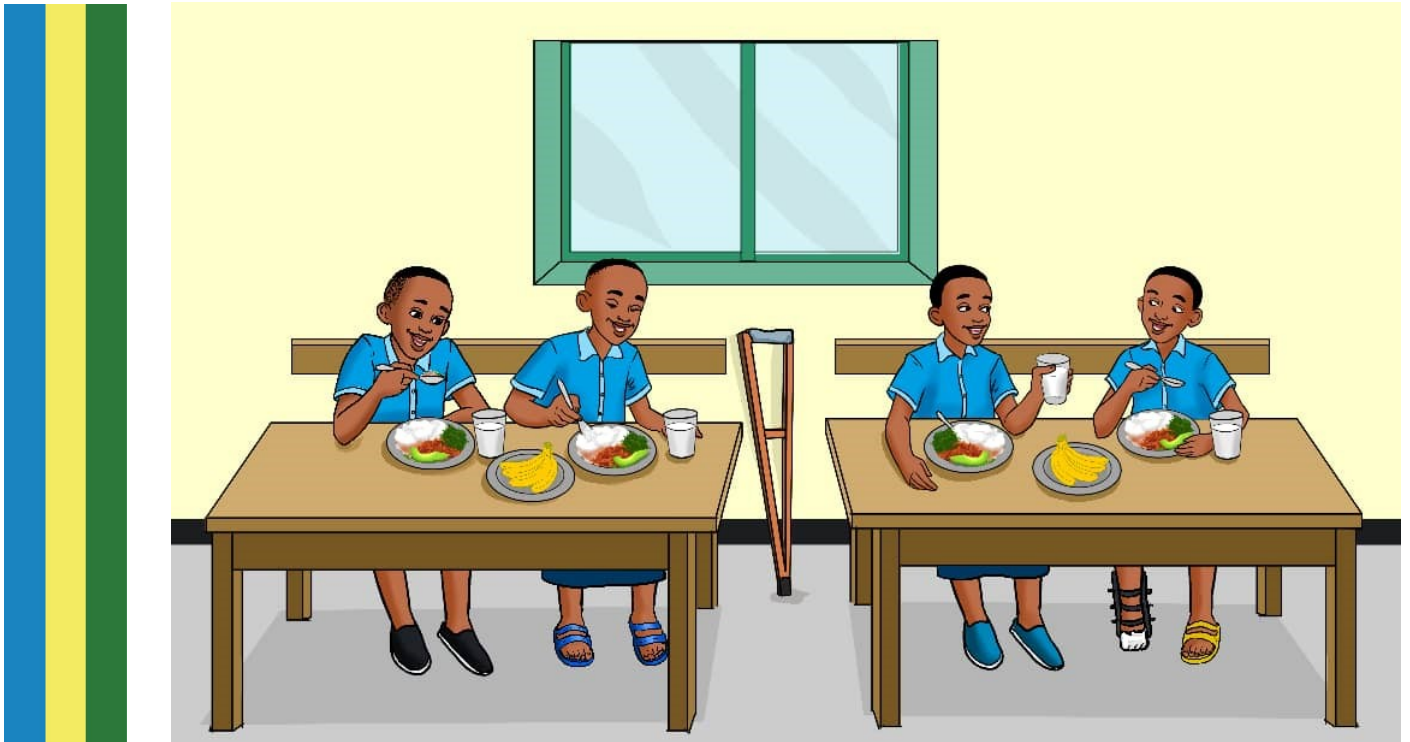




Republic of Rwanda
Ministry of Education



Rwanda School Feeding Operational Guidelines Summary



Foreword

School Feeding has been an integral part of the Government's strategy to address children's hunger during the school day, to support Rwanda's human capital creation, and to expand access to educational opportunities to disadvantaged children, particularly learners from low wealth families. To operationalize the Government's School Feeding Program, a National Comprehensive School Feeding Policy was approved in 2019 with policy actions that are aligned and contribute to the achievement of the National Strategy for Transformation (NST1), the Education Sector Strategic Plan (ESSP 2018/19- 2023/2024) and other related policies.

To implement school feeding policy, the Government of Rwanda has scaled up the School Feeding Program from pre-primary up to secondary schools, equipped schools with kitchens and cooking stoves, and provided a subsidy for each student's meal to complement parents' contributions. With the support from the UN World Food Programme (UN WFP), the Ministry of Education has developed School Feeding Operational Guidelines to provide guidance to schools and other stakeholders involved, to effectively implement a high quality and safe School Feeding Program by leveraging food produced from local farmers and cooperatives while improving the local economy.

Ministry of Education hereby requests all Public, Government subsidized and Private Nursery, Primary, Secondary of general education and TVET schools to make the best use of these guidelines that provide an overview of the Comprehensive National School Feeding Policy, guidance on school meals and costing; school meal procurement, food management, school meal preparation and serving, monitoring and reporting, and school feeding management at school, district, and central levels. This is a living document and guidelines on some areas like school meals (base meal, substitution, costing) and others are not a prescription or a cast on stone rules, however, they guide and advise on standards and best practices that can be used in the school feeding programme.

