





GCNF

2020-2025 Strategic Planning

Board Presentation | 27 May 2020

Agenda

1. Project Overview and Timeline
2. Impact Review
3. Key Findings
4. Organizational Purpose
5. Strategic Framework
6. Implementation and Resources
7. Key Performance Indicators
8. Next steps

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Project Overview

Goals and Expectations

To review and propose a refresh of GCNF's existing five year plan, core offerings, strategic positioning within the global child nutrition community.

March 2020

- Document review
- Interview guides and identified stakeholders for consultation
- Staff consultations

April 2020

- Individual board interviews
- Key findings: Agreements and tensions
- Weak signals / bold ideas
- Proposed strategic priorities and KPIs

May 2020

- Small board consultations + debrief
- Propose strategic framework to board
- Gain board approval and way forward
- Draft Advocacy Plan

Project Overview

Next steps...

June 2020

- External stakeholder interviews
- Advocacy Committee Engagement
 - Define a 12-month strategy focused on Global Survey and COVID response
- June 25 board meeting Key Findings, Partnership Landscape and Updated Strategic Framework

July 2020 (Suggested Follow up for Board)

- Implementation and Fundraising Plan
- KPI and Impact Review Plan
 - Develop an Impact Review Committee

Fall Board meeting (recommend GCNF schedule now for early Fall)

- Final approval of strategic plan, fundraising plan and impact review plan

Purpose of Today's Meeting




1. Review GCNF's Progress & the Changing Global Context
2. Align around a refined statement of GCNF purpose and a new Strategic Framework to guide work in 2020-2021
3. Agree on next steps charted for June conversation and gather feedback on steps required beyond June

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Impact Review: 2016 Approved Strategic Framework

Thematic focus	Value added	Means of Intervention	Services and Products	Geographic focus
Food safety	Identify gaps on knowledge and policies	Technical Assistance	Child Nutrition Forum	Africa
Local purchase / agricultural development (leading to job and profit creation)	Objective broker	Knowledge dissemination	Capacity building Training and certification	South/Central Asia
Job and profit creation	Clearing house	Policy, standards, and best practice Development	Technical assistance provider	Latin America (more as an opportunity for partnership, seminars, Forums, also countries that are in need)
Nutrition in a school setting (will link to obesity prevention)	Database-Network for expertise/talent bank	Cross learning	Technical facilitation / matchmaker	Opportunistic
Obesity prevention and control	Linking ag dev/school meals/nutrition		Products (apps, tool kits, food products)	
Early child development	Developing research questions			

 = Priority
 = Subpriority
 = Not priority

Project	Deliverables	Thematic Focus	Value added	Means of Intervention	Services & Products	Geographic Focus
New logo, web site, & communications materials	Logo, web site, and style guide developed in 2016	x	x	x	x	x
HGSF Resource Framework	2016-2018 Concept note developed, Coalition of partners (PCD, FAO, WFP, NEPAD, IFAD) Launched 2018	Local purchase Ag development	Identify knowledge gaps Objective broker Link Ag-School Meals-Nutrition	Knowledge dissemination, Policy, standards best practices Cross learning	Capacity building Product (toolkit)	All
SEE Change Food Safety	Concept note developed	Food safety Local purchase Ag development	Identify knowledge gaps Objective broker Link Ag-School Meals-Nutrition	Knowledge dissemination, Policy, standards best practices Cross learning	Capacity building Product (toolkit)	All
ByHealth China Project	Program Evaluation and final report in 2016	Nutrition in a school setting	Link Ag-School Meals-Nutrition	Technical assistance	Technical assistance	Asia
Industry-Govt School Meals Engagement	2016: Strategy and Case Studies 2017-20: Strategy Consultations in Namibia and Benin	Local purchase Ag development	Identify gaps on knowledge and policies Objective broker	Policy standards, and best practices development	Capacity building Technical facilitation	All Africa

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S	Meets almost all strategic areas <ul style="list-style-type: none"> Knowledge resource generation & dissemination, Toolkit aimed at capacity building Leveraged GCNF's core strength as an objective convener 	Food safety Local purchase development	Identify knowledge gaps Objective broker Link Ag-School Meals-Nutrition	Knowledge dissemination, Policy, standards best practices Cross learning	Capacity building Product (toolkit)	All
ByH		on in a school setting	Link Ag-School Meals-Nutrition	Technical assistance	Technical assistance	Asia
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Understanding PPPs and facilitating those partnerships fills a gap in the school meals landscape <ul style="list-style-type: none"> Development of PPP strategies and agreements (Benin, Namibia) School meals supply chain development 		Local purchase Ag development	Identify knowledge gaps Objective broker Link Ag-School Meals-Nutrition	Knowledge dissemination, Policy, standards best practices Cross learning	Capacity building Product (toolkit)	All
	ByHealth China Ag-School Meals final report in 2016	Local purchase Ag development	Link Ag-School Meals-Nutrition	Technical assistance	Technical assistance	Asia
Industry-Govt School Meals Engagement	2016: Strategy and Case Studies	Local purchase Ag development	Identify gaps on knowledge and policies	Policy standards, and best practices development	Capacity building	All
	2017-20: Strategy Consultations in Namibia and Benin		Objective broker		Technical facilitation	Africa

Project	Deliverables	Thematic Focus	Value added	Means of Intervention	Services & Products	Geographic Focus
Global Survey of School Meals	2018: Grant received 2019-2020: Data collection 2020: Survey reports, MGD and global report and analysis	All	Identify gaps on knowledge and policies Objective broker Linking ag-school meals-nutrition Develop research questions	Knowledge dissemination Cross learning	Product (knowledge)	All
Bi	<p>Milestone for GCNF and charts a direction for the organization</p> <ul style="list-style-type: none"> A credible knowledge generator and resource hub on school meals Requires planning to maintain credibility and streamline capabilities for data collection, analysis, and sharing 	All	Objective broker	Knowledge dissemination	Technical facilitation/matchmaker	All
Le		All	Identify gaps on knowledge and policies Objective Broker Linking ag-school meals-nutrition	Knowledge dissemination Cross learning	Capacity building	Asia
Advisory / Consultations	Canada funded by GMF 2019: Share Our Strength Intl Landscape 2020: Global Food Banking Network		Objective Broker	Cross learning	Technical facilitation/matchmaker	All
Technical Assistance	2020 Pakistan Milk Project	Local purchase Ag development Nutrition in a school setting	Linking ag-school meals-nutrition	Technical assistance	Technical facilitation/ Matchmaker	Asia

