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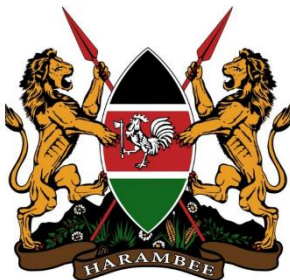
# **THE KAZI MTAANI PROGRAMME**

## **Phase II**

### **2020 - 2022**

# **PROJECT OPERATIONS MANUAL**

**June 2020**



THE STATE DEPARTMENT  
HOUSING & URBAN DEVELOPMENT

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The Project Operations Manual establishes and maintains a system of the Kazi Mtaani project implementation and management procedures to ensure that the programme's implementation is consistently and effectively executed countrywide.

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## List of abbreviations

BQs	Bill of Quantities
EPWPs	Extended Public Works Projects
GoK	Government of Kenya
MDAs	Ministries, Departments, and Agencies
MoTIHUD&PW	Ministry of Transport, Infrastructure, Housing, Urban Development, & Public Works
MoPSYG	Ministry of Public Service, Youth and Gender affairs
NHP	National Hygiene Program
NMT	Non-Motorized Transport
NSC	National Steering Committee
NTC	National Technical Committee
NYS	National Youth Service
SDHUD	State Department for Housing and Urban Development
WBG	World Bank Group
SAGA	Semi-Autonomous Government Agencies
NGAO	National Government Administration Office
KMP	Kazi Mtaani Program
MDA	Ministries/Departments/Agencies
KISIP	Kenya Informal Settlements Improvement Program
MoICT&Y	Ministry of Information, Communication, Technology and Youth Affairs
KIHBT	Kenya Institute of Highways & Building Technology



# 1. INTRODUCTION

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## 1.1. Kazi Mtaani Programme Overview

The Government of Kenya (GoK) National Hygiene Program (NHP), dubbed *Kazi Mtaani*, is an extended public works project (EPWP) aimed at utilizing labour intensive approaches to create sustainable public good in the urban development sector. The initiative aims to target employment of youth across the country and more specifically, to engage these youth in activities that will mainly improve the environment within informal settlements of urban areas while cushioning those youth from economic strain. Especially, economic strain brought about by the the adoption of containment policies to limit the spread of the novel coronavirus across the country. The contraction of economic activity as a result of coronavirus management measures has negatively impacted low income earners who often rely on daily wages from casual work and this has impacted many families' abilities to meet basic needs. Many of these families live in informal settlements where service delivery is challenged at best. There is an opportunity to utilize EPWPs to achieve multiple aims of providing employment through daily wages for low income workers living in informal settlements while improving urban infrastructure and service delivery within informal settlements. The *Kazi Mtaani* programme will therefore focus on putting people back to work in the short-term as a measure to alleviate the economic impact of the pandemic within informal settlements.

## 1.2. Elements of the Kazi Mtaani Programme

### 1.2.1. Daily work for wages:

The program aims to provide daily wages for youth workers particularly living in informal settlements, and who play a critical role in spurring economic activity within and around informal settlements and by extension, informal businesses.

### 1.2.2. Labour intensive approaches

The labour intense public works strategy that underpins the program aims to employ unskilled and semi-skilled labour of unemployed youth using local material and locally sourced equipment.

### 1.2.3. Utilization of existing or redirected funding

The program will utilize existing or redirected funding from Government's ministries, departments, and agencies (MDAs) as well as suitable donor-funded programs to support the execution of the select EPWP projects.

### 1.2.4. Equal opportunities

The program provides opportunities for citizens between the ages of eighteen (18) and thirty-five (35) of all genders, provided they reside within the boundaries of the identified and defined informal settlement sites.

### 1.2.5. Impact on livelihoods of informal settlement dwellers

This program's impact on informal settlements and informal business livelihoods is two-fold. One, the daily wages to select youth workers for labour intensive public works infrastructure and service provision creates instant jobs and knowledge/skills transfer in the short-term. Secondly, the end result of the process creates functional and serviced spaces that ensure a level of environmental quality.

### **1.3. Kazi Mtaani Projects**

#### **1.3.1. Construction of Public and Social facilities**

To include low cost<sup>1</sup> construction of schools, health facilities, markets, community halls, pocket parks, cemeteries, mortuaries and fire stations.

#### **1.3.2. Construction and upgrade of Access roads**

To include low cost road construction methods<sup>2</sup>, storm water drainage construction; Bridge and culvert construction.

#### **1.3.3. Construction and Upgrade of Non-Motorised Transport (NMT)**

To include low cost paving of pedestrian walkways, painting cycle lanes, creating and repairing footbridges.

#### **1.3.4. Upgrade and Small Maintenance Works for Public offices**

To include low cost repairs and upgrade works on government estates that need: landscaping, greening, painting, plumbing, external walls cleaning and roof repairs.

#### **1.3.5. Solid Waste management**

To include:

- i. Cleaning activities such as Street Cleaning, Bush Clearing, Drainage Unclogging;
- ii. Collection and compaction activities such as Assemblage of Bush Cleared Waste, Waste from Unblocked Drains, and Street Garbage;
- iii. Transportation of the waste to designated disposal sites; and
- iv. Construction of community compost and incineration facilities.

#### **1.3.6. Greening and Urban Agriculture projects**

To include: Tree planting, creation of urban community shambas, building pocket parks, cleaning up riparian areas and building low cost river protection and erosion controls.

### **1.4. Purpose of the Operations Manual**

#### **1.4.1. Overview of Documents**

Four (4) key documents have been prepared to guide the Kazi Mtaani programme visioning, its delivery and management countrywide:

- i. The Kazi Mtaani Programme design that indicates the programmes key features, its vision, its key delivery strategies, project identification and its deliverables countrywide;
- ii. The Kazi Mtaani County Implementation Briefs prepared separately for each County, outlining in detail the scheduled works for each county; and
- iii. The current Kazi Mtaani Operations manual that gives guidance on the approved standard operations to all parties involved in the implementation of the Kazi Mtaani programme.
- iv. The Training manual that forms part of the Kazi Mtaani training program to offer orientation around the program to key actors of the program's implementation. The manual offers an orientation to the program, its implementation expectations including workforce and partnership coordination.

