

INYANDIKO
Y'IMICUNGIRE UMUNSI
KU WUNDI Y'IRERERO
RYA G.S. ST PAUL MUKO

G.S. ST PAUL MUKO
PROCEDURE MANUAL

INYANDIKO Y'IMICUNGIRE UMUNSI KU WUNDI Y'IRERERO RYA GROUPE SCOLAIRE S^T PAUL MUKO

I. INTANGIRIRO

Igendeye ku mibare mito y'abana bari mu Marerero mu mpera za 2010 (bari 12,9% by'abana bafite mu myaka 3-6, intego yari ko 15% by'abana bafite imyaka 3-6 bagombaga kuba bari mu Marerero muri 2012)¹;

Ibonye inyungu zo gutangira kwiga kare mu kongera amahirwe yo kwiga ku myaka mito no kumva ibyigwa bizaza ku myaka ikuze y'uburezi;

Irebye ko n'ubwo Amarerero yari make mu gihugu, umubare munini wayo wari mu mijyi kandi ari ayigenga, bivuga ko yishyuzwa; ibi bigasigaza inyuma igice kinini cy'abana b'imiryango iba mu cyaro, cyane iy'imiryango ifite ubushobozi buke;

Leta y'u Rwanda yashyizeho, mu mpera za Nzeri 2011, gahunda yihariye yo guteza imbere uburezi bw'incuke ((The Rwandan Early Childhood Development (ECD) Policy) igambiriye ko nibura 30% by'abana bafite imyaka 3-6 baba bari mu Marerero muri 2017².

¹ Ministry of Education, Education Sector Strategic Plan, 2013/2014-2017/18, (26 October 2013).

² Binavugwa ko iyi gahunda yari igambiriye kubuza ihohotera ry'abakozi ku bana bato barera, ababyeyi b'aba bana bagiye mu yindi mirimo.

GROUPE SCOLAIRE S^T PAUL MUKO PROCEDURE MANUAL

I. INTRODUCTION

Considering that only 12.9% of children aged between 3-6 were enrolled in nursery in 2010, which is well short of the 15% target set for the year 2012³;

Having considered the well-known benefits of starting education at an early age;

After carefully ascertaining the fact that nursery numbers are critically low and that most nurseries are fee charging cosmopolitan private institutions which disadvantages the biggest proportion of intended beneficiaries who are in poor bastions of rural areas;

In September 2011 the government of Rwanda launched a program dedicated to nursery education known as The Rwandan Early Childhood Development (ECD) Policy. The aim of ECD is to enrol at least 30% of the 3-6 year olds in nurseries by 2017⁴.

³ Ministry of Education, Education Sector Strategic Plan, 2013/2014-2017/18, (26 October 2013).

⁴ It is widely believe that this program aimed also at combating child abuses at the hands of paid maids/minders when parents are away from home (work).

Ni muri uru rwego Irerero rya G.S. St Paul MUKO ryavutse mu mwaka wa 2010 rishyizweho n'ababyeyi bashatse kubonera abana bato bo mu Kibaya cya Bugarama (abahatuye bazwiho kugira umubare munini w'abana) aho bakwiga. Abana batangiraga saa mbiri bagataha saa tanu, bigishwa n'umwarimu umwe uhembwa n'ababyeyi.

Imibare y'abana bagannye Irerero rya Muko , n'ubwo ari muto ugereranyije n'abana bo mu Kibaya cya Bugarama, werekana ko ryaje rikenewe nk'uko byerekanwa n'imbonerahamwe ikurikira:

IMBONERAHAMWE N° 1: UMUBARE W'ABANA BAGANNYE IRERERO RYA MUKO GUHERA MURI 2011

UMWAKA	UMUBARE W'ABANA BIGA	ICYITONDERWA
2011	25	
2012	28	
2013	32	
2014	56	
2015	36	Mu mpera y'igihembwe cya kabiri

Kuva rijyaho kugera umwaka w'amashuri 2012 urangiribonerahamwe a, ababyeyi bapfunyikiraga abana icyo babaga bafite, abatagifite bakabohereza gutyo. Ibi byateraga abana kurwanira impamba mu gihe cyo kuruhuka.

It is in this context that G.S. St Paul MUKO nursery started in 2010 at the initiative of Bugarama parents. Children started at 8am and went home at 11am and were taught by 1 teacher who was paid by parents (RWF 45,000/month).

Although the number of children who went to this nursery was much lower than the total eligible target, there was enough evidence to prove nursery was needed in the area. The table below shows the number of enrolled children between 2011 and 2015.

Table 1: NUMBER OF CHILDREN ATTENDING MUKO NURSERY FROM 2011

Year	Number of enrolled children	Observations
2011	25	
2012	28	
2013	32	
2014	56	
2015	36	At the end of 2nd term

From its beginning to up until the end of 2012, parents packed meals/drinks for their own children and children who had nothing were thus bound to watch on. Understandably, this resulted in break time fights, with children lacking food/drinks wanting a claim on someone else's packed lunch.

Mu mwaka wa 2013, Irerero ryabonye umuterankunga wo mu Bwongereza, Hands Around the World. Umuterankunga yaje agambiriye gufasha imiryango ikennye ifite abana benshi kandi b'indahekana kugaburira nibura ucutse mu gitondo na saa sita ari mu irerero, gutuma ababyeyi babona umwanya wo kwita ku kibatunga abana bato bafite bari ku ishuri, guha abana amahirwe yo gutangira kwiga kare no kutazakererwa gutangira amashuri abanza.

Umuterankunga yafashije Irerero gushyira imbaraga muri gahunda yo kugaburira abana ku ishuri, kwishyurira amafaranga y'ishuri n'ifunguro abana 20 baturuka mu miryango ikennye (4 bava Ryankana, 6 Pera na Nyange 10) no kubona ubushobozi bwo guhamba umwarimu wa kabiri (uwa mbere ahembwa n'ababyeyi), umukozi ukora isuku mu mashuri y'abana n'ubategurira ifunguro.

Kubera gahunda y'amafunguro yari ishyizwemo imbaraga n'umuterankunga kandi ECD yari yatanze matelas ku Irerero, abana batangiye kujya baruhukira ku ishuri bagataha umugoroba.

Ukutabaho kw'inyandiko y'imicungire y'Irerero; ibura ry'imikoranire hagati y'ubuyobozi bw'ishuri Irerero ribarizwamo n'izindi nzego z'Irerero, abafatanyabikorwa baryo kimwe n'umuterankunga; ibura ry'umucyo mu gukoresha imfashanyo Irerero ryabonye; akajagari n'ibihuha byabikurikiye byatumye umuterankunga ahagarika inkunga ye mu ntangiriro y'umwaka w'amashuri wa 2015.

In 2013, the nursery got a philanthropist from United Kingdom called Hands Around the World (HATW). Their aim was to help poorest families with large children numbers by providing a meal for the nursery age child in the morning and lunch time. The anticipated benefit was helping parents to go out to work in fields, enabling poorest children to start education early and begin primary school at the correct age.