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Global Survey of School Meals	2018: Grant received 2019-2020: Data collection 2020: Survey reports, MGD and global report and analysis	All	Identify gaps on knowledge and policies Objective broker Linking ag-school meals-nutrition Develop research questions	Knowledge dissemination Cross learning	Product (knowledge)	All
Business Network	Launched network and expanded to 13 members	All	Objective broker	Knowledge dissemination	Technical facilitation/matchmaker	All
Local Purchase	Supports fundraising goals but also gives GCNF a platform to engage with private sector actors and facilitate connections and partnerships between public and private sectors.	All	Identify gaps on knowledge and policies Objective Broker Linking ag-school meals-nutrition	Knowledge dissemination Cross learning	Capacity building	Asia
			Objective Broker	Cross learning	Technical facilitation/matchmaker	All
	Banking Network					
Technical Assistance	2020 Pakistan Milk Project	Local purchase Ag development Nutrition in a school setting	Linking ag-school meals-nutrition	Technical assistance	Technical facilitation/Matchmaker	Asia

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Global Survey of School Meals	2018: Grant received 2019-2020: Data collection 2020: Survey reports, MGD and global report and analysis	All	Identify gaps on knowledge and policies Objective broker Linking ag-school meals-nutrition Develop research questions	Knowledge dissemination Cross learning	Product (knowledge)	All
Business Network	Launched network and expanded to xx members	All	Objective broker	Knowledge dissemination	Technical facilitation/matchmaker	All
Learning Exchange	2019 India Learning Exchange	All	Identify gaps on knowledge and policies Objective Broker Linking ag-school meals-nutrition	Knowledge dissemination Cross learning	Capacity building	Asia
Coalition Building			Objective Broker	Cross learning	Technical facilitation/matchmaker	All
Technical Assistance	Purchase development in a school setting		Linking ag-school meals-nutrition	Technical assistance	Technical facilitation/ Matchmaker	Asia

- Promotes regional network and coalition building.
- Aligns with Forum objectives, but allows for more targeted knowledge sharing
- Promotes and builds on Global Survey work

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Global Survey of School Meals	2018: Grant received 2019-2020: Data collection 2020: Survey reports, MGD and global report	All	Identify gaps on knowledge and policies Objective broker Linking ag-school meals-nutrition Develop research questions	Knowledge dissemination Cross learning	Product (knowledge)	All
Business	<p>GCNF is seen as a thought leader and a neutral player in school meals.</p> <ul style="list-style-type: none"> In a unique position to provide advisory services from an objective POV Utilizes GCNF's talent bank of school meal experts 		Objective broker	Knowledge dissemination	Technical facilitation/matchmaker	All
Learning			Identify gaps on knowledge and policies Objective Broker Linking ag-school meals-nutrition	Knowledge dissemination Cross learning	Capacity building	Asia
Advisory / Consultations	2018: Breakfast Club of Canada funded by GMF 2019: Share Our Strength Intl Landscape 2020: Global Food Banking Network		Objective Broker	Cross learning	Technical facilitation/matchmaker	All
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Business Network	Launched network and expanded to xx members	All	Objective broker	Knowledge dissemination	Technical facilitation/matchmaker	All
Learning	<ul style="list-style-type: none"> GCNF has been increasingly approached for technical work. Requires thinking about formalizing talent bank and facilitation not assistance. 		Identify gaps on knowledge and policies Objective Broker Linking ag-school meals-nutrition	Knowledge dissemination Cross learning	Capacity building	Asia
Ag Con			Objective Broker	Cross learning	Technical facilitation/matchmaker	All
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Consultation Findings

Process: From March 7-April 30th All members of the board were interviewed, as were staff, and four contractors. Two smaller discussions with board members reviewed feedback and spent time considering Advocacy & Partnerships. Partner outreach is underway and will conclude by late June. From this, internally generated strategic priorities will be pressuretested with donors partners, and other stakeholders.

Overall Themes:

- Concern over financial sustainability, fundraising strategy and implications for attracting an ED
- Strong desire to flesh out promising and intentional partnerships, especially for sake of funding
- Affirmed GCNF to remain small, nimble, neutral, acting as a facilitator/connector rather than 'doer'
- Excitement about the Survey but concern about ensuring a successful and credible launch
- Divergence of opinions around priority services, whether all are equally critical, and whether doing all is feasible/wise given financial and human constraints

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What's changed in school meals in the last five years?

- **Value** of school meals is more accepted by the global development community as a contributor to improving child education, health, and nutrition; and as a social safety net
- School Feeding plays an important role in the **Food System**
 - **HGSF** Governments equate sustainable programs with those linked to local agriculture and supply chains
 - Schools are part of the **Food Environment** School meals and relative nutrition education programs help to establish behavior- linked to better eating habits, consumption of more nutritious foods, (bio)fortified foods, obesity prevention
 - heightened awareness of health and economic costs of obesity
- The **Research Community** has called attention to school-age children's health and development
 - DCP3 on Child and Adolescent Health and Development, 2018
 - Lancet 2020 Campaign on Child and Adolescent Health, **WHO**, **UNICEF**, **Lancet** Commission
- The **COVID19** pandemic has revealed the critical role of school meals to meeting children's nutritional needs and as a nutrition and income safety net to families around the world regardless of country income level.
 - The effects of even short-term food insecurity can cause developmental, psychological, emotional harm.
 - High cost to families to feed children, especially with job loss during the pandemic

How has GCNF been asked to respond to the Covid crisis?

- Requests for expertise and problem solving, from low-medium-high income countries
- Strong demand for information about peer responses
- Opportunity to partner with food banks to ensure meals for children
- Toolkit development of 'best practices'
- Strong response to Webinar and GCNF's role as 'neutral convener'
- Interest in looking for global responses that could be applied in the US and vice versa

OUR MISSION

We expand opportunities for the world's children to receive adequate nutrition for learning and achieving their potential.

OUR VISION

We envision a future where school meals sustainably nourish all children and help them, their families, communities and nations to thrive.

OUR COMMITMENT

"Powerful things happen when parents, educators, community organizers, local businesses, and government officials within a school system share a common vision for healthy children. Yes, a child's prospects are changed but it is far more than that. Local farmers work with purpose knowing there's a ready market for their goods. Jobs are created to distribute and produce local food. Local economies grow stronger as children grow up to be healthy, productive citizens who can access and create opportunity. When systems work together in this manner, school nutrition programs are sustainable and scalable. Societies develop in which hunger is not a barrier to children's learning and local economies thrive. Please join us in our mission to give every child a chance to learn and thrive." Gene White, Vice President of the Board of Directors



OUR MISSION

GCNF partners with governments and stakeholders to deliver sustainable and nutritious school meal programs around the world to ensure the world's children receive adequate nutrition to learn and achieve their potential.

