



Inclusive Procurement Tools and Methodologies

Examples from the Procurement Governance for Home
Grown School Feeding Project



List of abbreviations

CGS	School Management Committee (Mali)
FBO	Farmer Based Organization
GHS	Ghanaian Cedi
GSFP	Ghana School Feeding Programme
GSFP NS	Ghana School Feeding Programme National Secretariat
HGSF	Home Grown School Feeding
HGSMP	Home-Grown School Meals Programme (Kenya)
KES	Kenyan Shilling
Kg/kgs	Kilogram(s)
LPO	Local Purchase Order
MOA	Ministry of Agriculture
MoU	Memorandum of Understanding
NB	Nota bene
NGO	Non-governmental Organization
PE	Procuring Entity
PG-HGSF	Procurement Governance for Home Grown School Feeding
PO	producer organization
SHF	smallholder farmers
SMPC	School Meals Procurement Committee

SNV is a not-for-profit international development organisation. Founded in the Netherlands 50 years ago, we have built a long-term, local presence in 38 of the poorest countries in Asia, Africa and Latin America. Our global team of local and international advisors works with local partners to equip communities, businesses and organisations with the tools, knowledge and connections they need to increase their incomes and gain access to basic services – empowering them to break the cycle of poverty and guide their own development.

This report is based on research funded by the Bill & Melinda Gates Foundation. The findings and conclusions contained within are those of the authors and do not necessarily reflect positions or policies of the Bill & Melinda Gates Foundation.

Contents

1.	Background	4
1.1.	Overview of Tools and Methodologies	4
2.	Market Intelligence Survey Form	6
2.1.	Kenya, Market Intelligence/Survey Form.....	7
2.2.	Mali, Request Details of Foodstuffs by the School Management Committee to Suppliers	8
3.	Localised Menu.....	9
3.1.	Ghana and Mali, Menu Diversification Methodologies	10
4.	Food Procurement and Management Planning Form	11
4.1.	Kenya, Food Procurement and Management Planning Form	12
4.2.	Mali, Procurement Plan Template	13
4.3.	Ghana, Procurement Planning Template.....	14
5.	Tender Notice	15
5.1.	Kenya, Tender Notice Form	16
5.2.	Mali, Notice of Open Call for Tenders	17
5.3.	Ghana, Tender Notice, Invitation to Participate in Caterer Services	18
6.	Matchmaking Methodology	19
6.1.	Ghana, Kenya, and Mali, Matchmaking Methodology.....	20
6.2.	Ghana, Memorandum of Understanding Template for Matchmaking Events	22
7.	Tender Documents	23
7.1.	Kenya, Tender Documents	24
8.	Bid Evaluation Report.....	27
8.1.	Ghana, Evaluating Rateable Criteria	28
9.	Contract Template	31
9.1.	Ghana, Contract for the Provision of Catering Services	32
9.2.	Kenya, Local Purchase Order	35
10.	Evaluating Supplier Performance.....	37
10.1.	Supplier Monitoring	38
10.1.1.	Kenya, Monitoring Checklist	38
10.1.2.	Ghana, Monitoring and Evaluation Framework for Caterer Performance	40
10.1.3.	Mali, Monitoring Evaluation of the Performance of the Supplier	41
10.2.	Caterer Performance Appraisal Scorecard	43
10.2.1.	Ghana, Caterer Performance Appraisal Scorecard	43
11.	Evaluating Procuring Entity Performance	44
11.1.	Award Scheme Methodology.....	45
11.2.	Social Audit Methodology	47
11.2.1.	Kenya, Community Accounting Form	49
11.2.2.	Ghana, Ghana, Community Scorecard	50

1. Background

This document contains a series of tools and methodologies related to inclusive procurement as described in *Practicing Inclusive Food Procurement from Smallholder Farmers*, written by Joshua Aboah, Dick Commandeur and Katherine Casey (2016).



1.1. Overview of Tools and Methodologies

The following tools and methodologies are meant to be used as part of strategies to include smallholder farmers and their producer organizations in school feeding supply chains. They were developed in partnership with government representatives and development partners during the Procurement Governance for Home Grown School Feeding (PG-HGSF) project, implemented by SNV in Ghana, Kenya and Mali from 2011-2016. Versions of the tools and methodologies included in this document are currently in use or under review by the government-run school feeding programme in each country. The tools and methodologies presented here have been adapted for length and clarity.

The following table illustrates the procedures, tools, and methodologies proposed by PG-HGSF for smallholder farmer inclusion at each phase of the procurement process, the majority of which were piloted by the project.¹

PHASE	PROCEDURES	TOOLS AND METHODOLOGIES	SCHOOL MODEL			CATERER MODEL
			KENYA	MALI		GHANA
Pre-Contracting	1. Market Survey	<ul style="list-style-type: none"> Market Intelligence Survey Form/ Request Details of Foodstuffs Database of POs 	🚩	🚩		✕
	2. Definition of Menus	<ul style="list-style-type: none"> Localised menu 	⚙️	🚩		🚩
	3. Procurement Planning	<ul style="list-style-type: none"> Food Procurement and Management Planning Form/ Procurement Planning Template 	🚩	🚩		🚩
	4. Preparation of tender notice	<ul style="list-style-type: none"> Tender Notice 	🚩	🚩		🚩
	5. Dissemination of tender notice		🚩	🚩		🚩
	6. Matchmaking event	<ul style="list-style-type: none"> Matchmaking methodology 	🚩	🚩		✕
	7. Supporting suppliers to submit bids	<ul style="list-style-type: none"> Tender documents 	🚩	🚩		⚙️
	8. Evaluation of bids	<ul style="list-style-type: none"> Bid evaluation report template 	🚩	🚩		🚩

¹ Matchmaking is done at different phases for the school and caterer models, but the same basic methodology is presented in this document only once (see section 6.1).

Contracting	9. Signing formal contract with suppliers	<ul style="list-style-type: none"> Contract Template Local purchase Order 			
	10. Matchmaking event	<ul style="list-style-type: none"> Matchmaking methodology 			
	11. Monitoring supplier activities	<ul style="list-style-type: none"> Monitoring checklist/Monitoring and Evaluation Framework 			
	12. Evaluating supplier performance	<ul style="list-style-type: none"> Monitoring and Evaluation Framework Caterer Performance Appraisal Scorecard 			
	13. Evaluating procuring entity performance	<ul style="list-style-type: none"> Awards Social audit 			



Procedures and tools were piloted in the country



Procedures and tools are not applicable in the country



Procedures and tools were not piloted, but are applicable in the country

2. Market Intelligence Survey Form

The market intelligence survey form is a tool for the Market Survey procedure and can be used to identify locally available products and varieties, prices of food and delivery time, as well as potential smallholder farmers (SHF) and producer organization (PO) suppliers.

2.1. Kenya, Market Intelligence/Survey Form



Ministry of Education, Science and Technology
Home Grown School Meals Programme

This tool will help summarize market information for cereals and pulses. The information is to be collected, by at least three School Meals Procurement Committee (SMPC) members, from various sources using affordable and innovative methods. This information will help the SMPC preparing budgets and procurement plans and when evaluating tenders to ensure value for money and sustainability. The information should be collected for 1 week before budgeting and procurement planning is to start. It is also used in the evaluation procurement process and if market conditions have changed, the data should be updated. Where possible, market information from Ministry of Agriculture (MOA) MUST be collected and recorded here.

Location (Market, town, area etc.)							
		MOA	Other*	MOA	Other*	MOA	Other*
Date							
Cereals							
Maize	Average wholesale price per kg for grade/quality stated below						
	Quality (fair, good, very good)						
	Delivery time from date of contract						
Rice	Average wholesale price per kg for grade/quality stated below						
	Quality(fair, good, very good)						
	Delivery time from date of contract						
Pulses							
Name	Average wholesale price per kg for grade/quality stated below						
Variety	Quality (fair, good, very good)						
	Delivery time from date of contract						

*Other information sources may include : website, visit/observation, sms, phone call, MOA offices.

Notes:

1. Source of produce should be determined i.e. smallholder farmers, agribusiness or imported
2. Prices should include cost of delivery of produce to school location
3. Prices may be available for each of the three grades noted; this information should be recorded
4. Should the purchase scope be divided between tenderers to achieve better value/delivery?

Collected by: _____ Signature: _____ Date: _____

2.2. Mali, Request Details of Foodstuffs by the School Management Committee to Suppliers



National Center for School Canteens

Traders/buyers: *Specify name of trader or farmer organization*

I ask you to kindly send me the information contained in the table below:

Foodstuffs	Characteristics/ packaging	Quantity	Unit Price	Frequency of delivery (Deadline: each month or each quarter)	Terms of payment (quarterly/ monthly)	Dates

Date:

Signature.....

President of the School Management Committee

3. Localised Menu

The menu diversification methodology is a demand generation mechanism proposed to include and prioritize product types grown by local smallholder farmers in the school feeding market. It consists of three basic steps: inventory of local food products, definition of the menu and dissemination of the menu.