To this end, the Philanthropist encouraged the nursery to provide breakfast and lunch to all children with her pledging to pay tuition fees and meals for 20 poorest children (4 from Ryankana, 6 from Pera and 10 from Nyange), the wages for a second teacher (the first teacher's wage remaining the parents' responsibility) and to fund a nursery cleaner and nursery chef.

As ECD had provided mattresses to the nursery, once the feeding idea from the philanthropist emerged, children then started using mattresses to have a lunchtime nap and going home in evening rather than at 11am.

The lack of written management structure, absence of working framework between the primary school leadership, nursery management committee and local educational authorities as well as the lack of clarity of the roles/responsibilities to each other and to the philanthropist and vice versa, inevitably led to confusion. Understandably, this forced HATW to withhold funds in the beginning of 2015 school year.

Niyo mpamvu y'iyi nyandiko none. Iyi nyandiko ije gushyiraho imicungire inyuze mu mucyo, izaturuka mu bitekerezo byubaka by'abenshi mu bafatanyabikorwa b'Irerero mu buryo butaziguye kugira ngo ibibazo by'imicungire mibi by'ejo hashize bitazongera kuribamo.

II. IKIGAMIJWE N'IYI NYANDIKO

Iyi nyandiko y'imicungire y'Irerero rya G.S. S^t Paul MUKO igamije gushyiraho inzira ikoreshwa umunsi ku wundi mu micungire yaryo, ni ukuvuga inzira inyurwamo mu gufata ibyemezo, kwemeza no gutanga uburenganzira bwo gukora ibikorwa mu izina ry'Irerero, inzego n'ububasha bwazo n'impapuro ziyongera kuzikoreshwa n'abarishinze.

Inyandiko izafasha kugira imikorere idahindagurika uko abayobozi bahindutse, kwibona mu micungire y'Irerero kw'abakorana n'ubuyobozi bwaryo, gukemura ku buryo bumwe ibibazo bisa, kwiga no kumenyera byoroshye imicungire y'Irerero ku bashya, kwirinda icyuho no guhuzagurika igihe uwayoboraga utabonetse cyangwa adahari, kugira imibare ngenderwaho, kwisuzuma igihe cyose, kugirira icyizere amakuru atanzwe n'inzego z'Irerero no kugira abafite inyungu zitandukanye mu Irerero .

Hence the need for, and urgency of, this document today. The aim of this document is to put in place transparent, accountable and verifiable management structure, with all stakeholders contributing to its drafting such that yesterday's problems become nothing but history.

II. AIMS AND OBJECTIVES OF THIS DOCUMENT

The overall aim is to provide a concise written day to day management structure of G.S. S^t Paul MUKO nursery. In practical terms, the aim is to clarify the decision making process, determine who and how to act in the name of the nursery as well as roles and responsibilities of key stakeholders. Pieces of evidence/paperwork to be used by key players are also included herein.

With this document, the hope is that it ensures there is continuity and stability in the face of potential changes of head teachers and other school/nursery personnel; enables other stakeholders to have a say in the running of the nursery and lays down a formal process through which problems can be solved without resorting to interpersonal conflicts; and finally, helps any new personnel to know how the nursery operates. Above all, this document will be the standards for audits seeking to compare what's supposed to take place and what actually happens in the nursery. It's such regular audits by local educational authorities and competent stakeholders that will over time strengthen this document and tighten its possible loopholes and weaknesses.

III. IBIREBWA N'IBITAREBWA N'IYI NYANDIKO

Iyi nyandiko ntireba ibigengwa n'amategeko, amategeko-teka cyangwa y'aba Minisitiri ku Marerero n'uburezi muri rusange. Ibyo ni ibirebana byose n'ibikorwa-remezo by'Irерero: amashuri yigirwamo, uruzitiro rw'Irерero, ubwihereho, igikoni gitegurirwamo amafunguro, ivomo ry'amazi, aharuhukira abana baryanye, ibibuga by'imikino n'ibindi bikinisho, ibikoresho byo mu ishuri, isuku y'Irерero, ibitabo mfashanyigisho, ibidukikije by'Irерero, abarezi, etc.

Ibirebwa n'iyi nyandiko ni inzego z'imicungire y'Irерero n'isuzumamikorere, itoranywa ry'abana batazaba bishyura amafaranga y'ishuri, igaburirwa ry'abana biga mu Irерero, imicungire y'amafaranga y'Irерero, ibarwa ry'imfashanyo ikenewe n'ukwibeshaho kw'Irерero imfashanyo nihagarara nyuma y'imyaka itatu.

Iyi nyandiko ita agaciro igihe icyo ivugaho cyasohoweho itegeko, amategeko-teka cyangwa y'aba Minisitiri bikigenga.

IV. INZIRA Y'IMICUNGIRE Y'IRERERO

IV.1. INZEGO Z'IMICUNGIRE Z'IRERERO

Twifashishije Itegeko N° 23/2012 ryo ku wa 15/06/2012 rigena imitunganyirize n'imikorere by'amashuri y'incuke, abanza n'ayisumbuye, inzego z'ubuyobozi bw'Irерero rya G.S. St Paul MUKO ni: Inteko Rusange y'Irерero n'Ubuyobozi bwite bw'Irерero.

III. REMIT OF THIS DOCUMENT

This document is not competent to advise on nursery educational legislation, government's decrees about nursery or indeed education in general. In practical terms, exclusions include issues such as classroom requirements, fence, toilets, kitchen, water, dormitory, teaching aids, cleanliness, stimulating environment, teachers recruitment or competencies, curriculum etc.

On the contrary, this document only advises the management structure for the nursery, the selection process for the children who are supported by philanthropists, feeding program, money management, how to calculate the aid part of the budget, and how to make the nursery sustainable (aid free) in 3 years time.

Should the government adopt a law or decree governing any or part of what's in the remit of this document, the government's provision automatically replaces it. Therefore users must remain alerted to new laws and decrees in area of education generally and nursery education in particular.

IV. MANAGEMENT OF THE NURSERY

IV.1. NURSERY GOVERNANCE

Based on Registration N° 23/2012 dated 15/06/2012 which deals with the governance of nursery, primary and secondary schools, G.S. St Paul MUKO nursery is governed by the nursery General Assembly (GA) and General Assembly Executive Committee (GAEC).

IV.1.1. INTEKO RUSANGE Y'IRERERO

Inteko Rusange y'Irerero igizwe n'aba bakurikira:

- a. ababyeyi barerera mu Irerero, bitoramo Perezida na Visi Perezida
- b. umuyobozi w'ishuri ari na we mwanditsi udatorwa kandi udatora
- c. abarimu b'Ishuri/Irerero
- d. abagize ubuyobozi bwite bw'Ishuri/Irerero
- e. Nyirishuri
- f. undi muntu wese wemejwe n'Inteko Rusange y'Ishuri/Irerero.
- g. Ushinzwe uburezi mu Murenge

Inteko Rusange y'Ishuri nirwo rwego rw'ikirenga rwaryo mu birebana n'imyigire, imyigishirize n'imibereho myiza. Ikurikirana imikorere rusange y'ishuri kandi igaharanira icyatuma ritera imbere.