OUR VISION

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OUR CORE VALUES

Our values are at the foundation of the work we do.

- **Mutual Respect and Equal Partnerships**

We are objective brokers of partnerships by enabling cooperation, ensuring inclusive participation, aligning common goals, and establishing mutual accountability. We believe mutual respect creates environments in which sustainable partnerships can be built.

- **Trust and Integrity**

We build trust through our commitment to transparency and accountability to our partners. We promote openness and fairness in the relationships cultivated among our network of governments, civil society, and private sector partners.

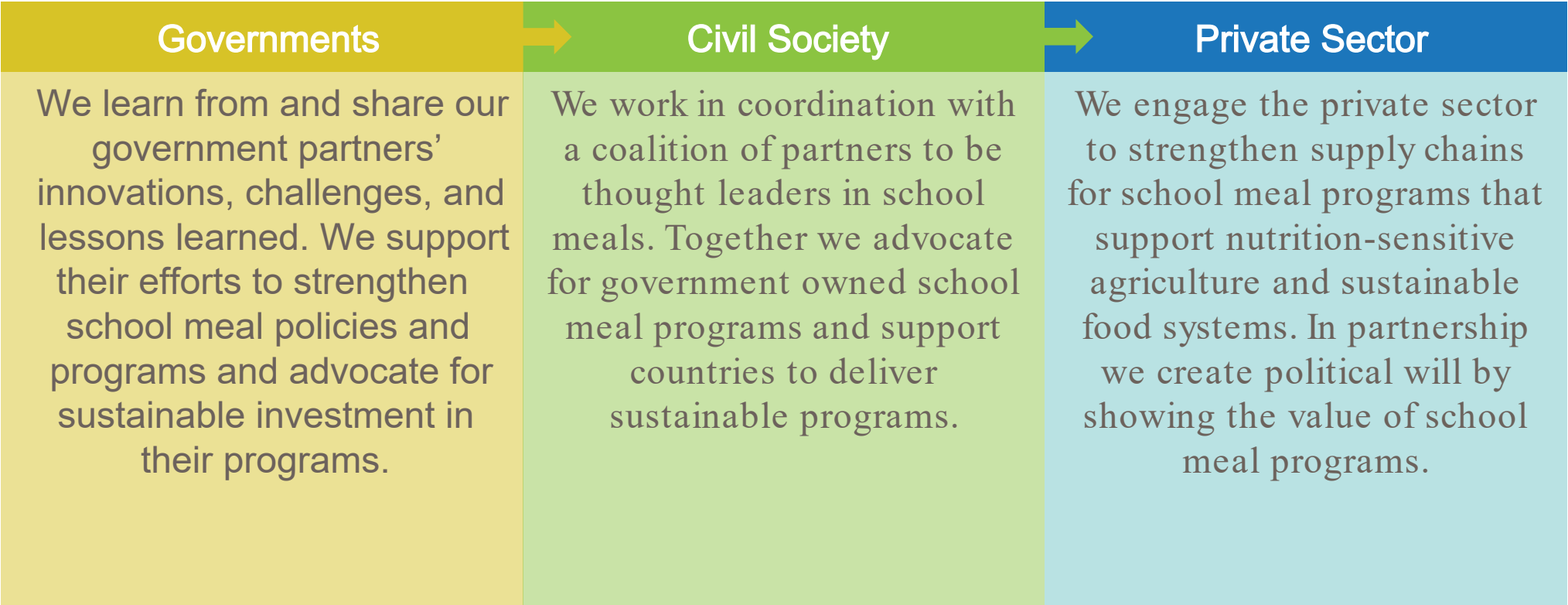
- **Peer Learning and Sharing**

We create opportunities for peer learning and knowledge sharing to inspire connectivity and collaboration among our network. We believe knowledge is reciprocal—transfers of expertise, knowledge, and insights go both ways.



WHO WE SUPPORT

The issues of hunger, education, and economic development are interconnected. GCNF brings together leaders from government, civil society, and the private sector to create stronger, more coordinated strategies to address them.



HOW WE WORK

A future where school meals nourish all children to help them, their communities, and nations to thrive. This is how we get there.



NETWORK

Global Child Nutrition Forum

Regional Learning Exchanges

Connect partners, knowledge, and resources to promote collaboration and create a platform for peer learning.

Facilitate relationship building across traditional barriers like sector and geography



KNOWLEDGE

Global Survey of School Meals

Online Knowledge Hub

Monitor the state of global school meal programs to track progress, identify issues, and provide policy guidance.

Capture and share the innovations, challenges, and stories of the network.

Identify gaps and develop new resources to address unmet needs in the field



ADVOCACY

Coalition Building

Develop Policy Agendas & Targets

Build and engage a global coalition of advocates to support locally-sourced school meals

Call attention to trends and impacts of school meals

Advocate for inclusion of global school meal impact targets in development agendas



TECHNICAL FACILITATION

Advisory Services

Strategy Development

Facilitate technical expertise to support policymaking and programmatic needs.