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<sup>1</sup> See definition in Section 1.5

<sup>2</sup> See definition in Section 1.5



All three (4) documents should be read in conjunction as they provide complementary information.

#### **1.4.2. Aim of the Operations Manual**

The primary aim of the current Operations manual is to outline operational procedures for implementing, monitoring and evaluating the countrywide Kazi Mtaani program. The manual describes the procedures, sets their requirements and addresses the projects' administrative oversight to ensure countrywide programme consistency. The programme's host is the State Department of Housing and Urban development in the Ministry of Transport and Infrastructure, working with various partners with shared responsibilities across \_ National government, County government, SAGAs, NGAOs, State corporations, Private and International partners. In addition, therefore, the manual aims to strengthen the coordination of various Kazi Mtaani partners by summarising individual partner roles, responsibilities and procedures for a synergised management and delivery of the Kazi Mtaani programme.

1.4.3 The Operations manual is a "living document", which will be developed and enhanced as the project proceeds.

1.4.4 A Formal agreement is required from SDHUD prior to any revisions being made to this Manual, after which any revisions made should be recorded on the Revisions history page.

### **1.5. Definitions**

#### **1.5.1. Low cost road construction**

#### **1.5.2. Low cost building construction**

#### **1.5.3. Low cost paving**

#### **1.5.4. Work Order:**

Is a start to finish record of the work to be performed.

#### **1.5.5. Standard Operating Procedure:**

## **2. STANDARD OPERATING PROCEDURES (SOP) FOR KAZI MTAANI PROGRAMME**

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- 2.1** SOP for the Construction of Public and Social facilities
- 2.2** SOP for the Construction and upgrade of Access roads
- 2.3** SOP for the Construction and Upgrade of Non-Motorised Transport (NMT)
- 2.4** SOP for the Upgrade and Small Maintenance Works for Public offices
- 2.5** SOP for the Solid Waste management
- 2.6** SOP for the Greening and Urban Agriculture projects

## 2.1. Standard Operating Procedures for Low Cost Construction of Public and Social Facilities

**Scope:** Low cost construction of schools, health facilities, markets, community halls, pocket parks, cemeteries, mortuaries and fire stations.

**Subject:** Work Order procedure.

**Purpose and Scope:** To formalize low cost building guidelines to be used in order to ensure project consistency countrywide.

**Policy:** All Work order procedures should be submitted by the County Implementation teams, through the County Ministry responsible for Urban development, to the National-level secretariat and technical committee for approval.

### Procedure:

1. Identify the sites for low cost construction works of public amenities to be undertaken
2. Specify the nature of low-cost construction works and develop a design brief.
3. Preparation of architectural designs, drawings and building quantities (BQs) by the County Architects, alongside obtaining all the necessary licences.
4. Submission of the construction work order to the National-level technical team to include:
  - a. Approved architectural designs and drawings, approved structural drawings, approved mechanical, electrical and civil works drawings;
  - b. Material specifications, quantifications and costings;
  - c. Clear work plan indicating construction timelines;
  - d. Standard operating procedures for the low-cost construction methods and technologies used e.g. for stabilised earth block technologies, bamboo frame technologies etc;
  - e. Number of work pockets created, and the number of Youth distributed to each work pocket;
  - f. ?
5. All designs and work orders to be submitted within **2 weeks** after agreed commencement of the *Kazi Mtaani* programme in the County, following the signing of the County's Implementation brief;
6. **Approvals of the work orders will be communicated by the National level technical committee through the County Implementation Committee;**
7. Execution of works should be based on the approved work order and signed county implementation briefs;
8. County to provide professional officers to guide, supervise and report technical site works;
9. Documentation of works by the County Implementation team to include:
  - a. Keeping a record and log of works undertaken,
  - b. Keeping notes and comments of any problems,
  - c. Keeping a record of materials used, youth workers involved, and actions performed,
  - d. "Before", "During" and "After" photographs to document activities,
  - e. ?

## 2.2. Standard Operating Procedures for the Construction and Upgrade of Access Roads

**Scope:** Low cost construction of: Access roads, storm water drainage, Bridges and culverts

**Subject:** Work Order procedure.

**Purpose and Scope:** To formalize low cost construction of access road and related drainage infrastructure guidelines to be used in order to ensure project consistency countrywide.

**Policy:** All Work order procedures should be submitted by the County Implementation teams, through the County Ministry responsible for Urban development, to the National-level secretariat and technical committee for approval.

### Procedure:

1. Identify the sites for low cost access road construction works and related drainage works to be undertaken.
2. Specify the nature of low-cost construction works and develop a design brief.
3. Preparation of Road and drainage related designs, drawings and building quantities (BQs) by the County Civil Engineers, alongside obtaining all the necessary licences.
4. Submission of the construction work order to the National-level technical team to include:
  - a. Approved road and drainage-related designs and drawings;
  - b. Material specifications, quantifications and costings;
  - c. Clear work plan indicating construction timelines;
  - d. Standard operating procedures for the low-cost construction methods and technologies used e.g. for cobble stone access road works;
  - e. Number of work pockets created, and the number of Youth distributed to each work pocket;
  - f. ?
5. All designs and work orders to be submitted within **2 weeks** after agreed commencement of the *Kazi Mtaani* programme in the County, following the signing of the County's Implementation brief.
6. **Approvals of the work orders will be communicated by the National level technical committee through the County Implementation Committee;**
7. Execution of works should be based on the approved work order and signed county implementation briefs;
8. County to provide professional officers to guide, supervise and report technical site works;
9. Documentation of works by the County Implementation team to include:
  - a. Keeping a record and log of works undertaken,
  - b. Keeping notes and comments of any problems,
  - c. Keeping a record of materials used, youth workers involved, and actions performed,
  - d. "Before", "During" and "After" photographs to document activities,
  - e. ?