Inshingano z'Inteko Rusange y'Ishuri/Irerero ni izi zikurikira:

- a. gushyiraho icyerekezo cyihariye cy'Ishuri hakurikijwe intego yaryo
- b. gutanga ibitekerezo n'ibyifuzo ku birebana n'iterambere rusange ry'ishuri
- c. gushyiraho no gukuraho abagize Komite y'Inteko Rusange y'Irerero
- d. gushyiraho no gukuraho abagize Komite ngenzuzi
- e. gushyikiriza ubuyobozi bw'Umurenge raporo z'inama, Umunyamabanga nshingwabikorwa w'Akagari Irerero ririmo akagenerwa kopi
- f. kwemeza amategako ngengamikorere y'ishuri/Irerero
- g. kwemeza ingengo y'imari y'umwaka y'Irerero
- h. kwemeza umusanzu w'ababyeyi mu gihe bibaye ngombwa

IV.1.1. GENERAL ASSEMBLY

The GA is made of the following:

- a. A president elected by and from all parents who have children at the nursery and are part of GA
- b. The school's head teachers/mistress who is unelected and acts as secretary
- c. All nursery teachers
- d. The school's management committee
- e. School's owner
- f. Any other third party approved by the GA
- g. Sector Educational Officer (SEO).

The GA is the highest instance that determines education, teaching, and wellbeing of the nursery children, supervises all the functioning of the nursery and is responsible for nursery development.

The GA roles and responsibilities are:

- a. Provide the nursery's vision
- b. Provide ideas and suggestions for the development and expansion of nursery
- c. Approves and removes members of the nursery's GAEC members
- d. Approves and removes the nursery inspectors/auditors
- e. Submit the GA meeting report to administrative Sector with copy to Akagari leader
- f. Approves the management arrangements of the nursery
- g. Approves the nursery annual budget
- h. Approves parents' contributions

Mu mikorere yayo, Inteko Rusange yifashisha Komite y'Inteko Rusange y'Irerero kugira ngo ishobore gushyira mu bikorwa ibyemezo byayo. Yifashisha kandi Komite ngenzuzi kugira ngo ishobore kugenzura imikorere y'Irerero n'iya Komite y'Inteko Rusange.

IV.1.1.1 KOMITE Y'INTEKO RUSANGE Y'IRERERO

Igizwe n' aba bakurikira:

- a. ababyeyi bane (4) barimo Perezida na Visi-Perezida b'Inteko Rusange
- b. nyirishuri
- c. umuyobozi w'Ishuri/Irerero ari na we mwanditsi ntatora kandi ntatorwa
- d. abarimu babiri (2) bahagarariye bagenzi babo.

Komite y'Inteko Rusange y'Ishuri ifite inshingano zikurikira:

- a. gutumira no kuyobora Inteko Rusange
- b. gukurikirana ishyirwa mu bikorwa ry'ibyemezo by'inama y'Inteko Rusange
- c. gukurikirana iyubahirizwa ry'amategeko, amateka n'amabwiriza agenga ishuri/Irerero
- d. kugira uruhare mu micungire y'umutungo w'Ishuri/Irerero
- e. kwiga kuri gahunda y'ibikorwa by'ishuri
- f. gukurikirana imyifatire n'imyitwarire y'abayobozi, abarimu n'abanyeshuri
- g. gusuzuma ibibazo bikomeye by'Irerero no kugaragaza uburyo bikwiye gukemurwa
- h. gukora akandi kazi kose ihawe n'Inteko Rusange y'Ishuri
- i. gutanga raporo ku Nteko Rusange

The GAEC applies and execute GA assembly rulings. The GA uses the Inspection/Audit committee to keep an eye on the work done by GAEC.

IV.1.1.1 GENERAL ASSEMBLY EXECUTIVE COMMITTEE (GAEC)

The GAEC is made of the following:

- a. Four (n=4) parents who include the GA president and vice president
- b. School's owner (Catholic Mashyuza Parish)
- c. School's head teacher/mistress who is also acts as secretary of GAEC
- d. Two (n=2) nursery teachers who represent other teachers.

The GAEC's mandate is to:

- a. Call and lead the General Assembly meeting
- b. Follow up and ensure execution of the general assembly rulings
- c. Follow up and ensure agreed school management arrangements are respected
- d. Ensures the nursery's assets and funds are well managed
- e. Plan nursery activities
- f. Ensures nursery management, teachers and pupils respect norms and rules.
- g. Examines and suggests solutions to challenges faced by the nursery
- h. Carry out any other tasks given to it by the GA
- i. Report its activities to the GA.

IV.1.1.2 KOMITE NGENZUZI Y'IRERERO

Komite Ngenzuzi y'Irerero igizwe n'aba bakurikira:

- a. Perezida na Visi-Perezida batorwa mu babyeyi batari muri Komite y'Inteko Rusange y'Ishuri
- b. umwarimu utorwa na bagenzi be, ari na we mwanditsi
- c. ushinzwe Uburezi mu Murenge
- d. Umunyamabanga Nshingwabikorwa w'Akagari ishuri ryubatsemo
- e. nyirishuri ku mashuri yigenga no ku mashuri ahuriweho na Leta n'abikorera ku bw'amasezerano.

Komite Ngenzuzi ifite inshingano zikurikira:

- a. kugenzura ibyerekeye iyinjira, ikoreshwa n'isohoka ry'imari n'ibikoresho by'ishuri
- b. gukurikirana uko umutungo utimukanwa w'ishuri ucungwa no kubitangaho inama
- c. gutanga inama ku buryo umutungo w'ishuri wakongerwa
- d. gutanga raporo y'igenzura ku Nteko Rusange
- e. gukurikirana imikorere ya Komite y'Inteko Rusange y'Ishuri.

A. ITERANA RY'INTEKO RUSANGE Y'IRERERO

Inama rusange isanzwe iterana rimwe mu gihembwe. Itumizwa na perezida wa Komite y'inteko rusange cyangwa umusimbura we (iyo perezida adahari kandi yabimuhereye uburenganzira bwanditse) nibura iminsi irindwi mbere y'uko iba. Urwandiko ruyitumira cyangwa ubundi buryo butuma inama imenyekana bihagajije rwohererezwa buri mubyeyi urerera mu Irerero rugaragaza ibiri ku murongo w'ibygwa, itariki, isaha n'ahantu.

IV.1.1.2 INSPECTION OR AUDIT COMMITTEE

The inspection or audit committee for the nursery is made of the following members:

- a. The president and vice president who must not be part of the GAEC
- b. A teacher elected by his/her colleagues and serves as secretary
- c. SEO
- d. Akagari leader
- e. School's owner (Muganza priest)

The inspection or audit committee has the following duties:

- a. Inspects income, expenses and material of the nursery
- b. Inspects how fixed assets of the nursery are managed and makes suggestions thereof
- c. Advises how the nursery income sources can be optimized
- d. Submits its inspection reports to the GA
- e. Follows up closely the workings of the GAEC

A. CALLING GENERAL ASSEMBLY MEETING

The GA meets once each term. It's called by the GAEC president or his/her depute (only if the president is not available and only when the president has given written authorization) at least 7 days in advance. A letter or other communication ways used to call this meeting should be sent to each parent who has a child at the nursery and must clearly include the agenda, date, time and venue.