3.1. Ghana and Mali, Menu Diversification Methodologies

1. Inventory of local food products

The inventory of local food products can be done by the local Ministry of Agriculture office in coordination with farmer organizations. The inventory must take into account seasonal availability of the food products, based on seasonality of production and storage capacity (infrastructure and management) of producer organizations. The inventory can be valid for several years, but should take into account new introduced crops or varieties and the appearance of new producer organizations and their offer.

2. Definition of the menu

The menu is responsibility of the school feeding programme and must take into account nutritional criteria such as (local) nutrient deficiencies and variation, besides the results of the inventory of local food products. In defining the menu, the school feeding programme can use the menu planner [tool](#)² developed by the Partnership for Child Development to capture the daily calorific content of local food products. In Ghana, the District Implementing Committee organizes a meeting with all relevant stakeholders, including representatives of parents and pupils. The Agriculture office presents the results of the inventory. Representatives of producer organizations confirm the results. The district Nutrition and Hygiene officer leads the formulation of the weekly menu. Caterers are expected to actively contribute to the meals planning process from their practice. During the discussion, priority is given to local staples and food products that seem to be ubiquitous nationwide. Meals are planned around these food products.

3. Dissemination of the school feeding menu

The dissemination of the menus must reach all schools and in the case caterers, as well as other stakeholders that play a role in supply, monitoring and evaluation, such as producer organizations and civil society organizations. In Ghana and Mali, the menus are inputs for training of respectively caterers and canteen cooks to enhance the quality of their meals and improve hygiene. The menus are also an important starting point for the monitoring by School Management/Implementing Committees.

Special attention should be given to disseminate the menus to organizations that support agriculture production, as it may influence their recommendations regarding crops, quality, production time and processing, to local smallholder farmers and producer organizations.

² http://hgsf-global.org/en/bank/downloads/doc_details/382-offline-menu-planner-tool

4. Food Procurement and Management Planning Form

The procurement planning form helps to define the requirements of different product types, expected costs and the planning of the procurement process.

4.1. Kenya, Food Procurement and Management Planning Form



Ministry of Education, Science and Technology
Home Grown School Meals Programme

This tool will be populated during procurement planning meeting the last week of the term.

Name of School			Date	
Term (1, 2 or 3)		Closing stock Kgs		Procurement Timelines
Enrolment		List of food items to be procured		Release of Tender notice
Amount expected		No of feeding days		Opening of Tenders and evaluation
Date money is expected		School storage capacity (tonnes)		Award and signing of Contract
Quantity of donation/produce from school farm				Food delivery

Food Procurement

Using ratios given, enrolment and money to be received compared to market price information; calculate quantities to be bought for the term.

Food items to be bought	Quantities to be bought (kgs)	Estimated unit price (including transport and taxes)	Quality (fair, good, very good)	Estimated total cost per item

Geographic range of Tender notices.....

Locations where Tender Notices will be placed.....

Required delivery to be stated in Tender request?

Quality of produce to be specified in Tender request?

Will preference program for enterprises owned by women, youths or disabled be applied?

Market or any other risks factors to be considered in procurement strategy.....

Signed by

Chairperson School Meals Programme Committee

Secretary School Meals Programme Committee

4.2. Mali, Procurement Plan Template



National Center for School Canteens

Circle of

Commune:

Plan for the award of contracts drawn up on

School Management Committee

Year

Funding: Government budget school feeding

Procurement Round	Total budget for food	Date budget transferred to	Procurement Modality (open or restrictive)	Frequency of purchase (Annual Or Quarterly)	Tender Notice				Tender Notice Published	Public opening of Tenders	Evaluation of Tenders				Execution of the contract				
					Date submitted for approval		Date approved by Commune				Evaluation		Notification of awards		Start		End		
					P	A	P	A	P	A	P	A	P	A	P	A	P	A	P

P : Predicted date

A : Actual Date

4.3. Ghana, Procurement Planning Template



Ghana School Feeding Programme
Ministry of Gender, Children and Social Protection

Number of caterers required:

Number of schools where vacancies exist:

Planning period/academic year: From To

Number	Activity	Output	Timeline (Date)	Allocated working days	Who is responsible?	Allocated budget
	Placement of advert (call for tender)					
	Receiving applications					
	Shortlisting application based on mandatory criteria					
	Informing shortlisted applicants about interview dates					
	Interview of shortlisted applicants based on rateable criteria					
	Evaluation of shortlisted applicants					
	Informing successful applicants					

5. Tender Notice

The tender notice form is a tool that guides procuring entities to compile the information to be disseminated to the supply community about the tender for the procurement of caterer services (caterer model) or food products (school model) for the school feeding.

5.1. Kenya, Tender Notice Form



Ministry of Education, Science and Technology
Home Grown School Meals Programme

Tender Number Date

Name of school Address

Interested tenderers are invited to tender for the supply of the following food items of acceptable quality:

No	ITEM DESCRIPTION	QUANTITIES (Kgs)
1	Cereals (describe the variety)	
2	Pulses (For beans, describe the variety)	
3	Vegetable oil (mention source e.g. corn, palm etc.)	
4	Iodized salt	

Interested tenderers should contact at school to obtain copies of the tender document that must guide submission of the tender. The documents are available at the school at no cost (*you may be asked to photocopy*) during normal working hours. The tender documents may be emailed to you upon request

Tenders shall be submitted in plain sealed envelope containing filling sections of tender document and other required documents. The envelope will be labelled "Tender for food commodities" addressed to the head teacher primary school. The tender shall be placed in the tender box located at, by (11.00 am) on Tenders will be opened in public, 30 minutes after closing. Tenders submitted after closure will not be considered.

Tenderers must:

- Be a either a Farmer Organisation or a Trader
- Have a bank account
- Have a business permit
- Have a business registration certificate
- Have a permanent store (owned or rented)
- Demonstrate to supply produce of the quality specified
- Demonstrate capacity to supply the school the produce by the required date
- Have a certificate from Public Health Office certifying that the food will be fit for human consumption

In addition, a trader must

- Have a permanent store (owned or rented) in the county where school is based
- Have at least one year experience selling food commodities
- Have valid Kenya Revenue Authority tax compliance certificate

5.2. Mali, Notice of Open Call for Tenders



National Center for School Canteens

Date: _____

Subject: Notice of open call for tenders

Reference: The provision of foodstuffs for the canteen of the school of _____

Number: [reference of the notice of open call for tenders]

1. The School Management Committee (CGS) in the commune of _____ has funds on the budget of the State, in order to finance the provision of foodstuffs for the canteen of the school of _____ and intends to use a portion of these funds to make payments in respect of the corresponding market.
2. In the framework of its program of the power supply to the school canteens, fully funded by the State budget through the funds transferred to the Communities for the year 201____, the Chairman of the CGS invites interested suppliers to submit their tenders for:

Order Number	Designation [Insert Grain, Legumes]	Quantity
1		
2		
3		

3. *(Insert one or the other of the following clauses)* The bidders have the opportunity to bid for one, several or all of the lots. In the case where they are bidding for several or all of the lots, they must submit a separate bid for each lot.
OR
Bidders must bid for all of the lots.
4. The period of performance is _____ calendar days from the date of granting of the market.
5. The present call for tender is open to suppliers located in the commune of _____ in priori and default in the circle of _____, opening in the field.
6. The award of the contract will be conducted by open call for tenders.
7. *(Insert one or the other of the following clauses)* Interested suppliers can obtain free the tender dossier complete with the President of the CGS of _____, the Secretary General of the city hall of _____ and communal elected at the following address _____.
OR
Interested suppliers can consult the complete tender documents for free or can receive the tender documents by paying a non-refundable of [insert the amount] by submitting a request at the following address _____. The method of payment will be [insert the form of payment].³
8. The tenders must be submitted to the following address⁴ _____ no later than [insert date and time] in one original and two copies. Tenders submitted late will not be accepted.
9. Bidders will remain engaged by their offers for a period of _____ days from the deadline of submission of tenders.
10. The tenders will be opened in the presence of the representatives of the bidders who wish to attend the opening of the bids on [date] at [time] at the following address _____.

[Signature]

[Name]

Chairman of the CGS

³ For example cashier's check, wire transfer to an account.

⁴ The office where the tenders are opened is not necessarily where the documents may be consulted or the one where the tenders must be submitted. A place only must be mentioned for the submission of tenders, which should be located as close as possible to the place of opening of tenders in order to limit the time between submission and opening of tenders.

5.3. Ghana, Tender Notice, Invitation to Participate in Caterer Services



Ghana School Feeding Programme
Ministry of Gender, Children and Social Protection

Date Reference Number
Name of District Address

[Name of District Assembly] seeks to contract for catering services for these schools: [List beneficiary schools/Location] for a maximum period of two years with options to seek renewal. The caterer is required to provide meals every school day throughout the academic year – starting The scope of the caterer's work will include budgeting for purchases, unsupervised purchasing of local farm produce and other food items, preparation, clean-up and delivery of one meal per day for pupils in the school.