Ministry of Education would like to thank the World Food Programme and other partners for their support in advancing a high-quality universal school feeding programme in Rwanda through technical and financial support.



Dr. Valentine UWAMARIYA

Minister of Education



Acknowledgement

The Ministry of Education would like to thank the Government's main partner in school feeding, the World Food Programme, for technical and financial support in advancing a high-quality universal school feeding programme in Rwanda since 2002 and particularly in the development, review and validation process of these School Feeding Operational Guidelines.

Additionally, the Ministry of Education would like to appreciate the support and contribution of all members of the School Feeding Technical Working Group who have also contributed to the development of the guidelines in addition to those who support school feeding and the education sector in general.



Table of Contents

Forward	2
Table of Contents	3
I. School Feeding Policy Context	4
National Policies and Strategies Aligned with School Feeding	
National School Feeding Policy Vision	
Policy Implementation Outcomes	
Requirements to Achieve Outcomes	
II. School Meal and Cost	5
Base Meal	
Meal Composition	
Meal Diversity	
Meal Cost	
III. School Meal Procurement	6
School Procurement	
Procurement Management	
Procurement of Perishable Food	
Procurement Planning	
IV. Food Management	7
School Feeding Committees	
Food Storage	
Maintenance	
Food Management Records	
V. School Meal Preparation and Serving	8
School Cooks	
Requirements for Cooks	
Hygiene of cooks	
School Kitchens	
Food Handling Requirements	
Hygiene Requirements	
Water, Sanitation & Hygiene	
Serving Utensils and Dishes	
Meal Supervision	
VI. Monitoring and Reporting School Feeding	9
Procurement Records	
School Inspections–Compliance to Guidelines	
School Feeding Data– SDMS	
Additional Data	
VII. School Feeding Management	10-11
School Feeding Management: Central-Level	
School Feeding Management: District-Level	
School Feeding Management: Sector-Level	
School Feeding Management: School-Level	
Annex 1: Guidance on Parent Contribution	12
Annex 2: Food Substitution Table	13
Annex 3: Food Management Sheet	14
Annex 4: National School Feeding Steering Committee, School Feeding Technical Working Group	15

I. School Feeding Policy Context

National Policies and Strategies Aligned with

School Feeding supports the implementation of various policies and strategies including:

- National Strategy for Transformation 2017–2024
- Education Sector Policy 2003
- Education Sector Strategic Plan 2018/2019–2023/2024
- Nutrition Policy (draft) 2021
- Strategic Plan for the Transformation of Agriculture 2018/2019–2023/2024



National School Feeding Policy Vision

As per the comprehensive National School Feeding Policy's vision, "All school children in Rwanda shall achieve their full development potential through a sustainable school feeding programme that provides adequate and nutritious meals at school."



Policy Implementation Outcomes:

The policy implementation outcomes include:

- Increased enrolment and attendance,
- Improved cognition and quality of learning,
- Enhanced nutrition by addressing nutritional needs and micronutrient deficiencies,
- Provision of safety nets
- Enhanced agricultural productivity
- Promotion of school feeding procurement of food from local farmers

Requirements to Achieve Outcomes

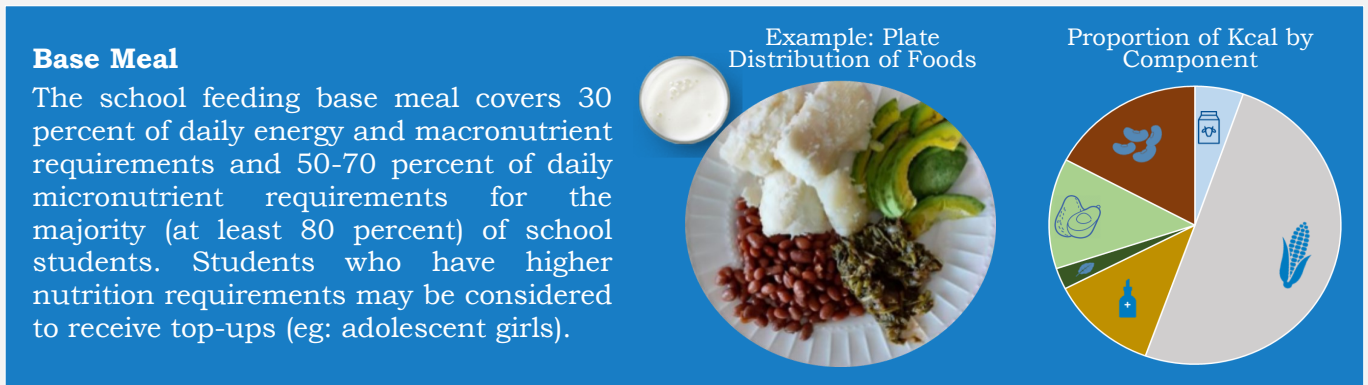
Schools, sectors and districts are advised to follow the Rwanda School Feeding Operational Guidelines to achieve school feeding policy implementation outcomes. To achieve school feeding policy implementation outcomes, school feeding meals must be:

- Nutritious
- Available on the local market,
- Easy to be delivered and stored at schools,
- Correspond to local food preferences,
- Simple to prepare,
- Reasonable cost,
- Good quality, and
- Safe for children



II. School Meals and Costs

Figure 1. Base Meal



Meal Composition

Students in nursery, primary and secondary schools have different staple and oil requirements, due to their varying energy and macronutrient requirements. These requirements are reflected in Table 1 by group.

Meal Diversity

Diverse meals are generally healthier meals. School meals should aim to include foods from all 6 food groups (1) grains, roots, tubers, 2) pulses, legumes, nuts, 3) oils and fats, 4) vegetables, 5) fruits, 6) animal source foods) with one commodity per food group (i.e. combination of small amounts of different foods). All schools are encouraged to alternate food items within food groups based on the substitution tables in Annex 2, to allow for better meal diversification, affordability and availability to procure locally-available food items.

Meal Cost

The average cost of the base meal is 150 RWF as per the School Feeding in Rwanda-Menu Modeling and Meal Options report developed in 2020. While the government provides a meal subsidy equivalent to 56 RWF per



student per meal, parents should contribute the rest of the meal cost. Guidance on parent contributions is detailed in Annex 1.

Prior to the beginning of each academic year, school and district-based School Feeding Committees will work together to determine a realistic amount to be contributed by parents (both cash and in-

kind contributions) to the school feeding programme, based on the capacity of parents at each school. A base meal price of 150 RWF is an average and schools with higher resources can likewise increase the meal cost. Parent contributions may be revised over time depending on different factors such as the cost of food.

Table 1. Example: What Foods Can Students Eat to be Healthy?

Student Age	Nursery	Primary	Secondary
Foods	Quantity (g)	Quantity (g)	Quantity (g)
Fortified Maize Meal – dry	50	100	130
Or: (Fortified Maize Meal – cooked)	(150)	(300)	(390)
Fortified Oil	5	10	15
Avocado	80	80	80
Dodo Leaf / Amaranth	100	100	100
Beans (dry)	20	40	40
Or: (Beans -cooked)	(50)	(100)	(100)
Iodized Salt	3	3	3
Milk	60	60	60
Total [Food + Milk]	285 + 60	390 + 60	425 + 60

III. School Meal Procurement



School Procurement

Schools are school meal procurement focal points. Schools must carry out their procurement in alignment with the core principles of public procurement including transparency; competition; economy; effective, efficient and fast work; fairness; and accountability (Art. 6 of the Law) and thresholds.

Procurement Management

To manage school feeding procurement, each school will work through the School Feeding Committee (SFC) and the School Tender Committee (STC). If schools do not have an SFC or an STC, these must be established. The SFC and STC will work independently to ensure efficiency, transparency and accountability in procuring food and non-food items for schools.

Procurement of Perishable Foods

To procure perishable foods sold in markets near the schools, the STC will use direct shopping to purchase foods between a value of 250,000 RWF and 1,500,000 RWF, depending on the size and type of school (day and boarding schools). These requirements are detailed in Table 2.

For tenders below a value of 5 million RWF, schools must procure through a request for quotation, meaning that they must include at least three qualified suppliers in the tendering process, from which they would like to procure food. These suppliers can be

individual farmers, cooperatives operating in the area, specific 'school feeding cooperatives' founded by the community itself and also registered traders.

For tenders above a value of 5 million RWF, schools must use open tendering, meaning that anybody who is registered and interested in selling food to the school can participate in a public tender. Schools should create framework contracts for each school term for the supply of non-perishable food and non-food items. Schools may sign multiple framework contracts for one tender and order from any of the suppliers based on the availability of the requested items and unit prices. Contract terms (prices, delivery period, and payment modalities) may be adjusted at the request of one of the contract parties and approved by the SFC. In case of an adjustment, there should be a signed contract amendment.

Procurement Planning

The SFC at each school is responsible for planning the procurement process ahead of time (at least 3 months before schools open) to ensure that food for school feeding is in stock at least one week before schools reopen. All five food groups (starches, dairy, fruits and vegetables, protein, dairy and fat) must have a specific supplier in order to offer opportunities to more farmers with limited capacity and to spread the supply responsibility.

III. School Meal Procurement

Table 2: What are the Limits for Schools to do Direct Shopping?

