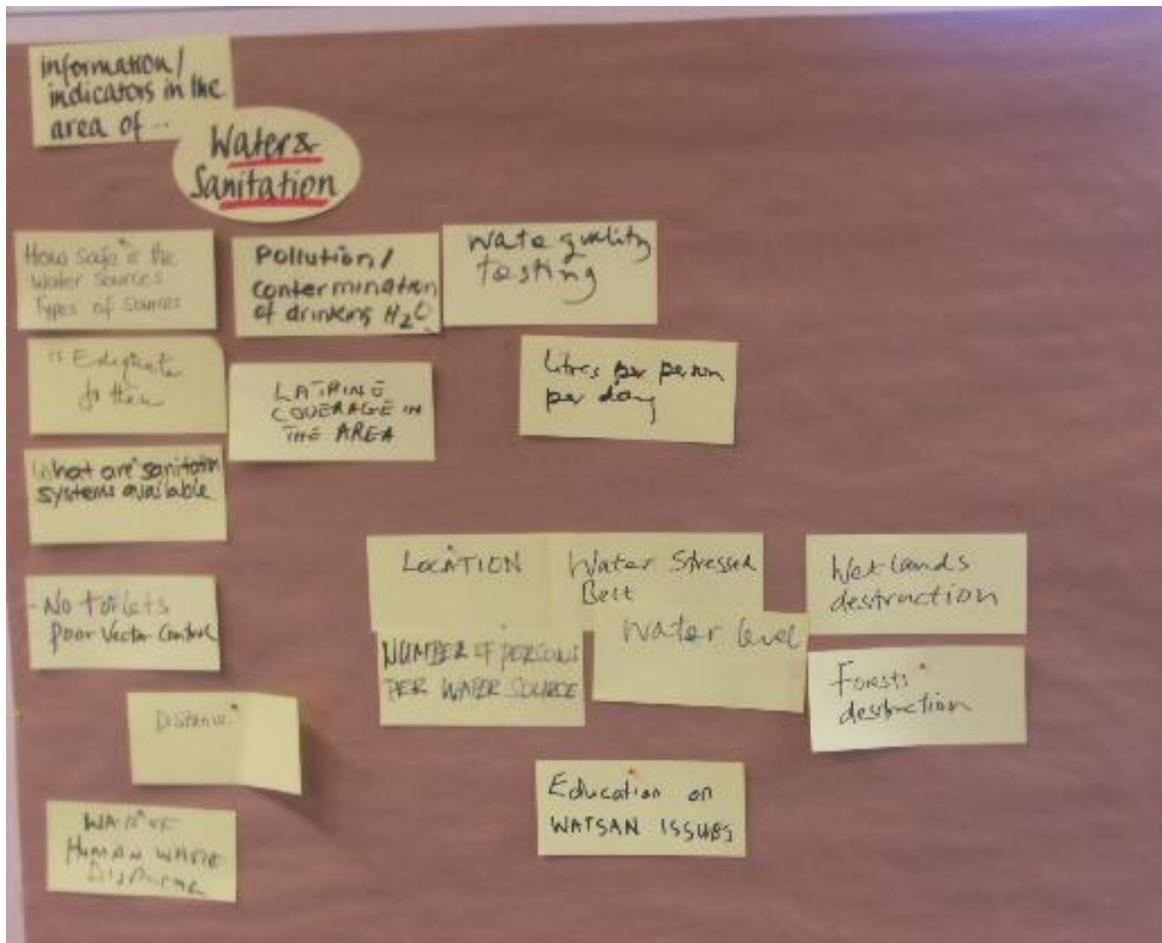


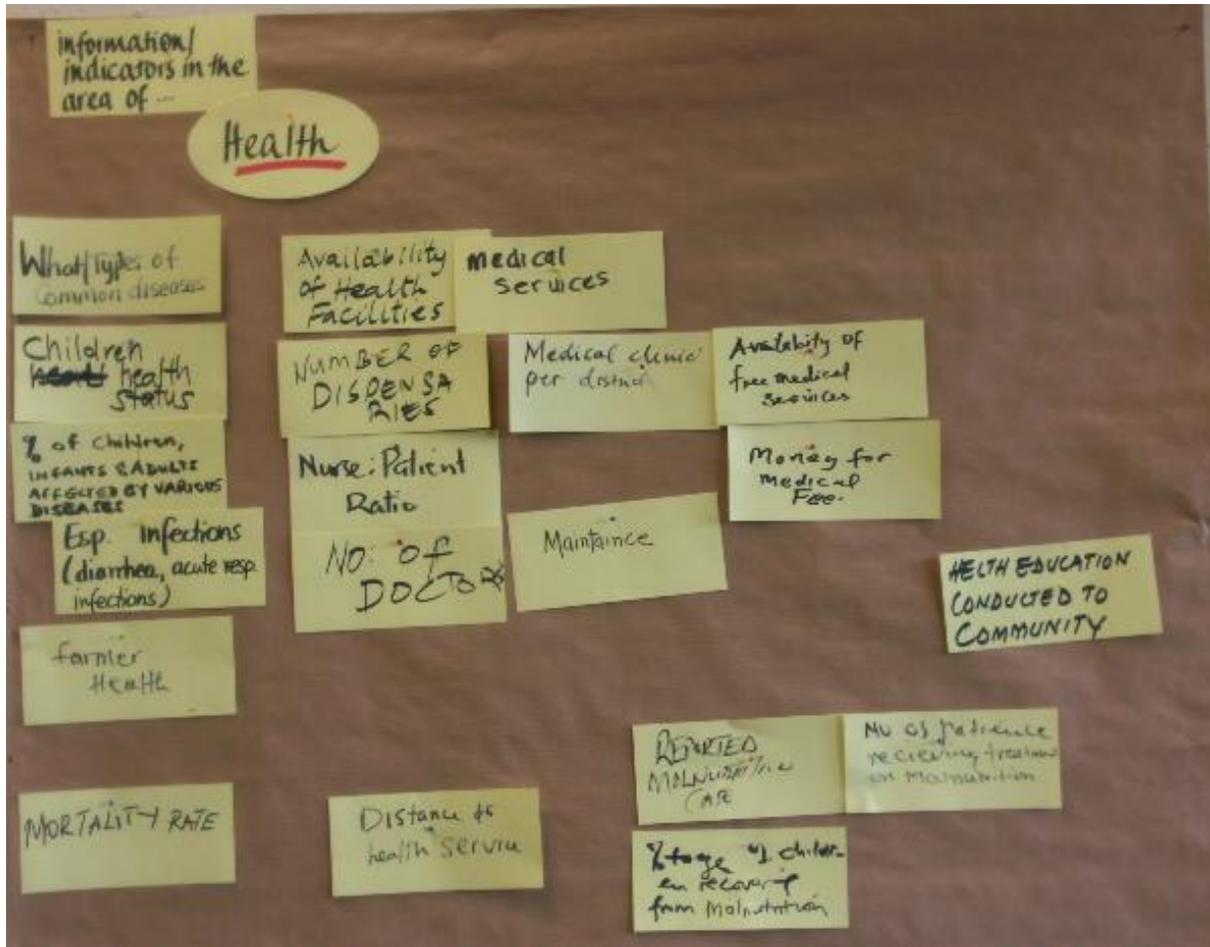








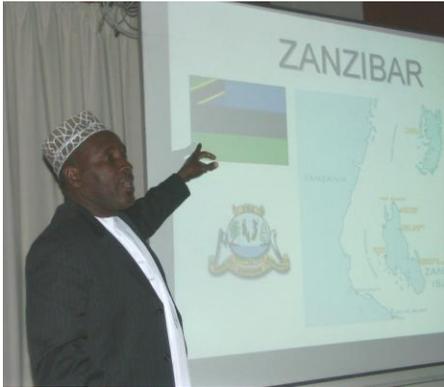








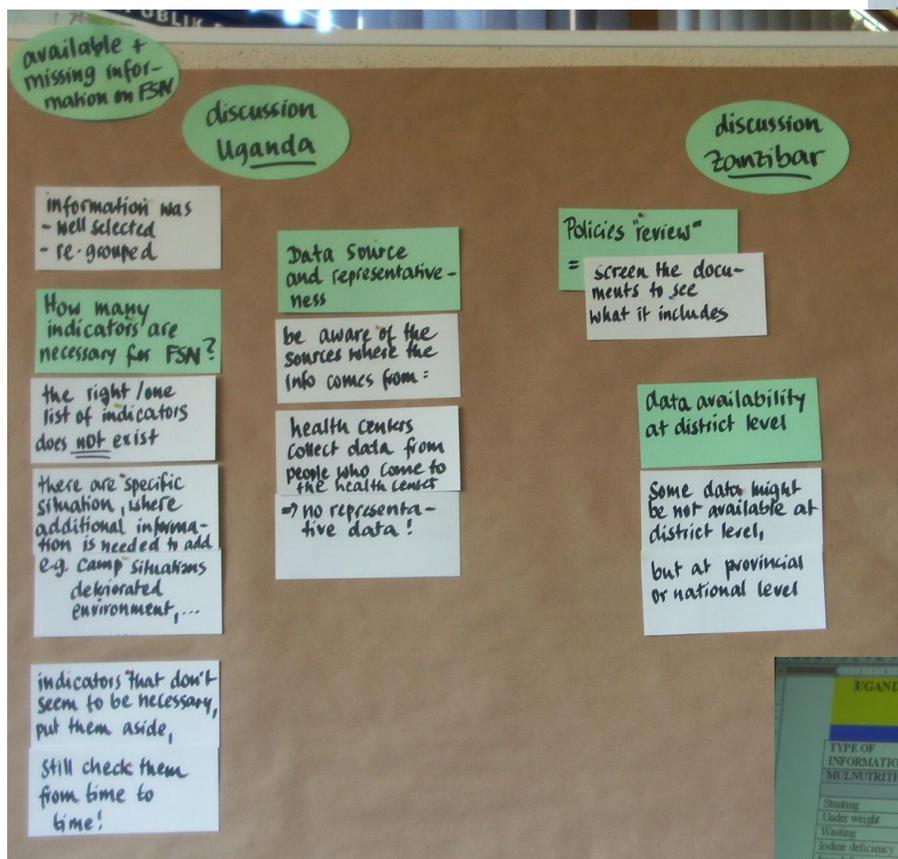
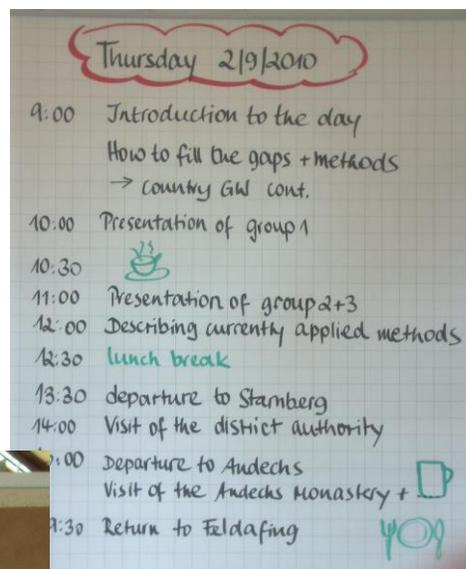
And now to something completely different...



District and Country groups reviewed the boards produced and reflected which data were already available and where the gaps were. In a subsequent step, the three groups reflected on how to fill these gaps.

Information was collected in a matrix on individual computers. The output should be a file per district that summarizes the available data and data needs per district.

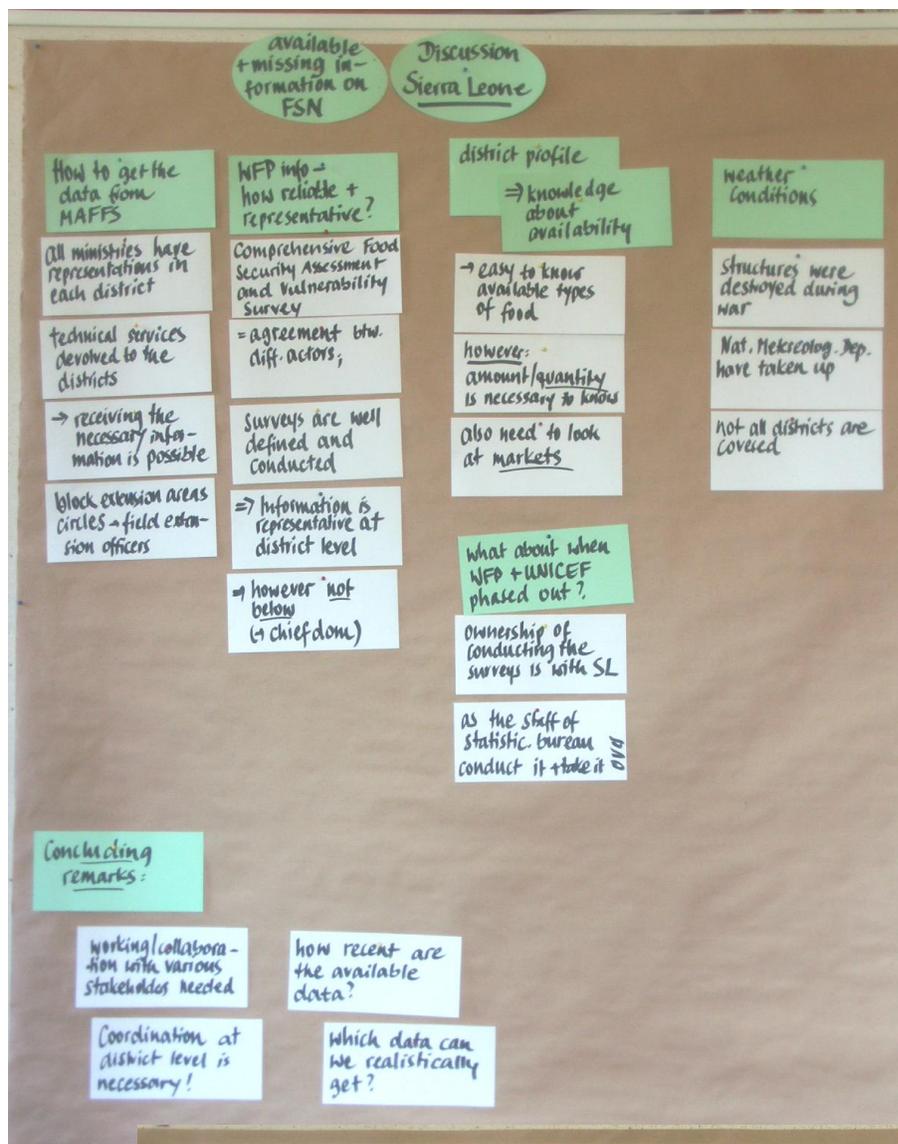
When presenting preliminary versions of this matrix, some issues arose in a plenary discussion.



UGANDA FOOD SECURITY AND NUTRITION INFORMATION NEEDS ASSESSMENT.

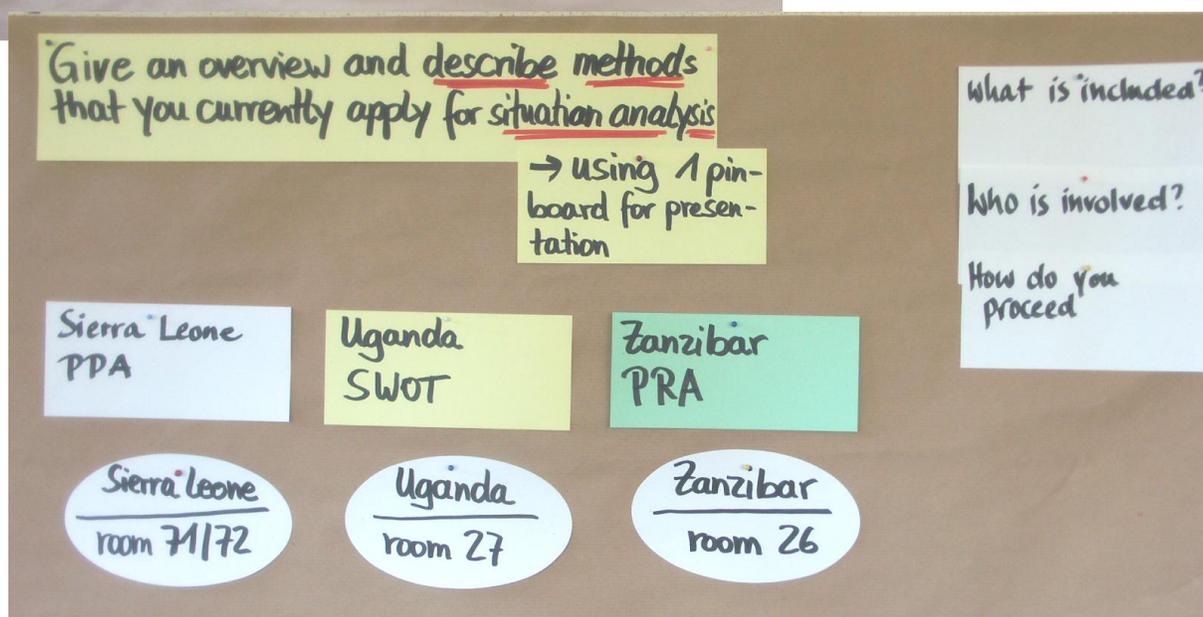
TYPE OF INFORMATION	AVAILABLE/NOT AVAILABLE					WHO TO COLLECT
	A	G	S	N	Y	
<b>BI/NUTRITION</b>						
Stunting	1	1	1	1		
Under weight	1	1	1	1		
Wasting	1	1	1	1		
Iodine deficiency	1	1	0	1		District DHO
Iron deficiency	1	1	1	1		
Under five mortality	1	1	1	1		
Maternal mortality	1	1	1	1		
Percentage of population VAD deficiency	1	1	1	1		
Over weight/obesity	0	0	0	0		District DHO
<b>CARE</b>						
Dietary diversity	0	0	0	0		CENTER, DISTRICT & PARTNERS