To be qualified to conduct this work all applicants must have the following mandatory requirements:

- Be registered for business⁵, tax purposes and have bank account
- Caterer has valid health certificates
- Caterer is capable of pre-financing⁶ cooking activities for at least an academic term
- Caterer has mass cooking experience whilst ensuring hygienic environment

The criteria below adds up to an applicant's competitive advantage:

- Caterer has knowledge on nutritional needs of children
- Caterer has basic food storage skills
- Caterer has adequate basic purchasing skills and to ensure sourcing from smallholder farmers
- Informal traineeship/apprenticeship and cooking for at least 100 people for one year or has completed a recognised catering education program
- Proximity of caterer to district

Interested applicants should submit a written application with relevant supporting documents (i.e. proof of business registration, valid health certificate, proof of ability to pre-finance, tax payments) in a sealed envelope before [enter deadline]. Applicants should indicate up to three beneficiary schools (in order of preference) they will like to serve. The application pack (i.e. written application and supporting documents) shall be addressed to the Chairman of the District Implementation Committee and submitted through the designated box located at the Metropolitan Municipal District Assemblies. Relevant supporting documents can be proven in any of the following ways:

Mandatory criteria	Level of proof
Business registration	(i) Certificate of registration (ii) A letter undertaking to provide certificate of registration or proof of registration in process by 3 months, when selected
Valid health certificate	Health certificate issued by the Ghana Health Service in the District
Proof of ability to pre-finance	(i) Bank statement (ii) Letter from guarantor (iii) Agreement with farmers or traders for supply of foodstuffs
Mass cooking experience whilst ensuring hygienic environment	(i) Testimonials and certificates from previous work places (ii) Names and contact of referees (preferably supervisors) who are conversant with your previous experience

⁵ The Ghana School Feeding Programme can only contract with registered and tax compliant entities. This registration must be effective at the time of applying per the Public Procurement Authority Act. However, the flexibility in the mandatory registration is to enable the Ghana School Feeding Programme to facilitate the process of formalizing potential caterers in remote rural areas in the country; where potential caterers are mostly not privy to the registration processes. Notwithstanding this concession, at the time of starting work under a contract a caterer must be registered or produce receipt of commencement of registration process and fully compliant with all such requirements. The caterer will pay for the business registration. A letter of undertaking to provide certificate of registration or proof of registration will be accepted.

⁶ A written undertaking stating that applicants is willing and able to pre-finance cooking activities shall also be accepted as proof of ability to pre-finance.

6. Matchmaking Methodology

The matchmaking event is intended to provide a platform for information sharing, interaction and agreement on terms and conditions between buyers and sellers. For the caterer model (as in Ghana), the matchmaking event is a procedure that is recommended for the post contracting phase of the procurement process, once caterers are contracted and can establish supply contracts with producer organizations or farmers. For the school model (as in Kenya and Mali), the matchmaking event is recommended at the pre-contracting phase of the procurement process to make producer organizations aware of school feeding demand and encourage them to participate in tenders, and to make schools aware of the supply potential of (local) producer organizations. Although different in objective and development, three similar steps are proposed: preparation, implementation and follow up.

6.1. Ghana, Kenya, and Mali, Matchmaking Methodology

1. Preparation of the matchmaking event

The preparation is meant to get local buy-in. Representatives of the school feeding programme and agriculture office meet to define organizations and individuals to participate in the matchmaking event, which obligatory must represent buyers and sellers. Buyers are in Ghana the caterers and in Kenya and Mali the schools. Sellers' can producer organizations and traders; taking into account both groups is important for transparency reasons, but also to facilitate business arrangements between them.

The main participants should be visited to explain about the matchmaking event and underline the importance of their preparation by making an inventory of the specific demand (in case of buyers) and offer (in case of sellers). The better they know what they need or can offer, the more fruitful will be the matchmaking. For instance, in Ghana caterers prepared information about the foodstuff they require, quantities used during a school term, number of pupils served, the timing of food deliveries, the prices they are willing to pay and the conditions of payment. In the school model in Kenya and Mali, this information was prepared by the schools. POs were asked to prepare supply information including the variety and qualities of foodstuffs grown, crop quantities, what time of year their various crops are available for sale and their price, conditions for payment and storage capacity. In Kenya, POs were also encouraged to open a bank account, a mandatory requirement to participate in any public tender, and representatives of the Grain Council and Public Health officials pre-inspected their food produce, storage and warehouse operations.

In Ghana, the preparation includes the development of templates for Memorandums of Understanding (MoUs) to be signed between caterers and POs.

2. Implementation of the matchmaking event

The matchmaking event can start with an explanation of the school feeding programme, with special attention to the Home Grown character and the importance of evidenced sourcing from (local) SHF. Then the organizers clarify the objective of the event to establish business engagement and information sharing. Buyers and sellers is given the opportunity to present their demand and offer, to interest the other party.

For the caterer model, the matchmaking event has the goal to sign MoUs (see section the 6.2 for MoU template), which details are explained and caterers and POs are given time to negotiate using the prepared information they bring to the table.

In the school model, the matchmaking event can be used to explain the procurement procedure, the requirements for suppliers and if already available to disseminate the tender notice. The participants are trained on the preparation of proposals for the bidding. It is important to open it for traders, to ensure transparency in the bidding process and encourage competition. Participation of both groups gives the opportunity to also consider partnering scenarios to enhance their chances of winning bids. In Kenya, the events concluded with sellers- buyers stating their intention to transact through verbal resolutions. For instance, a typical resolution is that school authorities state their intention to transact business by notifying POs when the school releases its call for tenderers.

The matchmaking event will get an extra element if PO display samples of their produce, which can convince the sellers and ignite discussion about quality and varieties of crops. In Kenya, some matchmaking events were organized on the sites of the POs, so the procurers could convince themselves that the necessary supply capacity was available. Other matchmaking events were held on the school premise, which gave the POs and traders the opportunity to appreciate the remote location and the implication of transporting goods as well as the challenges School Meals Procurement Committees face in storing food on school premises.

3. Monitoring of the results of the matchmaking event

The monitoring has the objectives to encourage the participant, buyers and sellers, to comply with the agreements of the matchmaking events, and to generate information for yearly evaluations (such as social audits) and planning for the new period. Main responsibility for the monitoring lies with the school feeding officers.

For the caterer model, the monitor should check if MoU are leading to concrete sales by POs, the compliance of POs regarding quantities, quality and deliveries. The monitoring can also include follow up on payments. To facilitate the monitoring, the school feeding office should have a copy of all signed MoUs.

An element of the monitoring in the school model is to ensure the tender notices are disseminated to all relevant POs and made public to all other potential competitor in the bidding. In Kenya, in cases where POs didn't achieve commercial transactions, matchmaking follow-up meetings were organized between the School Meals Procurement Committee and the representatives of POs and traders to discuss about constraints to linking them to the school.

6.2. Ghana, Memorandum of Understanding Template for Matchmaking Events



Ghana School Feeding Programme
Ministry of Gender, Children and Social Protection

Particulars of Parties signing the Memorandum of Understanding (MoU)

Name of Farmer Based Organization: Location of Farmer Based Organization:

Name of representative of Farmer Based Organization: Contact Address:

Name of Caterer: Address:

Name of School: Contact:

(B) Future transaction intent

Crop	Units (bowls/bag)	Quantity	Unit price (GHS)	Date of supply	Payment modality (cash/credit)	Delivery point
Paddy rice						
Milled rice						
Groundnut						
Beans						
Bambara beans						
Maize						
Yam						
Other (list)						
Other (list)						

Signatures:

.....

Caterer

.....

Farmer Based Organization Representative

Date:

Date:

This agreement is made on this day [Date] between [Name of caterer], who is the buyer and [Name of Farmer Based Organization], represented by [Name of Farmer Based Organization representative], who is the seller.

Witnessed by:

Signature:

Name:

Representative of District Implementation Committee

7. Tender Documents

The tender documents are the complete set of instructions for elaborating bids.

7.1. Kenya, Tender Documents



Ministry of Education, Science and Technology
Home Grown School Meals Programme

Tender Number: _____, _____ Primary School – (hereinafter, Procuring Entity)

INVITATION FOR TENDERS

The Home-Grown School Meals Programme (HGSMP) is a government-led programme that purchases food produced within Kenya for primary school meals.

To: *[Insert name of Tenderer]* _____ Date: _____

1. You are hereby invited to submit your prices using the Tender Submission Form (Section III) for supplying the food commodities as described in the Schedule of Requirements and Prices from the tender notice.
2. All tenders in one original plus one copy, properly filled in, and enclosed in plain envelopes marked "TENDER FOR FOOD COMMODITIES" must be addressed and delivered to "THE HEAD TEACHER, [_____] PRIMARY SCHOOL", and depositing the tender in the tender box located at _____ *[physical address, room number, floor, building/plot]*.
3. Deadline for submission of the tender will be at 11.00 a.m. on _____. Tenders will be opened 30 minutes after closing in public and in the presence of tenderers' representatives who choose to attend in the opening at _____ *[physical address of the place for opening tenders]*.
4. Late tenders shall not be accepted irrespective of the circumstances.