Inama rusange ishobora kandi guterana igihe cyose bibaye ngombwa ku buryo budasanzwe hagamijwe kurengera inyungu z'irerero. Iyo idasanzwe, itumirwa nibura iminsi ibiri mbere.

Inama y'Inteko rusange ishobora gutumizwa na Perezida wa Komite Ngenzuzi w'irerero iyo Perezida wa Komite y'inteko rusange cyangwa umusimbura we barengeje igihembwe batayitumiye. Perezida wa Komite Ngenzuzi abanza ariko kubaza Perezida wa Komite y'inteko rusange impamvu inama itatumiwe n'ingamba abifiteho. Perezida wa Komite Ngenzuzi atumira inama y'inteko rusange yagishije inama Komite ye ikabimwemerera.

Komite y'nteko Rusange na Komite Ngenzuzi biterana rimwe mu kwezi n'igihe cyose bibaye ngombwa. Zihamagarwa na ba Perezida bazo iminsi ibiri mbere y'inama. Inama zazo zikorera inyandiko-mvugo zigashyingurwa neza. Abari mu nzego zituruka mu nama y'inteko rusange bategetswe kugira ibanga ry'amakuru y'irerero bamenya.

B. GUTORWA MU NZEGO ZITURUKA MU NAMA RUSANGE

Abifuzaga kwiyamamaza ku mwanya runaka w'inzego zituruka ku nteko rusange babikorera mu nama iberamo itorwa ry'inzego umunsi w'inama. Abakandida bashobora kwiyamamaza cyangwa kwamamazwa n'abandi. Uburyo bukoreshwa mu matora ni ukwandika ku mpapuro izina ry'uwo utoye n'umwanya umutoreyeho cyangwa kuzamura intoki hamaze kuvugwa izina ry'umukandida n'umwanya yiyamamazaho.

The general assembly meeting could also be called any other time if exceptional circumstances so dictate. In this case, the meeting should be called at least 2 days in advance.

In the event both the president and deputy of the GAEC haven't called a GA meeting by the end of the term, the president of the Inspection/Audit committee can call the general assembly meeting. In this case, the president of the Inspection/Audit committee must first speak to the GAEC president to ascertain why and must get approval from the Inspection/Audit committee.

The GAEC and Inspection/Audit Committee meets once a month and any other time this is deemed necessary. Their respective meetings are called by their respective presidents at least 2 days in advance. The meetings must be minuted and filed appropriately. Those seating in the general assembly committees must respect confidentiality of the nursery matters.

B. ELECTION PROCESS FOR THE GENERAL ASSEMBLY COMMITTEES

People who wish to be considered for positions in any of the committees express interest on the day of the meeting/voting. Candidates could put themselves forward or could be nominated by others. The election process could either be writing down the name of the chosen candidate against the position campaigning for or by the show of hands.

Uretse abavugwa kuri c., d. na e. yo mu mutwe wa **IV.1.1.2** badatorwa, abari mu nzego zituruka ku nteko rusange batorerwa manda y'imyaka itatu ishobora kuvugururwa inshuro imwe gusa.

C. IFATWA RY'IBYEMEZO

Ibyemezo by'inzeho zituruka ku Nteko Rusange bifatirwa mu itora ryanditse cyangwa bazamuye intoki ku bwiganze bw'amajwi y'abaje mu nama.

IV.1.2. UBUYOBOZI BWITE BW'IRERERO

Ubuyobozi bwite bw'ishuri bugizwe n'aba bakurikira:

- a. Umuyobozi w'ishuri
- b. abandi bayobozi banyuranye bitewe n'icyiciro ishuri ririmo hamwe n'umubare w'abanyeshuri.

Inshingano z'abagize ubuyobozi bwite bw'ishuri zigenwa n'iteka rya Minisitiri ufite Uburezi mu nshingano ze. Ubuyobozi bw'irerero bwunganirwa **n'Inama y'abarimu**. Bukurikiranwa kandi n'Inama y'Uburezi y'Umurenge.

Inama y'Abarimu igizwe n'abarimu bose bigisha ku ishuri. Amategeko ngengamikorere y'ishuri agena uko inama ziterana n'uko abarimu bitoramo ababahagarariye.

Inama y'abarimu ishinzwe:

- a. gutanga ibitekerezo ku birebana n'imyigire n'imyigishirize, imicungire y'ishuri, igenamigambi no kuri gahunda y'iterambere ry'abarimu
- b. gutanga ibitekerezo ku myitwarire y'abarimu n'abanyeshuri no ku bindi basabwa n'ubuyobozi bw'ishuri
- c. gutanga ibitekerezo mu itegurwa ry'ingengo y'imari no ku mikoreshereze y'umutungo w'ishuri

Except those mentioned on points **IV.1.1.2** who are unelected, others serve 3 years term and can only be re-elected once.

C. DECISION MAKING PROCESS

General assembly committee decisions are made either in writing or by the show of hands and by majority of present members.

IV.1.2. NURSERY MANAGEMENT

The nursery is managed by:

- a. The head teacher/mistress
- b. Other members depending on nursery levels or number of students

The duties and responsibilities of nursery managers are determined by the minister of education. They get help from nursery teachers' council and monitored by the sector education council.

Nursery teachers exercise their roles through their council and each nursery teacher is a member thereof. The school has guidance on how teachers' councils meet and how teachers elect their representatives into various committees.

Duties of the teachers' Council include:

- a. Providing ideas/suggestions on issues pertinent to learning, teaching, nursery management, planning, and development
- b. Providing advice on teachers and children's conduct as well as other management issues.
- c. Giving inputs in the annual nursery budgeting

- d. gukumira no kurwanya ingengabitekerezo ya Jenocide
- e. guteza imbere uburere mboneragihugu.

IV.2. ITORANYWA RY'ABANA BAZIGA MU IRERERO BATISHYURA

Gushyiraho no gucunga Irerero bishinzwe mbere na mbere ababyeyi bunganiwe n'Akagari kabo. Ugukomera n'ukuramba kw'Irerero gushyingiye ku mubare munini w'incuke zirigana. Mu gushyigikira ababyeyi mu gitekerezo cyabo, umuterankunga azafasha abana 20 bazatoranywa mu miryango ikennye kurusha indi yo mu Tugari dutatu tugize Umurenge wa Bugarama kwishyurirwa amafaranga y'ishuri. Umuterankunga azishyurira aba bana 20 amafaranga y'ishuri imyaka yose itatu y'Irerero.