FSN information areas: Matrix of Uganda



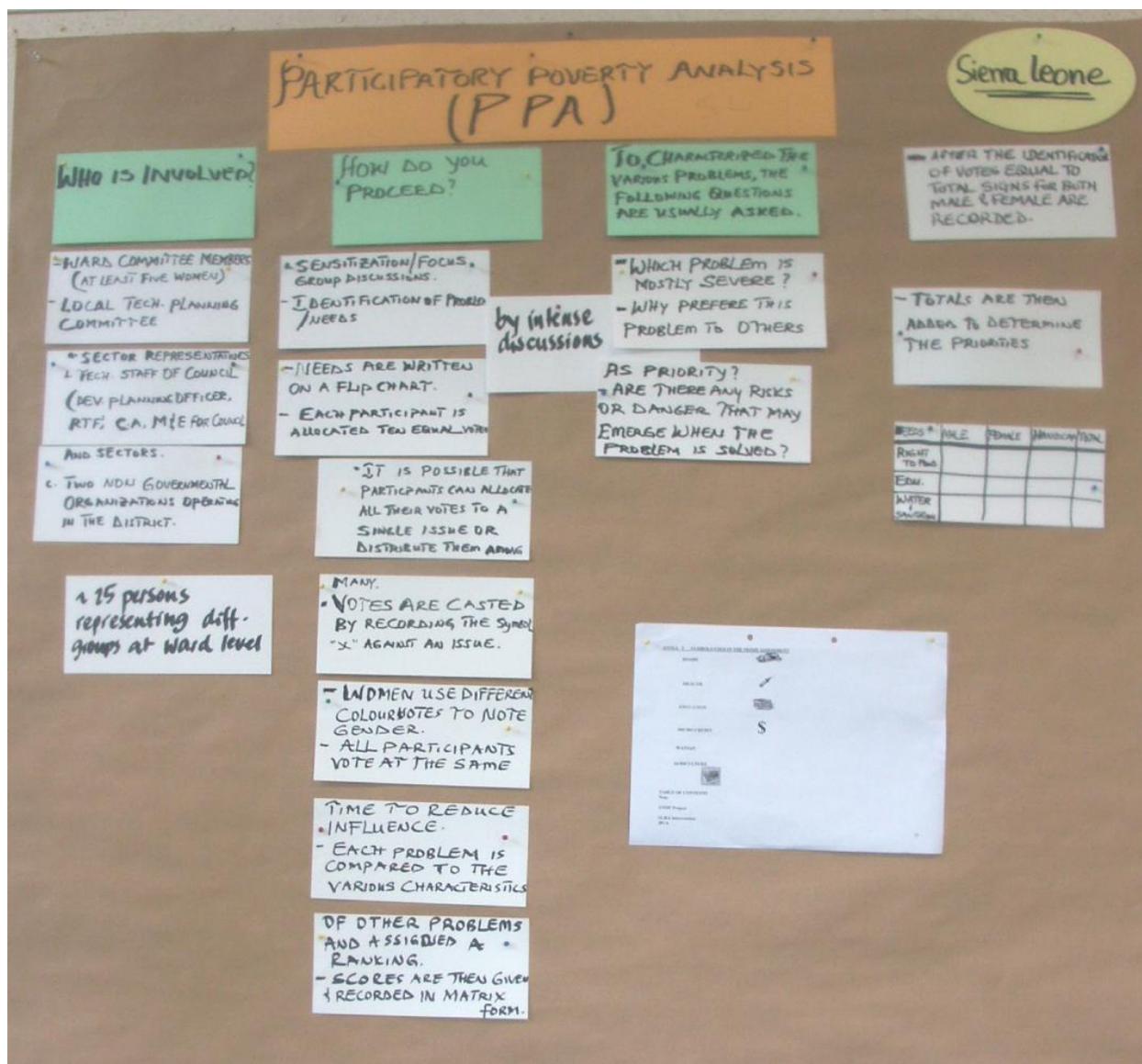
After having discussed the necessary information to answer the salient food security questions (introduced further up), the groups were asked to reflect on the methods used. As a start, we began with the methods mostly common used in the three countries during the situation analysis: SWOT in Uganda, Participatory Rural Appraisal in Zanzibar and Participatory Poverty Assessment in Sierra Leone. Three leading questions:

1. What is included (what is the purpose)?
2. Who is involved?
3. How do you proceed?



The Uganda group got the balling rolling and introduced the SWOT analysis, Sierra Leone talked about the Participatory Poverty Assessment (PPA) and Zanzibar presented the Participatory Rural Appraisal (PRA). All results follow below.



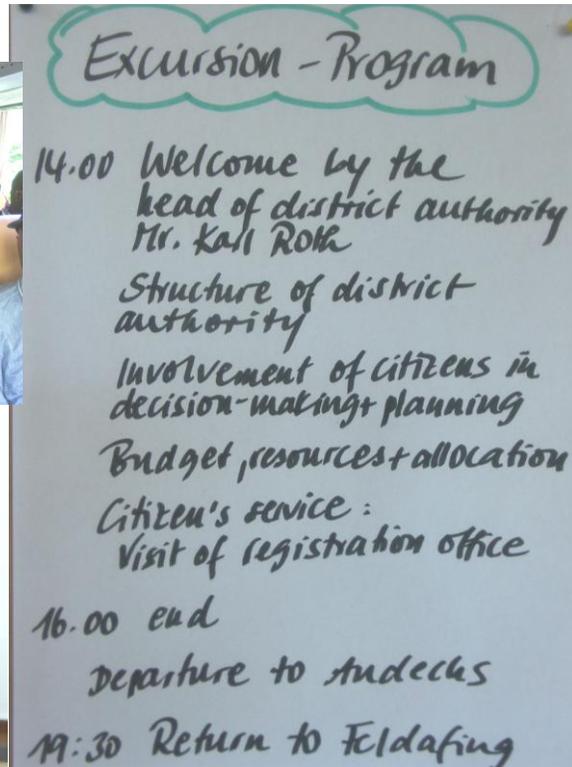




In a subsequent step we related the list of information areas to be considered for a food security and nutrition situation analysis with the most often applied method during the planning cycle. This happened on Friday. Thursday afternoon was dedicated to an excursion to the district administration of Starnberg.

### Excursion to the district council of Starnberg

The Vice-district chairman Karl Roth welcomed the group. Mr Sontland introduced the



structure of the district administration. His colleague, Mrs John, talked about the financial flows between federal state, state (Bavaria), province, district and commune level. The group visited the Citizens Bureau – an open, transparent office that handles all basic services such as registration of cars.

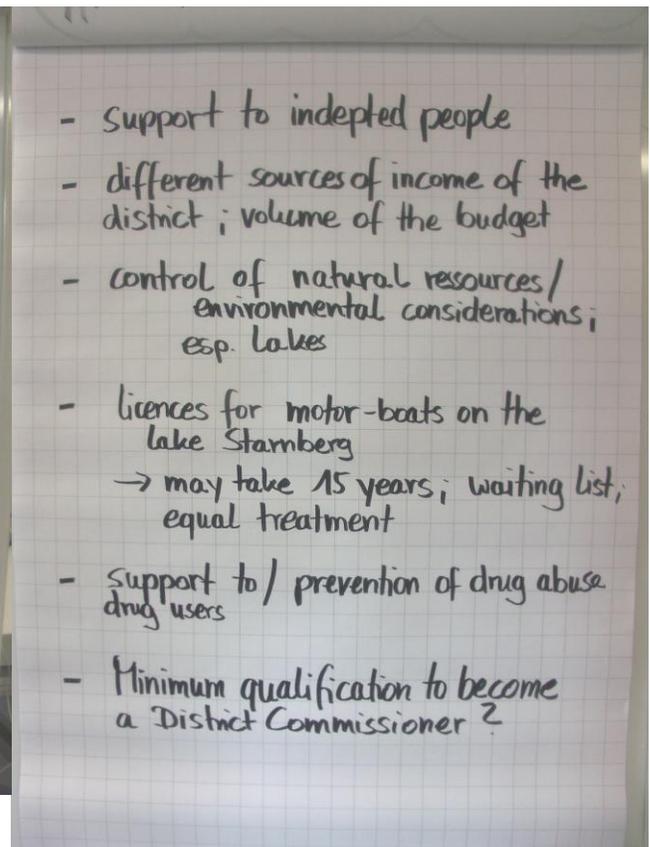
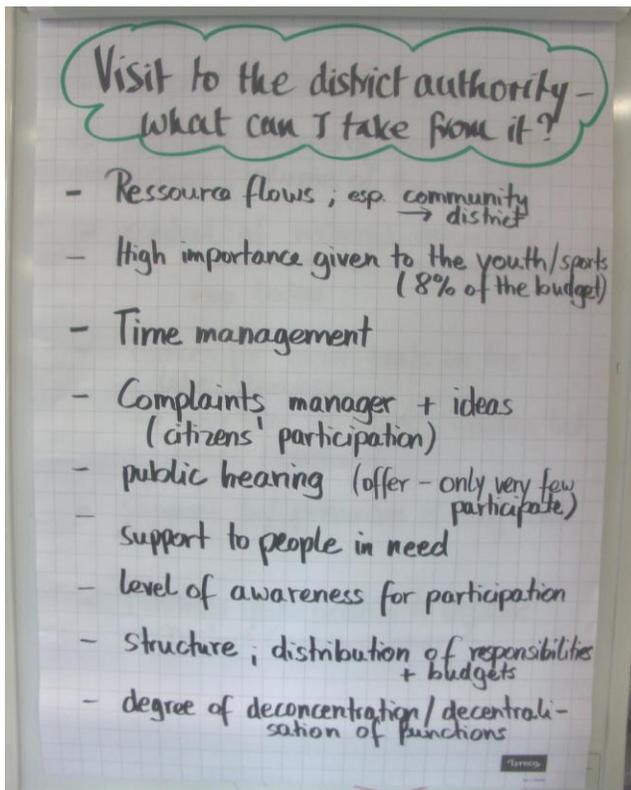
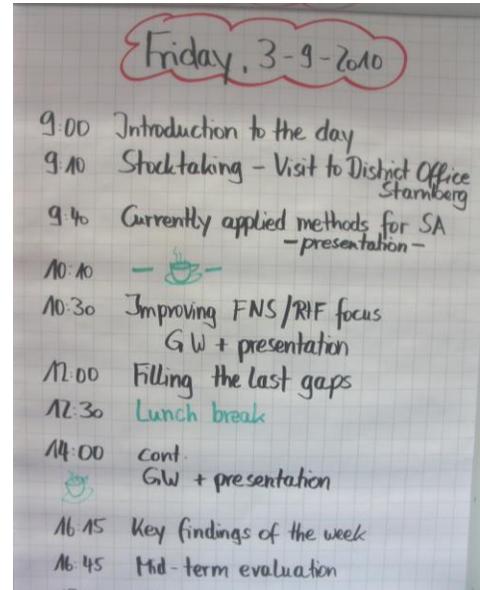
Since 2005, an ombudsman collects ideas and complaints. His office is right at the main entrance of the district administration building.



**Time for leisure: Visit of Kloster Andechs (Monastery Andechs)**

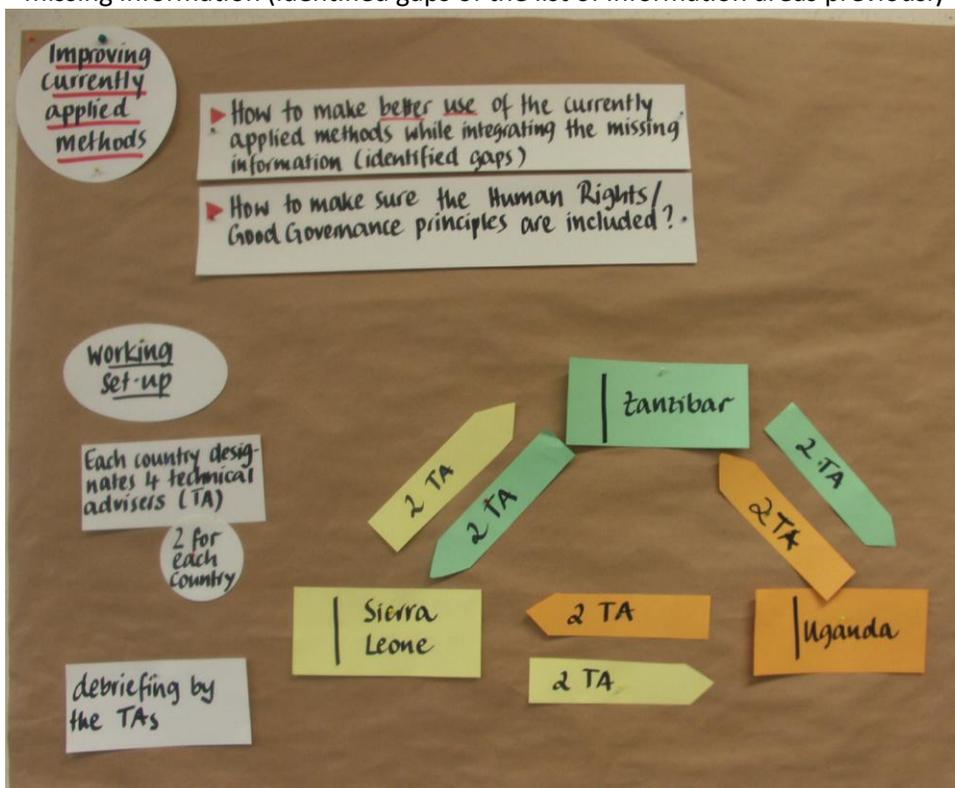


We stated our last day of the week by a short reflection of the main impressions from our visit to the district administration. The following points were raised.



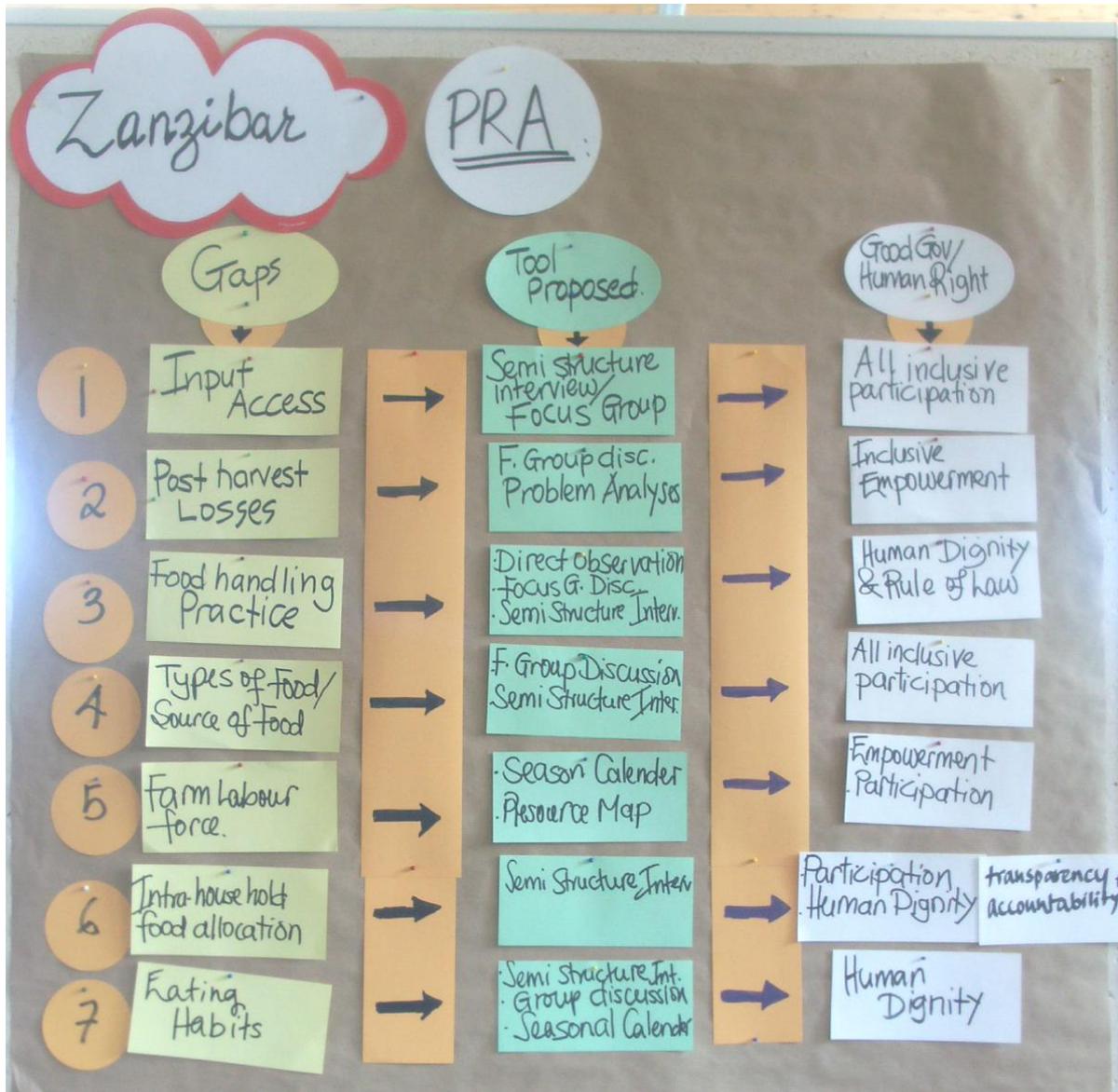
## Methods

The three groups looked at the data needs to conduct a food security and nutrition situation analysis. It was now time to relate it to the planning cycle as followed by the three countries and the methods and tools currently applied. How to make better use of currently applied methods while integrating the missing information (identified gaps of the list of information areas previously developed)? And how to