Name and signature of head teacher _____

School/Procuring Entity _____

SECTION I: INSTRUCTIONS TO TENDERERS

The tenderer must attach the following:

1. A duly completed and signed Tender Submission Form (Section III).
 - 1.1. Current registration documentation with the Government of Kenya that defines the type of business (sole proprietor, partnership, limited company, community based organization, co-operative or other).
 - 1.2. Valid business permit.
 - 1.3. Bank account details showing account number and branch of bank and address.
 - 1.4. A document providing the full name, address, phone number and email address of the tenderer.
 - 1.5. Proof that the tenderer has permanent premises and should provide support to indicate if the premises are owned or rented.
 - 1.6. A certificate from Public Health Office certifying that the food will be fit for
 - 1.7. human consumption.
 - 1.8. Evidence of operations in selling food for at least one year (traders only).
 - 1.9. Evidence of a permanent store (owned or rented) in the county where school is based (traders only).
 - 1.10. A valid Kenya Revenue Authority tax compliance certificate both traders and farmer organisations.
 - 1.11. Demonstrate the historical supply of produce of the quality specified by providing samples, pre-shipment inspection or testaments from at least two clients of shipments made in the past 12 months.
 - 1.12. Demonstrate the capacity to supply the school the quantities of produce by the required date by providing evidence of supplying similar scope/value of produce to at least three clients during the past 12 months.
 - 1.13. Providing evidence that the produce offered was grown in Kenya.

2. In addition to instructions in the covering letter here and this Section I, tenderers should consult the Sections II and III of this Invitation and the tender notice and Local Purchase Order (LPO) before finalizing their tenders:

- Section II - Tender Evaluation Approach
- Section III – Tender Submission Form
- Schedule of Requirements and Prices in tender notice
- LPO

NB: The Tender Submission form (Section III) shall incorporate a completed Schedule of Requirements and Prices, and LPO that will make up the tenderer's composite tender. The Tender Submission Form must be completed without any alterations to its format and signed by an authorized representative of the tenderer.

3. The tenderer's tender shall remain valid for a period of not less than 14 calendar days after the deadline for submission.
4. Questions about this Invitation to Tender are to be submitted in writing to: _____. Answers will be provided to all tenderers (without disclosing name of questioner) until three calendar days before the closing date. Questions received after this time will not be answered.
5. The evaluation of tenderers' tenders will be completed within one week of the closing date for the submission of tenders.
6. The procuring entity reserves the right to not to accept any tenders and reject all tenders at any time prior to the award of contract.
7. The cost of preparing and submitting tenders is for the account of the tenderer.
8. The successful tenderer (tender accepted) will be notified for the award of contract by the procuring entity prior to expiration of the tender validity period.
9. Unsuccessful tenderers shall be notified and advised of the results of the award.
10. Tenderers have the right to seek for review of procurement decisions.

N.B: Tenderers must answer all questions and provide all required information. Failure to provide mandatory information identified above and summarized in Section II will result in the disqualification. The provision of false information, corruption, tender collusion, failure to accept order or incomplete information could also lead to the disqualification of the tenderer from this and future supply competitions as well as legal action under the laws of Kenya.

SECTION II –TENDER EVALUATION

The School Meals Procurement Committee will evaluate and compare the Tenders in the following manner: Preliminary Examination; to determine substantially responsive tenders i.e. properly signed, requested documentary evidence provided and conforms to the terms and conditions of the Invitation for Tenders. In evaluating the tenders, the School Meals Procurement Committee will use the evaluation criteria summarized in the following table and further detailed below in this Section.

PART 1: PRELIMINARY EVALUATION (MANDATORY)

Mandatory Criterion	YES	NO
Evidence of business registration		
Evidence of permanent premises (owned or rented) from which to sell food from. Evidence will be a business permit issued by any county government.		
Traders must provide evidence of a permanent store (owned or rented) in the county where school is based.		
Evidence that tenderer has a registered bank account		

Evidence of a certificate from Public Health Office certifying that food is fit for human		
Evidence of one year in food business (for traders)		
Provide valid Kenya Revenue Authority tax compliance certificate (for traders)		
Commit to supply food of acceptable quality		
Provided prices for all pulse variety, oil source and salt as specified in the notice		
Commit to deliver all goods required by the date specified		
Provide evidence that the all produce was grown in Kenya		

Any tender that scores NO in any of the above mandatory requirements will be ruled non-responsive and will have no further consideration by the School Meals Procurement Committee.

PART 2. PRICE COMPARISON AND AWARD

The tenderer with the overall lowest price on total for all the items will be awarded to supply:

Total prices for each commodity									
Tenderers	Cereals			Pulses			Vegetable Oil	Salt	Total
	Maize	Rice	Other	Beans	Other	Other			
1									
2									
3									
4									

SECTION III - TENDER SUBMISSION FORM

_____ [date]

To: _____ [full address of school] We agree to supply the Goods specified in the Schedule of Requirement and Prices of the tender number _____ in accordance with the conditions stipulated in the Local Purchase Order accompanying this Tender for the Contract Price of _____ [amount in numbers], _____ [amount in words] in Kenyan Shillings. We also offer to deliver the said Goods on _____ (date) as specified in the Local Purchase Order. We specifically commit to supply food of acceptable quality. This Tender and the written acceptance of it by the Procuring Entity shall constitute a binding Contract between us. We understand that the Procuring Entity is not bound to accept the lowest or any Tender received.

We hereby confirm that this Tender complies with the conditions required by the Invitation for Tenders.

Authorized signature: _____

Title of signatory: _____

Stamp of tenderer: _____

Name of signatory: _____

Date: _____

Address: _____

8. Bid Evaluation Report

The bid evaluation report indicates the different criteria and relative weight for selecting the best bid.

8.1. Ghana, Evaluating Rateable Criteria



Ghana School Feeding Programme
Ministry of Gender, Children and Social Protection

Rateable criteria	Background and question	Scoring	Explanation of score
Caterer has knowledge in nutritional needs of children	<p>To reduce the 'scientific' aspects of this criterion, which many caterers are unlikely to have, caterers will be provided with nutritional and calorific needs to be met by the midday meals they would cook. The needs will be those for the youngest and oldest pupils in the schools for which the caterer applicant has indicated it wishes to support.</p> <p>The caterer applicants will at the interview be required to develop a 5-day menu for each age group. The menu should consider (i) that 60% of the daily stipend (GHS 0.80) is to be used for food and (ii) each meal of the menu shall meet the calorific and nutritional needs of each of the age groups. The caterer applicants will be allowed 30 minutes to develop the menu for each age group.</p>	25%	where the menu for all age groups meet the calorific and nutritional requirements for the 60% target cost
		15%	where the menu for all age groups meet the calorific and nutritional requirements
		10%	where the menus only partially meet the calorific and nutritional requirements
Caterer has basic food storage skills	<p>The storage facility is to be built and maintained (for example, to ensure no leakage, etc.) by the District to comply with Ghana School Feeding Programme specifications. Therefore, the focus of the questions to the caterers should be more related to operating the stores only.</p> <p>(i) What constitutes an adequate storage facility? (ii) What preparation must be conducted in the store before foodstuffs arrive? (iii) How would you ensure food safety and hygiene from food deliveries, storage and cooking? (iv) How would you ensure stock control? (v) How would you prevent food losses? (vi) How would you ensure pest control? (vii) How would you quarantine suspect foodstuffs?</p>	15%	<p>Each question is scored at 2%</p> <p>All answered questions = 14%</p> <p>Bonus of 1% is awarded when all questions are answered.</p>

Informal traineeship/apprenticeship and cooking for at least 100 people for at least one year or has completed a recognised catering education programme	This criterion builds on the mandatory criterion 'D' that requires that 'caterer has mass cooking experience whilst ensuring hygienic environment'. This rateable criterion presents two (interpreted) conditions:	5%	Scoring for (i) supported by references and testimonials OR Scoring for (ii) supported by graduation certificate
	(i) Mandatory Criterion D + informal traineeship (i.e. learning on the job) + has cooked for at least 100 persons for at least one year OR (ii) Mandatory Criterion D + completed a recognised catering education programme	10%	In the event that an applicant has both (i) and (ii)
Caterer has adequate basic purchasing skills and can apply such to ensure sourcing from SHFs	<p>Caterer applicants need to exhibit the ability to plan and execute effective procurement – this is defined as best value (price, quality and delivery) with at least 20% of 60% of GHS 0.80/day/pupil originating from SHFs. To do this they need to have a good understanding of:</p> <p>(i) What is to be bought (scope of purchases – volumes, types, qualities, what is storage capacity of caterer</p> <p>(ii) What are supply market conditions – prices, seasonality, names/locations of supply sources, categories of supply sources (SHFs, traders, FBOs) how sold/packaged, basis of payment (e.g. by weight, volume, piece, etc.), business practises of sellers (terms of payment, credit, etc.), and logistics</p> <p>(iii) How to buy/methods of purchase (a) Shopping - short term supply chain i.e. frequent purchases of small quantities using informal (usually face to face/limited documentation) processes (b) Request for quotations - formal process requesting written quotes from a number of suppliers for larger quantities (e.g. for entire term) to be delivered all at once or progressively, as required; quotes compared and evaluated and bidder(s) offering best value selected and written contracts entered into (c) Request for quotations + Framework Agreements.</p>	25%	<p>Scoring for (i), (ii) and (iii) is 5 each.</p> <p>Scoring for (iv) is 10</p>

	<p>Same process (ii) but permits caterer to call off quantities as required at prices and terms already agreed and reflected in the contract (iii) enforcing contract terms.</p> <p>(iv) SHF participation - under all three methods of purchase for those products that are the normal scope of their supply, SHFs can participate either directly or through FBOs and Traders. While in earlier sections here caterer applicants may touch on this topic, in this section applicants should exhibit their knowledge and understanding of SHFs and FBOs including (a) definitions (b) what are the challenges to SHFs being part of the Ghana School Feeding Programme supply chain (limited scope of supply, quality variations, lack of technical and commercial skills, limited ability to sell on credit).</p> <p>Applicants to outline their approach to achieve the target of SHF participation at 20% of 60% of GHS 0/80.</p>		
Proximity of caterer to the District	<p>This criteria applies to the residence of the caterer.</p> <p>In the event that the caterer is a juridical body (and not a physical body) the scoring will be based on the location of the caterer's registered Head Office.</p>	25%	For a caterer that permanently lives in the District where the school(s) is/are located.
		15%	For a caterer that permanently lives in the directly adjacent District to the District where the school(s) is/are located.
		10%	For a caterer that permanently lives in the Region directly adjacent to the Region of the District where the school(s) is/are located.