### 2.3. Standard Operating Procedures for the Construction and Upgrade of Non-Motorised Transport (NMT)

**Scope:** Low cost construction of pedestrian walkways, painting cycle lanes, creating and repairing footbridges.

**Subject:** Work Order procedure.

**Purpose and Scope:** To formalize low cost construction and upgrade of Non-motorised transport (NMT) paths and support service infrastructure guidelines to be used in order to ensure project consistency countrywide.

**Policy:** All Work order procedures should be submitted by the County Implementation teams, through the County Ministry responsible for Urban development, to the National-level secretariat and technical committee for approval.

#### Procedure:

1. Identify the sites for NMT construction and upgrade works.
2. Specify the nature of low-cost construction works and develop a design brief.
3. Preparation of NMT path designs, drawings and building quantities (BQs) by the County Architects and Civil Engineers, alongside obtaining all the necessary licences.
4. Submission of the construction work order to the National-level technical team to include:
  - a. Approved NMT passageways and drainage-related designs and drawings;
  - b. Material specifications, quantifications and costings;
  - c. Clear work plan indicating construction timelines;
  - d. Standard operating procedures for the low-cost construction methods and technologies used e.g. for cobble stone access path works; clay/sand/silt technologies; etc
  - e. Number of work pockets created, and the number of Youth distributed to each work pocket;
  - f. ?
5. All designs and work orders to be submitted within **2 weeks** after agreed commencement of the *Kazi Mtaani* programme in the County, following the signing of the County's Implementation brief.
6. **Approvals of the work orders will be communicated by the National level technical committee through the County Implementation Committee;**
7. Execution of works should be based on the approved work order and signed county implementation briefs;
8. County to provide professional officers to guide, supervise and report technical site works;
9. Documentation of works by the County Implementation team to include:
  - a. Keeping a record and log of works undertaken,
  - b. Keeping notes and comments of any problems,
  - c. Keeping a record of materials used, youth workers involved, and actions performed,
  - d. "Before", "During" and "After" photographs to document activities,
  - e. ?

## 2.4. Standard Operating Procedures for the Upgrade and Small Maintenance Works for Public Offices

**Scope:** Low cost repairs and upgrade works on government estates that need: landscaping, greening, painting, plumbing, external walls cleaning and roof repairs.

**Subject:** Work Order procedure.

**Purpose and Scope:** To formalize upgrade and maintenance work guidelines to be used in order to ensure project consistency countrywide.

**Policy:** All Work order procedures should be submitted by the County Implementation teams, through the County Ministry responsible for Urban development, to the National-level secretariat and technical committee for approval.

### Procedure:

1. Identify government estates in need of an upgrade and small maintenance works of greening, painting, plumbing, external walls cleaning and roof repairs to be undertaken
2. Specify the nature of upgrade and maintenance required for each facility.
3. Preparation of Upgrade and repair work schedules with clear quantifications of repair surface sizes (area: square metres, length: metres) and materials required (BQs), by the County Architects, alongside obtaining all the necessary licences.
4. Submission of the upgrade and maintenance work order to the National-level technical team to include:
  - a. Approved upgrade and maintenance works;
  - b. Material specifications, quantifications and costings;
  - c. Clear work plan indicating upgrade and maintenance works timelines;
  - d. Standard operating procedures for the indicated Upgrade and maintenance works;
  - e. Number of work pockets created, and the number of Youth distributed to each work pocket;
  - f. ?
5. All upgrade and maintenance schedules to be submitted within **2 weeks** after agreed commencement of the *Kazi Mtaani* programme in the County, following the signing of the Implementation brief
6. **Approvals of the work orders will be communicated by the National level technical committee through the County Implementation Committee;**
7. Execution of works should be based on the approved work order and signed county implementation briefs;
8. County to provide professional officers to guide, supervise and report technical site works;
9. Documentation of works by the County Implementation team to include:
  - a. Keeping a record and log of works undertaken,
  - b. Keeping notes and comments of any problems,
  - c. Keeping a record of materials used, youth workers involved, and actions performed,
  - d. “Before”, “During” and “After” photographs to document activities,
  - e. ?

## 2.5. Standard Operating Procedures for Solid Waste Management

**Scope:**

- i. Cleaning activities \_ Street cleaning, Bush clearing, Drainage unclogging
- ii. Collection and compaction activities \_ Assemblage of bush cleared waste, waste from unblocked drains and street garbage,
- iii. Transportation of the waste to designated dumping sites and
- iv. Construction of community compost and incineration facilities.

**Subject:** Standard Operating procedures.

**Purpose and Scope:** To formalize solid waste management guidelines to be used in order to ensure project consistency countrywide.

**Policy:** Follow the steps outlined below for cleaning activities, Collection and Compaction activities, Transportation of the waste and Construction of community compost and incineration facilities.

**2.5.1. Cleaning Procedures**

**2.5.1.1. Drainage and Ditch Clearing**

**Subject:** Work Order procedure.

**Purpose and Scope:**

To define the process for hand cleaning of debris and siltation of side ditches and turnouts including minor reshaping to restore bottom level and gradient in order to ensure free flow of water collected from the roadway.

This activity is for the maintenance of existing ditches, which have silted, become clogged or overgrown. If the ditch had deteriorated to such an extent that the invert level is within 300 mm of edge of roadway level, the ditch should be re-excavated under Activity 8-50-006 (regrade/realign ditch).