Gutoranywa kw'abo bana muri buri Kagari bizanyura mu nzira ikurikira:

1. Irerero rizasaba Umurenge mu nyandiko urutonde rw'abana 20 bo mu Tugari dutatu twa Bugarama baturuka mu miryango ikennye kurusha indi bazishyurirwa n'umuterankunga amafaranga y'ishuri y'icyiciro cyose cy'Irerero. Iyi nyandiko izohererezwa Umurenge mu mpera z'Ugushyirahamwe 2015 (umubare kuri buri Kagari uzaterwa n'ubwinshi cyangwa ubuke bw'imiryango ikennye ihabarizwa. Umurenge uzabifataho icyemezo).

- f. Fighting genocide ideology
- g. And promoting good citizenship.

IV.2. SELECTION OF SPONSORED CHILDREN

The ultimate guardians of the nursery are parents helped by their Akagari leaders. The future of the nursery depends on the numbers of children who enrol each year. It's in this context the philanthropist pledged (underwritten by RSVP until such a time HATW's or other funding is restored) supporting 20 poorest children selected from 3 "Utugari". This support will cover the entire duration of the nursery cycle (3 years).

The selection process will be based on the following steps:

1. The nursery will request Bugarama sector in writing to list 20 children from 3 Utugari who are the poorest. This written request will be submitted to the sector no later than the end of November 2015. Rather than setting quotas for each Akagari, it's suggested the Sector determines numbers depending on the proportion of poor families recorded .

2. Umurenge uzasaba nawo mu nyandiko buri Kagari gukorana n'Imidugudu ikagize bigatanga urutonde rw'abana Umurenge wabasabye baziga mu Irerero bishyurirwa. Kuri buri Kagari, uru rutonde ruzategurwa n'inama ya Komite z'Imidugudu n'Akagari. Ruzemezwa n'abaturage mu nama yabo izahamagarirwa icyo n'Akagari. Nyuma y'iyi nama, Komite y'Akagari izashyira umukono kuri urwo rutonde irwoherereze Umurenge.
3. Nyuma y'igenzura ko koko Utugari twafashwe abana bo mu miryango ikennye kurusha indi, Umurenge uzemeza urutonde rwavuye mu Tugari urwoherereze mu nyandiko Irerero nibura ibyumweru bibiri mbere y'itangira ry'igihembwe cya mbere cy'umwaka w'amashuri 2016. Utugari tuzahabwa kopi y'urutonde rwemejwe n'Umurenge, ruzamenyesha ababyeyi b'abana bazafashwa n'ubuyobozi b'Utugari batuyemo.

N.B:

- a. Umuterankunga ntazatanga ubufasha bwe ku bana nibigaragara ko hatafashwe abaturuka mu miryango ikennye kurusha indi cyangwa ko uguhitamo kutanyuze mu nzira iteganyijwe.
- b. Mu gihe umuryango w'umwana ufashwa ugize amahirwe wo kuva mu bukene ukaba wakwifasha, umwana wawo wafashwaga azasimbuzwa undi ukeneye kumurusha ubufasha. Ibi nanone biba iyo umuryango w'umwana ufashwa wimutse cyangwa umwana wafashwaga yitabye Imana. Gutoranya umwana usimbura uwafashwaga binyura mu nzira ivugwa muri IV.2.

2. The Sector will in turn write to each Akagari for nominations. Such nominations will then be made at the level of each Akagari by the committees of cells. Nominations must be approved by the general assembly of each Akagari and signed by all members of Akagari committee before being submitted to the sector.
3. After careful verification, the sector will send the list of nominated children to the nursery at least 2 weeks before the beginning of 2016 school term. Each Akagari will receive a copy of the Sector list and will in turn inform concerned parents.

P.S:

- a. In the event the above process is ill respected, the philanthropist reserves the right to withhold funding.
- b. Should the family of selected child struck gold, their child will be replaced by another through the selection process above. The same applies in event of migration or death of the supported child.

IV.3. IGABURIRWA RY'ABANA KU IRERERO

Harebwe ingorane n'imvune zabayeho muri gahunda zo kugaburira abana ku Irerero bikoze n'Irerero ubwaryo (ukubura k'umucyo mu ihaha ry'ibiribwa, ibiciro n'ubwiza bwabyo; ukubikwa kw'ibyahashywe mu bubiko bw'Irerero n'imicungire yabyo, ingano itekwa, isigara; uruhurirane rw'inyungu nyinshi muri iyi nzira rwimika urwikekwe ruhoraho), gutegurira abana ikinyobwa n'amafunguro bizakorwa guhera mu mwaka w'amashuri 2016 na rwiyezamazirimo.

Ibi bifite inyungu yo gukorera mu mucyo, kugenzurwa byoroshye, gutanga serivisi nziza, kubaha igihe no kugira imibare ngenderwaho yizewe.

Utegurira abana ikinyobwa n'ikiribwa atoranywa binyuze mu ipiganwa. Amatangazo atanga isoko anyuzwa mu ma Kiliziya, insengero n'imisigiti bya Bugarama, asobanura neza imiterere y'isoko, uko inyandiko ipiganwa iteye n'ibigenderwaho mu ikosora.

Nyuma y'ipiganwa, utsindiye isoko agirana amasezerano n'Irerero yo gutegurira abana igikoma saa yine n'amafunguro saa sita. Yishyurwa nyuma y'ibyumweru bitatu. Imibare igenderwaho ifatwa n'umurezi w'Irerero ubishingwa n'ubuyobozi bw'ishuri.

Impapuro zikoreshwa mu kwishyura ni inyemezabuguzi y'utegura iherekejwe n'imibare y'abana bagaburiwe mu gihe gikorewe inyemezabuguzi (**reba umugereka wa mbere**), ikagenzurwa n'umwe mu barezi bahagarariye abandi uzabihirwa inshingano n'ubuyobozi bw'Irerero, comptable w'ishuri n'umuyobozi waryo. Nyuma yo kwemezwa, inyemezabuguzi izajya yishyurwa hakoreshejwe cheki.

IV.3. NURSERY FEEDING PROGRAM

Based on the difficulties reported when the nursery buys, stocks, cooks and serves meals itself (including lack of transparency in shopping, receipts, quality, stock management, ascertaining quantity cooked vs quantity served, management of left overs, and the existence of so many conflicting interests of people involved in the above food chain), snacks and lunch will from 2016 be provided through tendering process.

This has sublime benefit of guaranteeing transparency, better quality of service, and paying only for head counted/consumed snacks/meals.

Tendering will be done publically by advertising in Bugarama Churches and Mosques. The advert must clarify the market, competition criteria and scoring process.

Once selected, the winner will sign a contract with the nursery to provide porridge and lunch at break and lunchtime respectively. The caterer will be paid every 3 weeks based on daily porridges and meals served as head counted by a nursery teacher who is delegated by head teacher/mistress.

The paperwork to be used in payment process are shown in **appendix 1**. The invoice from the caterer will be verified by a teacher delegated by head teacher/mistress, the school's accountant and the head teacher/mistress. Once approved, the caterer's invoice will be paid by cheque only.