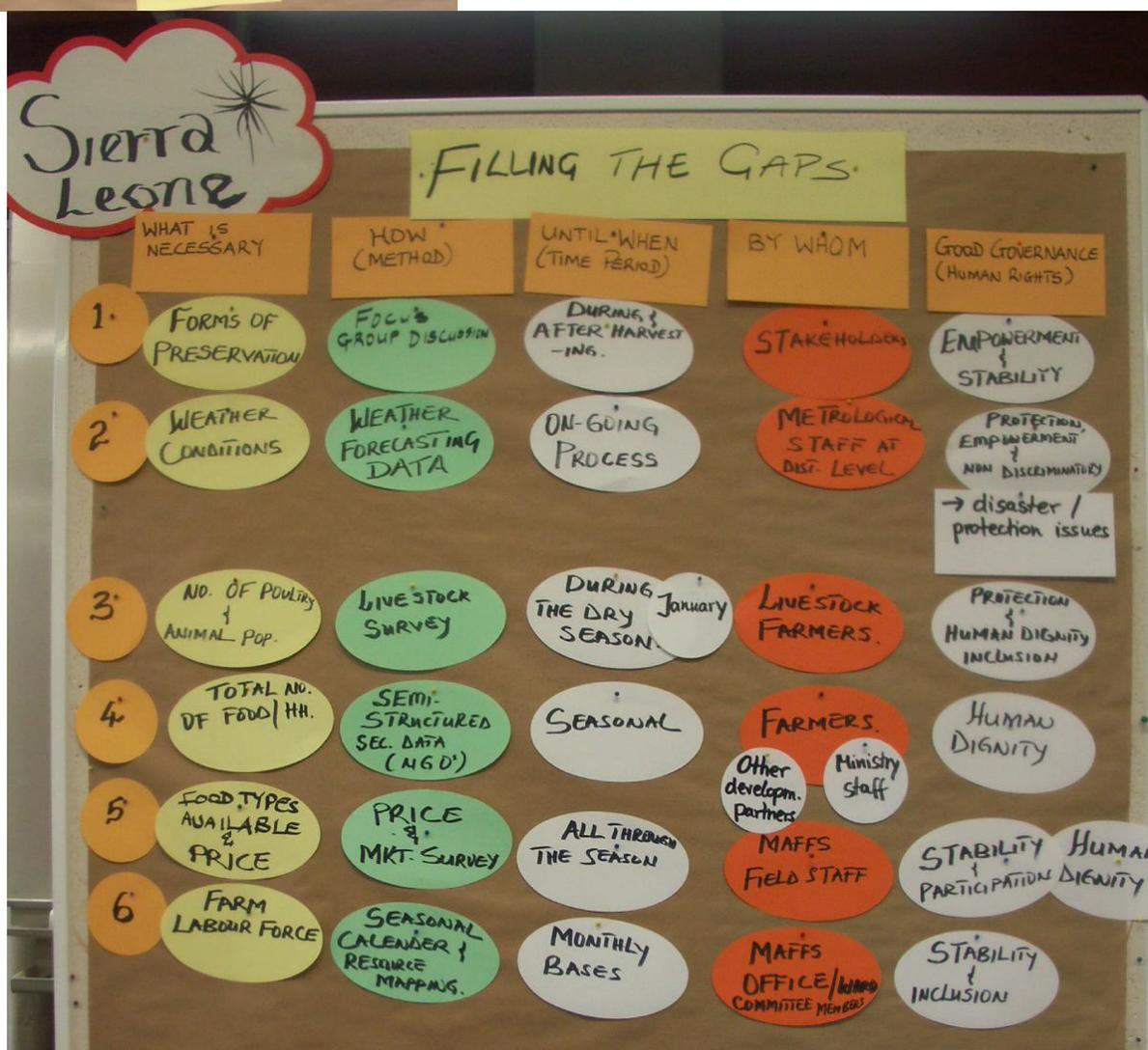
ensure that human rights and good governance principles are included?

All three groups nominated “Technical Advisor” to be sent to the other two countries as shown on the graphic on the left. As an example for the results produced, below the “debriefing” presentation from one of the Technical advisor who went to Zanzibar.





We made a last effort to look at the list of information areas to be considered for the situation analysis. Were there any gaps we could fill? For preparation of the next situation analysis: What would we need to do? How would we go about it (methods)? Until when would the data be needed and from whom would we get the information? Zanzibar included this information in the same matrix as before and inserted everything in the same excel-file (see annex). Uganda and Sierra Leone produced a board each:



Board of Uganda

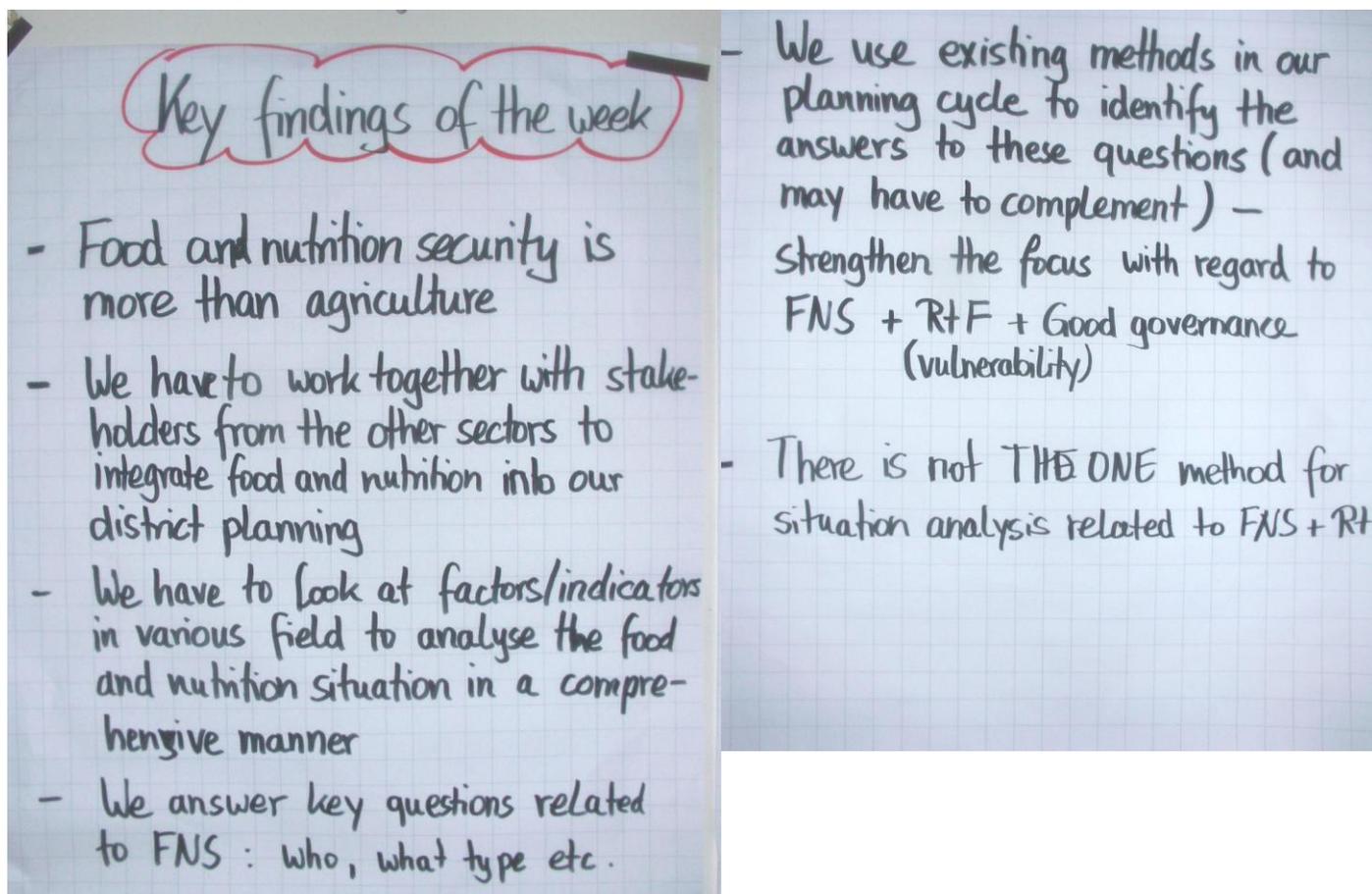
MISSING DATA/ INFORMATION	METHOD OF COLLECTION	PERIOD	HUMAN RIGHTS VIOLATION	WHO TO COLLECT
Iodine Deficiency	Surveys/Micro Nutrient Analysis	3 Months Sept - Febr.	Participation	Centre DHO Partners
Dietary Diversity	Surveys PRA SSI	1 Month	Participation	DPO/ DHO
Overweight	Bio-Statistics data	3 Months	Human Dignity	DHO
Age at Weaning	Surveys RRA	6 Months 2 4	Participation	VHT Centre DHO
No. of Meals Per day	Surveys RRA	2 Months 5	Participation	DHO CDO VHTs
Home care Knowledge	Surveys RRA	2 Months 6	Participation	CDO DPO DHO
Food Storage Information	RRA Assessment	2 Months 7	Participation	CDO NAADS DPO/DHO

RRA = Rapid Rural Appraisal / Assessment Approach

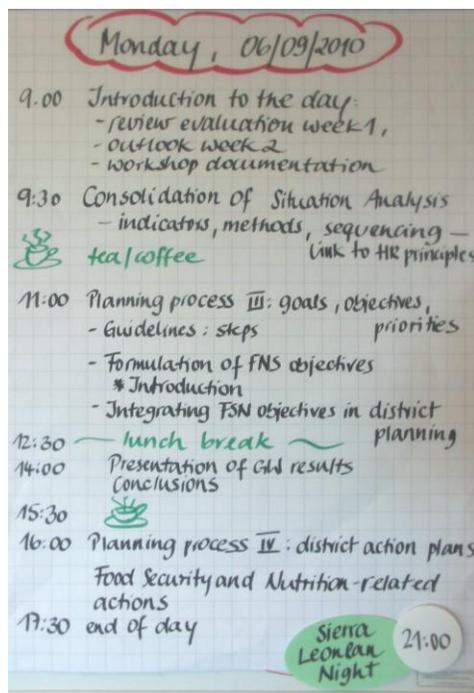
This was the end of week one. Lioba summarized the week and made the links between the food security and nutrition concept, vulnerability and the right to food with the planning cycle. We first formulated key questions that we needed to find answers to in order to understand the food security and nutrition situation in the district and, at a later stage, design the most appropriate interventions to address the underlying causes of food insecurity.

SWOT and PRA are widely used methods for conducting a situation analysis at district level in general and in the three countries in particular. These methods will provide us with essential information on FSN. But on their own, they are insufficient! More work is needed to have a thorough understanding of the FSN situation, e.g. review of secondary data and, analysis of data from different sources (own, sectors, NGOs etc.). This preparatory work will also help to make the PRA and SWOT more effective and it will be more likely that important food security information will come out. This is mainly because the right questions will be put in front of the communities or their representatives that shed light on food security issues we were alerted to by studying secondary data and making first own inquiries.

Another approach is to rely on a few indicators that serve as triggers. If malnutrition outcome indicators are above a certain thresholds, district officers will be alerted and analyze the situation in more detail. Many of the information areas or indicators listed in our seven boards (+ 1 on "others") can then guide us in analyzing the situation or the incidence.



Start of the second week



Lioba refreshed our minds by looking back at week one and highlighting some of the main points. Maria and Lioba worked at hard over the weekend and reviewed again the list of information areas of relevance for a food security and nutrition situation analysis. The result of this work is a ‘master’ copy that could serve as a checklist. However, this list should not be followed blindly: Every district context is different and local planners and district personnel should constantly update the list and adapt it to the district context. This is why the document is still could a draft!

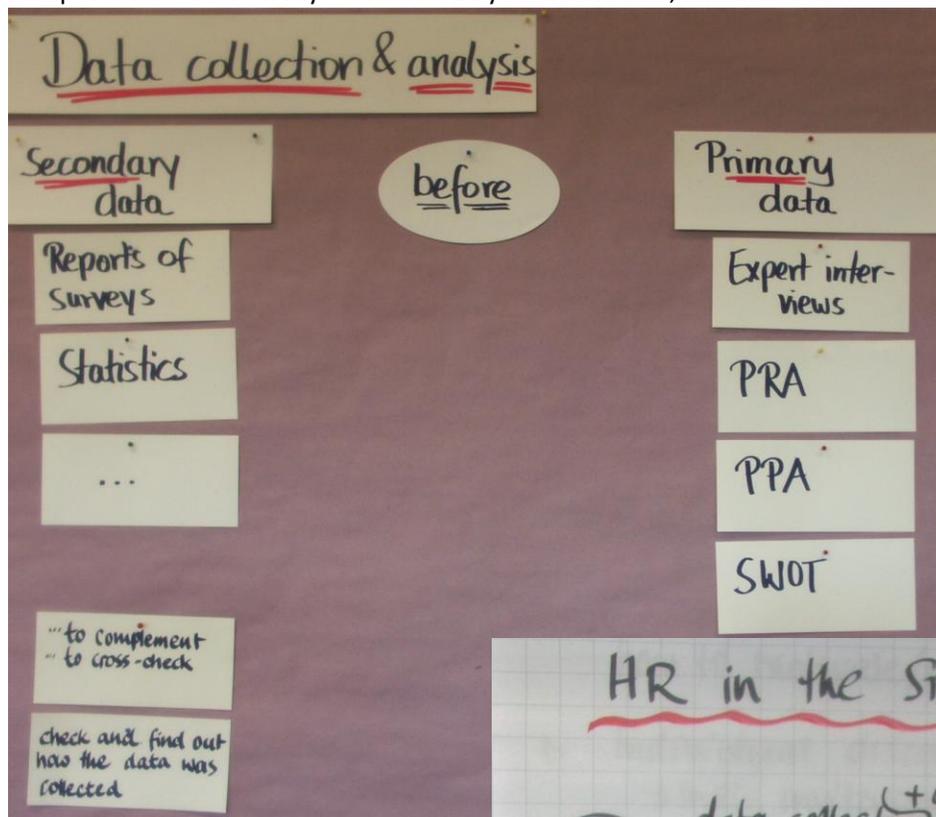
The matrix can be found in the annex of the documentation: → 06\_Checklist Information Needs.

The checklist also includes some additional consideration introduced by Frank. In addition to checking whether certain data is available, we should also be concerned with data quality. This encompasses the reliability and the representativeness and of the data and the data source.

Area of information/Indicator	If available: Assess quality of data				If not yet available: Procedures to fill the gap	
	Source of information and method of data collection	Reliability	Frequency of data collection	Representativeness	Data source/person to contact	Method of collection
<b>MALNUTRITION</b>						
Number and percentage of under-five children that are moderately or severely wasted (weight-for-height below cut-off point)						

When completing the first time, it may be very tedious to find all data and associated information. But if updated regularly, it will be easy to prepare or up-date the situation analysis thereafter.

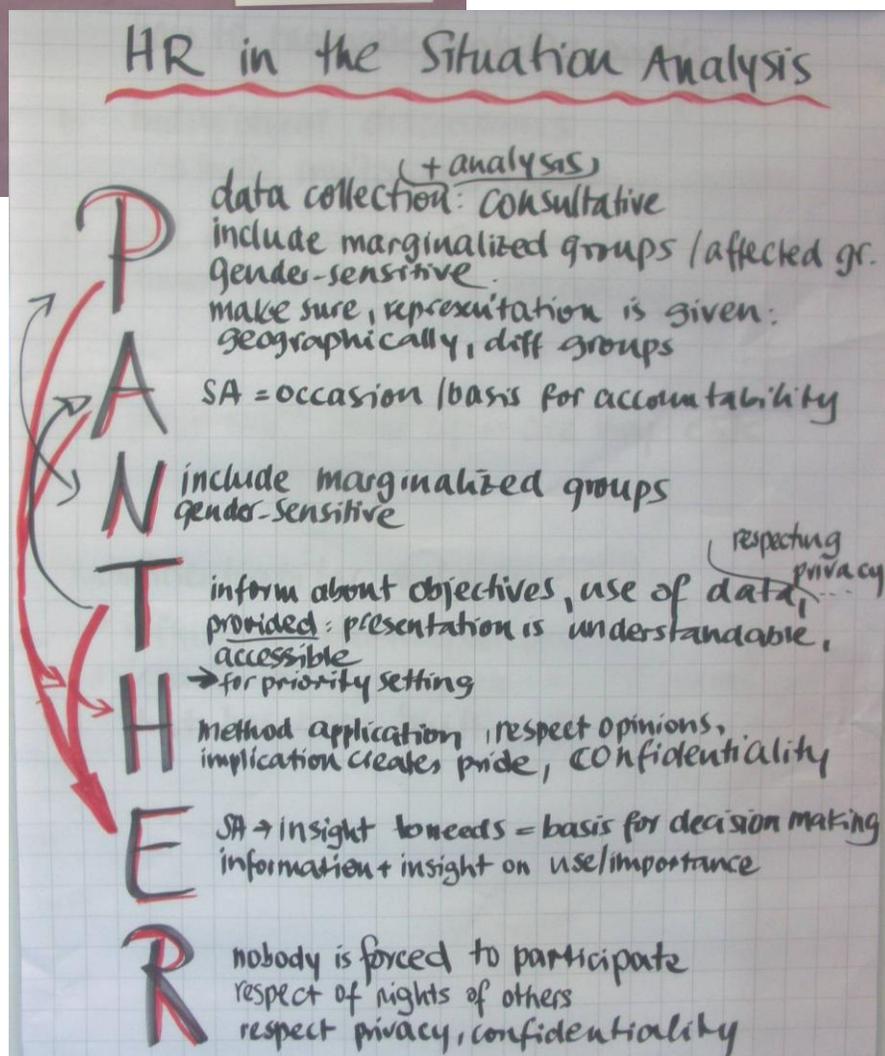
The last consideration regarding the situation analysis is the timing. The review of secondary data, that is reports based on surveys conducted by someone else, should be done before own primary data is



produced. The screening of secondary data helps us to identify data gaps and will save time and resources. Primary data can then complement secondary data. In cases where secondary data is deemed as not being reliable, primary data can be used to check findings of the former.