9. Contract Template

The contract is the legal agreement between the supplier and the school feeding program and need to include in a clear way all the detailed clauses to which the suppliers and buyers have to comply and on which they will be monitored. Also the process in case of default must be stated. In Kenya and Mali, the contract is called Local Purchase Order or Agreement.

9.1. Ghana, Contract for the Provision of Catering Services



Ghana School Feeding Programme
Ministry of Gender, Children and Social Protection

Catering contract between Ghana School Feeding Programme National Secretariat and [name of caterer]

CONTRACT Number

THIS CONTRACT is made this day of [month] 2015 between:

The Ghana School Feeding Programme National Secretariat (hereinafter referred to as "GSFP NS" which expression shall where the context so requires or admits include its successors - in - title or assigns) with its office situated at the Office of the President. P.O. Box 1627 State House, Accra in the Greater Accra Region of the Republic of Ghana; and [Insert name of caterer] herein referred to as the caterer within [insert name of District], in the [insert region where district is located] of the Republic of Ghana.

WHEREAS

- i. The GSFP NS is an agency of the Government of the Republic of Ghana responsible for the management the Ghana School Feeding Programme (GSFP). The GSFP NS is responsible for the overall management, implementation and coordination of the provision of one hot adequately nutritious meal every school day to children in selected public kindergarten and primary schools in Ghana.
- ii. The District is responsible for the implementation of the GSFP at the local level and for achieving the objectives of:
 - a. Reducing hunger and malnutrition of children;
 - b. Increasing school enrolment, attendance, and retention;
 - c. Boosting domestic food production from small holder farmers.
- iii. The caterer is responsible for the provision of meals at the [insert name of school], located at [insert address of school]. The services shall include the following; purchasing the locally grown ingredients for meals, hereinafter referred to as "farm produce" and cooking and using such farm produce to provide meals to school children on every school day (hereinafter referred to as "work"). Such meals are required to be prepared in a hygienic environment.

The GSFP NS and the caterer have agreed to enter into this contract to facilitate the provision of the work.

1. TERM OF THE CONTRACT

The term of this contract is for a period of [insert duration] months from the contract date.

The GSFP will review the performance of the caterer during the previous 12 months period and at that time, can elect to cancel the contract in accordance with clause 7.1 or confirm that the caterer is to continue under the terms of the contract for the next 12 months.

Performance of the caterer will be assessed against the indicators and terms outlined in corresponding appendices.

2. BASIS AND TERMS OF PAYMENT

- 2.1. During the term of the contract, the caterer will be paid the sum of 80 Ghanaian pesewas per school day for each pupil fed (hereinafter referred to as the 'contract unit price').
- 2.2. The caterer will submit, on the third working day of the month following, a completed *request for funds for feeding form* for the total number of days cooked and pupils fed each day during the preceding month.
- 2.3. The caterer contracted in the beneficiary school(s), shall be subject to being part of a broad contractual arrangements agreed at the national level to supply non-perishable food commodities with appropriate specifications. All such contractual costs shall be deducted at source.
- 2.4. The caterer shall be able to pre-finance all costs related to the work for at least one academic term.
- 2.5. Payment to the caterer will only be made by cheque and properly receipted.
- 2.6. A 5% withholding tax shall be deducted from all invoiced amounts by caterer. The GSFP NS will provide the caterer with a receipt and certificate of the amount withheld that can be used by the caterer in its tax submissions to the Ghana Revenue Authority.

3. THE RESPONSIBILITIES OF CATERER

The provision of adequate and nutritionally balanced meals. The caterer shall:

- provide meals that contain all three food groups (i.e. GROW foods - body building foods; GLOW foods - Protective Foods; GO foods - Energy foods).
- provide fruits at least once a week.
- display and follow the menu chart approved by GSFP.
- endeavour to buy at least 20% by value of foodstuffs from smallholder farmers.
- prepare and cook food on site using a kitchen, storage space and sufficient potable water provided at no cost by the District.
- spend 60% of the daily stipends on foodstuffs for the preparation of meals.
- use the GSFP handy measures during food service to ensure that the daily nutritional and caloric requirements stipulated are met.
- submit '*request for funds for feeding form*' approved by the head teacher to Desk officer.
- comply with the Food Safety and Hygiene as well as the Health and Nutrition procedures cited in the Code of Quantity and food hygiene checklist.
- be responsible for paying its staff.
- employ staff from the beneficiary community.
- provide reports especially in relation to purchases from smallholder farmers, etc.

4. THE ROLES AND RESPONSIBILITIES OF THE GSFP NS

The National Secretariat among other things shall:

- provide sensitization, training and capacity building to the caterer.
- monitor and evaluate the activities of caterer per the GSFP monitoring and evaluation framework.
- ensure the timely payment of the invoices submitted by the caterer.
- issue receipts and tax certificate of the 5% withholding tax deducted from all payments to caterer.

5. THE RESPONSIBILITIES OF THE DISTRICT AND HEAD TEACHER

5.1. The following are roles and responsibilities of the District:

- The District is to select school(s) to participate in the GSFP based on requirements in the District Operations Manual.
- The District shall ensure that a kitchen and storage place is provided and kept in good repair at no charge for the use of the caterer at the school(s) before the commencement of cooking. The District shall collaborate with communities/schools to construct a simple kitchen and store per the standard specifications of the GSFP.
- The District shall ensure there is adequate potable water at the school(s) for the implementation of the programme at no cost to the caterer.
- The District shall undertake routine monitoring exercises on beneficiary the school(s) under this contract to ensure caterer adhere to their responsibilities as specified in this contract.
- The District shall work with the District Agriculture Extension Officers to assist local smallholder farmers to produce for the GSFP.
- The District shall work with the District Business Advisory Centres to assist caterers for good business practices and engagement with farmer based organizations.

5.2. THE RESPONSIBILITIES OF THE HEAD TEACHER

The following are the roles and responsibilities of head teacher of the school, who serves as the secretary of the SIC:

- Conduct monitoring of food quality and quantity served to school children every school day.
- Ensure timeliness of food served to prevent interruptions of instructional hours.
- Ensure that the caterer maintains good hygienic condition of the kitchen.
- Completes the daily retirement forms of number of school children fed every school day.

6. GENERAL PROVISIONS

- 6.1. This contract may be amended in writing by mutual consent of both parties (GSFP NS on one hand and the caterer on the other).
- 6.2. This contract shall be governed by and construed in accordance with the laws of the Republic of Ghana.
- 6.3. All activities conducted by the caterer related to this contract, including employment of staff, shall comply with the laws of Ghana.
- 6.4. Governing language of this contract shall be English.
- 6.5. The caterer shall be entirely responsible for payment of all duties, licence fees and other such levies imposed by the Government of Ghana on the work performed by the caterer or related to the work.

7. TERMINATION

- 7.1. GSFP NS may terminate this contract with recommendation from the District Implementation Committee, by not less than twenty (20) working days' written notice of termination to the caterer, to

be given after the occurrence of any of the events specified in paragraphs (a) through (d) of this clause and with immediate effect in case of (e).

- 7.1.1. if the caterer does not remedy a failure in the performance of their obligations under this contract, within twenty (20) working days after being notified or within any further period as GSFP NS may have subsequently approved in writing or in electronic forms that provide record of the content of communication;
- 7.1.2. in an event when a caterer cannot perform its roles; GSFP NS will pay for the contract unit price for work satisfactorily performed up to the date of termination.
- 7.1.3. if, as the result of force majeure, the caterer is unable to perform a material portion of the services; or
- 7.1.4. if the caterer, in the judgment of GSFP NS has engaged in corrupt, fraudulent, collusive or obstructive practices in competing for or in executing the contract.
- 7.1.5. if the GSFP NS, in its sole discretion, decides to terminate this contract – GSFP NS will pay for the contract unit price for work satisfactorily performed up to the date of termination.
- 7.2. In the event of termination by GSFP NS for default as described in subsection (a) or in the case of subsection (d) GSFP NS will pay the contract unit price only for work satisfactorily performed up to the date of termination. No other payments will be made.
- 7.3. The caterer may terminate this contract, by not less than twenty (20) working days' written notice to GSFP NS.