**Performance and Scheduling Considerations:**

- Schedule throughout the year, but especially prior to the seasonal rains. Special attention is needed throughout the rainy season.
- In the case of dense grass growth, bush vegetation in the ditch/turnout, schedule the Bush Clearing activity, as described in Section 2.5.1.3 below, before this activity

<p><b>Typical Personnel:</b></p> <ul style="list-style-type: none"> <li>▪ Foreman</li> <li>▪ Labourers</li> <li>▪ Driver (if required)</li> </ul>	<p><b>Basic Equipment:</b></p> <ul style="list-style-type: none"> <li>▪ Hand Tools- shovels, picks, rakes, <i>jembes</i></li> <li>▪ 1 Tractor with Trailer or tipper (If Required)</li> </ul>	<p><b>Approved Material:</b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>
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**Method of Measurement:**

- Works will be measured by volume excavated on the basis of the volume excavated.
- The amount of work will vary along the ditches, but typical condition of the ditches is deemed to have been considered before works have been scheduled.
- Unit of measurement: m<sup>3</sup>

**Approved Work Method:**

1. Assemble workers at the workplace.
2. Inspect/ issue tools and ensure each worker has an appropriate tool for the task
3. Give safety briefs (Toolbox meeting).
4. Estimate the coverage per person/gang/group and assign foreman.
5. Place warning signs and safety devices in accordance with clause 907 of the MOTC Standard Specification for Road and Bridge Construction or as directed by the Supervisor.
6. Cut and remove all large trees and shrub that have commenced growing within drain.
7. Trim all grass along the drain to a height of less than 50 mm leaving a short grass cover throughout the extent of the ditch. However, remove all grass within/inside the drain.
8. Remove silt and debris from the bottom of the ditch.
9. Shape inner and back slopes of ditch
10. Check the invert of the ditch to ensure sufficient fall to remove water and dig out depth of ditch a needed to facilitate water flow. Clear and widen outfall or add turn-outs as needed that water flows away without creating a scour at the end.



11. Remove the silt, debris and vegetation away from the ditch slopes to ensure the same is not washed back to the drains during rains.
12. Where digging is needed ensure the side slopes of the ditch to the agreed slope minimizing the possibility of scouring and erosion of invert and side slopes.
13. The debris, silt etc. removed from the ditch shall be spread over the area outside the road, and at least 1 metre clear of ditch edge.
14. Use suitable material from reshaping the ditches and turnouts to strengthen turnout block-off.
15. Tidy up the work site.
16. Measure and record the volume excavated.
17. Remove all sign and safety devices.
18. Consolidate all the cleaned waste to designated spaces separately by type, i.e. recyclable, for composting and for incineration.

**Technical Specifications:**

1. The ditches shall be cleaned of silt and debris as directed.
2. The gradient of the ditch bottom shall be checked by boning roads or string-line levels and reshaped to ensure a continuous slope to the ditch outlet including turnouts.
3. The ditches shall be reshaped and trimmed to provide smooth stable side slopes.
4. Suitable excavated material shall, where directed, be used to strengthen turnout block- offs.
5. Waste material from ditch cleaning shall be spread 1 m clear of the back slope of the ditch or removed clear of the road and deposited in a suitable location.

**2.5.1.2. Access Path Clearing**

**Subject:** Work Order procedure.

**Purpose and Scope:**

To define the process for removing of siltation on access paths including removal of overburden material on the shoulders in order to make access paths free from any obstructions. This will also include removing of traders who obstruct on the access paths. This activity is for the existing access paths that have obstructions to allow free flow of traffic.

**Performance and Scheduling Considerations:**

- Schedule throughout the year to ensure access paths have free flow.
- Close monitoring should be done to ensure traders don't take over access paths.

<p><b>Typical Personnel:</b></p> <ul style="list-style-type: none"> <li>▪ Enforcement team</li> <li>▪ Foreman</li> <li>▪ Labourers</li> <li>▪ Driver (if required)</li> </ul>	<p><b>Basic Equipment:</b></p> <ul style="list-style-type: none"> <li>▪ Hand Tools- shovels, picks, rakes, jembes</li> <li>▪ Flatbed track</li> </ul>	<p><b>Approved Material:</b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>
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**Method of Measurement:**

- Works will be measured and paid for on the basis of the area cleared of obstructions.
- The amount of work will vary from area to area.
- Unit of measurement: m<sup>2</sup>

**Approved Work Method:**

1. Assemble workers at the workplace.
2. Give safety briefs (Toolbox meeting).
3. Estimate the coverage per person/gang/group and assign foreman.
4. Place warning signs and safety devices in accordance with clause 907 of the MOTC Standard Specification for Road and Bridge Construction or as directed by the Supervisor.
5. Cut and remove all large trees and shrub that have commenced growing within drain. Trim all grass within drain to a height of less than 50 mm leaving a short grass cover throughout the extent of the ditch.
6. Remove traders obstructing on the access paths
7. Remove silt and debris including all overburden material on the access paths.
8. Collect together the spoil material and load on flat bed lorry.
9. Tidy up the work site.
10. Measure and record the area cleared.
11. Remove all sign and safety devices.

**2.5.1.3. Bush Clearing**

**Subject:** Work Order procedure.

**Purpose and Scope:**

To define the process for cutting of grass by hand from shoulders, slopes, side ditches including back slopes, turnouts and culvert outlet and inlet ditches to permit proper drainage, and to improve visibility for traffic safety.

**Performance and Scheduling Considerations:**

- Schedule this work once the grass has grown to a height of greater than 500 mm.
- Schedule just ahead of ditch cleaning activities.