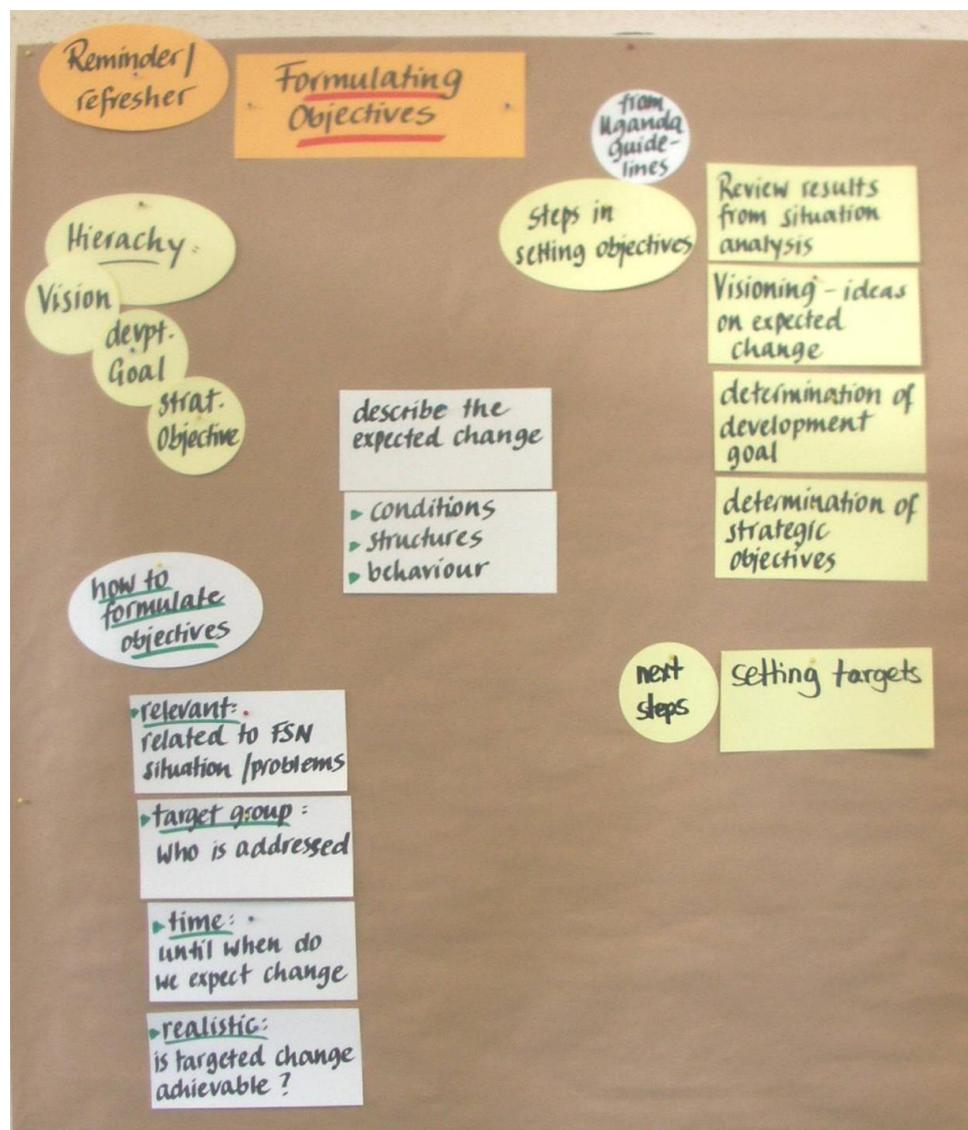
In the first week we concluded that human rights principles should bear more weight to ensure that district level efforts are compliant with the human right to food. We thus checked which human rights principles are of relevance to the stage of 'situation analysis'.

Some aspects raised require further discussion: How to motivate/mobilize people to participate? One participant mentioned that individual discussions may sometime be more appropriate than group discussions (e.g. to prevent 'bias'). To ensure meaningful participation communities should receive information why their input is needed and it will be used.



### 4.3 Objectives and Goals

The situation analysis provided us with a clear picture of what the problem concerning food security and nutrition is in the district. This gives us a clear idea what type of positive, intended change should be aspired to address some of the problems and lead to a general improvement of the lives of the poor and



food insecure. A vision is a formulation of a broad, distant situation to which all development efforts should lead. In the context of food security a vision describe a situation in which everyone enjoys his or her right to adequate food. A vision is often set at national level but also at sectoral or district level. Important is that all vision statement build on each other. A district vision would feed into a higher-level national vision statement.

Below vision, development goals are defined and

strategic objectives. In different context and according to different conventions, the terms vary. However the term, below the vision-statement more precise descriptions of the expected change should follow. Targets are even a more accurate precision of the strategic objective and will include quantifiable milestones that can help measuring whether progress is as expected. Several strategic objectives can lead to a development goal; several development goals can contribute to achieving a vision.

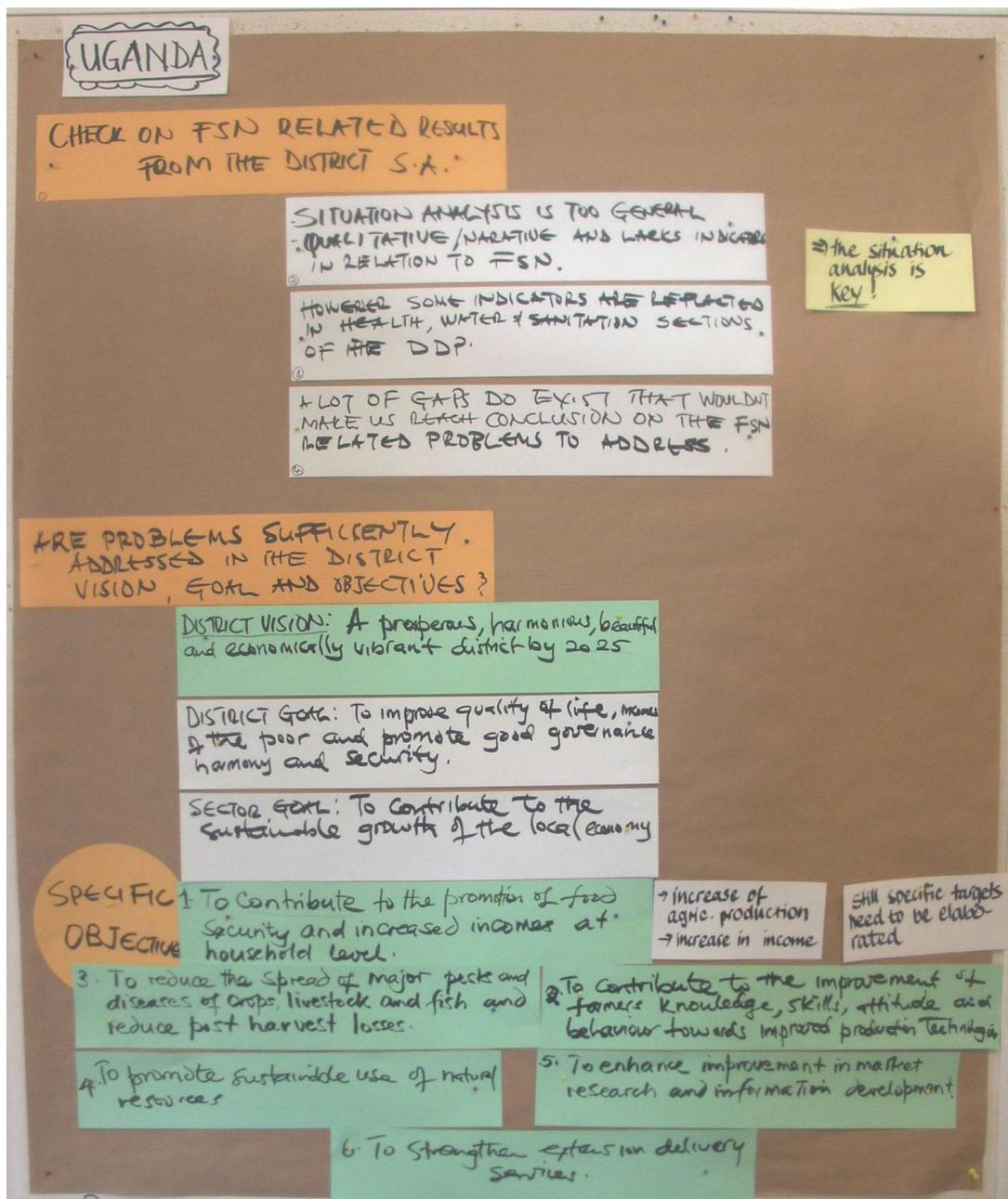
Lioba and Maria screened selected situation analysis and district plans they found from participating districts. For Nebbi (Uganda), Moyamba (Sierra Leone) and Chake Chake (Zanzibar) they prepared a summary of main points – mainly reflecting the objectives and goals of the district plan – and an extract

of the situation analysis that included the information relevant to understand the food security situation (→ 07a\_CHAKE Dist Prob FNS, → 07b\_Moyamba Dist Sit+Obj, → 07c\_Nebbi District FNS Situation+Obj).

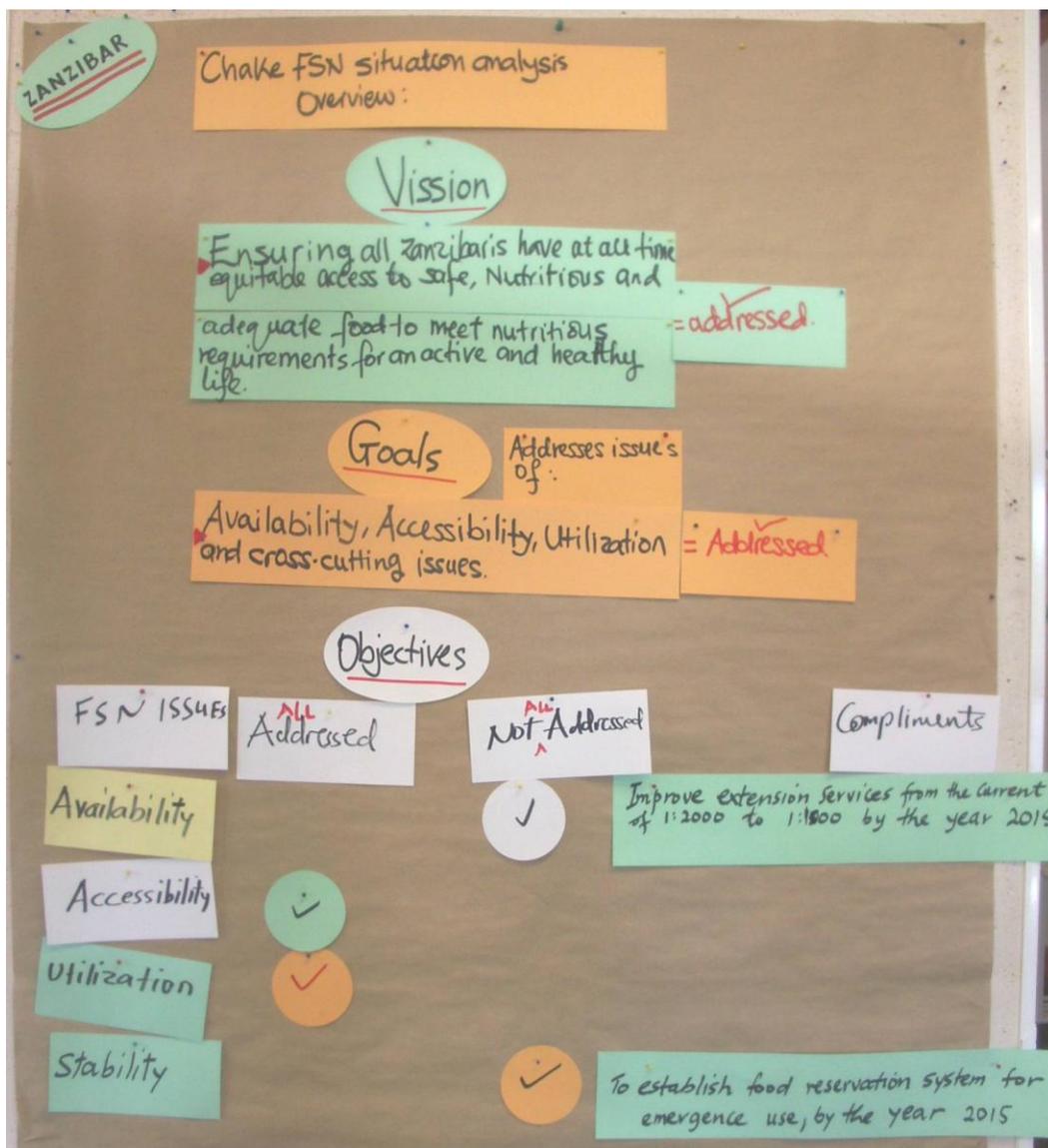
Each country team was asked to check whether the vision, development objective and strategic objective were adequate considering the food security and nutrition problems derived from the situation analysis.

**Uganda** informed that the situation analysis was not adequate enough to make informed decisions about objectives.

The objectives currently in the district plan of Nebbi seem correct but they do not link obviously to the situation analysis. The group thus concluded that more work has to be done to get a more profound and solid understanding of the FSN situation that will facilitate the formulation of objectives and, subsequently, actions.



Zanzibar is only starting its decentralization. As there was no district plan developed yet, the group used the national level food security situation analysis and the food security program:



At district level in **Sierra Leone** there is no vision – they all adopt the national vision. Instead missions per sector are formulated. A ‘mission’ is a statement describing the purpose of an organization or institution. Here’s the result of the group:

**Mission:** Improve upon the quality of life of the people in the District through the formulation and implementation of Policies that will enhance Socio Economic growth, food Security, Health and alleviate poverty from the local communities.

**Development Objective:** Providing affordable, accessible and appropriate Health services

**Strategic Objectives**

- Reduce the infant mortality rate from 10% out of every 1000 under five to 2% in Timdale and Kowa Chiefdoms in Moyamba District by December 2012.
- Reduce the prevalence of Kwashiorkor from 30% out of 1000 Children to 5% in 14 Chiefdom in the Moyamba District by December 2012.

**Mission:** Improve upon the quality of life of the people in the District through the formulation and implementation of Policies that will enhance Socio Economic growth, food Security, Health and alleviate poverty from the local communities.