Connect resources to meet needs among network members

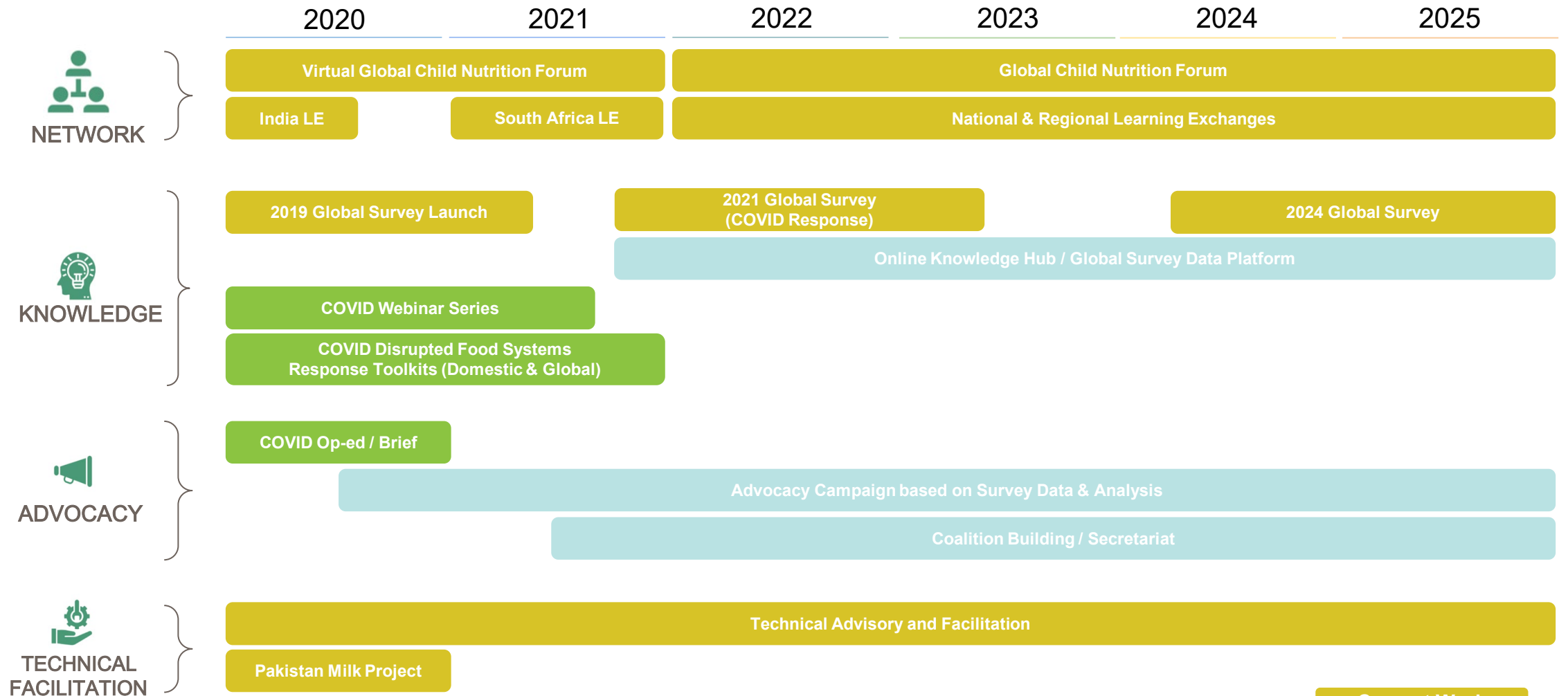


Current Work

Future Work

DO NOT DISTRIBUTE - 2020 GCNF STRATEGIC PRIORITIES DRAFT

HOW WE WORK



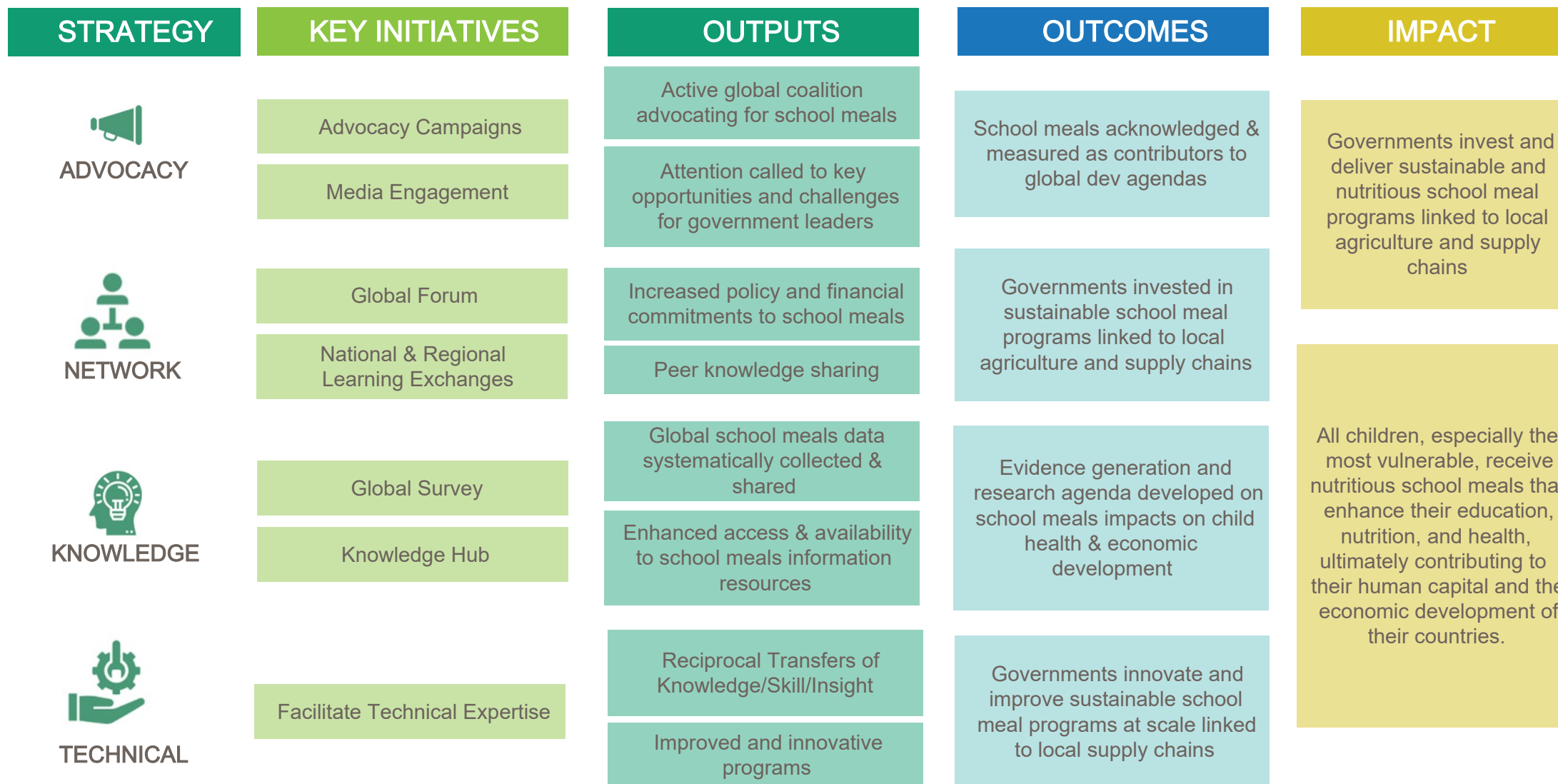
DO NOT DISTRIBUTE - 2020 GCNF STRATEGIC PRIORITIES DRAFT

Current Work

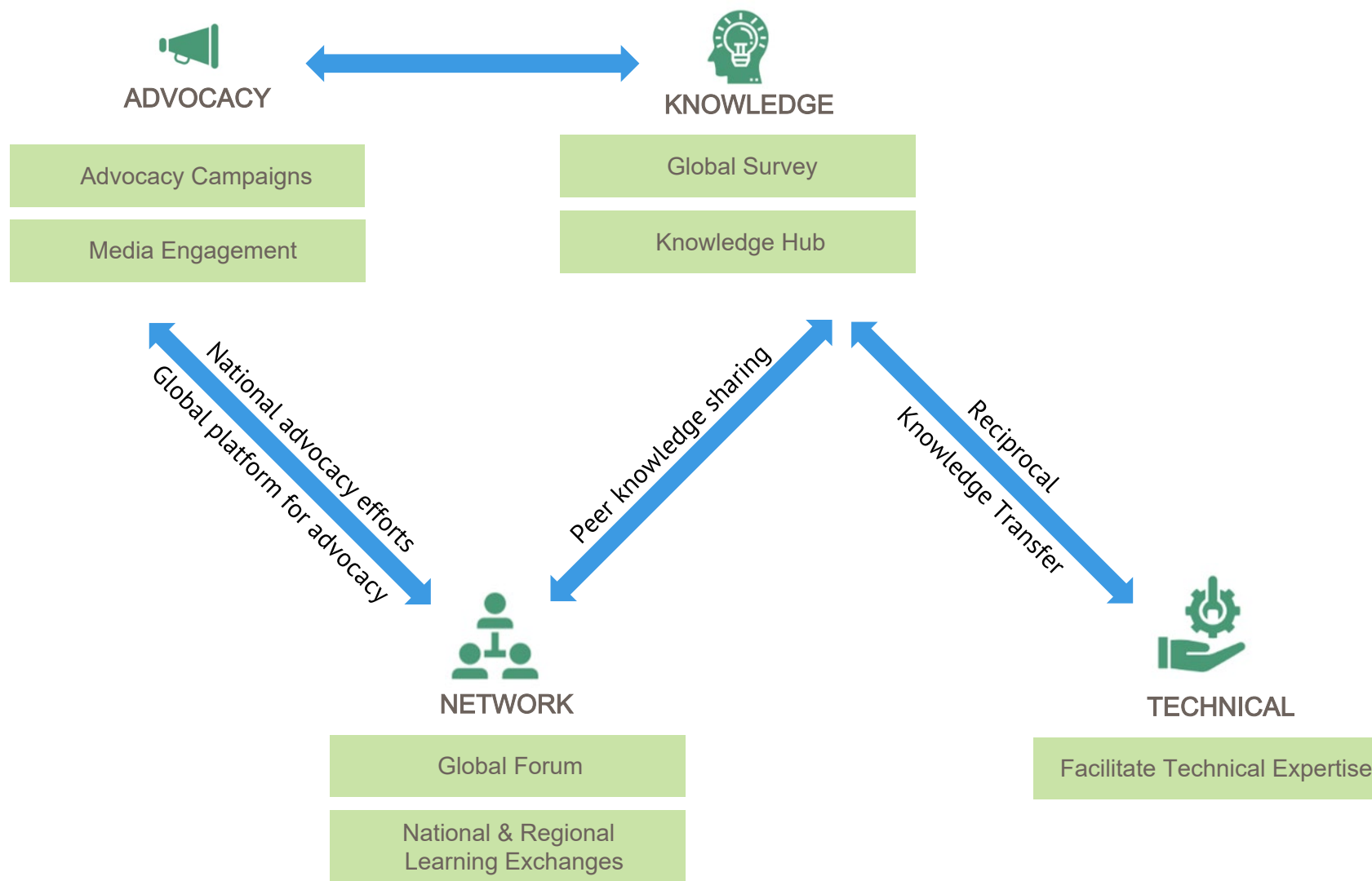
Disrupted Food Systems
COVID Response

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GCNF Strategic Framework



STRATEGY



KEY INITIATIVES

Advocacy Campaigns

Media Engagement

OUTPUTS

Active global coalition advocating for school meals

Attention called to key opportunities and challenges for government leaders

OUTCOMES

School meals acknowledged & measured as contributors to global dev agendas

Governments invested in sustainable school meal programs linked to local agriculture and supply chains

IMPACT

Governments invest and deliver sustainable and nutritious school meal programs linked to local agriculture and supply chains

All children, especially the most vulnerable, receive nutritious school meals that enhance their education, nutrition, and health, ultimately contributing to their human capital and the economic development of their countries.

Organizational Focus: Advocacy vs. Technical Assistance

- The Global Survey requires an advocacy component for its launch.
 - Need very clear and powerful messages from the Global Survey
 - Efforts focused in the US where GCNF has traction (USDA, Congress, private sector)
 - Ideas: GCNF Technical Advisory Group, commission articles on survey findings and key messages
- COVID-19's global impacts on child hunger and nutrition have also put GCNF in a position to lead advocacy for school meals and child hunger and nutrition
 - Webinars and toolkits

STRATEGY



KEY INITIATIVES