<p><b>Typical Personnel:</b></p> <ul style="list-style-type: none"> <li>▪ Foreman</li> <li>▪ Labourers</li> <li>▪ Tractor Operator</li> </ul>	<p><b>Basic Equipment:</b></p> <ul style="list-style-type: none"> <li>▪ Hand Tools- Pangas, Slashers</li> <li>▪ Tractor with Trailer (If Required)</li> </ul>	<p><b>Approved Material:</b></p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>
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**Method of Measurement:**

- Works will be measured and paid for on the basis of the area of grass cut.
- The height and quantity of grass will vary, and typical condition of grass growth is deemed to have been considered before works have been scheduled.
- Unit of measurement: m<sup>2</sup>

**Approved Work Method:**

1. Assemble workers at the workplace.
2. Give safety briefs (Toolbox meeting), this includes potential hazards in relation to the site, tools to be used and activities to be undertaken and how best to avoid them.
3. Estimate the coverage per person/gang/group and assign foreman.
4. Place warning signs and safety devices in accordance with clause 907 of the MOTC standard Specification for Road and Bridge Construction or as directed by the Supervisor.
5. Uproot small plants, cut bush which cannot be uprooted and cut grass in the specified areas to a height of not more than 100 mm (the height of a cigarette packet).
6. Remove vegetation and debris as directed and tidy up the work area.
7. Measure and record the total length of roadside, culvert or ditch cleared.
8. Remove all sign and safety devices

**Technical Specifications:**

1. Grass shall be cut to a height of not greater than 100 mm.
2. Grass shall be cut to a width of at least 3 m measured from the edge of carriageway or shoulder.
3. Grass shall be cut at least 1.0 m either side of the ditch, or mitre drain.

**2.5.2. Garbage Collection and Compaction Procedures**

**2.5.2.1. Garbage Collection**

**Subject:** Work Order procedure.

**Purpose and Scope:**

To define the process of assembling and compaction of the waste from the cleaning exercise detailed in Section 2.5.1, the process of loading, transportation and offloading of the said waste to designated composting sites

**Performance and Scheduling Considerations:**

Garbage collection is to be carried out on designated and undesignated collection points and other areas with solid waste accumulations.

<p>Typical Personnel:</p> <ul style="list-style-type: none"> <li>▪ Casuals/youths</li> </ul>	<p>Basic Equipment(s):</p> <ul style="list-style-type: none"> <li>▪ PPE's, Refuse trucks, Reflector Jackets, Hard Brooms, Gunny Bags, Shovels,</li> </ul>	<p>Approved Material:</p> <ul style="list-style-type: none"> <li>▪ N/A</li> </ul>
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**Method of Measurement:**

Works shall be measured by the amount of solid waste collected in terms of truckloads and consequently total tonnages.

**Approved Work Method:**

1. Assemble workers at the workplace.
2. Give safety briefs, this includes potential hazards in relation to the sites, tools to be used and activities to be undertaken and how best to avoid them.
3. Estimate coverage per person /group and assign a supervisor.
4. Place warning signs and safety devices in accordance with clause 907 of the MOTC Standard Specifications for Road and Bridge Construction or as directed by the supervisor.
5. Remove garbage and debris as directed and tidy up the work area.
6. Collection to follow schedules and routes as stipulate by the County Implementation Committee.
7. Record the areas where garbage collection activities took place and the amount of waste collected in terms of truckloads.
8. Remove all signs and safety devices.

**Technical Specifications:**

1. Work done shall be measured and recorded on a daily basis

### 2.5.3. Construction of Community Compost and Incineration Facilities

**Subject:** Work Order procedure.

**Purpose and Scope:** To formalize low cost guidelines to be used in order to ensure project consistency countrywide.

**Policy:** All Work order procedures should be submitted by the County Implementation teams, through the County Ministry responsible for Urban development, to the National-level secretariat and technical committee for approval.

**Procedure:**

1. Identify the sites for low community compost and incineration facilities by the County Implementation committee.
2. Specify the nature of low-cost construction works and develop a design brief.
3. Preparation of compost and/or incineration facility designs, drawings and building quantities (BQs) by the County Architects and County Civil engineers, alongside obtaining all the necessary licences.
4. Submission of the designs and construction work order to the National-level technical team to include:
  - a. Approved designs and drawings, approved structural drawings, approved mechanical works drawings;
  - b. Material specifications, quantifications and costings;
  - c. Clear work plan indicating construction timelines;
  - d. Standard operating procedures for the low construction methods and technologies used.
  - e. Number of work pockets created, and the number of Youth distributed to each work pocket;
  - f. ?
5. All designs and work orders to be submitted within **2 weeks** after agreed commencement of the *Kazi Mtaani* programme in the County, following the signing of the Implementation brief
6. **Approvals of the work orders will be communicated by the National level technical committee through the County Implementation Committee;**
7. Execution of works should be based on the approved work order and signed county implementation briefs;
8. County to provide professional officers to guide, supervise and report technical site works;
9. Documentation of works by the County Implementation team to include:
  - a. Keeping a record and log of works undertaken,
  - b. Keeping notes and comments of any problems,
  - c. Keeping a record of materials used, youth workers involved, and actions performed,
  - d. “Before”, “During” and “After” photographs to document activities,
  - e. ?

## 2.6. Standard Operating Procedures for the Greening and Urban Agriculture Projects

**Scope:** Tree planting, creation of urban community *shambas*, building pocket parks, cleaning up riparian areas and building low cost river protection and erosion controls.

**Subject:** Work Order procedure.

**Purpose and Scope:** To formalize greening and urban agriculture work guidelines to be used in order to ensure project consistency countrywide.

**Policy:** All Work order procedures should be submitted by the County Implementation teams, through the County Ministry responsible for Urban development, to the National-level secretariat and technical committee for approval.