**Development Objective:** Providing affordable, accessible and appropriate Health services

**Strategic Objectives**

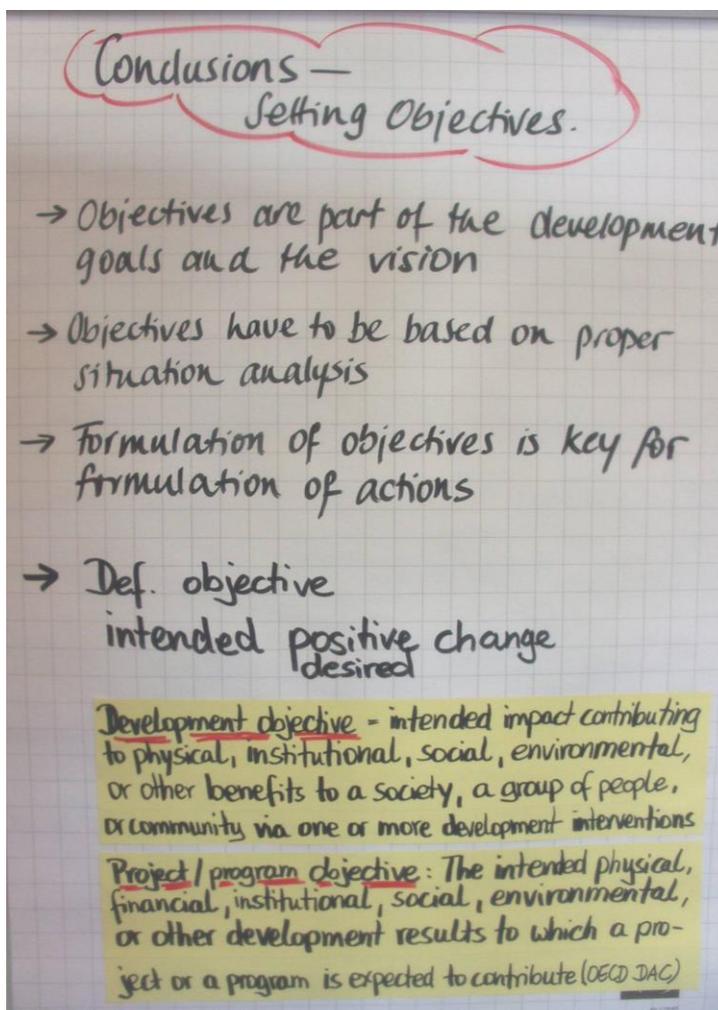
- Ensure the compliance rate of suckling mothers to breast feed their babies up to six months from the usual three months in the Moyamba District by December 2012
- Increase the level of knowledge of lactating mothers in nutrition practices from 20% to 60% in all chiefdoms in district by December 2012.
- Increase the knowledge base of the people on food hygiene from 10% to 50% in the 14 chiefdoms in Moyamba district by December 2011

**Development Objective:** Increasing and diversifying food production

**Strategic Objectives:**

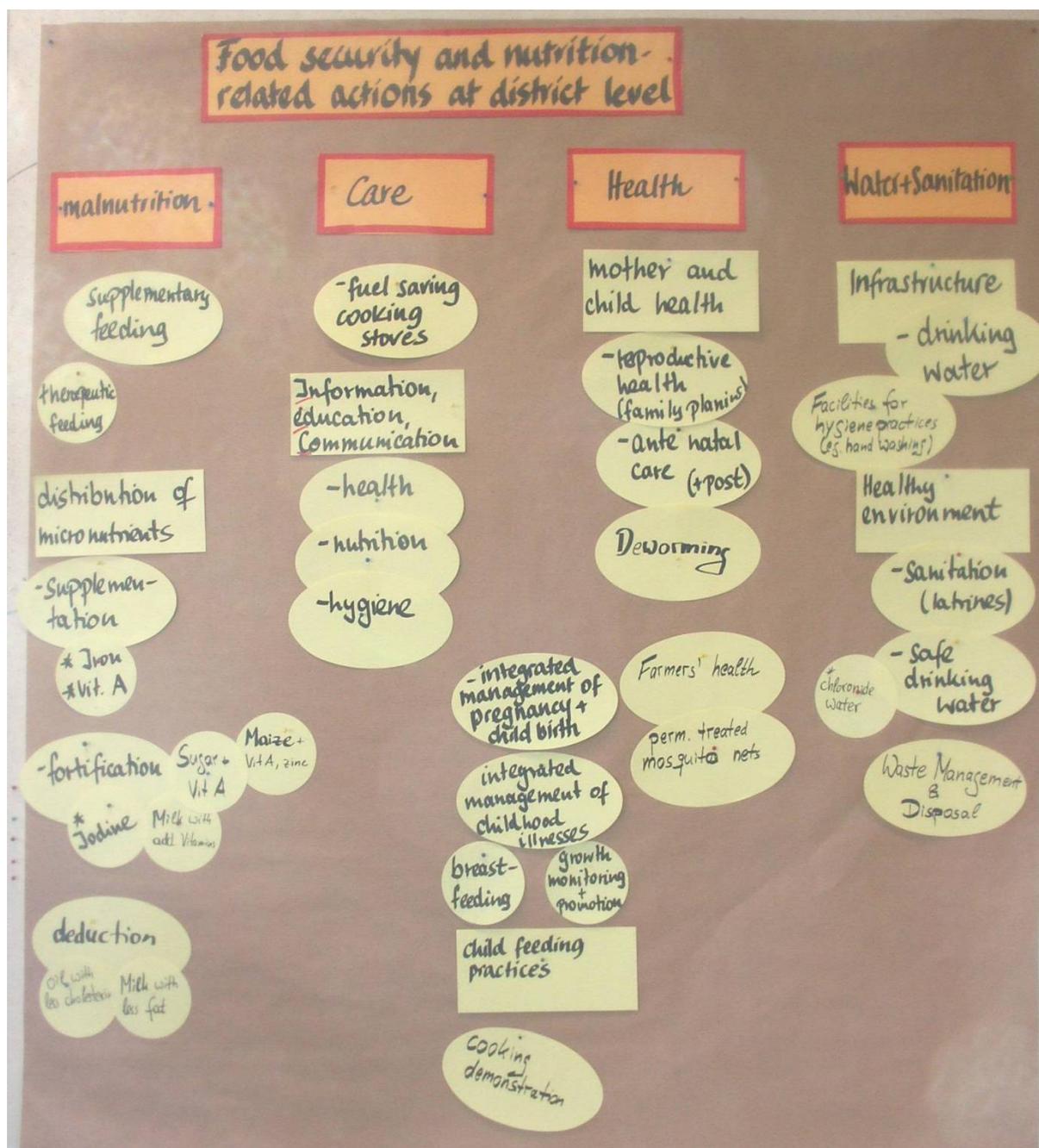
- To improve on the various farming skills in Moyamba district from 10% to 30 % by 2012.
- To increase the number of storage facilities in 14 chiefdoms in Moyamba district from 10 per chiefdom 20 per chiefdom by December 2011
- To minimize the rate of post harvest losses in the 14 chiefdoms of Moyamba district from 40% to 20% by December 2012.

We **concluded** this session by a set of main findings and included a definition for ‘development objective’: “Intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people via one or more development interventions.” (Source OCED/DAC. →08\_DACGlossary).



### 4.4 Action Plan

From the situation analysis (what's the problem?) to our vision and objectives (what's the expected change?) to actions. Targeted food and nutrition security interventions comprise a wide variety of measures aiming at improving food and nutrition security of specific population groups which have been identified as vulnerable or food-insecure. The selection of feasible and (most) suitable approaches of targeted interventions depends on the prevailing conditions, the specific socio-economic features of the target population, the nature and causes of their food deficits, and the available resources and implementation capacities. We collected possible actions (or categories of actions) for each of the seven categories of the UNICEF malnutrition model (see refresher of concepts and situation analysis).





# Sierra Leone Night



200 year old cotton tree in Freetown



We tried the identification of food security action with one example: Lioba and Maria prepared an extract of the district plan and situation analysis of Moyamba. Three groups had the same task: Advising the district of Moyamba which action to formulate to address the food security problem that arises from the review of the situation analysis (→07b\_Moyamba Dist Sit+Obj).



This group identified inconsistencies in the situation analysis that made it difficult arriving at conclusions. For instance it was stated that the health facilities are seriously understaffed. At the same time, satisfaction with health facilities was very high according to a consumer survey conducted.

The group clustered the 14 objectives given in the Moyamba case into six main themes but didn't rephrase the objectives.

The second group continued from the work started earlier under 'objectives and goals' by the Sierra Leone country team. The same strategic objectives were used for the identification of activities.

**Development Objective:** Providing affordable, accessible and appropriate Health services

**Strategic Objectives (Malnutrition)**

- Reduce the infant mortality rate from 10% out of every 1000 under five to 2% in Timdale and Kowa Chiefdoms in Moyamba District by December 2012.
- Reduce the prevalence of Kwashiorkor from 30% out of 1000 Children to 5% in 14 Chiefdom in the Moyamba District by December 2012.

**Actions**

- Inform pregnant women, lactating mothers and mothers with children under five years on the free medical services for them by the Government
- Train more Traditional Birth Attendants (TBAs)
- Give incentives to TBA that refer complicated cases to the referral hospitals/clinics
- Carry out Routine immunization from 0-5 years children
- Provide Supplementary feeding

**Strategic Objective**

- Ensure the compliance rate of suckling mothers to breast feed their babies up to six months from the usual three months in the Moyamba District by December 2012
- Increase the level of knowledge of lactating mothers in nutrition practices from 20% to 60% in all chiefdoms in district by December 2012.
- Increase the knowledge base of the people on food hygiene from 10% to 50% in the 14 chiefdoms in Moyamba district by December 2011

**Actions**

- Inform breast feeding mothers during monthly clinic visits on the benefits of breast feeding and demonstrate nutrition practices
- Establish day care centers near work places
- Advocate for reduction of working hours for lactating mothers
- Sensitize mothers on food hygiene practices (through the issuing of guide lines, conduct radio discussions, raise Jingles and mounting of posters etc)

**Strategic Objective (Availability)**

- To improve on the various farming skills in Moyamba district from 10% to 30 % by 2012.
- To increase the number of storage facilities in 14 chiefdoms in Moyamba district from 10 per chiefdom 20 per chiefdom by December 2011
- To minimize the rate of post harvest losses in the 14 chiefdoms of Moyamba district from 40% to 20% by December 2012.

**Actions**

- Provide improve agricultural inputs to small holders farmers
- Subsidizing to mechanization farming
- Increase extension services
- Introduce crops with high comparative advantage
- Promote irrigation schemes
- Provide agricultural infrastructures (drying floors, stores, market centers etc.)

**Selection criteria**

- Cost effectiveness
- Feasible

- Number of beneficiaries(high joint use)
- Sustainability
- Empowerment etc.

**Possible constraints**

- Inadequate knowledge on the Convention of RTF /FSN by the leadership group of Council
- Absence of the RTF issues and actions in the District plans and budget

**Solutions**

- Sensitization and the provision of the convention on the Right to Food( State Obligations and HR principles.
- Ensure that FSR/RTF issues are main stream in the District Plans

The **third group** also worked on a word-document. The result is below:

<b>PRIORITY NO 1 INFRASTRUCTURE</b>			
	<b>OBJECTIVES:</b>	<b>ACTION</b>	<b>CRITERIA FOR SELECTION</b>
1	To upgrade and maintain the existing feeder roads	Rehabilitation of feeder roads	Access to the Market Supply of inputs
		Mobilizing resource for maintenance	
		Monitor the tonnage	
<b>PRIORITY NO 2</b>		<b>AGRICULTURE</b>	
1	To ensure timely supply of quality inputs to famer	Provision of agro business centre	Access and availability of food
2	To promote high yield by enhancing appropriate technology	Provide extension services to the farmer	
3	To improve livestock production	Establishing more FFS	
<b>PRIORITY 3</b>		<b>HEALTH</b>	
1	To provide health structure within three miles radius and provide essential drugs and equipment	Construction of more health structure and functionalize the existing one	Address health issues
		Recruit more trained and qualify personnel	
		Community health education	
<b>PRIORITY 4</b>		<b>EDUCATION</b>	
	To promote technical and vocational learning	Increase enrolment of technical and vocational learning	Address care Increase employment opportunity Food for training education
<b>PRIORITY NO 5</b>		<b>RURAL WATER AND ENERGY SUPPLY</b>	
1	To increase access to safe drinking water and improve power supply in the District	Increase number of boreholes and protected well by 10% of the existing ones	Access to safe drinking water

One point we kept pending when discussing objectives and goals was “what to consider in the **prioritization**”? It was easier to discuss this point after having reviewed possible food security actions. The following points were raised which criteria to apply to decide on prioritization:

- Contribution to FSN
- Cost effectiveness
- Feasibility
- Number of beneficiaries to reach (coverage)
- Contribution to empowerment of vulnerable groups
- Contribution to sustainable development
- Action in support of other activities (synergies)
- Multiple impact
- Capacity of district and district council
- Resource availability
- Support to self-help and more independence
- Expressed need of population (e.g. through PRA)
- Budget game/citizen’s budget

The following conclusions were drawn from the session of food security and nutrition action:

- Development of action need to be based on objectives
- How to combine different actions to address one objective
- Formulate actions as specific as possible
- Actions specify on the how and what.
- Objectives need to be quantified to guide selection of action
- Action planning is an iterative process: Starting from objectives to actions. It may also refer back to/check with situation analysis. Questions for cross-checking
  - Does the activity really contribute to achieve the objective?
  - Is it enough? Additional activities need to be undertaken to achieve objective?
- Specify who should benefit from activities
- Ensure that activities reflect FSN concern
- The FNS perspective ensures that we address the vulnerable groups
- An integrated approach helps to avoid duplications when selecting action

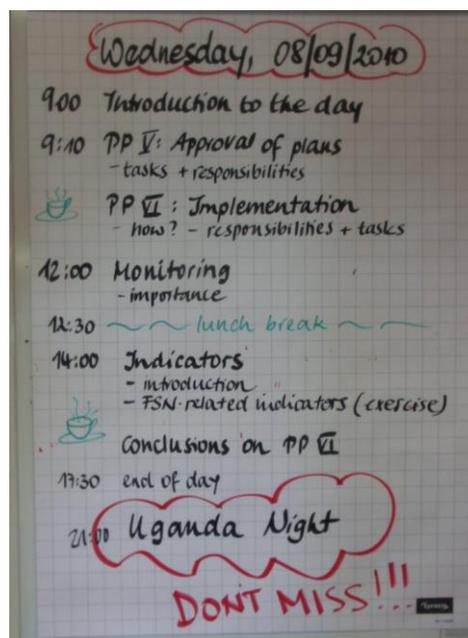
### 4.5 Plan approval

Responsibilities and tasks in the approval of plans. Each country looked at the steps taken in approving district plan and what the role or task of the technical officers would be in each step.



Zanzibar

a) Approval of Plans for District Administrative Issues



Organization	Responsibilities/Tasks
District/ District Management Team (DMT)	Approval of District Plan Compilation of District Plan
Regional Office	Compile and approve district plans Submission of Plans to national/central level
Ministry of State	Compiling and approve regional plans Submission of Plans to Ministry of Finance
Ministry of Finance	Discussion and approval of plans according to set budget ceiling and bring back to Ministry of State
House of Representatives	For approval/discussion
Ministry of Finance	Releases funds

b) Approval of Project related Plans (sector)  
→ currently entry point for Food Security and Nutrition

Organization	Responsibilities/Tasks
District Management Team, Program Representatives (District Planning Officer, District agriculture Officer)	Plan project activities and Prepare annual work plan and budget
Sector Ministries	Compile project annual work plan into Ministry work plan
Ministry of Finance	Discussion and approval of plans according to set budget ceiling and bring back to Ministry of State
House of Representatives	For approval/discussion
Ministry of Finance	Releases funds

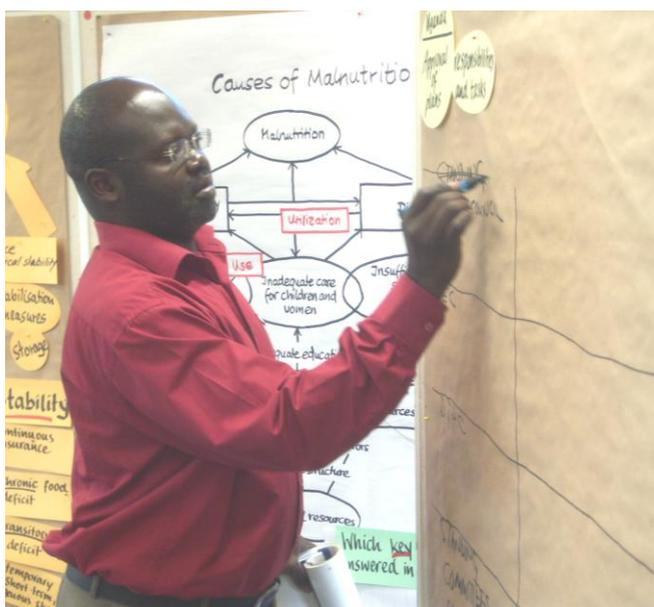
Note: All funds require approval by Ministry of Finance and House of Representatives

Uganda

Organs/Level	Responsibilities/Tasks
District Council (DC)	Discusses and approves → Provide technical guidance and explanation to councilor
District /Executive Committee (Chief Administrative Officer,	Discusses and recommends to council for approval → When co-opted, provides technical guidance
District technical planning committee (“think tank of the district”)	Discussion of draft plan → Provide technical inputs from heads of department incorporated
Secretariat (District Planning Unit)	Consolidation of Sector Plan into one document- the district development plan (draft)
Standing Committee of Council (each sector is presented)	Heads of Departments and Sector present sector plans o committees Committees discuss, make recommendations → Provide technical advice, lobby for acceptance of the plan
Departments (Sectors)	→ Prepare plan → Plans of Local Government and Partners are incorporated at sector level. [Each sector has a plan]

Note: → highlights role of the technical staff

Sectors are requested to consider cross-cutting issues (given in the planning guidance documents) already in the first step of planning, when preparing the sector plans. Later, the district technical planning committee checks whether the guidelines have been appropriately taken into consideration.



Sierra Leone

Activity	Task	Responsibilities
Validation of plan by Ward Development Committee (WDC)	Mobilization of resources Inform and invite WDC about validation date and venue	Ensure ownership of plan by WDC
Final editing and adjustment of the plan	Get Local Technical Planning Committees members carry out adjustment and editing Submit plan to Chief Administrator	Ensure final document is produced and submitted to Chief Administrator
Submit Plan to Council ordinary meetings for approval	Support Chief Administrator to inform and invite members to ordinary meeting	Guide the process of approval by (i) justify contents of the plan and (ii) explain sectoral linkages and collaboration
Public hearing (Presentation of Plan to general public)	Support Chief Administrator to inform and invite all stakeholders (incl. NGOs, public sector...)	Clarify technical issue

Note: Ministry of Finance provide budget ceiling (Medium Term Expenditure Framework)

Conclusion of this session:

- Technical officer shave an important role to play in the approval stage.
- It’s a skill, providing the right information at the right time and in the best manner that could ensure that food security and nutrition receives more resources



## 4.6 Implementation and Monitoring



We dealt with implementation and monitoring in one integrated steps. In plenary, we collected thoughts about specific activities needed with regard to mainstreaming food security and nutrition in implementation of the plan. The common understanding was that a good plan will lead to good implementation and that thus more emphasis should be paid to getting the plan right.