8. DISPUTE SETTLEMENT

The GSFP NS and caterer shall make every effort to resolve amicably by direct informal negotiation any disagreement or dispute arising between them under or in connection with this contract.

If, after twenty (20) working days from the commencement of such informal negotiation, the GSFP NS and caterer have been unable to resolve amicably a contract dispute, it shall be referred by either party to an adjudicator agreed by the parties. In the event of disagreement the adjudicator shall be appointed in accordance with the Laws and Rules of Ghana.

9. INTEGRITY AND ETHICS

I hereby certify that I, *[insert name of caterer]* the caterer and all my staff whom I represent will uphold the highest ethical standards in doing business with the GSFP NS.

10. NOTICES

Any notice required to be served hereunder on any party shall be duly served if hand delivered to the offices at the addresses below or forwarded by registered post to addresses below and any notice sent by post shall be deemed to have been duly delivered in the normal course of the post to the following addresses:

IN WITNESS WHEREOF THE PARTIES HERETO HAVE HEREUNTO SET THEIR COMMON SEALS AND HANDS ON THE DAY AND YEAR WRITTEN

Name of caterer:	Regional GSFP Coordinator
Address/Tel:	On behalf of the GSFP NS	
	Address/Tel:
Witnessed by		
<i>[Insert name of District Assembly]</i>		
Chairman of the District Implementation Committee		
Address/Tel/:		

9.2. Kenya, Local Purchase Order



Ministry of Education, Science and Technology
Home Grown School Meals Programme

Institution (hereinafter, the Procuring Entity)

Tender Number: Local Purchase Order Number: Date

To [Insert Name and Address of Supplier]

Please deliver the following goods to on

Delivery must be during working hours i.e. Monday to Friday between 8.00 am to 4.00 pm. No food should be delivered at night. Schedule of requirements, technical specification and prices:

Item	Description of Goods	Quantity (Kgs)	Packaging	Rate (KES/Kg)	TOTAL Amount (KES)
a	Cereal (<i>specify name of the cereal</i>)				
b	Pulses (<i>specify name and variety</i>)				
c	Vegetable oil (<i>mention source e.g. corn, palm etc.</i>)				
d	Iodised salt				

- All duties, taxes and other levies payable by the supplier under the contract shall be included in the above total price.
- The rates stated shall be fixed for the delivery period of the goods and shall not be subject to adjustment on any account.

CONDITIONS APPLICABLE TO THIS LOCAL PURCHASE ORDER (LPO)

The execution of all or part of this LPO is subject to the following conditions unless otherwise stated in writing.

1. The Procuring Entity (PE) reserves the right to reject any goods not conforming to these conditions.
2. The supplier must sign this LPO and return to the PE within two business days of receipt. Failure to comply may be taken as non-acceptance and the order is liable to cancellation, without cost to the PE. Alternatively supply may be obtained from other sources and the supplier will be liable to defray any additional costs incurred by the PE for resulting from the supplier's failure to fulfill the contract.
3. All goods covered by this LPO should be of acceptable quality and variety; and should meet all other specifications. Goods delivered will inspected in the presence of both the supplier and the PE to confirm that they meet all the requirements. In the event that the goods delivered are of unacceptable quality from that specified in the LPO, the PE shall not accept the goods. The supplier shall be required to replace the goods, as necessary to meet specified quality, free of cost to the PE.
4. Deliveries must be made within the defined delivery period specified in this LPO unless agreement has been reached and written confirmation given for any alteration. If the delivery of the goods is not effected within this period, this LPO may be cancelled without cost to the PE or alternatively supply may be obtained from other sources and the supplier will be liable to defray any additional cost such action would occur.
5. The PE will verify the quantities of the goods delivered to ensure that it is as per the LPO. Weight for delivered goods will be checked in the presence of the supplier. The PE will only pay for weight (and volume in the case of oil) received and verified.
6. Goods rejected on any grounds will be returned to or collected by the supplier at its own expense.
7. Goods are to be consigned to the address(es) shown on the LPO and the costs are included in the contract price. Any demurrage or similar charges incurred through the supplier's liability will be recovered from the supplier.
8. The prices shown include the satisfactory packaging and packing of the goods to ensure safe transit and must be of robust construction sufficient to withstand rough handling and storage in stores.
9. Corruption discovered at any stage of the procurement process will lead to prosecution of individuals involved. Corrupt suppliers will not be allowed to supply the schools in future.
10. Any amendment to this order will be made in writing by the PE and the communications or enquiries relative to the LPO or subsequent amendment must be addressed to the originator of this LPO.
11. Payment will be made within 30 calendar days in Kenyan Shillings by cheque made out only to the named supplier on completion of satisfactory performance of the LPO. The following documentation must be supplied for payments to be made:
 - An original and two copies of an invoice;
 - Inspection report signed by the PE verifying both the quantity of goods received and the quality of such conforms to the LPO.
12. Upon receipt of payment, the supplier will issue an official receipt (bearing its business name) to the purchaser.
13. The supplier certifies that the goods delivered under this LPO were grown or manufactured in Kenya. Where the produce originated with smallholder farmers then a similar certification must be provided by the supplier and the sources for the product named.

Name of Supplier	Signature.....
Designation	Date
 Name of Head teacher	 Signature.....
School stamp	Date
 Name of School Meals Procurement Committee chairperson	 Signature.....
	Date

NB: This form MUST be displayed on the notice board immediately food is received in school. A copy MUST be filed in the Home Grown School Meals program file.

10. Evaluating Supplier Performance

Supplier Monitoring and Evaluation: Supplier monitoring forms include the criteria on which compliance of supply contracts, for food products in Kenya and Mali and school meals in Ghana, are followed up during the implementation of the school feeding programme. They serve as inputs for evaluating supplier performance. The result can have implications for renewal of contracts or participation in future tenders.

10.1. Supplier Monitoring

10.1.1. Kenya, Monitoring Checklist



Ministry of Education, Science and Technology
Home Grown School Meals Programme

Food procurement process	<p>Look at:</p> <ul style="list-style-type: none"> • Cash receipt at school level • Separate bank for the Home Grown School Meals programme at school level • Community involvement in the tendering process (check the hard covered book for documentation of minutes) • Presence of a tender box • Copies of procurement plans • Copies of tender announcements • Copies of tenders • Copies of tender evaluation and approval • Copies of Local Purchase Orders • Copies of delivery notes and invoices • Copies of cheque payments • Assess the procurement period • Identify any complaints from tenderers • Identify any complaints by school against supplier • Determine smallholder farmer involvement in produce bought
Food Management	<p>Look at:</p> <ul style="list-style-type: none"> • Food Store • Kitchen • Health condition of the cook: valid medical certificate and appropriate uniform • Security of the food • Quality of food in the store, check for signs of infestation, spillage • Ventilation of the store • Pallets • Water supply • General cleanliness in the store and kitchen • Fuel conservation-energy saving stoves • Utensils to facilitate food preparation at school level and racks for drying clean utensils
Records	<p>Look at:</p> <ul style="list-style-type: none"> • Attendance registers • Delivery notes • Records on food available and food used • Retention, dropout repetition records • Home Grown School Meals programme records • Check the non-food items records • Financial records • Certificates of condemned food • Food balances • Correct rations are being used • Recording intervals (should be done daily) • Records should be forwarded on time (Are they up to date?)
Gender issues	<p>Look at:</p> <ul style="list-style-type: none"> • Enrolment records • Performance records • The boy/girl ratio • Staff gender balance • Sanitation facilities

	<ul style="list-style-type: none"> • Role models in terms of teaching and non-teaching staff • Efforts being made to encourage enrolment of both boys and girls to school
Community participation	<p>Look at:</p> <ul style="list-style-type: none"> • Parent participation in Home Grown School Meals programme activities • Attitude of the school committees towards Home Grown School Meals programme • Cost-sharing aspects • Sustainability initiatives • Relationship of school with stakeholders e.g. provincial administration (Chief), NGOs • Community contributions to the school • Provision of water, firewood, utensils and payment of cook's salary by the parents

10.1.2. Ghana, Monitoring and Evaluation Framework for Caterer Performance



Ghana School Feeding Programme
Ministry of Gender, Children and Social Protection

INDICATOR	HOW TO MONITOR	WHO WILL MONITOR	FREQUENCY
Health certificate for all staff	Photocopies of valid health certificate	District Implementation Committee	Monthly
Food quality	Observation ⁷ Using the Ghana School Feeding Programme handy measures Use of sensory evaluation	School Implementation Committee (head teacher)	Every school day
Food quantity	Observation Using the Ghana School Feeding Programme handy measures Use of sensory evaluation	School Implementation Committee (head teacher)	Every school day
Frequency of cooking	Funds retirement forms	School Implementation Committee (head teacher)	Weekly
Responsiveness of caterer to contract obligations and related stakeholder directions	Using the Ghana School Feeding Programme corrective actions form Following the approved menu	Ghana School Feeding Programme Regional Coordinators	Monthly
		District Implementation Committee	Ad hoc
		School Implementation Committee	Every school day
Hygiene	Ghana School Feeding Programme Checklist	Ghana School Feeding Programme Regional Coordinators	Monthly
		District Implementation Committee	Ad hoc
		School Implementation Committee	Every school day
Employing from the community	Number of staff from community	District Implementation Committee	Quarterly
Timeliness of food served	The time of food served and duration of food services as agreed at the school level by School Implementation Committee	School Implementation Committee	Every school day
Local farmer involvement via direct, FBO and traders	Caterer records MOUs between caterers and farmers	District Implementation Committee/Ghana School Feeding Programme Regional Coordinators	Quarterly
Financial compliance of contract	Caterer records	District Implementation Committee/Ghana School Feeding Programme Regional Coordinators	Quarterly

Ghana School Feeding Programme Regional Coordinators, District Implementation Committee and School Implementation Committee will generate reports from their monitoring exercises, which will be compiled into caterers' performance evaluation for the term by the District Implementation Committee.