Global Survey

Knowledge Hub

OUTPUTS

Peer knowledge sharing

Global school meals data systematically collected & shared

Enhanced access & availability to school meals information resources

OUTCOMES

Governments invested in sustainable school meal programs linked to local agriculture and supply chains

Research agenda and evidence generation on school meals impacts on child health & economic development

IMPACT

Governments invest and deliver sustainable and nutritious school meal programs linked to local agriculture and supply chains

All children, especially the most vulnerable, receive nutritious school meals that enhance their education, nutrition, and health, ultimately contributing to their human capital and the economic development of their countries.

Organizational Focus Knowledge (and Advocacy)

- The Global Survey provides GCNF value and credibility as the knowledge generator, and source for school meals data and research
- Opportunity for partnerships to make survey work sustainable (universities, research institutions, aligned NGOs)
- GCNF is seen as a network for peer knowledge sharing, especially at the Forum
 - COVID presents an opportunity to create that virtually: webinars, digital forum, online knowledge hub

STRATEGY



KEY INITIATIVES

Global Forum

National & Regional
Learning Exchanges

OUTPUTS

Increased policy and financial
commitments to school meals

Peer knowledge sharing

Global school meals data
systematically collected &
shared

OUTCOMES

Governments invested in
sustainable school meal
programs linked to local
agriculture and supply chains

IMPACT

Governments invest and
deliver sustainable and
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Leveraging our Network

"GCNF's clear value is as the objective broker and lead convenor for school meals."

