

# A Case Study for Public-Private Partnerships: Republic of South Africa's Department of Basic Education & The Tiger Brands Foundation

## The Tiger Brands Foundation and the South African Department of Basic Education

South Africa has a comprehensive National School Nutrition Program (NSNP) which is funded by the national government and administered by the Department of Basic Education.

While the South African NSNP is far reaching, because of the extent of need in rural and vulnerable schools, the NSNP is only able to deliver one meal a day to its participating schools. The program provides at least one meal per day to both primary and secondary school children. The program targets the most vulnerable schools in the country, which includes a significant number of rural schools.

### Highlights of the program include:



8 Million School Children  
Served Daily



21,000 Schools reached  
annually



R4 billion (\$282 million)  
Annual Budget



50,000 Volunteers prepare,  
cook, and serve meals



*Students enrolled in Tiger Brands Foundation in-school meal program*

## Corporate Social Responsibility (CSR) in South Africa

The South African Government legislates CSR spending for large industry. All listed companies are required to contribute 1% of their Net Profit After Tax (NPAT) to CSR and a further 2% of NPAT to local supplier and enterprise development.

Most industrial food manufacturers and food retailers tend to focus their social and development resources on programs that align with their core business operations and supply chains.

## About Tiger Brands and the Tiger Brands Foundation:

### Tiger Brands



**Tiger Brands Ltd.** is a Top 40 JSE Limited company whose footprint extends across the African continent and beyond, is one of the largest manufacturers and marketers of Fast-Moving Consumer Goods (FMCG) products in Southern Africa, and has been for several decades. The company manufactures a range of food products from grain based cereals to bread, peanut butters, jams, and condiments. The company has a significant export focus, with its brands available in 25 countries in Africa.



**Tiger Brands Foundation** is financially supported by the shareholders of Tiger Brands Ltd. The Foundation receives an annual allocation of five percent of Tiger Brands Ltd. dividends. In Fiscal Year 2015/16, the Foundation reported expenses of ~R19 million (~\$1.4 million), the majority of which was spent directly on supporting its in-school breakfast programs.

- 56% of the budget was spent on **food donations**
- 9% of the budget was spent on **kitchen equipment and utensils**
- The remainder of the budget was allocated to **staffing, administration, stipends, and program monitoring.**

**In-School Breakfast Program:** The Tiger Brands Foundation launched the pilot of the country's first in-school breakfast program in 2011 (the NSNP serves one meal a day and after 11:00AM) thereby ensuring that two meals a day were served at participating schools. The Foundation entered into a partnership with NSNP to plan and implement the program. The Foundation provided an end-to-end service - food, infrastructure and equipment, training and stipends for food preparers, handlers, and servers.

The first pilot was successful and by 2017 the program grew to cover 92 schools, with over 65,665 breakfast served daily. To date, a cumulative total of over 50 million breakfasts had been served and the number continues to grow. To accommodate this growth, 33 school kitchens were installed. Some of the kitchens are built from brick and mortar while others are built using shipping containers converted to kitchens and with equipment donated by Tiger Brands Foundation.

Food preparers, cooks, and servers are paid a monthly stipend, mirroring the practice of the NSNP. The program has produced several positive outcomes, including: quality and nutritious breakfast foods supplied to kids, improved procurement, training for food handlers, employment opportunities for the local community, independent monitoring and evaluation of program implementation and outcomes.