⁷ Fabrication of the kitchen and the environment should also be considered during the evaluation process

10.1.3. Mali, Monitoring Evaluation of the Performance of the Supplier



National Center for School Canteens

The School Management Committee (CGS) will be able to continue purchases from a supplier if the supplier gets above 80% through the following assessment and if the supplier has always honoured their commitments. All of the indicators for monitoring performance must be measured in accordance with the frequency that foodstuffs are delivered, as agreed with the supplier.

Areas of choice of providers	Criteria for the selection of the supplier for the control of foodstuffs	Scores of appreciation	Assigning scores to suppliers
Origin of foodstuffs	<p>100% of food supplied come from local producers</p> <p>80% of food supplied come from local producers</p> <p>60% of food supplied come from local producers</p>	50	<p>50 Points: equal to 100% of food supplied are bought with the small producers of the area with evidence to support</p> <p>40 Points: equal to 80% of food supplied are bought with the small producers of the area with evidence to support</p> <p>30 Points: 60% of food supplied are bought with the small producers of the area with evidence to support</p> <p>NB: below the 60%, the supplier is disqualified</p>
Conditions of delivery and the quality of the foodstuffs	<p>Respect for the quality of the commodities requested</p> <p>Respect of dates and delivery frequencies proposed</p> <p>Acceptance of places of delivery proposed</p>	30	<p>10 Points: Respect for the quality of the commodities requested</p> <p>0 Point: Non-compliance of the quality of the commodities requested</p> <p>10 Points: Respect of dates and delivery frequencies proposed</p> <p>0 Point: Non-observance of dates and delivery frequencies proposed</p> <p>10 Points: Acceptance of places of delivery proposed</p> <p>0 Point: Non-acceptance of places of delivery proposed</p>
Supplier Price and the average market price	<p>Price more or less equal to the forecast of the CGS based on prices at the local market</p> <p>Prices are 10% to 20% higher than the forecast of the CGS based on prices at the local market</p> <p>Prices are more than 21% higher than the forecast of the CGS based on prices at the local market</p>	20	<p>20 Points: Price more or less equal to the forecast of the CGS based on the price on the local market;</p> <p>10 Points: higher price of 10% to 20% of the forecast of the CGS based on the price on the local market</p> <p>0 Point: higher price of 21% and more of the anticipation of the CGS based on the price on the local market</p>

TOTAL SCORE		100	80 minimum points for the selection of the supplier
------------------------	--	------------	--

10.2. Caterer Performance Appraisal Scorecard

10.2.1. Ghana, Caterer Performance Appraisal Scorecard



Ghana School Feeding Programme
Ministry of Gender, Children and Social Protection

Name of caterer:

Name of school: 'Number of pupils enrolled:

District:

Tick the appropriate indicator score (1 = Poor; 2 = Average; 3 = Good; 4 = Very good) and give reasons for the score. The caterer should be told the reason for the awarded score and advised on how to improve performance.

Indicator	1	2	3	4	Reason(s) for Score
Health certificate for all staff					
Food quality					
Food quantity					
Frequency of cooking in a week					
Responsiveness of caterer to contract obligations and related stakeholder directions					
Hygiene					
Employing from the community					
Timeliness of food served					
Local farmer involvement					
Financial compliance of contract					
Appraisal Score ⁸					

Key actions to be taken by caterer

.....

.....

.....

.....

⁸ Appraisal score is calculated as sum of individual scores per indicator divided by number of indicators.

11. Evaluating Procuring Entity Performance

Award Scheme: The awards scheme is to recognise actors working towards strong partnerships with smallholder farmers for them to derive increased and stable income through effective participation in Home Grown School Feeding (HGSF). The aim of the award scheme is to establish role models and incentivize others to improve their performance in this respect. The steps used to organize an award scheme include: the selection of the award committee, call for nominations, selection of winners and the delivery of the awards.

Social Audit: The Social Audit is a social accountability methodology to monitor the performance of state-funded school feeding programmes. The service providers are given the opportunity to account to the beneficiaries of their services. The social audit is applicable at the post-contracting phase of the procurement process. The process follows a 4 step approach: preparation, information gathering, social audit event and monitoring of the action plan. In Mali, the social audit is known as Public Restitution.

11.1. Award Scheme Methodology

1. Selection of the award committee

The award committee must be a guarantee of independence and transparency. It should also be recognized by (national) authority entities to give value to the award. In Ghana, the committee members are representatives of the National Secretariat of the Ghana School Feeding Programme, the Ministry of Gender, Children and Social Protection, and the Ministry of Agriculture. SNV and other development partners participated in the first version of the awards. In Kenya the committee consisted of education officers.

The award committee must be in place at least 6 months before the awarding ceremony, as the next steps take time, especially if covering the whole nation.

2. Call for nominations

The committee starts by the defining the criteria for selecting award winners. In Ghana, awards were available for the Best District, Best Caterer, Best Farmer Based Organization/Grain Bank and Best Financial Institution. In Kenya, it was for the Best School, and in Mali for the Best Canteen. All selection was based on concrete sales from producer organizations and smallholder farmers that they succeeded to realize or facilitate.

In the next table the criteria of Ghana give a good scope of possible selection topics.

Award Category	Criteria	Weight
Best District	Early payment of caterers ⁹	14
	The total value and volume/quantity (number of maxi bags) traded	10
	Number of farmers supplying to school caterers	10
	Number of caterers supported by the district to access loans	10
	Total budget spent for supporting development of school feeding in the district	10
	District has developed a menu chart? ¹⁰	10
	Number of caterers purchasing food commodities from farmers	9
	Frequency of loans provided from financial institutions to school caterers in an academic year	9
	Number of District Implementation Committee and/or School Implementation Committee meetings held in academic year ¹¹	7
	Number of District Implementation Committee school visits ¹²	7
	Number of communities within district that support school feeding with tangible contributions	3
	Number of social audits organized for stakeholders on the school feeding programme	2
Best Caterer	Conformity to menu chart	30
	Total volume/quantity (number of maxi bags) purchased from smallholder farmers/FBOs/grain banks	10
	Total value purchased from smallholder farmers/FBOs/grain banks	10
	Number of individual smallholder farmers purchased from ¹³	10
	Number of FBOs/Grain banks purchased from ¹⁴	10
	Personal and environmental hygiene	10
	Use of Ghana School Feeding Programme handy measures (correct measurement of ingredients) in preparing school meals ¹⁵	10

⁹ Day 1 to 5 attracts 14 full marks; day 6 to 10 attracts 7 marks; beyond 10 days attracts 4 marks. NB: An average will be applicable based on the number of times disbursement was done

¹⁰ Provide menu chart for verification

¹¹ Number of minutes of the meetings should be provided as the means of verification

¹² Number of reports on the visits should be provided as the means of verification

¹³ Caterer dealing with 1 to 9 SHFs are assigned 1-9 marks; for 10 or above SHFs, a full mark of 10 is assigned. NB: Verification by list of SHFs and FBOs

¹⁴ Caterer dealing with 1 to 9 FBOs/GBs are assigned 1-9 marks; for 10 or above FBOs, a full mark of 10 is assigned

¹⁵ Explanation required! A simple YES attracts 1 mark only

	Quantity (number of bowls) used a day to prepare rice for your pupils	10
Best Farmer Based Organization	Number of school feeding caterers whom FBO has sold to	40
	Total volume and value of food produce sold to caterers	40
	Good Agricultural Practice	20
	Value of loan provided to school feeding caterers	20
Best Financial Institution	Terms and conditions of payment for caterer: interest rate, duration, collateral, commitment fee	20
	Number of school caterers to whom the institution provided loans	20
	The number of times loans were provided to school caterers	20
	Tracking use of funds for smallholder farmer purchases	20

Then they publicize the call for nominees nationwide, including the media and direct communication to national and local stakeholders of the school feeding programme. The call for nomination will specify the duration for and mode of application.