Utegurira abana azajya agenzurwa mu mirimo ye nibura rimwe mu byumweru bibiri n'abarezi bahagarariye abandi, umucungamutungo w'ikigo n'umuyobozi w'ikigo. Ibyo babonye bitagenda bizajya biganirwa n'utegura ngo abikosore kandi byandikwe mu ikaye (registre) yabigenewe.

Mu igenzura hakoreshwa imbonerahamwe y'igenzura y'imitegurirwe y'amafunguro y'abana (**reba umugereka wa kabiri**).

Ibivuye mu igenzura bifasha ubuyobozi bw'Irerero gufata ingamba n'ibyemezo bikwiye.

IV.4. UMUTUNGO W'IRERERO N'IMICUNGIRE YAWO

Umutungo w'Irerero ukomoka ku:

1. Amafaranga y'ishuri atangwa n'abanyeshuri
2. Impano, imirage n'inkunga bya Leta, abagiraneza na/cyangwa abafatanyabikorwa.

Amafaranga y'Irerero yose anyuzwa kuri konti yaryo.

Umutungo w'Irerero ukoreshwa gusa hagamijwe kugera ku nyungu zaryo. Sheki nibwo buryo bwonyine bwemewe bwo gusohora amafaranga kuri konti y'Irerero.

Sheki ishyirwaho imikono itatu igiraho icya rimwe : uw'umuyobozi w'ishuri, uwa Perezida wa Komite y'inama rusange n'uwa nyirikigo.

The caterer will be inspected at least every 2 weeks by nominated teachers (n=2), the school's accountant and head teacher/mistress. Improvements required will be discussed with the caterer and written in the dedicated logbook.

In their inspections, the above people will use the checklist shown in **appendix 2** and outcome of these inspections will enable the nursery management to take appropriate decisions.

IV.4. MANAGEMENT OF THE NURSERY RESOURCES

The nursery income include:

1. Tuition fees from fee paying children
2. Gifts, government funds, philanthropists or other partners

All the money must be paid into a dedicated nursery account and must only be used for the purpose of the nursery. Nursery money can only be withdrawn by cheque.

Three signatories are required before a cheque can be issued or cashed. These are by the school head teacher/mistress, president of GAEC and School owner.

Mbere y'isohoka iryo ari ryo ryose ry'ifaranga ry'Irerero (uretse kwishyura utegurira abana [atanga inyemezabuguzi] no guhemba abakozi b'Irerero [bishyurwa hakozwe fiche de paie yabo], Perezida na Visi we ba Komite y'Inteko Rusange, umuyobozi w'Ikigo/Irerero, umucungamutungo w'Ikigo n'abarezi babiri bahagarariye abandi baraterana bagashyiraho ibikenewe n'ibiciro byabyo, bakagena inzira yo kugura ibibura nyuma bose bagashyira umukono ku nyandiko-mvugo y'inama yabo. Iyi nyandiko-mvugo nirwo rupapuro rusobanura ko hakorwa sheki (support document izabikwana na photocopie ya cheque yakozwe hagurwa ibyari bikenewe).

Guhahira Irerero birategurwa, ntibihubukirwa (planification), hagurwa iby'igihe kirekire kandi bicungwa ku buryo bigezweho. Nyuma yo guhaha, hakorwa raporo iherwaho ibyaguzwe byinjizwa mu bubiko.

Buri gikoresho kiramba (ingwa, impapuro, amakaramu, marker, amasabune, etc.) kigira Fiche de stock (**reba umugereka wa 3**) yerekana igihe cyinjiriye mu bubiko, ingano, agaciro kacyo n'uko gikoreshwa. Ukeneye igikoresho kiri mu bubiko agisaba akoresheje inyandiko yitwa Requisition (**reba umugereka wa 4**). Iyo igikoresho gishakwa kitari mu bubiko, huzuza « Fiche yo gusaba igikoresho » (**reba umugereka wa 5**) ishyikirizwa ubuyobozi bw'Irerero nabwo bukagena uko kizagurwa.

Ku bw'imicungire myiza, ubuyobozi bw'Irerero bushishikariza abarikeneraho ibikoresho kuzuriza rimwe ama « Fiche yo gusaba igikoresho », mu ntangiriro z'igihembwe cyangwa ry'umwaka. Ibi kugira ngo hategurwe uko ibibura bizagurirwa hamwe (plan général d'approvisionnement).

Apart from payment dedicated to nursery feeding (invoiced as shown above) and salaries for nursery staffs (invoiced accordingly), no other penny should be spent until the president and depute of GAEC, head master/mistress, accountant, and 2 nursery teachers representing others meet and agree on nursery needs, purchasing mechanism and price range in a document they must all sign.

Each cheque issued for such purpose must then have this document as supporting evidence to justify transactions (photocopy of cheque must be attached to this document and filed).

The purchasing of the nursery products must be planned rather than done in haste. The nursery should buy in bulk to cover reasonable length of time and purchased material/products must be recorded (inventory).

All the purchased material such as choak, paper, pens, marker pens, soaps etc must have its own inventory (**See Appendix 3**) which shows purchasing date, quantity, cost, and planned use. Whomever needs to take a stock item must fill in a request document (**See Appendix 4**). If a member of staff requires an item not kept in stock, they must fill in a separate request document (**See Appendix 5**) which must then be approved by the nursery management.

To avoid multiple paper works, the nursery management is encouraged to ask its staffs to plan their term needs and fill in all the necessary paperwork before the beginning of the school term. This will improve efficiency for everyone involved in this process and may well also save money.

Dosiye z'isohoka n'iyinjira ry'umutungo zishyingurwa neza, ahizewe muri ordre zagiyeye zikorwamo. Buri dosiye ibikanwa na support documents zayo zihambiranye.

Ku bw'inkunga yashyize mu Irerero, umuterankunga agezwaho kuri email buri kwezi kopi ya raporo y'imikoreshere n'inyinjirire y'umutungo w'Irerero kimwe na raporo n'inyandiko-mvugo za Komite Ngenzuzi.

IV.5. UBUSHOBOZI BW'IRERERO N'INGANO Y'IMFASHANYO IKENEWE

Inkomoko nyamunini y'umutungo w'Irerero ni amafaranga y'ishuri yishyurwa n'ababyeyi barireremo. Duhereye ku mibare y'abana baryizemo kuva byatangira, twafata nibura umubare w'abana 30 bazaba bishyurirwa n'ababyeyi babo. Kuri uyu mubare, hariyongeraho abana 20 bazarihirwa n'umuterankunga. Biravugako ko Irerero rizaba rifite abana 50 mu mwaka w'amashuri utaha.

Ibikenewe n'Irerero ni uguhamba abarezi 2, umukozi ukora isuku, kwishyura ibinyobwa n'ibibwa by'abana ku ishuri no kugura ibikoresho by'inyigishirize n'amasuku.