NUMBER OF STUDENTS	THRESHOLDS IN RWF	
	DAY SCHOOLS	BOARDING SCHOOLS
Less than 500	250,000.00	500,000.00
500-1000	500,000.00	1,000,000.00
1000-1500	750,000.00	1,500,000.00

*Note: schools which have more than 1500 students should request for special consideration from MINEDUC

Table 3: What are the Six Food Groups and How Can I Eat these in Rwanda?

FOOD GROUPS	EXAMPLES BASED ON ACCESSIBILITY IN RWANDA
Grains, roots and tubers	Maize flour, cassava flour, cassava root, sweet potato, rice, green banana, cooking banana/plantain, Yam, Irish potato, or wheat
Pulses, legumes and nuts	Beans, lentils, groundnuts, peas
Oils and Fats	Vegetable Oil (Vitamin A fortified), palm oil, etc
Vegetables	Dodo/Amaranth, Spinach, Cabbage, Cassava Leaves, Pumpkin, Eggplant, Carrots, Tomatoes
Fruits	Avocados, pineapple, bananas, mangos, papayas, oranges, tangerines, watermelon
Animal source foods (meat, poultry, fish and eggs, dairy)	Eggs, fish, beef, goat, chicken, milk, yoghurt, cheese

IV. Food Management

School Feeding Committees

Each school must establish a School Feeding Committee (SFC) before implementing school feeding to ensure quality and safety of food before procurement, when receiving, during storage, cooking and serving. SFC membership is detailed further in section: *School Feeding Management*.

Food Storage

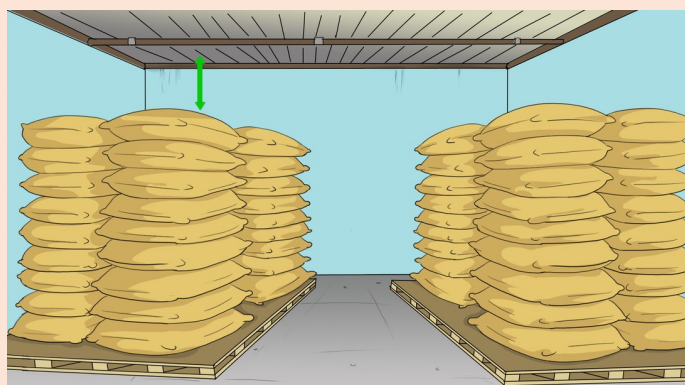
Each school must have a food storeroom with adequate space and not located near a toilet. It must be secured, easy to clean, well-ventilated, dry, well-lit, pest free and accessible by a vehicle.

Maintenance

Schools must conduct regular cleaning and maintenance to ensure maximum food quality and safety.

Food Management Records

Schools must record all food coming in and going out of the storeroom using the food management sheet (Annex 3). Food must be stacked well and schools must record weekly stock accounts.



Properly stored food, stacked on pallets, with bags closed and secure



Cleaning and maintenance of food storage room

V. School Meal Preparation & Serving

School Cooks:

Each school must have a minimum of 2 cooks, regardless of the number of students. SFCs must work with the school's management to determine the number of required cooks and how they should be paid.

Requirements for Cooks:

All cooks must be healthy with a valid medical certificate renewable every 12 month, with a minimum level of literacy and numeracy, display positive behaviour and ethics and must undertake school feeding trainings organized by the school and coordinated by the district.

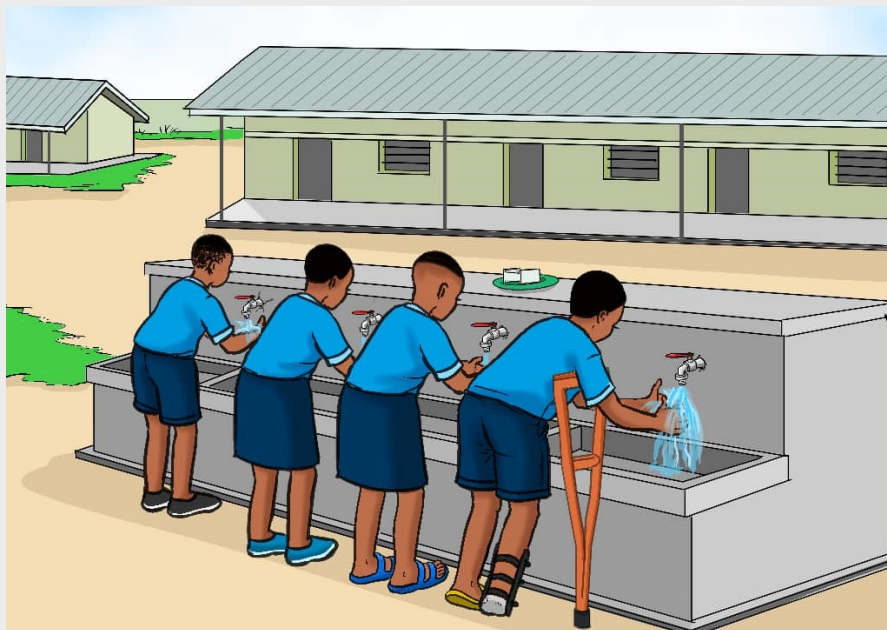


Hygiene of Cooks

Cooks on duty must practice safe hygiene practices at all times including wearing clean aprons and head-coverings and thoroughly washing their hands with clean water and soap.