3. Selection of the winner

The evaluation of the nominations involves assigning scores and weights to each criterion and summing these scores for each category to arrive at the selection of awardees. Thus the selection of award recipients is based on merit as evidenced by the maximum scores and corresponding ranks given to the entries assessed. The assessment must be done as objectively as possible and committee members should be able to explain their scores. Good monitoring and data collection around effective inclusion of smallholder farmers in the supply chain by the school feeding programmes will be key factor for maximum objectivity.

4. Delivery of the awards

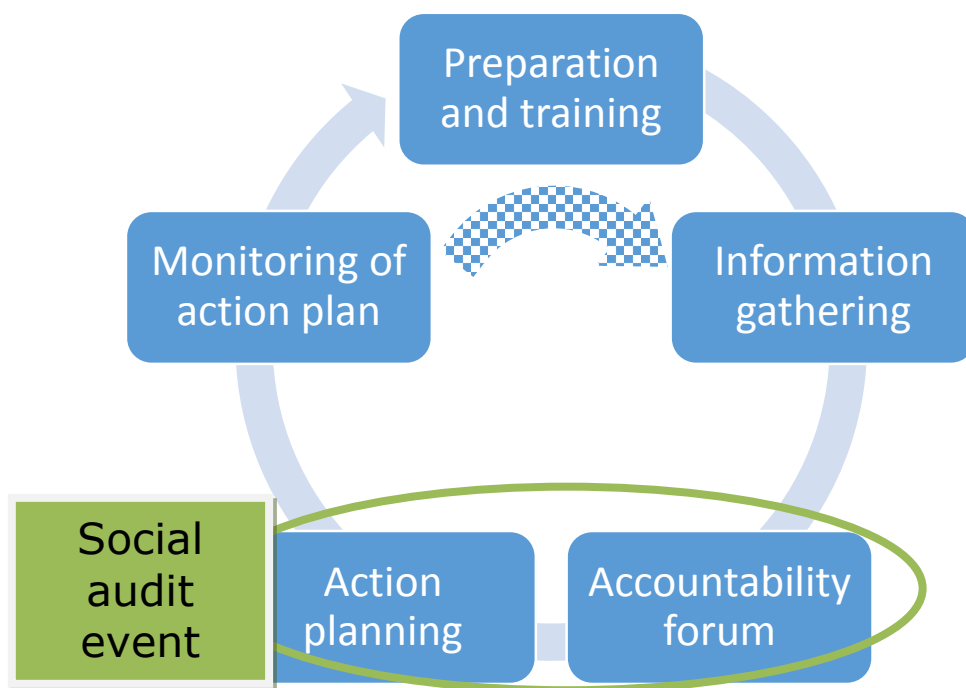
For maximum impact, the delivery of awards should be done at a nationally recognized event with maximum exposure. In Ghana and Mali, the yearly National Learning Event organized by the PG-HGSF project in collaboration with the school feeding programmes was the platform. For Ghana, an alternative was identified in the national Farm Day, for when the absence of the project might lead to discontinuation of the national Learning Event. In Kenya, the County Education Day was the occasion for the delivery.

In general, more valued prizes mean higher incentive for improving performance, but they also have their costs. Looking for sponsorship should be considered, especially as it can be interesting promotion for the sponsors as well. In Ghana most prizes were plaques, for the Best Farmer Organization also a crop-bag sewing machine and for the Best Caterer a deepfreezer. In Mali, the Best School Canteen received construction materials at a value of 400 USD to improve infrastructure, and there was a second prize of half this amount and 2 prizes third place prizes of 100 USD each. In Kenya, the prize was a trophy.

The presentation of the awards is an opportunity for sharing, learning and networking. Best practices should be documented and presented.

11.2. Social Audit Methodology

A general cycle for the social audit is reflected in below ideal figure.



1. Preparation and training

The preparation covers the forming of the steering committee till the design of the audit. It may include training, especially if it is held at the school level and with representatives without experience in these kind of methodologies. The training can be combined with instruction about the monitoring of the school feeding programme.

In Ghana, for the district level social audit it started with the sensitization about the rights and responsibilities of individuals and bodies associated with the school feeding programme directed to the district and community public and private actors. Together with the District Implementation Committee, the main responsible body for implementation, the information gathering and multi-stakeholder event are planned, including who should participate in the different stages.

In Mali, at the school level, the School Management Committee, education officers and women leaders were trained on the social audit methodology.

2. Information gathering

The information gathering can be twofold: primarily, data of all implementing aspects of the school feeding must be collected, such as budget and implemented funds, coverage, number of students fed, the delivery/quality control/storage of food, and data about sources and value of products, especially information regarding the inclusion of smallholder farmers. These data can be combined with more general data on education, such as enrolment and dropout rates, attendance, graduation rates, gender balance, student health and nutrition, and community engagement.

In Ghana, where the school feeding programme is implemented at the district level, this data collection is the responsibility of the education officer; in Kenya, where procurement occurs at the school level, the responsibility lies with the head teacher. In Ghana and Kenya, the data were organized in an Input Tracking Matrix or Community Accounting Form (see section 11.2.1). Possible criteria to assess the performance are: rate, quantity and quality of the meals, quality and delivery of food products, hygiene, and canteen infrastructure.

Secondly, data can be collected about the scores of the perception of the service delivery by the users, in this case the pupils, parents and teachers, and by the providers of the services: school committees, programme

officers, and caterers in the caterer model and food suppliers, POs and traders, in the school model. The providers can do a self-assessment, with the help of an external facilitator. At the school level, in all three countries a community scorecard was used (see section 11.2.2). In Mali, it contained five pre-established topics: nutrition, hygiene, sanitation, smallholder involvement and community engagement, which had to be rated on a four-point scale from 'very weak' to 'good'. In Ghana, the participants are encouraged to consider three 'standard' issues (willingness of FBOs to sell to Ghana School Feeding Programme and the extent to which they are able to sell to Ghana School Feeding Programme, level of community contribution/support to school feeding (construction of kitchens, provision of water, provision of firewood, etc.), and regularity and timeliness of food served to pupils in school) and to add and prioritise a small number of locally determined issues to advance for wider consideration at the District Interface meeting. In Kenya, the topics are largely standardised and focus on three areas: finance and management, procurement, and food storage and preparation.

3. Social audit event

The social audit event is the public occasion where the information, based on the data collection and perception scores, is presented and discussed among the stakeholders. Besides the ones that have generated information, also farmer and education related civil society organizations are invited, as well as public officers of agriculture or other relevant departments. All the information is presented for discussion, the PG-HGSF project trained education officers and School Management Committee members on it. The main outcome of the event is an action plan where the same stakeholders commit themselves to efforts to solve weaknesses and implement improvements. The action plan needs to contain responsibilities and targets, so it can be monitored and evaluated in the future.

4. Implementation and monitoring of the action plan

All entities and individuals assigned as responsible for any action following the social audit event are in charge of the specific implementation, this can be a broad scope of actors, depending on the issues raised in the social audit. Monitoring the action plan is the responsibility of representatives of different groups, such as the local government, school feeding officers, teachers and parents, and can be combined with the monitoring activities of the school feeding. The monitoring gathers data and information for the next social audit cycle (as indicated by the dotted arrow in the diagram above).

11.2.1. Kenya, Community Accounting Form



Ministry of Education, Science and Technology
Home Grown School Meals Programme

The community accounting form is used to inform the community about the school feeding service supply to the school.

Term Year (to be prepared by the accounting officer)

Fund utilization during the term

Fund utilization	Amount
Cash carried forward from previous term	
Cash received during the term	
Date 1	
Date 2	
Total cash received during the term	
Total purchases	
Balance at the end of the term	

Food procured this term and balances from last term

Date food delivered	Food commodity	Quantity carried over from last term (Kg)	Quantity ordered (Kg)	Quantity Received (Kg)	Unit Cost (Kg)	Total cost (KES)	Name of supplier
	Total cost of all purchases						

Names and prices submitted of other traders and farmer organizations that participated in the tendering process even though they were not awarded:

- 1.
- 2.
- 3.

Name of Head teacher Signature Date:

School stamp

Name of School Meals Procurement Committee chairperson
..... Signature Date

Name of board of management chairperson
..... Signature Date

NB: This form MUST be displayed on the notice board immediately food is received in school. A copy MUST be filed in the Home Grown School Meals Programme file.

11.2.2. Ghana, Ghana, Community Scorecard



Ghana School Feeding Programme
Ministry of Gender, Children and Social Protection

The community scorecard guides the community in assessing the delivery of the school feeding service.

COMMUNITY SCORECARD

This tool is to be used during community engagement phase of the social audit process to collect and evaluate community members' assessment of performance of service providers (District Implementation Committee and caterers).

Explanation of the score: 1 = very poor, 2 = poor, 3 = fair, 4 = good, 5 = very good

Name of community: District:

Total number of community members participating in social audit:

Performance Indicators	Frequency of score					Total score	Average score	Remarks
	1	2	3	4	5			
Quality of food								
Quantity of food								
School Implmenetation Committee functionality								
Timeliness of food served								
Linkage between farmer and caterers								
Hygiene								
Community's support								

.....
Facilitator

.....
School Implementation Committee (chairman)