### Procedure:

1. Identify greening and urban agriculture sites for tree planting, creation of urban community shambas, pocket parks, cleaning up riparian areas and low-cost river protection and erosion controls works to be undertaken.
2. Specify the nature of greening, urban agricultural works and riparian management works, then develop a design brief.
3. Preparation of greening and riparian management designs, drawings and building quantities (BQs) by the County Architects, County Civil Engineers, County landscape architects and Forestry services, alongside obtaining all the necessary licences.
4. Submission of the work order to the National-level technical team to include:
  - a. Approved landscaping and riparian designs and drawings, approved structural drawings, approved mechanical works drawings;
  - b. Trees, plantings and other Material specifications, quantifications and costings;
  - c. Clear work plan indicating construction timelines;
  - d. Standard operating procedures for the low construction methods and technologies used
  - e. Number of work pockets created, and the number of Youth distributed to each work pocket;
  - f. ?
5. All designs and work orders to be submitted within **2 weeks** after agreed commencement of the *Kazi Mtaani* programme in the County, following the signing of the County's Implementation brief;
6. **Approvals of the work orders will be communicated by the National level technical committee through the County Implementation Committee;**
7. Execution of works should be based on the approved work order and signed county implementation briefs;
8. County to provide professional officers to guide, supervise and report technical site works;
9. Documentation of works by the County Implementation team to include:
  - a. Keeping a record and log of works undertaken,
  - b. Keeping notes and comments of any problems,
  - c. Keeping a record of materials used, youth workers involved, and actions performed,
  - d. "Before", "During" and "After" photographs to document activities.

### **3. PROJECT SET UP**

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- 3.1 Recruitment process
- 3.2 Counties and Settlements selection process
- 3.3 Bouquet of proposed projects selection process
- 3.4 Daily On-site works processes
- 3.5 Daily On-site works supervision processes
- 3.6 Acquisition and procurement process
- 3.7 Finance and payments process
- 3.8 Project reporting process
- 3.9 Training process

### 3.1. Recruitment Process

The Kazi Mtaani project recruitment process is open to residents from within target settlement areas. The interested workers will be asked to register interest through their local National Government Administration Officers (NGAO) office (i.e. either Chief's office or County Commissioners' officer). The NGAOs will keep a running database of interested workers who are interested in enrolling in the program. From the large list, a selection committee comprised of local leaders will then identify suitable workers subject to restrictions issued by Government. The selection committee will comprise of:

- i. Informal settlements leadership;
- ii. Youth leaders;
- iii. Nyumba Kumi leaders; and
- iv. National Government Administration Officers (NGAO).

Given these parties' intimate knowledge of informal settlements and related inhabitants, they are best placed to undertake this exercise. This method of selection has been used in similar projects and has proved effective in identifying hard workers who need daily employment to meet basic needs. The selection committee will follow the selection guidelines listed here below for the recruitment process:

- i. For workers to be eligible, they must be Kenyan citizens over the age of 18 with ability to provide proper registration documents including:
  - a. Valid National ID;
  - b. Signed indemnity form providing details of phone number for payment purposes; and
  - c. Signed attestation that they are not currently benefitting from the National Government cash transfers program.
- ii. All works-related payments will be made via mobile money transfer therefore the recruited worker must have a Safaricom telephone line, registered on Mpesa, and capable of receiving mobile money payments.
- iii. Workers must be made aware that in order for mobile payments to be processed, there must be a match between the National ID details they provided as well as the registration details of the mobile phone.
- iv. Selection of workers must follow the allocated quotas for each settlement, therefore the selection committee must recruit and later register only the number of workers allocated for a particular settlement.
- v. All workers recruited from a particular settlement must be resident in the settlement.
- vi. For purposes of equity and ensuring that Government assistance reaches various households, it is important that recruitment of workers is limited to one worker per household.
- vii. In addition, it is important that recruited workers are not registered and receiving assistance from the Government through the Cash Transfers program.
- viii. Gender equity must be observed in recruitment with each settlement having equal numbers across both male and female genders.
- ix. Persons living with disabilities are eligible for recruitment. They must be briefed on the work requirements of the program and given the opportunity to elect into the program should they desire.



Three (3) Forms attached in Annex A1, A2 and A3 will be filled by the identified and recruited Youth workers, to which include:

- i. Indemnity Form for Mismatch of Phone Details
- ii. Attestation on Cash Transfer Program
- iii. **Self-Declaration form \_ disclosing any family-related relations in the KMP**

### 3.2. Counties and Settlements Selection Process

Out of the 5000 informal settlements spread across the country, a selection process was undertaken to select 1405 settlements for the Kazi Mtaani program implementation. A questionnaire was sent out to the County Executive Committee Member in charge of the Urban sector, and to the Municipal Managers in County Municipalities in all counties to fill, and to include the following information:

- i. The total number of Informal settlement in each of the municipalities, indicating their land-ownership status;
- ii. A general description of the nature and status of the environment of the identified informal settlements, including their means of accessibility ;
- iii. A copy of any existing physical/land use plans of the identified informal settlements;
- iv. Access roads and way leaves in the identified settlements indicating:
  - a. The total distance in kilometres,
  - b. The availability of any Non-Motorized Transportation (NMT),
  - c. Any road reserve and/or encroachment if any and
  - d. Whether the access road and NMT are ready for Low-cost upgrade using cobblestones.
- v. Foot paths and bridges to settlements indicating their length, nature (foot/motorized) and their current status;
- vi. Existence of any road storm water drain and their status;
- vii. The presence of organized community organization/youth groups and their relationship with the municipality and area of engagement.
- viii. A list of other public facilities in the settlement requiring facelift. For example, open public spaces, parks, schools or dispensary;
- ix. The availability of borrow pits for stones and boulders for cobblestones and a statement of how far such are to the settlement;
- x. A confirmation of the willingness of the county/municipality in providing the tools and equipment of the Kazi mtaani works;
- xi. A description of other areas in the Municipality that would benefit from Kazi mtaani’s youth workers labour.

The questionnaire analysis was synthesised to reconcile the list of settlement priorities with the target number of Youth workers for each county as summarised in the to the table below:

Insert Table [FINAL COUNTY LIST WITH TARGET AREAS AND PROJECT ALLOCATION AND YOUTH WORKERS ALLOCATED]
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### 3.3. Bouquet of Proposed Projects Selection Process

For Phase II of the KMP, there was expressed a need to go beyond the routine service delivery model adopted by KMP Phase I, which focused on garbage collection activities, bush clearing, etc. and focus on longer term projects with permanence, that would provide benefits to communities beyond today and tomorrow.