School Kitchens

Schools must have a kitchen situated in a safe location away from any potential



sources of infection.

Kitchen Requirements:

- Sufficient space for an adequate number of stoves,
- A safe cooking space for cooks,
- Maintain a clean and well-ventilated space free of insects, pests and other animals,
- Use of fuel-efficient stoves
- Adequate cooking utensils

Food Handling Requirements:

Cooks must follow a number of safe food handling practices to ensure that meals are safe to consume. These practices include:

- Maintain clean preparation and cooking space,
- Separate raw and cooked food,
- Cook food thoroughly,
- Keep food at a safe temperature,
- Use clean/safe water to prepare raw materials, cook, and wash

Hygiene Requirements:

Schools must ensure safe hygiene practices are followed including

handwashing prior to eating and after using the toilet. Schools must also establish a standing eating sequence by start from young children.

Water, Sanitation, and Hygiene:

Schools must have clean water safe for consumption and adequate washing, toilet and sanitation facilities.

Serving Utensils and Dishes:

Schools should have sufficient numbers of plates, cups and spoons to ensure that each student has at least one plate, one cup, and one spoon—the cup will be used, if e.g. a cup of milk is served during some of the meals, or when children want to drink some water.

Meal Supervision:

Teachers must supervise the serving of meals to ensure adequate portions are given to each student. Head Teachers should make supervision calendars for teachers.

VI. Monitoring and Reporting School Feeding

Procurement Records

Schools must keep records of all food procurement processes for audit purposes by districts and other relevant authorities. Records should include all of the following: contract, purchase order, payments, food management sheet, etc.

School Inspections–Compliance to Guidelines

The Ministry of Education, district and sector authorities must inspect schools regularly to ensure compliance with the school feeding guidelines.



School Feeding Data-SDMS

Schools must enter school feeding data in the School Data Management System under the Special Program Module - School Nutrition Menu. School feeding indicators are detailed further in Table 1. The piloting of new indicators added in 2020 has started in the 2020/2021 academic year and the roll out is scheduled in 2021/2022.

Additional Data

Schools can work with health centers and districts to track additional relevant indicators such as growth and micronutrient deficiencies among students and the impact of school feeding or agriculture.

Table 4: What School Feeding Indicators can we Track in SDMS?

NEW INDICATORS	
<i>SDMS Menu Naming</i>	<i>Variable/Indicators</i>
Feeding Days	Number of school children receiving meals at school desegregated by gender, grade and type of school feeding (mandatory)
Meal Attendance	Number and percentage of total “monthly” school days with school feeding per grade (mandatory)
Food Sources	Sources of food items (crops)
Meal Variety	Number of days a varied meal (composed of roots, tubers and cereals, vegetables and fruits, animal source foods, legumes and seeds, oils and fats) is provided
Parent Contribution (in-cash/ In-kind)	Percentage of student’s whose parents, guardian or sponsor contribute to school feeding through cash and/or in-kind per term
REVISED EXISTING INDICATORS	
<i>Existing Indicators</i>	<i>Revisions Made to Existing Indicators</i>
Cooking Facilities	Add ‘crop residual’ to cooking facility options
Water Facilities	Add ‘means of treating drinkable water’ to water facility options
School Feeding Sponsors	Add ‘private companies’ to the list of school feeding sponsors
Staffing Positions	Add ‘cooks’ to the staffing list options and also ‘trainings of cooks’
Existence of Land for Cultivating	If the school has land for cultivating, which crops are planted (select from a list)
School Gardens, Farms, Fruit Trees	Add questions on whether the school has school gardens; a farm and fruit trees