50 million breakfasts  
served by 2017  
(65,665 served daily)



33 school kitchens  
installed

## Insights & Recommendations from Case Study

*After learning about the Tiger Brands Foundation's work with the National School Nutrition Program in South Africa, GCNF sat down with Executive Director Eugene Absolom to better understand how they have made the program work - and some of the persistent challenges.*

### What Has Worked:

- Piloting with the intention to scale
- Having an almost singularly focused foundation
- Partnering from the onset with the Department of Basic Education and the NSNP
- Leveraging the company's own supply chain to source food and related materials
- Ensuring that the right equipment training was in place

### Challenges:

- Scaling CSR programs across all schools nationally (only 92 schools are reached)
- On-going implementation challenges including servicing equipment, security at schools, water and electricity supply at school which is required for cooked breakfast meals
- Access to cooking gas
- On-site monitoring of all the schools on a consistent basis

**Nutritional Outcomes:** The University of Johannesburg issued an evaluation report in 2013 which focused on six pilot schools. The schools were evaluated starting in 2011 and included 857 students from Grade R (kindergarten) to Grade 3. The report concluded that:

- *The **baseline of overweight learners improved from 28% at the start of the program to 14%** by the end of the formal evaluation period*
- *The **baseline for stunted learners improved from 19% at the start of the program to 14%** by the end of the formal evaluation period*
- *The **baseline for wasted learners improved from 5% at the start of the program to 3%** by the end of the formal evaluation period*



*Kitchen provided by Tiger Brands Foundation*



*Kitchen provided by Tiger Brands Foundation*

## Interview with Tiger Brands Foundation Director Eugene Absolom

*Having attended several Global Child Nutrition Forums, Eugene confirmed that industry-government engagement can play a role in moving the discussion away from product push to more mutually beneficial engagement between industry and government.*



“Nutrition plays a vital role in the cognitive development of all children. Even if all the other requirements are in place – such as good school facilities – if adequate nutrition is missing, the system will fail. South Africa is faced with major challenges, particularly poverty and unemployment, all of which play out in the education space. This makes the work of the Tiger Brands Foundation even more important, as we have a responsibility to provide learners with access to proper nutrition.”

- Eugene Absolom, *Director of Tiger Brands Foundation*

## The Tiger Brands Foundation issued a 2016 annual report in early 2017.

### Key updates from the annual report include:

- 92 schools are now served
- The in-school breakfast program has been extended to all 9 provinces
- The Foundation continues to be funded via allocated shareholder dividends and is run separately from Tiger Brands’ other CSR activities
- 65,665 beneficiaries are now reached, which includes primary school learners, vulnerable educators and auxiliary staff
- The Tiger Brands Foundation has expanded to partner with other corporates and private individuals to increase the number of schools reached
  - For example, in the Northern Cape Province, the Foundation has partnered with an alternative energy company to increase the school reach.
  - One school in the Western Cape and another in the North West Province are supported by a private entrepreneur
- These partners fund the cost of the additional schools reached but the Foundation along with the Department of Basic Education continue to provide the food and manage the implementation of the in-school breakfast programs
- The Tiger Brands Foundation does not take credit for the support of other sponsors (i.e. the sponsor is the one recognized publicly)
- The Tiger Brands Foundation is looking for similar partners from the private sector, who can work with the Foundation to expand the total reach
- The partners benefit from access to efficient purchasing from Tiger Brands and the Foundation’s existing delivery and management infrastructure

## Interview with Tiger Brands Foundation Director Eugene Absolom (cont.)

### Some Facts about the Program

- Purchasing via its own business units offers the Tiger Brands Foundation very good rates for food sourced
- The Foundation undertook a detailed assessment of the food served working closely with Tiger Brands Company's independent nutritionist and with a nutritionist from the Department of Basic Education
- The products selected included its Jungle Oats, Morvite, Mabella, and Ace Instant Maize meal porridges, all of which are fortified
- The Foundation also focused on developing a program that was complementary to what the Department of Basic Education (DBE) was already doing
- The Foundation studies DBE's meal plans for the schools and will alternate the breakfast porridges served to complement meals served on different days to ensure the best nutrition outcomes
- Schools and local governments are encouraged to serve milk with the breakfasts if their budgets allow them to do so
- While the Foundation has built 33 kitchens to date, with 5 more under construction, infrastructure at schools is a challenge. The basics must be in place to ensure that the quality of meals is not compromised and that good educational outcomes are achieved.