**Definition of Monitoring:** “A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds”

**Definition of Evaluation:**

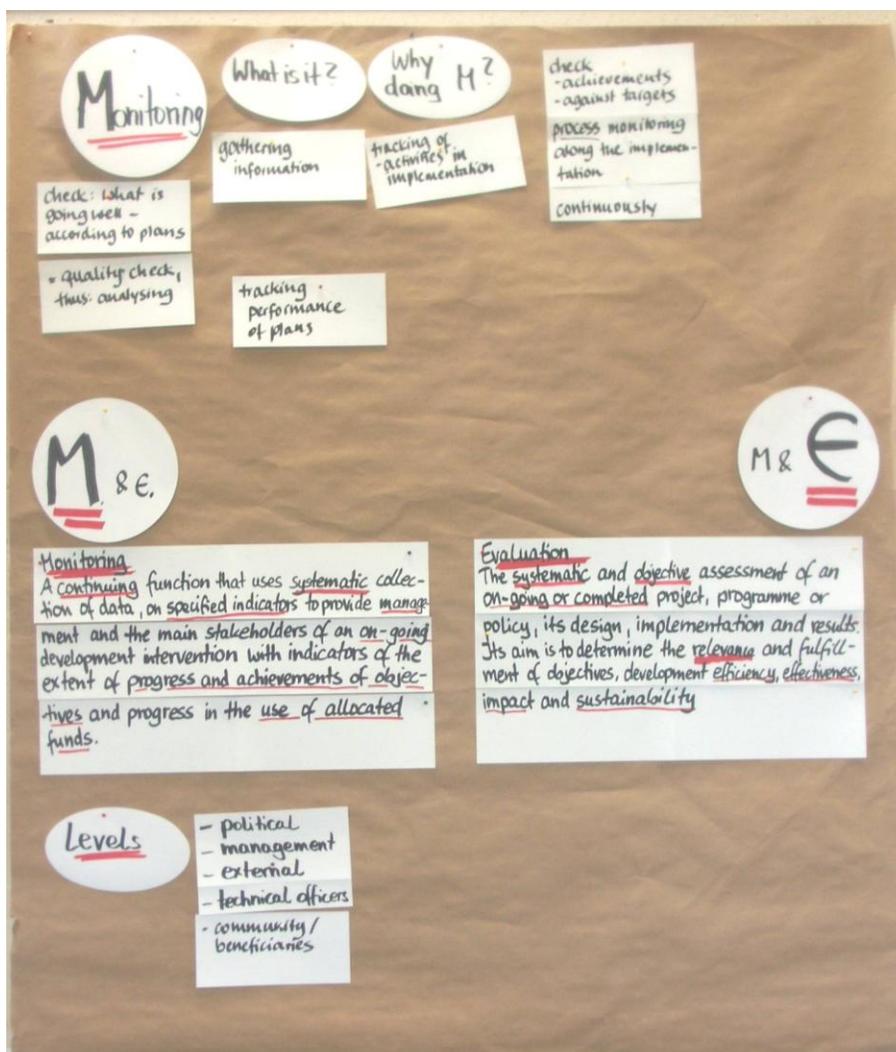
“The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

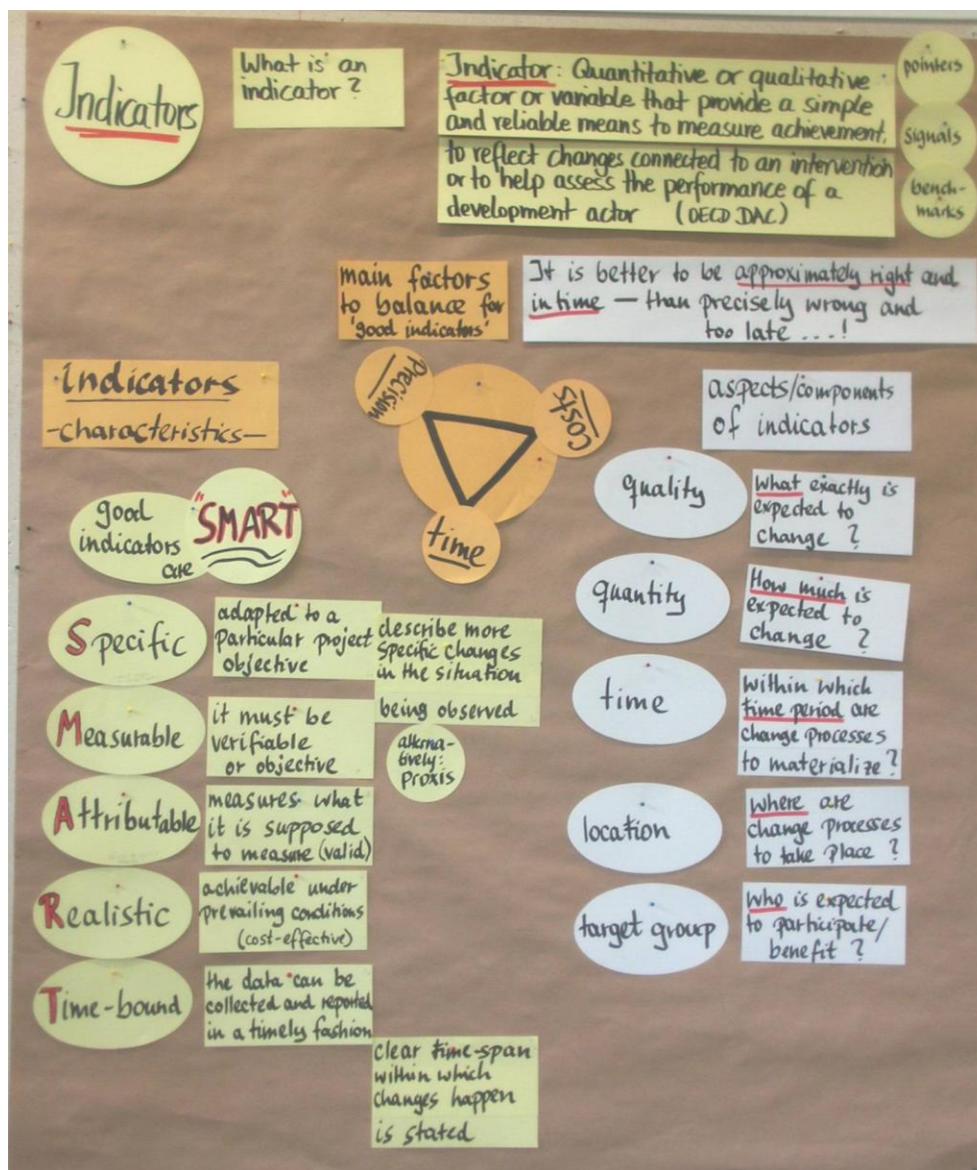
Evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going,”

(Source OCED/DAC)

Monitoring definition for the lay-man: Where did I come from, where am I now and where do I need to go to complete the journey. Evaluation: Was the road that I took the right one? Did I arrive where I wanted to?

Don't mix **audit** (mistakes done – punishment), **surveillance** (secret review of performance), **monitoring** (aims at improving performance and thus works together with stakeholder to be monitored and provides accountability). Problem occurs when accountability is perceived as something frightening and stakeholders may be reluctant sharing information and thereby limit the learning dimension of monitoring.



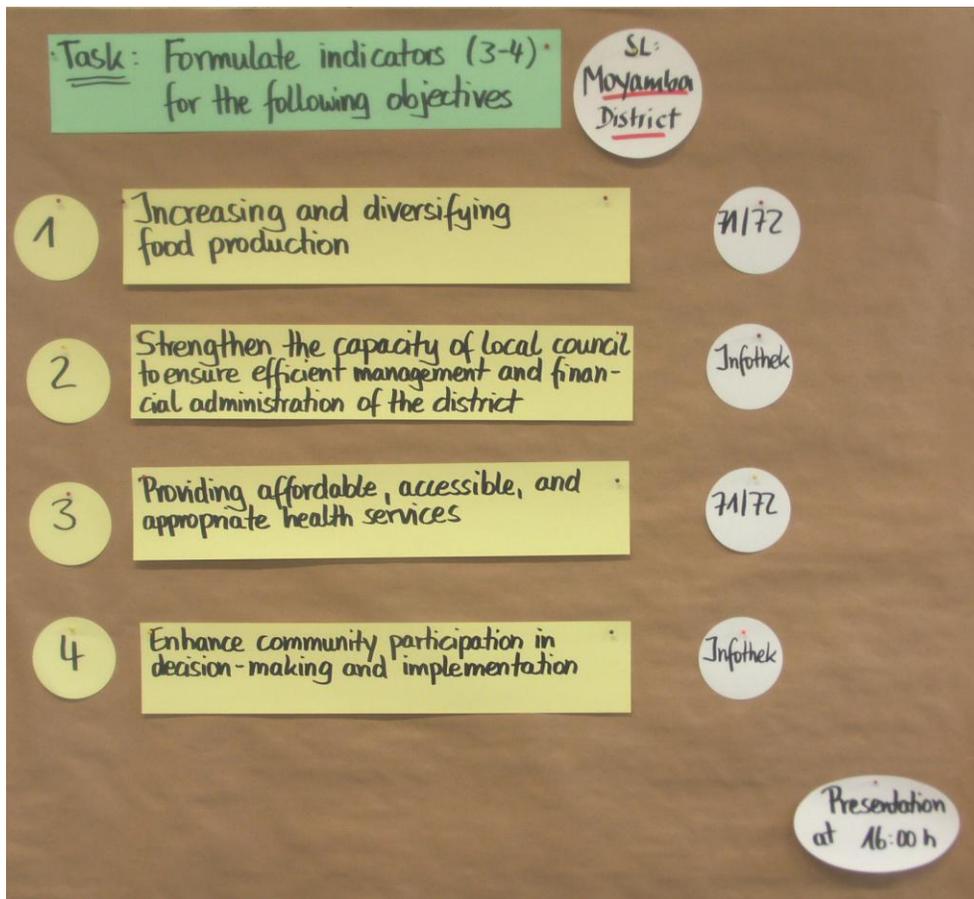


**Definition**

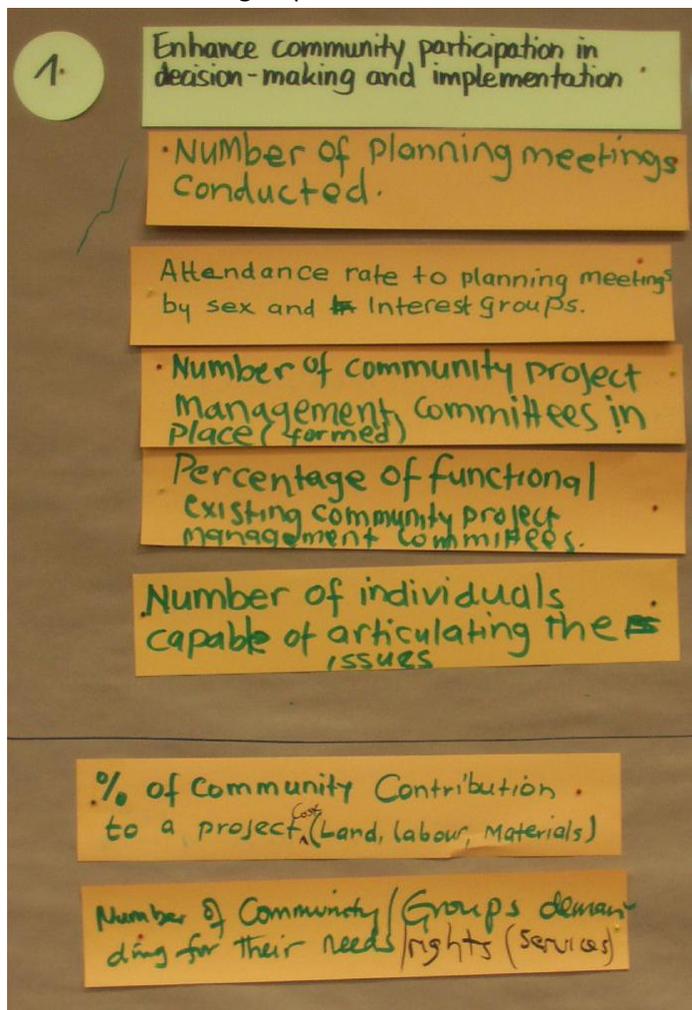
**Indicators:**

“Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor” (Source: OECD/DAC).

Group work



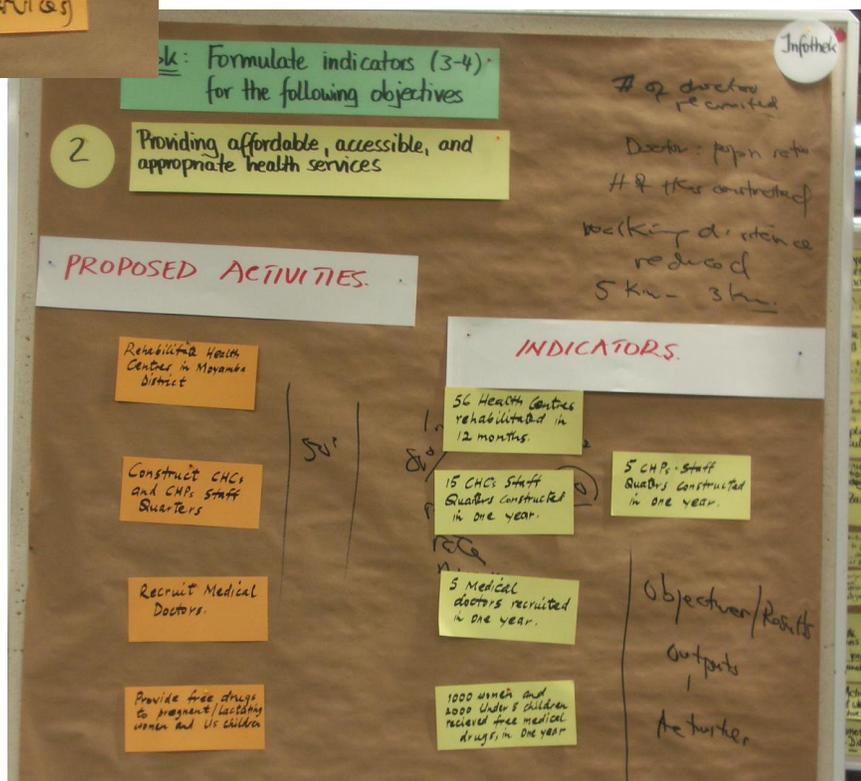
Results of the four groups

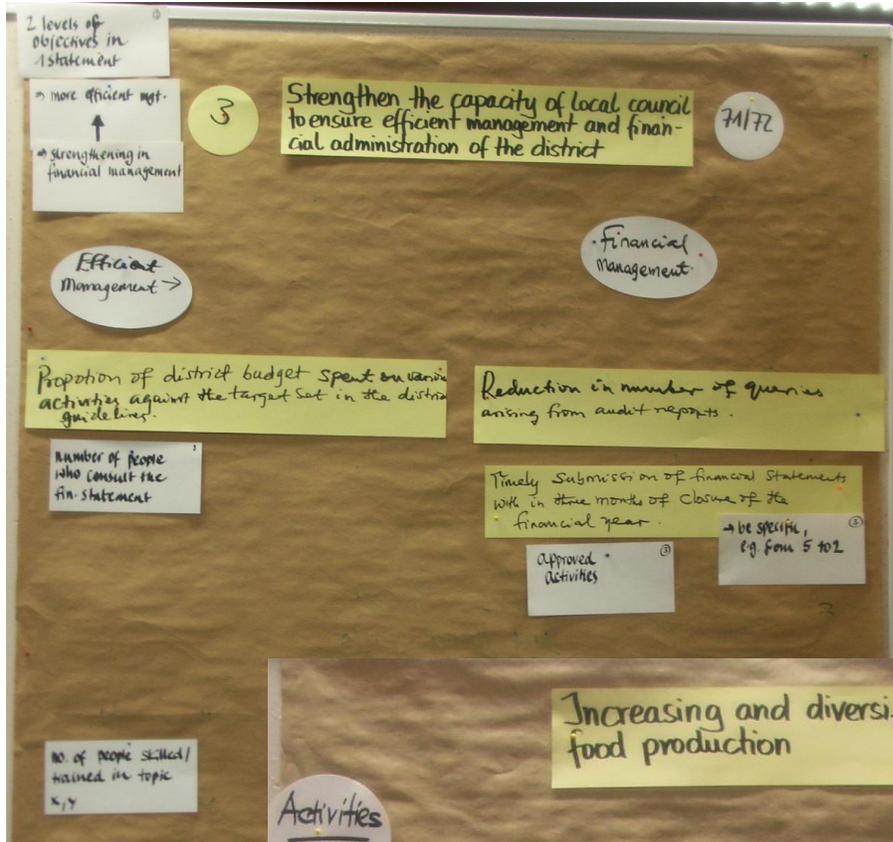


The first group had an objective geared towards enhancing participation, in other words an objective that tries to ensure the operationalization of the human rights principles of participation. The indicator that invited the most discussion was the second to last indicator “% of community contribution to a project (funds, labour, land). This is an outcome indicator tacking both the decision making and implementation aspect. A community would not contribute financially to a project if it hadn’t been involved in the decision making process. The indicator is relatively easy to measure and easily be written in a “SMART” way (Specific, measurable, attributable, relevant and timebound).

The second group looked for indicators measuring the provision of affordable, accessible and appropriate health services. The group broke the objective down to its

parts and formulated an indicator each.