The bouquet of proposed projects in Phase II were derived from an assessment of EPWPs that would provide an opportunity to utilize labor from target areas, locally supplied and sourced materials and services, and that would create lasting public good. The aim in selecting these projects was to focus on projects that would pave way for better urban service delivery in target areas while providing employment opportunities.

Thus, EPWPs such as construction of access roads within informal settlements using cobblestones were considered favorably for their ability to provide jobs while creating durable and aesthetically pleasing roads within target areas. In addition, using cobblestones to pave walkways would ensure that residents of the target areas are not walking on dusty paths and muddy areas. Other similarly interesting projects under consideration include upgrade of public sanitation facilities including building public toilets, increasing wash stations, and even working to relocate water and sewer lines in places where they are exposed or pose a threat to those living in informal settlements; creating drainage within informal settlements; ensuring that there are community gardens within settlements and creating pocket parks where children can play; as well as repairing and refurbishing public offices, nursery schools, and community halls within informal settlements.

For sustainability and continuity, the participation of County Governments and Municipalities has been considered critical not only in operations but also in picking suitable projects. The selection of suitable projects was therefore to be aligned to urban and city integrated development plans, for implementation. To this end, municipalities were requested to submit a questionnaire with suitable/desirable projects that would fit the three-fold criteria of prioritizing job creation, use of local supply chains, and sustainable development of urban spaces.

### 3.4. Daily On-Site Works Process

Once Kazi Mtaani Phase II program commences, it is expected that the County Implementation Committees will adhere to a daily on-site routine to manage the workforce efficiently and effectively. Here below is a general guide of a daily activity sequence that should be customised by the County Implementation Committees for all the Kazi Mtaani projects.

ACTION	RESPONSIBLE
1. All Youth Workers to assemble at a designated site/space at an agreed early morning time for a daily mobilisation meeting.	<ul style="list-style-type: none"> <li>• Youth Workers</li> <li>• Supervisors</li> <li>• County Implementation Committee representative</li> <li>– County Commissioner</li> </ul>

ACTION	RESPONSIBLE
2. Hold a daily mobilisation meeting to, or communicate: <ol style="list-style-type: none"> <li>a. Do a roll call,</li> <li>b. Youth worker day work targets,</li> <li>c. Review and respond to any issues including those pertaining the set targets,</li> <li>d. Start off a new member if any,</li> <li>e. Inspect/ issue tools and ensure each worker has an appropriate tool for the task,</li> <li>f. Manage any onsite disputes,</li> <li>g. Address any underperformance,</li> <li>h. Health and wellbeing issues,</li> <li>i. Handle any logistics,</li> <li>j. Work starts and stops,</li> <li>k. First aid and lifesaving skills twice a week.</li> </ol>	<ul style="list-style-type: none"> <li>• County Implementation Committee representative _ County Commissioner</li> </ul>
3. Daily Works to be undertaken as per agreed targets.	<ul style="list-style-type: none"> <li>• Youth Workers</li> <li>• Supervisors</li> </ul>
4. Biometric monitoring of the Youth workers <b>3 times a day, using the agreed application.</b>	<ul style="list-style-type: none"> <li>• Youth Workers</li> <li>• Supervisors</li> </ul>
5. Hold a Daily Dismissal meeting to: <ol style="list-style-type: none"> <li>a. To record targets reached,</li> <li>b. To review daily work status,</li> <li>c. To acknowledge any issues,</li> <li>d. To fill daily work status reports</li> </ol>	<ul style="list-style-type: none"> <li>• Supervisors</li> <li>• County Implementation Committee representative _ County Commissioner</li> </ul>
6. Ensure daily reporting back to National-level secretariat	<ul style="list-style-type: none"> <li>• County Implementation Committee representative _ County Director Housing, Secretary</li> </ul>

### 3.5. Daily On-Site Works Supervision Process

The supervision of daily work will be conducted by service men and women from the National Youth Service as well as Youth Officers selected from within the target settlement areas. The ratio of workers to supervisors is set at 15:1. The workers will be divided into cohorts of 15 and supervised by one NYS service man or woman or the Youth Officer. The worker teams of 15 will be further divided into groups of five (5) and assigned tasks on this basis. From among their groups of five (5), teams will appoint a representative to coordinate the workers’ immediate tasks, as summarized in Figure 1.

Technical guidance on implementation, including training where required, will also be provided by officers from the related State Departments and implementing agencies. The role of supervisors will be to ensure that activities run as per noted work plans, schedules, and to expected quality standards. The officers will be required to report on activities through the approved channels and using the provided templates.