*Tiger Brands products*



### Working with the Department of Basic Education (DBE)

- After making sure that the chosen implementation program was complementary to the existing DBE programs, Tiger Brands Foundation further invested in the partnership by:
- Sponsoring an Annual Stakeholders Forum which seeks to involve other stakeholders. In recent months, partners such as Safmarine have been sought out to see if they can assist with sponsoring the shipping containers and helping to ready these for use as school kitchens
- The Foundation sponsors the DBE's NSNP Awards. The winner of "Best School" category receives a donation of a fully-equipped school kitchen and adoption on to the Tiger Brands Foundation breakfast program for a minimum of 3 years. The winner of "Best District: Research" category receives administrative tools and materials
- The Tiger Brands Foundation and the DBE hold quarterly formal meetings to track joint progress in implementation
- Monthly calls also take place to stay on top of issues and opportunities
- The Foundation also takes full accountability for its programs
- The Foundation has reinforced its long-term commitment to the partnership, recently signing on for another 5-years of implementation (2017 to 2022)
- The Foundation works to build relationships with both the national department and the provincial counterparts; at times the Foundation has needed to enter into MoUs at the provincial level to ensure smooth implementation
- The Foundation also has a project coordinator in each of the areas they are working in

## Interview with Tiger Brands Foundation Director Eugene Absolom (cont.)

### Working with Schools

- Schools play a vital role and are responsible for the sound operation of their programs and for taking care of their infrastructure and equipment
- The Tiger Brands Foundation works to ensure that they have a partnership with the School Governing Bodies (SGBs) to ensure ownership at the school level
- The Food Handlers at schools are employed by the DBE and Tiger Brands Foundation pays a monthly stipend over and above the DBE salary for the Food Handlers to come in early to prepare and serve the in-school breakfasts
- The Foundation signs a three-year contract with the School Governing Board to cover these and other items related to mutual responsibilities
- Schools are provided with holiday food parcels that include maize, beans, lentils, and sugar which are provided over the long school holidays. This prevents children from suffering during the school holidays
- Schools play a role in tracking children's data to ensure that the most needy children are served.

### Additional Lessons Learned: Value Chain and Monitoring & Evaluation



- There are on average 8 bulk deliveries per annum
- The fact that the products are dry, packaged goods greatly aids storage
- The two deliveries – one at the beginning and one at the mid-term – helps prevent losses and theft

### Commercial Incentives

The Foundation notes that its mission has not changed from supporting good educational outcomes by addressing nutrition but also realizes that by measuring and demonstrating commercial benefits, this will help reinforce the program with staff and shareholders, ensuring longer-term buy-in and success.

Thus far, Tiger Brands has managed its Commercial and Foundation engagement with government separately. The Foundation's board took a recent decision to set aside funding for a commercial impact assessment that will look at spill over factors such as: Brand growth in the areas where the in-school breakfasts are served; Level of household awareness of the in-school breakfast program and any related influence on household commercial purchasing of these brands.

The Foundation also wants to encourage Tiger Brands Ltd. brand managers to do more (using their own budgets) to sensitize communities about the program and the product brands served.



**Do you have a story to share about school meal programs in your country?**

GCNF is curating case studies about nutritious school meal programs around the world.

To share your story, please contact  
GCNF Program & Operations Officer,  
Will McMahan, at [will@gcnf.org](mailto:will@gcnf.org)

The logo features a stylized cluster of white dots of varying sizes, arranged in a roughly circular pattern, positioned to the left of the text.

# global child nutrition

F O U N D A T I O N

**The Global Child Nutrition Foundation (GCNF)** is a global network of governments, businesses and civil society organizations working together to support national, locally-sourced and nutritious school meal programs. GCNF expands opportunities for the world's children to receive adequate nutrition for learning and achieving their potential. We envision a future where school meals sustainably nourish all children and help them, their families, communities, and nations to thrive.

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