VII. School Feeding Management

GROUP	MEMBERSHIP	ROLES & RESPONSIBILITIES
SCHOOL FEEDING MANAGEMENT: CENTRAL-LEVEL		
National School Feeding Steering Committee	<p>Chair: Ministry of Education</p> <p>Co-Chair: Ministry of Agriculture and Animal Resources</p> <p>Co-Chair: World Food Programme</p> <p>Membership:</p> <ul style="list-style-type: none"> • 16 Key Ministries and Agencies • 6 key development partners and NGOs (Annex 4) 	At national level school feeding is coordinated by the National School Feeding Steering Committee (NSFSC) with key responsibilities of guiding the coordination, development, implementation, budgeting, advocacy and oversight of the National School Feeding programme and related interventions, in line with the National School Feeding Policy and Strategy.
School Feeding Technical Working Group	<p>Chair: Ministry of Education</p> <p>Co-Chair: World Food Programme</p> <p>Membership:</p> <ul style="list-style-type: none"> • 10 government ministries and agencies • 12 development partners and NGOs (Annex 4) 	The NSFSC will be supported by the School Feeding Technical Working Group (SF-TWG) which will provide regular updates on implementation and planning. The SF-TWG brings together key school feeding stakeholders and is chaired by the Ministry of Education (MINEDUC) and co-chaired by the World Food Programme.
MINEDUC School Feeding Unit	<ul style="list-style-type: none"> • Director • School Feeding Specialist • School Feeding Officer • Nutrition Officer 	The MINEDUC School Feeding Unit will coordinate the National School Feeding programme at the central level, under the Directorate of Education Policy and Analysis.
SCHOOL FEEDING MANAGEMENT: DISTRICT-LEVEL		
District School Feeding Committee (DSFC)	<p>Chair: Vice Mayor of Social Affairs</p> <p>Membership:</p> <ul style="list-style-type: none"> • District officers of Education, Health, Agriculture and Natural Resources, Social Development • Joint Action Development Forum (JADF) Officer • Representatives of the CNF, security organs, faith-based organizations, and the Private Sector Federation (PSF) • Dean of Head Teachers 	The DSFC is responsible for developing mechanisms to mobilize resources from communities and development partners at the district level to implement school feeding activities. The DSFC will also carry out joint action planning, implementation and monitoring of school feeding activities; and periodically report on the progress of implementation to the national level.
SCHOOL FEEDING MANAGEMENT: SECTOR-LEVEL		
Sector School Feeding Committee (SSFC)	<p>Chair: Sector Executive Secretary</p> <p>Membership:</p> <ul style="list-style-type: none"> • Sector/Cell Officers of Education, Agriculture, and Social Affairs, Animal Resources, • Representatives of security organs, CNF, faith-based organisations, and the PSF • Head Teachers, • School General Assembly Committee (SGAC) representatives • Cell Executive Secretary • Dean of Head Teachers 	SSFC will be responsible for community advocacy and sensitization about school feeding and its benefits. The SSFC will also carry out joint action planning at the school and sector levels; assist in the implementation of monitoring activities; and conduct periodic reporting on the progress of school feeding implementation to the District level.

VII. School Feeding Management



GROUP	MEMBERSHIP	ROLES & RESPONSIBILITIES
SCHOOL FEEDING MANAGEMENT: SCHOOL LEVEL		
School Feeding Committee (SFC)	<p>Chair: Parent Representative Secretary: Head Teacher Membership: The School Feeding Committee (SFC) is composed of two parent representatives (male/female) of whom one is the Chair. Membership includes two teacher representatives (male/female), two student representatives (male/female), a store room manager and a representative from the cooks. The School General Assembly Committees (SGAC) elects the representatives of teachers, students and parents who cannot be members of the School Audit Committee (SAC). The SFC can also include advisory members from the sector education team and/or a nutritionist from the local health centre. Committee shall legally meet if at least two thirds (2/3) of its members are present.</p> <p>Meetings: The Committee shall meet once (1) a term and whenever necessary upon the invitation by its Chairperson or Vice-Chairperson in case the Chairperson is absent, or upon request, in writing of one third (1/3) of its members.</p> <p>Office term : 2 years renewable</p>	<p>The SFC is responsible for coordinating school feeding at the school level. Key responsibilities of the SFC include:</p> <ul style="list-style-type: none"> • Identification of food basket(s)/ meal menu(s) to be provided; • Adherence to school feeding guidance on the minimum nutritional requirements, diversity, and costs required for school feeding; • Development of annual procurement plans, based on available budget, the required amount of food items, student numbers and the lead price for each food item (estimated price to be used in the procurement planning and budgeting); • Facilitation of all relevant communication with selected suppliers (call-forward / purchase orders); • Management of the quality and quantity of food items received and verification through the signing of receipts upon delivery of the food; • Identification of the items to be paid from parent contributions (dishes, tools, aprons etc); • Advocacy for the inclusion of school feeding in school Imihigos; and school improvement plans. • Facilitation for non staff are determined by SGAC
School Tender Committee (STC)	<p>Chair: Parent Representative Vice-Chairperson: Deputy Head Teacher or the Dean of Teachers Secretary: Teacher Membership: individuals representing parents, school ownership (public-aided schools) and village opinion leader appointed by sector (public schools). Committee shall legally meet if at least two thirds (2/3) of its members are present. No STC members can serve on the SFC.</p> <p>Meetings: The School Tender Committee shall meet once (1) a term and whenever necessary upon the invitation by its Chairperson or Vice-Chairperson in case the Chairperson is absent, or upon request, in writing of one third (1/3) of its members.</p> <p>Office term : 2 years renewable</p>	<ul style="list-style-type: none"> • The STC will be responsible for all procurement to be carried out by the school. Procurement processes for school feeding require: • Issue a call for tenders or a request for quotations from eligible local suppliers; • Manage the entire procurement process; • Notify the SFC of intended procurement decisions and warrant SFC comments within 2 days; • Authorize the school management to sign supply contracts with the selected supplier. • Facilitation for non staff are determined by SGAC
<p>School General Assembly Committee (SGAC), School Audit Committee (SAC)</p>	<p>Both of these are established by a Ministerial Order determining general rules governing nursery, primary and secondary schools.</p>	<p>The SFC and STC will be supported by two additional governance bodies that exist at all schools regardless of school feeding, i.e. the SGAC and the SAC. The SGA discusses all matters concerning the functioning of the school and will also elect some of the SFC and STC members . The SAC is responsible for overseeing all transactions made by the school and to review procurement processes for cases requiring the review of tenderer requests.</p>