- A School Meals Secretariat: Lead advocacy and coalition building role
- Lead convener for virtual, regional networks
 - La-RAE, African Union, Asia
 - N. America or European Networks could attract donors
- Go Digital: Formalize and expand a digital network through online knowledge hub and virtual forum

STRATEGY



TECHNICAL

KEY INITIATIVES

Facilitate Technical Expertise

OUTPUTS

Reciprocal Transfers of Knowledge/Skill/Insight

Improved and innovative programs

OUTCOMES

Governments innovate and improve sustainable school meal programs at scale linked to local supply chains

IMPACT

Governments invest and deliver sustainable and nutritious school meal programs linked to local agriculture and supply chains

All children, especially the most vulnerable, receive nutritious school meals that enhance their education, nutrition, and health, ultimately contributing to their human capital and the economic development of their countries.

Technical Facilitation vs. Direct Technical Assistance

- Focus should be on facilitation not direct assistance.
- Value in creating a pathway for reciprocal transfers of knowledge, skills, and insights that aligns with GCNF's work as a knowledge hub and network.
- Existing talent bank can be expanded, formalized, and advertised on GCNF web site to show our access to a deep bench of expertise
- Should not be GCNF's current focus but revisited as organizational and financial capacity permits.

STRATEGY



ADVOCACY



KNOWLEDGE

KEY INITIATIVES

Advocacy Campaigns

Media Engagement

COVID19 Response

Global Survey

Knowledge Hub

OUTPUTS

Active global coalition
advocating for school mealsAttention called to key
opportunities and challenges
for government leaders

Peer knowledge sharing

Global school meals data
systematically collected &
sharedEnhanced access & availability
to school meals information
resources

OUTCOMES

School meals acknowledged &
measured as contributors to
global dev agendasGovernments invested in
sustainable school meal
programs linked to local
agriculture and supply chainsResearch agenda and evidence
generation on school meals
impacts on child health &
economic development

IMPACT

Governments invest and
deliver sustainable and
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their countries.

RECOMMENDATIONS In the near term, GCNF should focus on advocacy and knowledge

Specifically to support:

- A visible Global Survey Advocacy Campaign
- COVID19 Response (Webinars, toolkits, advocacy)

Discussion: Key Questions around Strategic Areas

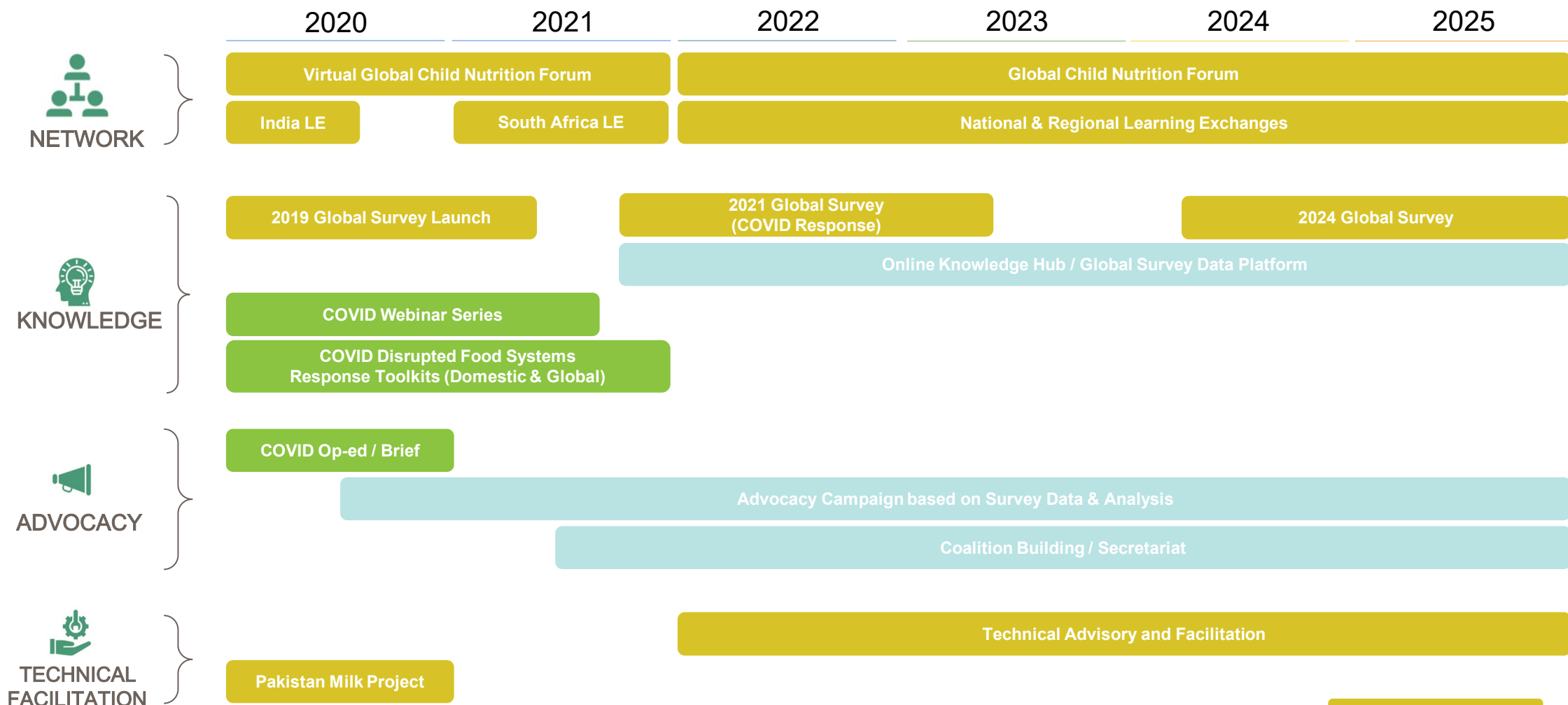
1. Aside from budgetary concerns required to implement, are there objections to the framework?
1. Is there agreement that Advocacy and Knowledge should take programmatic priority for 2020 and have implications for the new Executive Director hiring strategy?