Tugendeye ku mibare y'Irerero, uyu mwaka, kugaburira abana 36 ku kwezi byatwaye FRW 157,600. Ibi bivugako ko buri mwana ugaburirwa inshuro 5 mu cyumweru afata igikoma n'ifunguro bifite agaciro ka FRW 220 ku munsu. Dukoresheje principe ya prudence, tunagendeye k'uko ibiciro bimeze mu ma restaurant rusange asanzwe, turaha ifunguro agaciro ka FRW 200 buri munsu n' FRW 100 buri munsu ku gikoma.

Imibare y'ibizinjira n'ibizasohoka mu Irerero mu mwaka w'amashuri utaha irerekanwa n'imbonerahamwe ikurikira:

The paperwork pertinent to income and expenses are filed appropriately and in date order and must each be accompanied by the appropriate supporting document. The philanthropist will receive a monthly copy of the nursery finances and a copy of the Inspection/Audit committee.

IV.5. NURSERY CAPACITY AND ESTIMATION OF AID NEEDS

The biggest proportion of the nursery income is from the fee paying parents. Based on the number of students who attended the nursery since its early years, it's reasonable to use an average of 30 fee paying children in budget calculation. In addition to this, there are 20 children supported by the philanthropist. Therefore, the number expected to start nursery in January 2015 can be estimated to be 50.

The expenses are driven by 2 teachers' monthly wages, a cleaner, snacks and meals, and buying material related to learning and cleaning.

Based on current data, in 2015 feeding 36 children cost RFW 157,600 or £157 each month (£1 estimated to equal RWF 1,000). This implies each child's porridge and meal portions as provided five times each week are valued at +/- RFW 220 or +/- £0.22 per day.

For planning purposes, the cautious overestimate is to allocate RFW 200 (£0.20) per day and RFW 100 or (£0.10) for meals and porridge respectively. So, the income and expenses expected in 2016 are shown in the table below:

IMBONERAHAMWE N° 2: IBIZINJIRA N'IBIZASOHOKA MU IRERERO MU MWAKA W'AMASHURI 2016
(Income and expenses in the 2016 school year)

IBYINJIZA AMAFARANGA <i>(Sources of income)</i>		IBISOHORA AMAFARANGA <i>(Expenses)</i>			
DENOMINATION <i>(Specification)</i>	MONTANT <i>(Amount)</i>	DENOMINATION <i>(Specification)</i>	INGANO <i>(Amount)</i>	U.P/UKWEZI <i>(Cost/month)</i>	T.P <i>(Total/year)</i>
MINERVAL <i>(Tuition fees)</i>	1 620 000,00	UMUSHAHARA W'ABAREZI 2 <i>(Teachers' salary x 2)</i>	10	45 000,00	900 000,00
INKUNGA <i>(Aid or grant)</i>	1 080 000,00	UMUSHAHARA W'USHINZWE ISUKU <i>(Cleaner's salary)</i>	10	15 000,00	150 000,00
		IFUNGURO <i>(Meals)</i>	9	200 000,00	1 800 000,00
		IGIKOMA <i>(Porridge)</i>	9	100 000,00	900 000,00
		IPAKI Y'INGWA <i>(Chalk pack)</i>	18	3 000,00	54 000,00
		PAPIER BRISTOL <i>(Bristol Paper)</i>	1	10 000,00	10 000,00
		MARKERS <i>(Marker pen)</i>	9	3 000,00	27 000,00
		IBINDI BIKORESHO <i>(Others)</i>	1	30 000,00	30 000,00
		KUGURA CHEQUE <i>(Cheque book)</i>	2	2 500,00	5 000,00
		BANK CHARGE/KWEZI <i>(Monthly Bank charges)</i>	12	1 000,00	12 000,00
		ISABUNE <i>(Soap)</i>	36	500,00	18 000,00
		ISABUNE Y'AMAZI <i>(Liquid soap)</i>	18	1 500,00	27 000,00
TOTAL	2 700 000,00	TOTAL GENERAL <i>(Grand Total)</i>			3 933 000,00

DIFFERENCE

-1 233 000,00

Kugira ngo umwaka utaha urangire, Irerero riha igikoma n'ifunguro abana 50 baryigamo, rigahemba abarezi 2 n'ushinzwe isuku amezi icumi kandi rikagura ibikoresho bikenewe rigomba kuba rifite nibura FRW 3,933,000. Nyamara rizinjiza FRW ahwanye na 2,700,000 harimo n'inkunga ya FRW 1,080,000. Bivuga mu by'ukuri ko inkunga yose ikenewe ari $1,620,000 - 3,933,000 =$ FRW 2,313,000. Mu gihe cy'imyaka itatu (imyaka y'amashuri 2016-2018), inkunga ikenewe ni $2,313,000 \times 3 = 6,939,000$ FRW.

Kuri aya FRW hagomba nanone kwiyongera FRW Irerero ryari rimenyereye guhabwa avuye muri HATW. Imibare Irerero ryagaragaje hagati muri Kamena 2015 yagaragaje ko buri mwana yakishyuye FRW 27,300 ku gihembwe (aho kuba 18,000 FRW) kugira ngo solde ibe zero. Ibi bivuga ko Irerero rikeneye buri gihembwe $(27,300 - 18,000) \times 36 =$ **334,800 FRW** kugira ngo ibaruramari ribe rire kuri zero. Aya mafaranga akenewe by'umwihariko muri iki gihembwe cya gatatu.

Indi nkunga ikenewe ni iyo gufasha Irerero kwifasha. **Umugereka N° 6** urabyerekana. Nyuma yo guterwa inkunga, Irerero rizaba rigomba kugaragaza icyo ryayikoresheje. **Umugereka N° 7** urabivugaho.

Table 2 shows in order to balance books at the end of 2016 whilst providing a meal and porridge to 50 children, paying 2 teachers and 1 cleaner for 10 months and in full complement of all the necessary material, the nursery needs at least RFW 3,933,000 or £3,933.

However, the nursery is expected to collect only RFW 2,700,000 or £2,700 from both tuition fee paying children and aid of RFW 1,080,000 or £1,080. Therefore, the balance required to honor budget commitment is $3,933,000 - 2,700,000 = 1,233,000$ RFW or £1,233.

So, the total annual aid required is the balance shown above (£1,233) and the aid shown in the income entry (£1,080) which is £2,313 or RFW 2,313,000. Therefore, in 3 years the total aid needed is $2,313,000 \times 3 =$ RWF 6,939,000 or £6,939.

Specifically for the third term of 2015, the nursery requires the money used to come from HATW in order to balance books at the of 2015. The June 2015 figures show each child must pay 27.000RFW or £27 per term instead of 18.000 RFW or £18. This means, the nursery needs $(27,300 - 18,000) \times 36 =$ RWF **334,800** to balance it's books in 2015. The nursery needs this money as soon as possible.

Another support needed for the nursery is the one to make it self-sustainable (see Appendix 6).