Annex 1. Guidance for Parent Contributions

Parent Contributions: National School Feeding Programme

The value of a nutritious meal for the national school feeding programme is 150 based on menu modelling conducted by MINEDUC and the World Food Programme in 2020 and also the National School Feeding Policy. Within the national school feeding programme, the government provides a subsidy of 56 RWF per student per meal. To ensure that students receive a nutritious meal, parents are required to contribute the remaining 94 RWF per student per meal via cash and/or in-kind contributions. However, district

school feeding committees may decide in consultation with school-level school feeding committees to revise the amount to be contributed by parents based on food commodity costs in the local area and the capacity of parents to pay.

Parent Contributions: Cash

Table 4 below details the contributions to be made by parents in cash by month, quarter and year. Based on a daily contribution of 94 RWF per student per meal, a parent would contribute a total of 1,974 RWF per month, 5,922 RWF per quarter and 17,860 RWF per year.

Table 4: How Much Money Should a Parent Contribute to School Feeding?

		Daily	Monthly Cost (21 feeding days)	Quarterly Cost (63 feeding days)	Annual Cost (190 feeding days)
Average daily meal cost for a nutritious meal	RWF/student/meal	150	3,150	9,450	28,500.00
Government Subsidy	RWF/student/meal	56	1,176	3,528	10,640.00
Parent Contribution	RWF/student/meal	94	1,974	5,922	17,860.00









Parent Contributions: In-Kind

Table 5 details allowable in-kind parent contributions and their associated value/costing. In-kind contributions can include firewood, labor or food. In-kind food items must align with a school's planned meal menus, which may vary from term to term.

Parents may also contribute other items such as manure or other materials required for the school garden. However, in-kind contributions not listed in Table 5 must first be approved by the School Feeding Committee who will also determine the value for these items based on daily labor costs or the market price of food items which must be updated on a regular basis.

Table 5 details options for parents to contribute the equivalent of a monthly contribution requirement of 1,974 RWF through options such as contributing two bundles of firewood, two days of labor or 3 kilograms of beans. Parents can also combine different in-kind options such as one bundle of firewood and 1 day of labour, ensuring that the total value is equivalent to the monthly, quarterly or annual contribution.

Table 5: Examples of what a Parent can contribute in-kind and their estimated values

	In-kind items	Unit	Unit Cost (RWF)
<i>Non-Food Items</i>			
	Firewood	Bundle	1000
	Labour	Day	1000
<i>Food Items</i>			
	Beans	Kg	700
	Peas	Kg	800
	Vegetables	kg	200
	Irish Potatoes	kg	350
	Banana	kg	350
	Cassava	kg	350

Annex 1. Guidance for Parent Contributions

Parent Contribution Requirements



Acceptable parent contributions include cash and/or an equivalent in-kind contribution which may include food (must be items included in the school's meal menus for that term), labor and firewood.



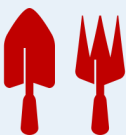
A parent's in-kind contribution should have the same value as the cash contribution and must align with the total contribution amount as identified by the District SFC which is based on the total cost of a nutritious meal minus the government subsidy.



To ensure accurate procurement planning by the school's management, parents should communicate to the school management their intent to contribute in-kind, prior to the beginning of each term.



The SFC is responsible for making a list each term of allowable in-kind items and their unit cost value, in consultation with school-level SFC.



The SFC can also identify additional in-kind items and their value which are needed by the school such as school construction materials or school garden tools. However, the monetary value of each item but be reflected in the school feeding budget line.



The SGAC and SFC may decide to allow all parents to switch to in-kind contributions instead of cash for specific food items such as beans, if it aligns with the school meal menus, needs for the month and/or term and benefits both parents and the schools (eg. harvesting seasons for beans or Irish potatoes).



Schools must establish a mechanism for recording and tracking all in-kind parent contributions and be prepared for any audit, should it be required by any competent authority.

Annex 2. Food Substitution Table

Diverse meals are generally healthier meals. School meals should aim to include foods from all 5 food groups (starchy foods, fruits and vegetables, protein, dairy and fat) with one commodity per food group. (i.e. combination of small amounts of different foods). Schools are encouraged to alternate food items within food groups based on the food substitution table below, to allow for better meal diversification, affordability based on availability, and flexibility to procure locally-available food items.