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HOW WE WORK

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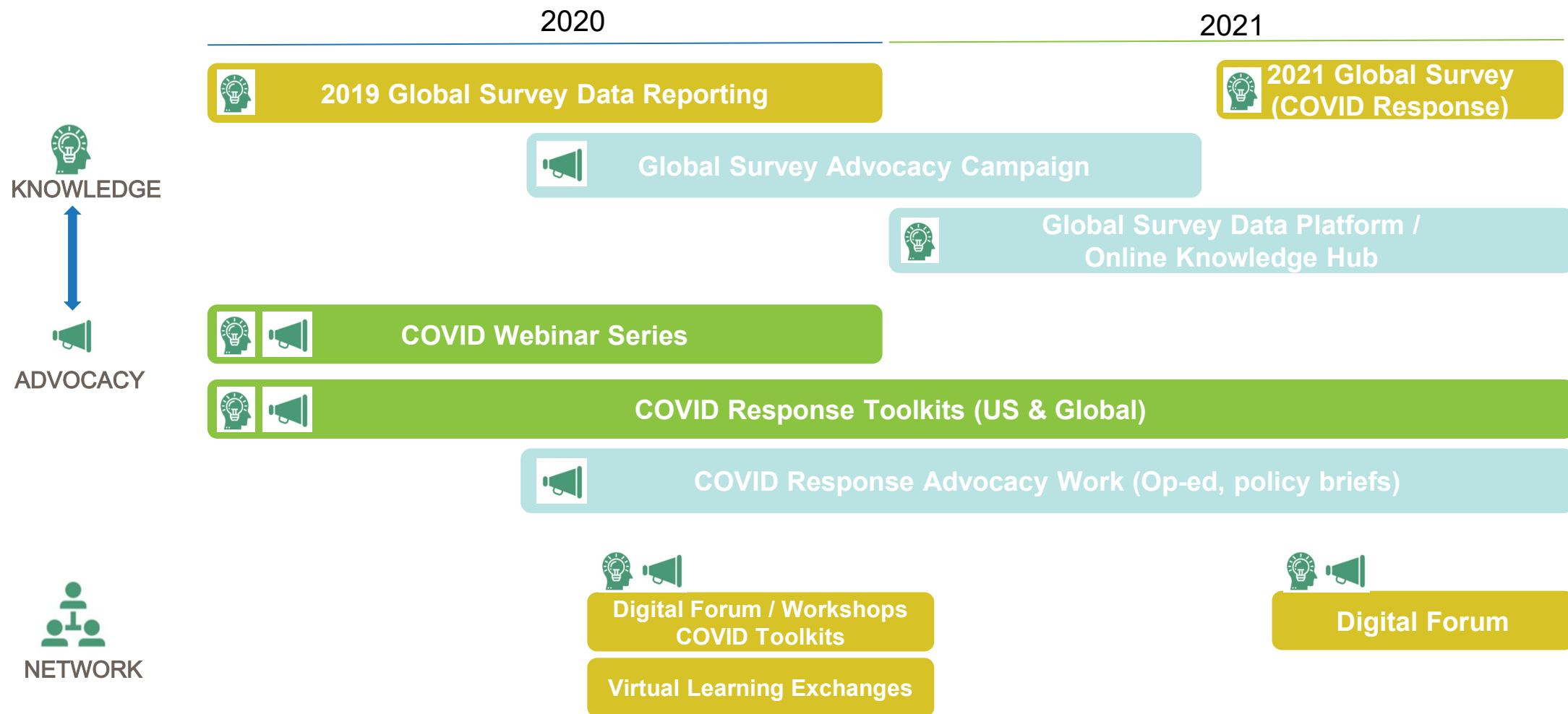


Current Work

Disrupted Food Systems
COVID Response

DO NOT DISTRIBUTE - 2020 GCNF STRATEGIC PRIORITIES DRAFT

12 to 18-month Plan: Focus on Knowledge and Advocacy



Specific Recommendations for Global Survey Launch and Advocacy

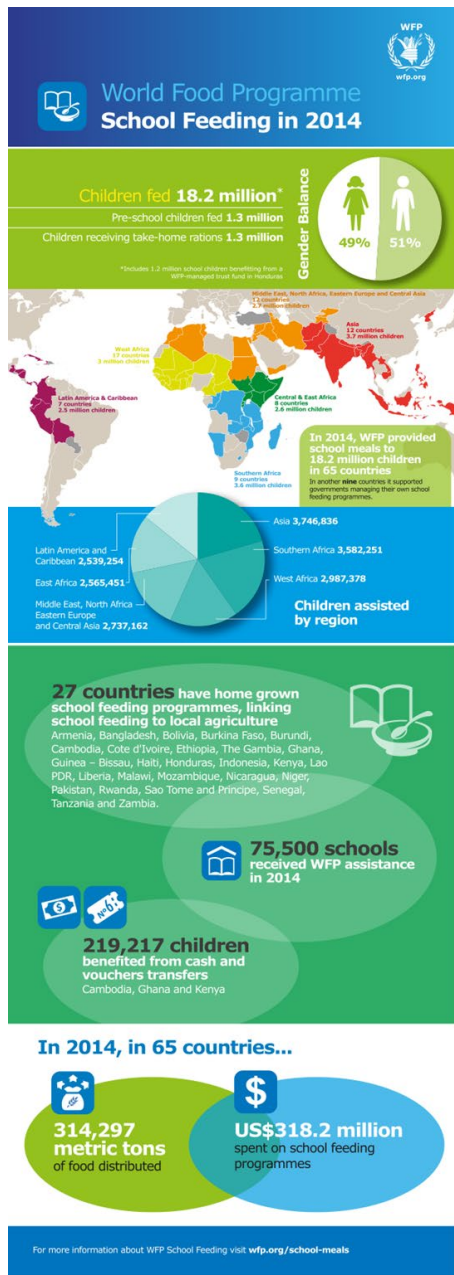
- Advocacy Committee reviews and supports development of Executive Summary and key messages for September launch
- Develop a Digital Engagement Strategy and Survey Summary (social media campaign, webinars, key coalition partner support launch)
- 6-12 month advocacy strategy presented to committee in June for approval aligned **to available resources** (unless a ready donor can be identified)

Objectives:

- To generate financial support for GCNF; increase support for school meals in low income countries from McGovern, corporate, philanthropic support for NGOs and govt programs; and establish GCNF as a knowledge creator, not just a facilitator

Fundraising Recommendations

- Hire a fundraiser with digital engagement expertise
- Make more prominent digital donating asks at webinars and forum
- Prioritize a “Knowledge Hub” with USDA support and additional partners and donors
- Explore current donor priorities and specific interests in strategic framework
- Concretely define costs and value for GCNF’s services to make donor asks clear (esp. digital svcs.)
- Proceed with caution on survey monetizations / paywalls don’t work
- A membership feebased Secretariat (requires partner input and explored in the future)



State of School Feeding Worldwide

2013



World Food Programme

USA
School breakfast and/or lunch in more than 100,000 schools. Meals free depending on income. Improving nutritional quality is difficult.

Canada
No national school food program. Provincial programs, some with free meals.

Norway
No school meals. Oslo breakfast 1930's - 1950's.

Sweden Finland
Free meals for all children in school.

China
Government subsidizes school meal for 26 million rural students. Focus on food variety and cafeteria quality.

UK
Free school lunch depending on income and age. Recent public and political campaigns for nutritional quality and free school meals.