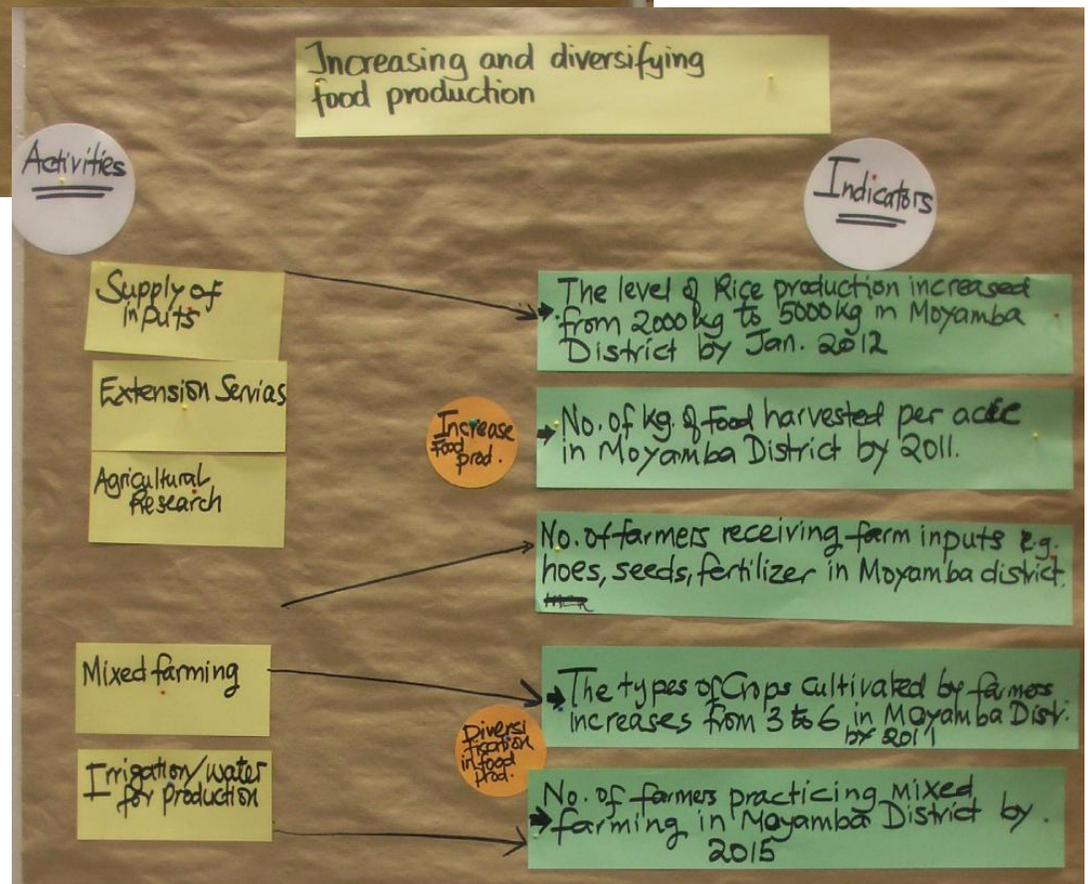


Group 3 had a governance related object

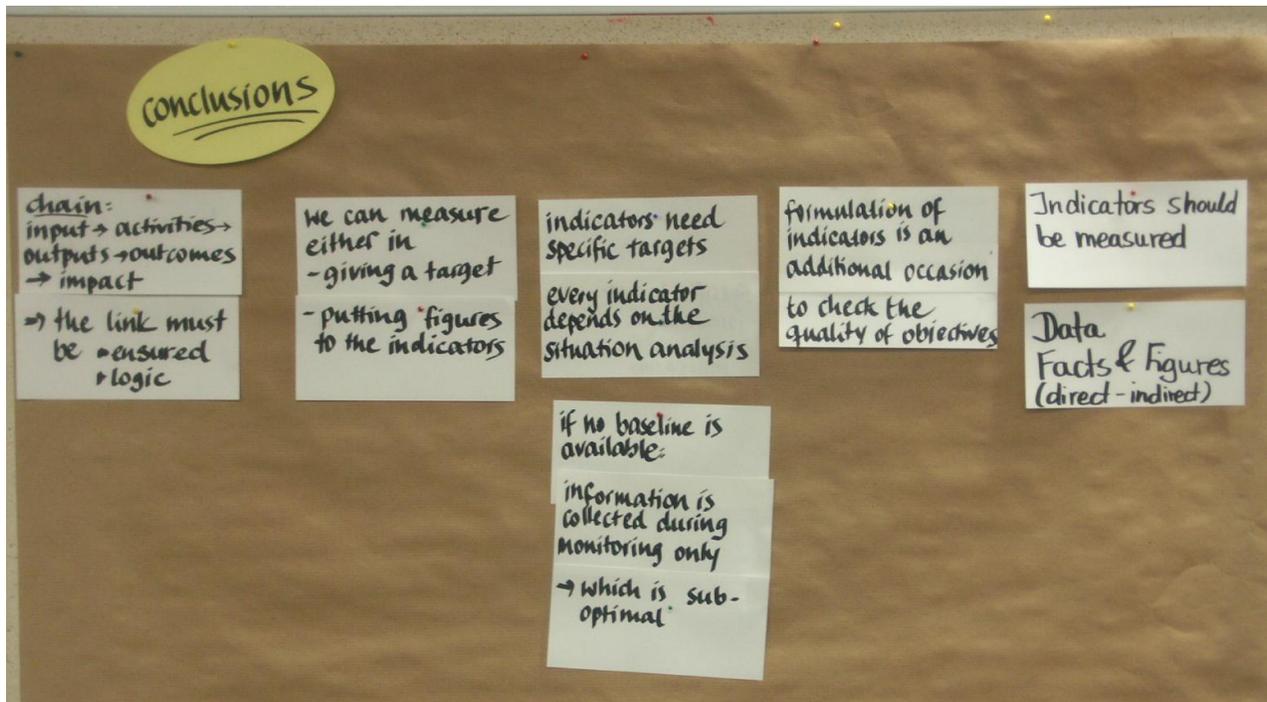
“strengthening capacity of the local council to ensure efficient management and financial administration of the district”. In plenary a suggestion was that the objective should have better been divided into “capacity building” at a lower level, leading to improved management thereafter.

Group 4 has a agriculture

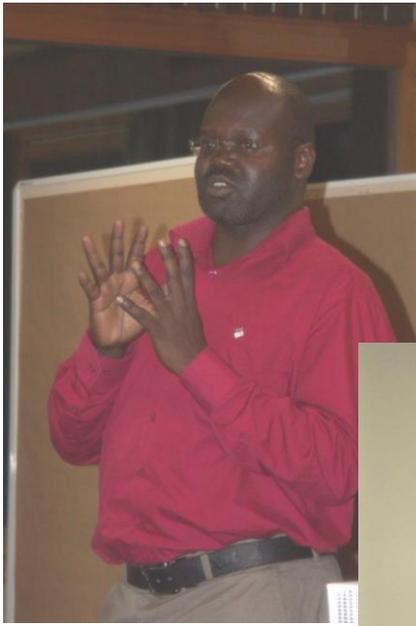
related objective looking at intensification and diversification of food production.



Conclusions



### Uganda Night



Chris introduces Gulu culture

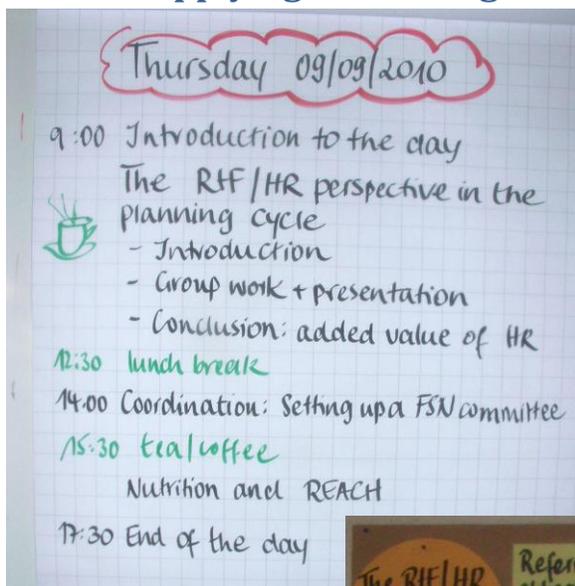


Ask Wilson where to go in Uganda



Jino tells us how he chased his wife in Karamoja

## 5. Applying Human Rights Principles



The second discussing how human rights principles – the PANTHER – should be applied in each of the stages of the planning cycle.

Five groups were formed that discussed the principles of accountability, transparency, participation, empowerment and transparency respectively.

The first group on accountability described the negative effects of lack of accountability in the planning cycle (see board).

The discussion focused more on action. First, a definition of **Accountability** mechanisms was

provided. They refer to a broad range of actions (beyond voting) that citizens, communities and civil society organizations can use to hold government officials and bureaucrats accountable, i.e. seek to enforce standards of good behaviour and performance by public officials and service providers. These include citizen participation in public policy making, participatory budgeting, public expenditure tracking, citizen monitoring of public service delivery, citizen advisory boards, lobbying and advocacy campaigns. Mechanisms that involve



participation of citizens in the process of managing public resources have proved to be particularly effective.

Frank made an intervention, explaining the project's perspective of accountability. The project adopts an understanding of accountability that goes beyond legal measures only (but does not exclude them either). In the context of district development and considering the quality of and accessibility legal services "suing" the Government will be rather unrealistic. If at all possible, legal measures would probably be a last step of progressively stronger accountability mechanisms ranging from understanding through social pressure to legal measures.

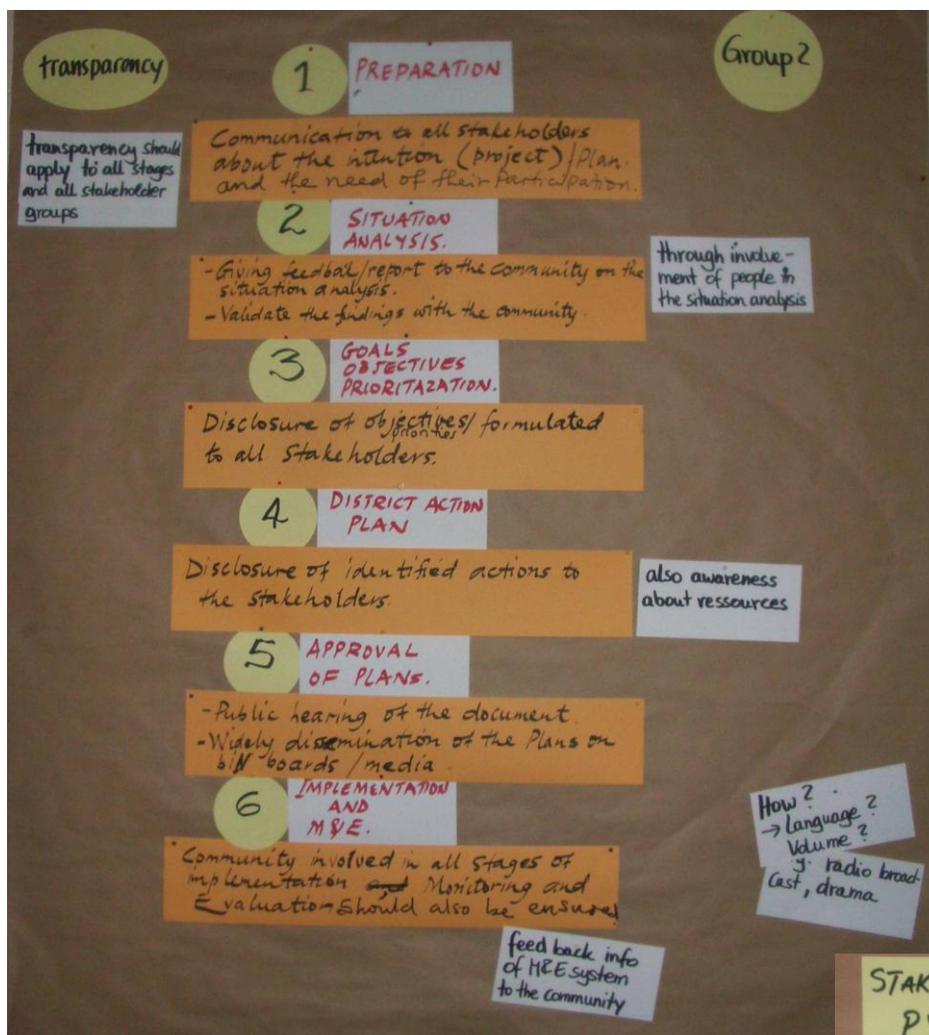
- 
- Awareness of rights and duties; knowledge of the mandate and responsibility of district Government
  - Lobbying advocacy media exposure
  - Participatory performance monitoring participatory public expenditure tracking
  - Social auditing (more institutionalized than the former bullet with clear communication channel of results and mandatory response by Government)
  - Public hearings
  - Conflict resolution through mediators (e.g. ombudsman)
  - Community courts (where they exist)
  - Formal judicial measures

Clear rules and legal frameworks that allow civil society to monitor Government performance are needed, as well as clear legislative frameworks that ensure access to information and the sustainability of social accountability initiatives. This implies that apart from specific interventions to increase accountability of duty bearers to their citizens, the policy, institutional and legal framework needs to be shaped in a way that it facilitates the work of civil society.

Accountability is only effective if it is directed to a functioning public administration that has some capacity to respond to citizen demands. Hence duty bearers need to hold a mandate but also need the financial and technical capacity to comply with it.

Please take a look at the spreadsheet in the annex on applying human rights principles in the district planning cycle for detailed elaboration on the relevance of each principle in each of the planning steps (→ 10\_Applying human rights principles in the planning process).

A high degree of **transparency** is a necessary ingredient for allowing participation and accountability to thrive. Transparency has been recognized as a means of "ensuring an informed citizenry and for pursuing a collective vision" (Transparency International). It exposes the public space thus allowing every stakeholder to remain aware of achievements and setbacks of the government. Adhering to transparency standards implies that information should be understandable, reliable and equally accessible to people with no technical background.



The effects of accessible information about decisions, processes and results motivate collective engagement and builds community identity. Through transparency the boundaries of responsibility and action are rendered visible thus easily determining the locus of accountability. In addition, transparency limits corruption which tends to thrive in closed systems that are ridden with ambiguity and discretionary behavior. Transparency is thus a central pillar of good governance.

This project is pursuing progress in four areas:

- **Understanding** the degree of transparency in local governance, thereby creating a base-line against which progress in improving transparency can be measured.
- Improve stakeholders' **access to information** so that they may participate in decision-making more effectively.
- **Ethics and integrity:** Tools for clarifying what is expected from duty bearers and for ensuring they adhere to their commitments and are sanctioned if they break public trust.
- Streamlining and **simplifying administrative procedures** and structural innovations to promote participation and accountability.

To the right an intervention from Kabileh (Sierra Leone) highlighting the fact that stakeholders can have positive or destructive influences. Thus when targeting vulnerable groups, other actors need to be included in the equation as well.



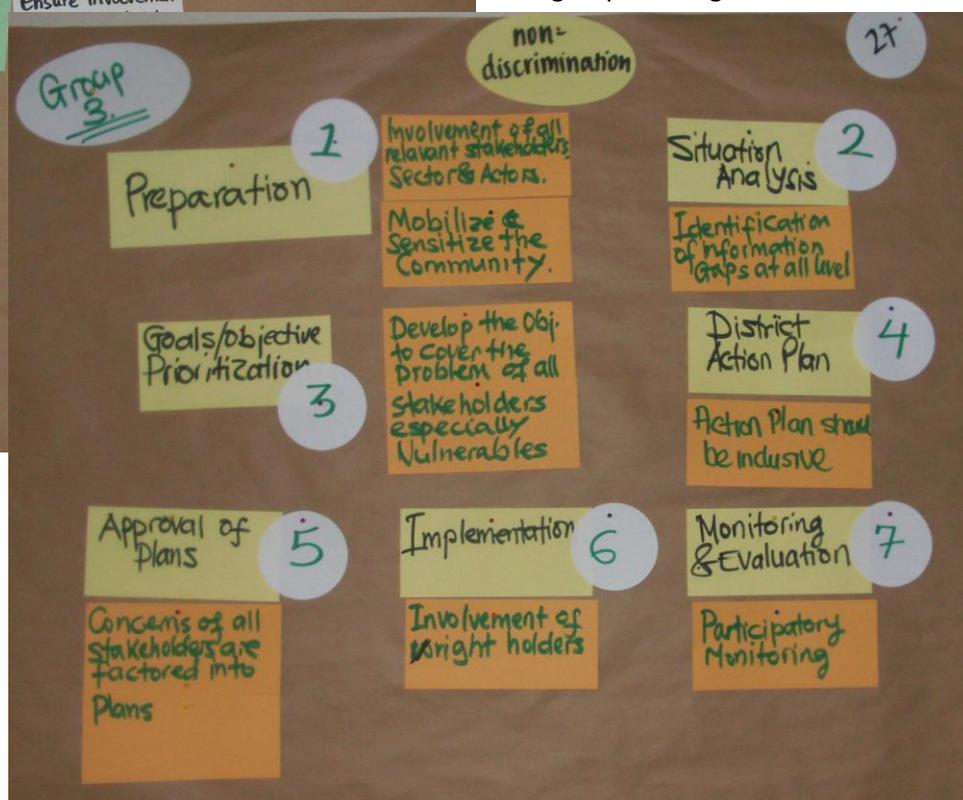


**Participation** is a process characterized by recognition of multiple voices that must be invited to the negotiation table, making space for disagreement, experimentation and learning in order to create or enhance policy networks or communities.

We concluded that participation and transparency are closely related and are the ingredients for accountability.

The group working on non-

discrimination underlined the point of preferential treatment for marginalized and vulnerable groups.



Last group: Empowerment. The principles of human dignity and rule of law were discussed in plenary.



We concluded. What is the value added of the right to food?