	Weight per portion (g)			Average Price 2019 per portion (across rural regions & Kigali)		
	Nursery	Primary	Secondary	Nursery	Primary	Secondary
Staples (uncooked weights)	g			RWF		
<u>Fortified Maize Meal (reference)</u>	50	100	130	28	56	73
Cassava flour	55	110	140	16.5	33	42
Cassava root	140	280	350	29	58	73
Sweet Potato	225	450	550	32.5	65	79
Rice	50	100	130	34.5	69	90
Green Banana/Cooking Banana	235	470	580	41.5	83	102
Yam	175	350	450	45.5	91	117
Irish Potato	235	470	560	53.5	107	127
Pulses, Legumes and Nuts						
<u>Bean (dry) (reference)</u>	20	40	40	10	19	19
Bean (cooked)	50	100	100	10	19	19
Bean (fresh)	50	100	100	33	66	66
Lentil (dry)	20	40	40	-	-	-
Groundnuts/Peanuts (dry)	20	40	40	21	41	41
Groundnuts/Peanuts (ground/pate)	15	30	30	18	35	35
Pea (dry)	20	40	40	23	46	46
Vegetables (all weights are fresh weights)						
<u>Dodo / Amaranth (reference)</u>	100	100	100	19	19	19
Spinach	100	100	100	20	20	20
Cabbage	150	150	150	20	20	20
Cassava Leaf	100	100	100	28	28	28
Pumpkin	150	150	150	28	28	28
Eggplant	160	160	160	28	28	28
Carrot	100	100	100	35	35	35
Tomato	160	160	160	74	74	74
Fresh Fruits (all weights are fresh weights)						
<u>Avocado (reference)</u>	80	80	80	19	19	19
Pineapple	250	250	250	57	57	57
Banana	150	150	150	57	57	57
Mango	150	150	150	80	80	80
Papaya	250	250	250	90	90	90
Orange	250	250	250	142	142	142
Animal Source Foods (all weights are fresh weights)						
<u>Milk (reference)</u>	60	60	60	29	29	29
Fish (dried)	15	15	15	30	30	30
Egg	25	25	25	50	50	50
Beef	25	25	25	60	60	60
Goat	25	25	25	80	80	80
Chicken	25	25	25	110	110	110
Fortified oil (no substitution)	5	10	15	7	14	21
Iodized salt (not substitution)	3	3	3	1	1	1
Total average cost of base meal				113	157	181
				Nursery	Primary	Secondary
				Average		
				150		

Annex 3: Food Tracking Sheet

This sheet should be filled separately for each food item, and for each month.

Name of school:
 Community:
 School ID:
 District:
 Month / year:

Food item:

Date	Unit (kg; piece; etc.)	Stock at start	entry: food received	Food used in meals handed out		Losses				Total	Stock at end	Remarks	
				signature cook rep		Missing	Suspected unit	Confirmed unit	Disposed				
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	
		0	0	0	0						0	0	

Annex 4. Membership Composition: National School Feeding Steering Committee & School Feeding Technical Working Group

NATIONAL SCHOOL FEEDING STEERING COMMITTEE MEMBERSHIP

Key Ministries and Agencies

- Ministry of Education (Chair)
- Ministry of Local Government
- Ministry of Gender and Family Promotion
- Ministry of Agriculture and Animal Resources (Co-Chair)
- Ministry of Health
- Ministry of Finance and Economic Planning
- Ministry of Trade and Industry
- Ministry of Environment
- Ministry of Infrastructure
- Rwanda Basic Education Board
- Rwanda Public Procurement Authority
- Rwanda TVET Board
- National Childhood Development Agency
- Rwanda Cooperative Agency
- Rwanda Food and Drugs Authority
- Rwanda Agriculture Board



Key Development Partners and NGOs

- World Food Programme (Co-Chair)
- Food and Agriculture Organization
- UNICEF
- USAID
- DFID
- World Vision International

SCHOOL FEEDING TECHNICAL WORKING GROUP

Key Ministries and Agencies

- Ministry of Education (Chair)
- Ministry of Local Government
- Ministry of Agriculture and Animal Resources
- Ministry of Health
- Ministry of Trade and Industry
- Rwanda Basic Education Board
- National Childhood Development Agency
- Rwanda Cooperative Agency
- Rwanda Food and Drugs Authority
- Rwanda Biomedical Center

Key Development Partners and NGOs

- World Food Programme (Co-Chair)
- Food and Agriculture Organization
- UNICEF
- USAID
- World Vision International
- Japan International Cooperation Agency
- European Union
- Africa new Life Ministries
- FH Association Rwanda
- Movement for the Fight Against Hunger in the World
- The Wellspring Foundation for Education
- Water Aid