India
Largest national program in the world. Serves free meals to 120 million children.

Latin-America and Caribbean

5 million children receive meals
School meal program in almost all countries.

Many countries offer free meals for all children, sometimes free meals only in some areas.

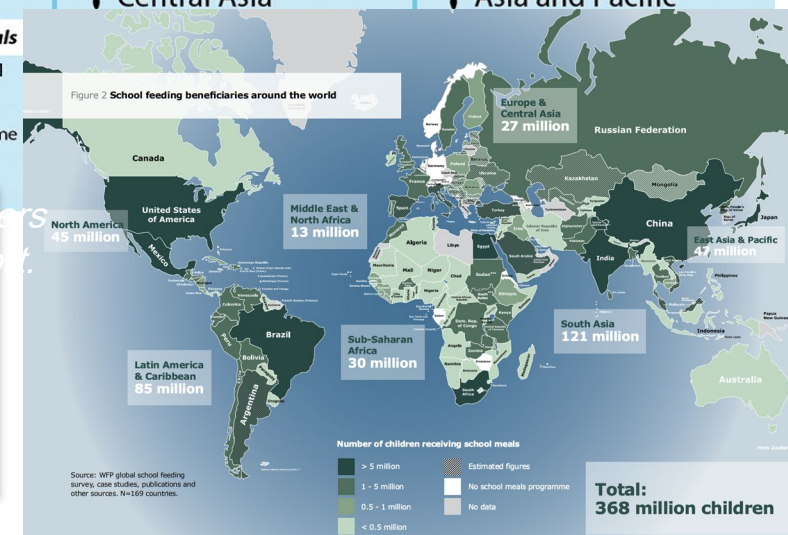
Middle East and Africa

43 million children receive meals
School meal program in almost all countries.

A vast majority of countries offer free meals only in some areas, some offer free meals for all children.

Interest in school meals and publications are growing, but researchers still reference WFP's 2013 State of School Feeding Worldwide report.

The Global Survey stands to make a significant contribution if it reaches its audience in the appropriate format.



STRATEGY



KEY INITIATIVES

Advocacy Campaigns

Media Engagement

Global Survey

Knowledge Hub

Global Forum

National & Regional
Learning Exchanges

PROJECTED RESOURCE NEEDS

- In-house advocacy strategist and writer (PT or FT)
- Commission short publications: opeds, briefs, blog posts (\$150,000)
 - Board member support to write pieces
- Webinar series (\$510,000)
- Social media campaign: graphic designer, social media consultant (\$5-10,000)

- Professional editor to polish global survey reports (\$20,000)
- Policy expert to write summary documents (\$10,000)
- Database software and developer (\$50,000)
- Hire/contract knowledge management expert (\$520,000)

- Digital fundraiser (*costs range, recommend landscape*)
- Digital event manager

**Note: Where pro bono resources are available they should be leveraged. Numbers are offered as market reference points.*

Key Questions on Resources & Implementation

1. A draft advocacy plan is under development. Should it focus on pro bono resources, board capabilities, partnerships and existing staff or does GCNF want to consider budget allocation beyond this?
1. Is it a priority to hire a digital fundraiser in light of Covid-19, the digital forum, and the loss of the Gala revenue? If not, what other capacity strategy can be deployed in this transition year?

Mission Sustainability over Organizational Sustainability

Should GCNF be preparing for a significant partnership or 'merger' that would ensure preservation of the mission but risk independence?

RECOMMENDATION: Revisit on June 25th; decide whether to pursue this conversation at a fall meeting, after...

- Partnership consultations and landscaping are complete
- Potential funding opportunities are more clear (AFRI)
- The ED job description posted and interest/candidates becoming clear
- Before resources have been spent on a fundraiser

Agenda

1. Project Overview and Timeline
2. Impact Review
3. Key Findings (Alesha)
4. Organizational Purpose
5. Strategic Framework
6. Implementation and Resources
7. **Key Performance Indicators**
8. Next Steps

STRATEGIC KPIs

	ADVOCACY	NETWORK	KNOWLEDGE	TECHNICAL FACILITATION
Strategic Objective	School meals recognized and tracked as contributors to global policy agendas in education, nutrition, and agriculture	School meals community of practice (from govt, NGOs, researchers, and donors) are engaged and supported through peer knowledge sharing and networking	Research on school meals is well-funded and multi-sectoral evidence is generated regularly to advance best practice and impacts across education, health nutrition, agriculture and economic development	Governments and partners innovate and improve sustainable school meal programs at scale linked to local supply chains
Strategic Actions	Utilizing global survey data for advocacy campaigns Coalition building / Secretariat Identifying school meals as contributors to specific development agendas at global and national levels	Forum National & Regional Learning Exchanges Regional Network Engagement Business Network Digital Engagement and Webinars	Global Survey Digital Engagement & Webinars Resource Development (e.g. HGSF Toolkit) Knowledge Hub	Specific Technical Assistance (e.g. Pakistan Milk) Country PPP Strategy Development (e.g. Namibia, Benin) Advisory Services (e.g. General Mills Foundation, Share Our Strength, Global FoodBanking Network)
Strategic KPIs	Increased policy and research focus (# blogs, articles published, policy changes) Increased awareness of school meals during key policy events/moments (# speakers, panels @ TICAD, N4G) Expanded coalition and collective action taken by GCNF partnerships (# GCNF coalition members, # partnerships, # collective calls to action, # joint policy briefs/white papers)	Forum: # (new) countries engaged Country policy/program commitments made and progress tracked quarterly Learning Exchanges: # countries engaged # program/policy commitments made and actions taken post event Regional Network: # countries engaged # targeted advocacy campaigns at national and regional levels # policy commitments made	Global Survey # countries surveyed # data published in research # data used for advocacy by partners Digital Engagement & Webinars # participants Resource Development # resources developed # resources used Knowledge Hub # site visits & downloads	# Technical partnerships facilitated # Government advisory support provided # NGO/Civil society advisory provided # Private sector advisory provide

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Next steps and suggestions

June 2020

- Immediately: External stakeholder interviews + Partnership Mapping
- Mid-June: Advocacy Committee Engagement by Email
 - Define a 12-month strategy focused on Global Survey and COVID response
- June 25: Programmatic Board Meeting
 - Key Findings and Updated Strategic Framework
 - Decide on need for a separate conversation on significant partnership or 'merger'

July 2020 (Suggested Follow up for Board)

- Implementation and Fundraising Plan
- KPI and Impact Review Plan
 - Develop an Impact Review Committee
- If not yet scheduled, plan Fall board meeting



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