BUGARAMA, UGUSHYINGO 2015/ BUGARAMA, NOVEMBER 2015

**Uhagarariye Umurenge wa Bugarama
(amazina + cachet)**

*Bugarama Administrative Sector Representative
(Names+stamp)*

**Umuyobozi w'ikigo cya GS S^t Paul
(amazina + cachet)**

*GS S^t Paul Headmistress
(Names+stamp)*

**Nyirikigo
(amazina + cachet)**

*School Owner
(Names+stamp)*

APPENDIX

**GROUPE SCOLAIRE ST PAUL MUKO/NURSERY
BUGARAMA,RUSIZI**

**APPENDIX N° 2: FORMAT Y'IGENZURA Y'IMITEGURIRWE Y'IKINYOBWA/
IFUNGURO MU IRERERO** (*Inspection sheet looking at how drinks and food are prepared*)

ABAGENZUZI:

Inspectors' name:

ITARIKI (Date) :

AMASAHA (Time):

IGIKORWA	UKO KIGOMBA GUKORWA	UKO GIKORWA	RISK ZITURUKA MU BURYO GIKORWA	RECOMMANDATIONS Z'ABAGENZUZI
IMITEGURIRE: ISUKU Y'AHATEGURIRWA, UKO HANGANA, IBIKORESHO BIKORESHWA, AHO BIBIKWA, IMYAMBARIRE Y'ABATEGURA <i>Preparation: Cleanliness, kitchen size, tools used, where tools are stored, cleanliness of staffs etc.</i>				
AMASAHA Y'IGABURO <i>Timing of serving meals</i>				
IBIKORESHO BIKORESHWA MU GUTANGA IFUNGURO; UKO BIMEZE, ISUKU, ETC. <i>Tools used during serving drinks/food</i>				
INGANO Y'IGABURO <i>Quantity served</i>				
UBWIZA BW'IGABURO <i>How good are the drinks/meals served</i>				
UGUHINDURANYA IGABURO <i>How the menu is respected</i>				
IMPAPURO ZIKORESHWA MU GUFATA IMIBARE Y'AMAFUNGURO, UKO ZUZUZWA, ABAZUZUZA, IGIHE BABIKORERA, UKO ZIBIKWA, ... <i>How figures of fed children are collected, who collects them and how are filed (stored)</i>				
UKO ABAGENEWE SERIVISI YO KUGABURIRWA BAYIBONA (BITETSE NEZA, NTIBIHIYE, UMUNYU/AMAVUTA BYINSHI/BIKE, ETC.) <i>Children feedback i.e. not cooked well, too salty/oily etc.</i>				
UKO ABATEGURA BABONA SERIVISI BATANGA <i>Caterers' own comments</i>				
ETC <i>Other observations</i>				

UMUGEREKA N°6: UKWIBESHAHO KW'IRERERO INKUNGA IHAGAZE

Inkunga y'imyaka itatu Irerero rizahabwa izarifasha guhumeka igihe gito no gutekereza uko ritegura ejo haryo.

Ikizashyirwaho imbaraga nyinshi ni ugushaka uko umubare w'abana ugana Irerero wiyongera, ugakuba nibura gatatu uteganyijwe umwaka utaha mu myaka itanu iza.

Kwigisha abana bagana Irerero imyaka itatu ya cycle yose biga ibintu bimwe muri iyo myaka yose, bica ababyeyi bamwe intege, ntibaryoherezemo abana babo. Kubaka ibyumba bibiri bisanganira kimwe gihari ni inzira nyayo yo kwiyubaka y'Irerero.

Ibi bizana kubaka ibindi byumba by'amashuri bibiri muri 2016 kugira ngo imyaka itatu yose y'ikiburamwaka iboneke. Ku mibare tumaze kumenyera, icyumba ni 5,500,000 FRW. Hashyirwamo n'intebe 18X20,000 FRW muri buri shuri. Mu mashuri abiri, hakenerwa 720,000 FRW. Igiteranyo cya investment ikenewe umwaka utaha ni **11,720,000** FRW.

Kubaka ibyumba by'amashuri ntibivuga byanze bikunze ko ababyeyi bafite ubushobozi bazahita boherezamo abana babo babakuye aho bigaga. Bisaba nanone ko ikigo gishaka abarezi b'abana bajyanye n'icyerekezo k'igihugu, cyane mu rurimi no kuzana utundi dushya tumenyereye mu mijyi. Hari akazi k'ubukangurambaga mu kibaya no guhindura isura y'ibyo Irerero ryatangaga.

APPENDIX 6: SELF-SUSTAINABLE NURSERY BEYOND 2018

Aid given to Muko nursery is meant to be time-framed enabling the nursery to plan self-sustainable plans beyond 2018 when aid stops.

Clearly, the most determining factor is to find how the number of nursery children could expand to at least threefold (from 50 to 150) by 2018.

Crowding all children in a single class as it's currently done regardless of their age and time already spent in nursery discourages parents who see no progress and no future for their children. So, the nursery needs 2 more classrooms such that it can deliver nursery 1, nursery 2 and nursery 3 curriculums.

Since the construction of one classroom is estimated to be 5,500,000 RFW or £5.500 and if we include the needs for 18 desks/tables at the cost of 18 X RWF 20,000 (£20) per class, the total aid required for classrooms (£5,500 x 2) and desks (18 x £20 x 2) is **11,720,000** FRW or **£11.720**. This amount would be needed by 2016.

It's important to emphasize building 2 new classrooms will not in itself automatically attract parents who otherwise chose to send their 3-6 year olds to distant privately owned nursery.

Instead, the nursery management will need to source in well qualified teachers able to deliver the most up to date curriculum including novelties such as foreign languages etc. The nursery management will also need to advertize widely throughout Bugarama and win hearts and minds of parents who swapped Muko for other nurseries due to past management and curriculum problems.

UMUGEREKA N° 7: IMBUTO Z'IRERERO

Ikindi ishuri ryatekerezaho mu kwiranga no kureshya abarigana benshi bashya ni ukwerekana akamaro ko kunyura mu Irerero ku myigire y'umwana mu bice by'amashuri azageramo nyuma. Irerero rizakora inyigo yerekana ko umwana warinyuzemo agira amanota meza mu myaka yose ya primaire ugereranyije n'abataranyuzemo. Ibi bishobora kuba ikimenyetso gifatika cyazanira Irerero abana bashya mu gihe. Irerero rigaragaje ko abarinyuzemo bashobora kuvuga (vocabulaire nyinshi, gukora interuro zuzuye, etc.), badatinya uruhame, bashobora kubara byihuse ugereranyije n'abataranyuzemo, byaba ari umbuto zakurura ahari abandi benshi mu gihe.

APPENDIX 7. MUKO NURSERY OUTCOMES

In order to showpiece the impact of nursery education and the quality available in Muko, the management committee will need to collect data and prove convincingly with number at hand that children who attend Muko nursery do better in primary school than those who either attended different nurseries or children who simply didn't have the luxury of attending nursery.

Data collected may, to name but a few examples, include primary school exam results once children move to primary schools or other parameters such as foreign languages spoken, public speaking, numbers, reading etc.

The nursery needs a self-sustainable approach based on good marketing and teaching strategy rather than relying on aid, which will stop by 2018. Afterall, nursery unlike primary school, is so far a good business.