While many food security policies and programmes address essential technical issues, the effectiveness and sustainability of food security work requires addressing right to food and governance issues. A right to adequate food approach to food security offers a coherent framework to address critical governance dimensions in the fight against hunger and malnutrition. It provides **voice** to a wide array of

relevant stakeholders and establishes **principles** that govern decision-making and implementation processes. Participation, non-discrimination, transparency, and empowerment are some of those principles which constitute the right to food approach. The right to food also provides a legal framework, the notion of rights and obligations, as well as mechanisms for accountability and respect of rule of law.

There is a growing recognition of the impossibility of fighting hunger without giving voice to those most affected. A human rights-based approach demands that food insecure and vulnerable individuals be empowered to participate meaningfully in policy formulation, implementation and monitoring processes. In the event of public policies with adverse effects on food security, individuals should have access to a recourse mechanism.

Human rights provide a set of standards against which governments can be held accountable. This is only possible when citizens have the knowledge and power to make demands, and the government has the capacity and will to respond and meet their obligations.

## 6. Coordination

The point was made time and again: food security and nutrition is a cross-cutting issue that requires that attention of many sectors and cannot be solved by one sector by itself. Coordination between the different sectors is thus essential. The country groups were tasked to reflect:

- a) How does coordination at district level currently take place?
- b) Who should coordinate FSN/RtF issues in your district in future?
- c) What are the tasks of the FSN/RtF coordination body?

The three boards, starting with **Uganda**:



Sierra Leone

1. Part V Section 20 of Sub-Section 2F → Coordinate and harmonize the execution of Programme and Projects

Promoted or Carried out by Public Cooperations, other Statutory bodies and other NGOs in the Locality.

1. Sectoral meetings (Agriculture, Health, Edu)  
 • Held monthly before the DCF.

(1) Level

The Council through the development Planning Unit established Development Coordination forum that meets on a monthly basis. (2) level

2. In future can established Committee on FSN + RTF should Coordinate the FSN/RTF ISSUES

chaired by DAS

MIN. OF HEALTH AND SANITATION

SLRA EDUCATION

Donors in the District

Social welfare

Civil Society

Office of National Security

NATIONAL INT. NGOs

WATSAN

DEVELOPMENT Planning official

Chief Admin Istructor

PMC Rep.

Chairman Agric Committee of Council

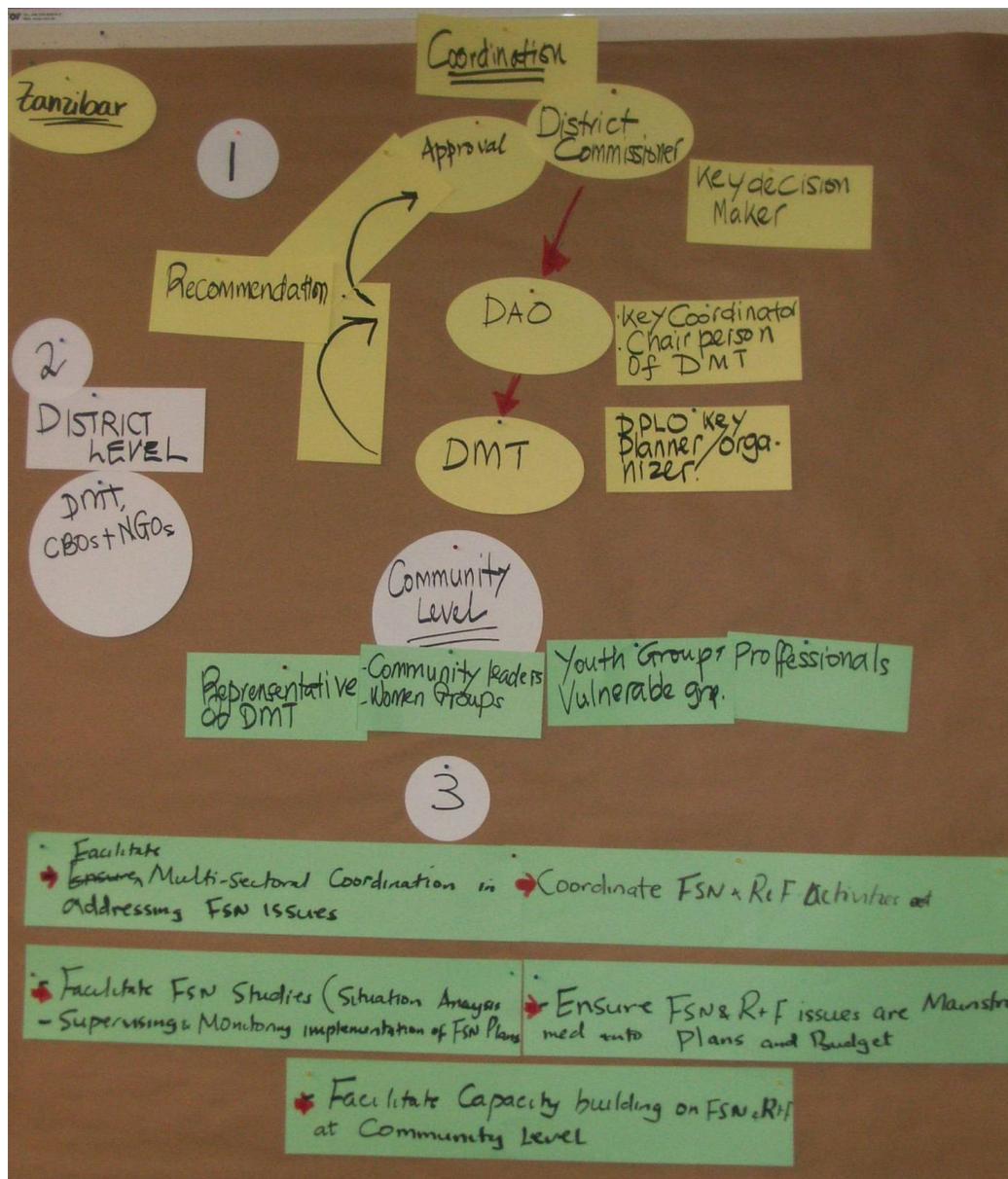
3. Coordination

Ensure FSN/RTF is factored into the Plan

Raise awareness

MAKE available relevant data on RTF/FSN

Advocacy



## 7. Focus on Nutrition

A guest from FAO HQ joined us: Charlotte Dufour, a nutritionist who could work together with us to facilitate the integration of nutrition into district plans.

REACH

Charlotte started asking why nutrition is important at all. Why adding an 'N' to the food security definition? We agreed that the additional focus on nutrition indeed is relevant but in practice it is often difficult to work with nutrition. Charlotte was thus exploring the constraints participants face at home when working with nutrition issues. At last we discussed how we could overcome these



difficulties.



Charlotte also linked nutrition to the human rights principles but couldn't present it in plenary anymore. The document is saved in the annex (→11\_Nutrition and the Human Rights Principles)

### Good nutrition for everybody

Lioba explained the nutrition pyramid: Eat more of the food from the base and less from the top of the pyramid, and drink about 6-8 glasses of water per day.



Base your diet on cereals, potatoes, sweet potatoes, cassava and other starchy food. Eat lots of vegetables and fruits. Limit the consumption of animal products (meat, fish, milk and milk products, eggs) and complement the protein consumption through pulses (beans, lentils). Oils, sugar foods and drinks and salt should be consumed in small quantities only.

#### 1. ***Eat a variety of food***

Eating a variety of food is the best way to ensure that a person will get all the nutrients she/he needs. Everyone should eat many different kinds of food, and not too much of just one or two kind

#### 2. ***Eat the right amount of food***

Everyone needs the right amount of food to provide energy and supply the body with the right amount of nutrients for growth, development and normal functioning. If not enough food is eaten, a child can fail to grow and develop. In adults, this can result in weight loss and weakness. At any age, it may lead to decreased resistance to infection and, if not corrected, may result in death.

If too much food is eaten, there can be too many nutrients for the body's needs. This may lead to excessive weight gain, obesity, diabetes, hypertension and diseases of the heart.

Source: WHO (2002): Towards Healthier Mothers, Children and Families: a nutrition guide for community health workers. Manila

## Appendix

### Evaluation

At the end of the first week a All participants were invited to – anonymously - evaluate the course and say what they liked, what they didn't like and what their recommendations for the next week are.

This was your feedback:







Following the document of the final evaluation

# Survey:

## Training / Further training

Dear participant,

You have taken part in an InWEnt training event. To help us further enhance the alignment of such training with your needs, we would ask you to participate in this survey and share your experience and any suggestions you might have for improvements.

Naturally, we evaluate all questionnaires anonymously and will not be passing on your data to any third party. The data is statistically grouped and evaluated to allow us to provide information on the quality of our training within the InWEnt network. For this reason, we would ask you to answer all the questions in the survey.

Thank you for your help and support!

Your InWEnt team

Please read the following statements and indicate your level of agreement by marking the appropriate box. You have six possible answers ranging from "totally disagree" to "totally agree". If you cannot answer or do not wish to, please tick the "no answer" box.

### 1. General information

Training course title:	<b>Integration of food security and nutrition into district development plans</b> – Application of good governance practices in Sierra Leone, Uganda and Zanzibar
Venue:	Feldafing (near Munich)
Duration:	August 30 – September 10, 2010

### 2. Content relevance and transfer possibilities

	Totally disagree				Totally agree		No answer
The topics and content of the training course are important for my work.	<input type="checkbox"/>						
Judgement by topic							
1. <b>Refresher of concepts:</b> 3+1 dimensions of Food Security and Nutrition, UNICEF framework, Vulnerability, Right to	<input type="checkbox"/>						

	Totally disagree					Totally agree	No answer
Food, Good Governance							
2. <b>Planning</b> cycle and <b>country planning phases</b>	<input type="checkbox"/>						
3. <b>Planning</b> Process I: <b>Preparation</b>	<input type="checkbox"/>						
4. <b>Planning</b> Process II: <b>Situation analysis</b> : key question, information fields, available + mission information, methods (PPA, PRA, SWOT), improving applied methods	<input type="checkbox"/>						
5. <b>Planning</b> Process III: <b>Goals, objectives, prioritization – formulation</b> of FNS-relevant objectives	<input type="checkbox"/>						
6. <b>Planning</b> Process IV: <b>District Action Plan</b> : FSN-related actions and criteria	<input type="checkbox"/>						
7. <b>Planning</b> Process V: <b>FSN actions</b> , formulating FSN actions at district level, criteria for selection / prioritization	<input type="checkbox"/>						
8. <b>Planning</b> Process VI: <b>Approval of plans</b>	<input type="checkbox"/>						
9. <b>Planning</b> Process VII: <b>Implementation + Monitoring</b> : role + tasks, importance; project and FSN monitoring	<input type="checkbox"/>						
10. <b>The Human Rights / Right to Food perspective</b> in district planning: added value	<input type="checkbox"/>						
11. <b>Advocacy &amp; Fundraising</b>	<input type="checkbox"/>						
12. <b>Coordination</b> :Setting up a FSN committee	<input type="checkbox"/>						
13. Becoming a <b>FSN multiplier and champion</b> : mobilising + communicating, advocacy, next steps	<input type="checkbox"/>						
14. <b>Intervention</b> : Nutrition + REACH	<input type="checkbox"/>						
15. <b>Excursion</b> to the district authority Starnberg	<input type="checkbox"/>						
Please comment!							

Please, list the **two topics** of the training course which are **most relevant** for your working context → on the board

Please list topics that the training course did **not** deal with but would have been important for your work: → on the board

	Totally disagree					Totally agree	No answer
The content of the training course successfully met my expectations.	<input type="checkbox"/>						
I know how I can apply the course content in my work.	<input type="checkbox"/>						

	Totally disagree					Totally agree	No answer
I know how I can pass on what I learnt to my colleagues.	<input type="checkbox"/>						
I can also make good use of what I have learnt in other contexts.	<input type="checkbox"/>						
The course has enabled me to continue working independently with the materials.	<input type="checkbox"/>						
Please comment!							

Have you already got concrete ideas of how to apply what you have learnt?  Yes  No

Please describe the next steps you will take to implement your ideas
What support do you require in this process?

### 3. Working and learning methods

	Totally disagree						Totally agree						No answer
The content and outcomes of the different learning units were clear throughout.	<input type="checkbox"/>												
Participants were able to bring their own experience and examples into the training course.	<input type="checkbox"/>												
The material (e.g., presentations, checklists, etc.) helped me to understand the content better.	<input type="checkbox"/>												
The working and learning methods were appropriate to the tasks and suitably varied.	<input type="checkbox"/>												
The structure of the programme was suitable to tackle the different subjects and to meet the objectives	<input type="checkbox"/>												
The visualisation approach was helpful to the working process	<input type="checkbox"/>												
My own contributions and needs received sufficient attention in plenary sessions	<input type="checkbox"/>												
My own contributions and needs received sufficient attention in group work sessions	<input type="checkbox"/>												
Please comment!													

The following opportunities contributed a lot to the exchange of experiences ...	Totally disagree						Totally agree						No answer
• plenary discussions	<input type="checkbox"/>												
• presentations and discussions	<input type="checkbox"/>												
• working group sessions	<input type="checkbox"/>												
• coffee breaks and meals	<input type="checkbox"/>												
Please comment!													

The course was ...      too long       too short       just right

Please comment!
-----------------

#### 4. Trainers

	Totally disagree		Totally agree	No answer
The trainers obviously had considerable expertise in her/his own field and were well prepared.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The trainers only used specialist terms that had already been explained or were already familiar.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The trainers could listen to the participants and answered their questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The coordination and cooperation among the two trainers was appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please comment!				

#### 5. Participants

	Totally disagree		Totally agree	No answer
The atmosphere among the participants themselves was always cooperative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was able to benefit from the experience of other participants.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I will continue to exchange views on this subject with some of the other participants.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please comment!				

### 6. Achievement of objectives

In how far the objectives of the course have been achieved?	Totally disagree						Totally agree						No answer
Participants ....													
... have understood basic concepts (FSN, right to food, vulnerability, good governance etc.) within the context of district/sub-district planning	<input type="checkbox"/>												
... are familiar with participatory and other methods to collect food security, nutrition and right to food related information	<input type="checkbox"/>												
... are capable of conducting causal and vulnerability analyses making use of available FSN and other information and transforming the results into specific and multi-sectoral FSN and right to food actions to be integrated in district plans	<input type="checkbox"/>												
... have understood what good governance practices consists of, how it can be applied and how to apply methods to assess current government governance practices	<input type="checkbox"/>												
... are familiar with basic advocacy and communication tools for the purpose of prioritizing food security and nutrition issues in the district and for establishing and coordinating partnerships for action	<input type="checkbox"/>												
... are able to communicate the holistic FNS ideas to the colleagues	<input type="checkbox"/>												

What competences or expertise have you acquired in addition to the training course's explicit outcome?

### 7. Organisation

How happy are you with....	Very unhappy	Very pleased	No answer
• the overall organisation of the training course?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>
• your accommodation?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>
• the catering?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>
• the accompanying programme (Munich, castles)?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>
• the information you received in the run-up to the training course (e.g., organisational details, technical / professional information on the subject ...)?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>
Please comment!			

### 8. General aspects

Overall, how happy are you with the workshop?	Very unhappy	Very pleased	No answer
	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>		<input type="checkbox"/>
Please comment!			

Would you recommend the training workshop to others?  Yes  No

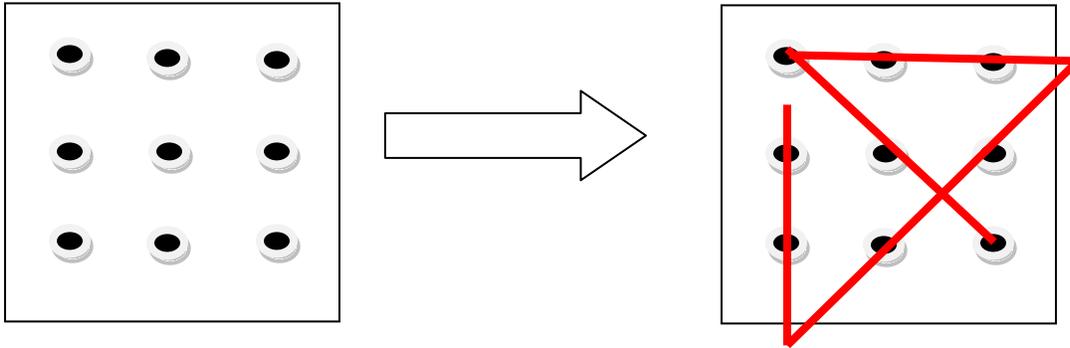
What other information / documents would you have needed as well?

Since there are lots of aspects a survey like this cannot cover, we would ask you to add any comments or recommendations that you might have for future training courses → on the pinboard.

### Games

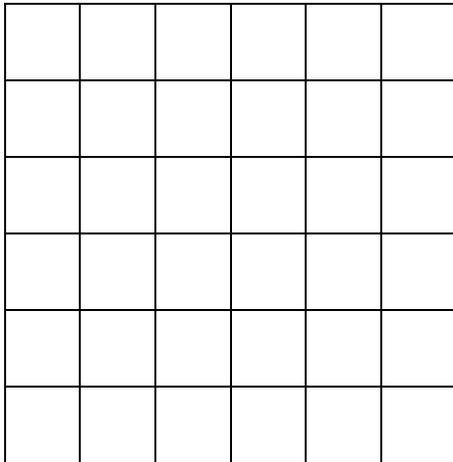
Some little games we played:

a) Connect all nine dots with four straight lines without interruption:



Conclusion: Think outside the box!

b) **How many squares do you see?** 16? 22? More? The solution is: 30. Can you find them?



c) **Stretching**

Black box upper left: raise your left arm,

Black box upper right: raise your right arm

Black lower left: lift your left foot

Black lower right: lift your right foot

...and follow the pattern