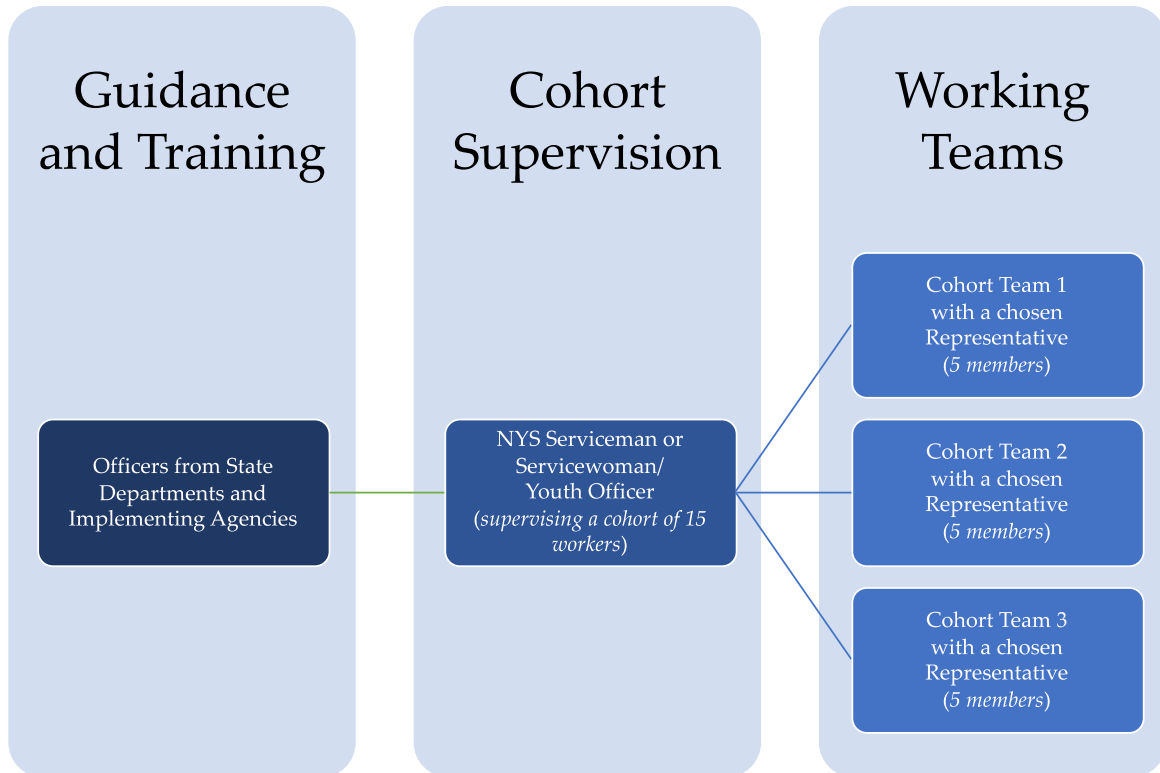


Figure 1: Summary of Onsite Works Supervision Structure for KMP Phase II

### 3.6. Acquisition and Procurement Process

The Acquisition and procurement process will be managed by the Kazi Mtaani program’s host agency \_ The State Department for Housing and Urban Development (SDHUD). SDHUD’s procurement procedures are guided by the Public Procurement and Asset Disposal Act, 2015 (PPADA 2015), and this will be followed for any acquisition and procurement required for the program. Resources required to mobilise the program have been detailed and captured in SDHUD’s procurement plan for the FY 2020-2021. Other avenues for resource mobilisation will include donations; national/county/municipal-level provisions and the recruited youth workers will be required to purchase their gumboots, gloves and hand tools as advised by the recruitment officers. Should donations be received, SDHUD will determine the distribution lists on a need basis. It will be the responsibility of the County Implementation Committees to ensure that acquisition process of necessary PPEs, Equipment, Plants, Machinery and tools for use in the Kazi Mtaani Program has followed the PPADA 2015 procedures and that they are of the required quality and quantity.

### 3.7. Finance and Payments Process

The Kazi Mtaani Finance will be administered and managed by the State Department for Housing and Urban development. The funds will be paid to beneficiaries through the MPESA platform offered by Safaricom. In the case of County governments, the fund administration will be channelled through the county revenue fund.

Payments to beneficiaries shall be made electronically to their mobile wallets. A list of beneficiaries shall be obtained from the field of KMP works for the purposes of collating, verification and submission to Safaricom for payment. The list shall detail the name of the beneficiary, the ID and Phone number through which the beneficiary shall be paid. The mode and frequency of payment shall ensure there is economy, efficiency and effectiveness while being cognizant of the plight of daily wages worker. In KMP phase one the service provider agreed to waive transaction charges meaning neither the Government nor the beneficiaries are being charged for the transfer. Going forward, efforts should be made to ensure that the beneficiaries are not shouldering the burden of transfer charges. The frequency of payment under KMP phase I was on a weekly basis, and it's envisaged to remain the same in the foreseeable future. This may however change to fortnight as time progresses and upon achieving a fairly stable payroll.

Additionally, this being a cash for work program, it is imperative that the funds are used for the intended purpose and that they are paid to the right and deserving beneficiaries. There is also need to ensure there is value for money. The procedure for payment shall involve the following:

- i. An advance electronic attendance register in excel format for each payment period shall be submitted by County Director of Housing and County Commissioner. This shall be followed by a forwarding letter duly signed off by both the County Commissioner and County Director of Housing forwarding the hardcopies of the attendance registers and initialled in each page, the daily activity reports clearly detailing the work done each day for the payment period. In addition, the daily sign in and out registers shall be included in the forward.
- ii. The National Implementation Committee upon receipt of the hard copies shall evaluate the correctness and completeness of the electronic registers.
- iii. The National Implementation Committee shall then compile a pay list for the pay period and forward to the Principal Secretary for onward transmission to Safaricom PLC for payment.
- iv. Safaricom PLC shall give details of successful payments and those that were not successful for purpose of corrections and reconciliations by the National Secretariat.

Overall control of budget execution shall be exercised through strict application of the following general rules, which shall apply to all transactions. The Accounting Officer shall:

- i. Sign financial statements thereby making himself or herself responsible for their correctness;
- ii. Ensure that public funds entrusted to their care are properly safeguarded and are applied for purpose for only which they were intended and appropriated for by the National Assembly;
- iii. Ensure the executions of the approved budgets are based on the annual appropriation legislation, and the approved annual cash flow plan.
- iv. Ensure that the annual cash flow plans prepared is broken down into three months rolling basis and shall be adjusted to reflect any implementation realities in consultation with the National Treasury.
- v. That the quarterly cash flow projections prepared by the Accounting Officers shall be supported by a procurement plan approved in accordance with the Public Procurement and Disposal Act.

For financial reporting and management

- i. The accounts shall record transactions which take place during a financial year running from the 1st July 2020 to the 30th June 2021.
- ii. The financial statements shall be prepared in a form that complies with the relevant accounting standards prescribed by the Public Sector Accounting Standards Board, not later than three months after the end of the financial year and submit them to the Auditor General with a copy to the County Treasury (For counties), the Controller of Budget and the National Treasury.
- iii. Financial records may be maintained in manual or electronic form.

- iv. The Accounting Officer shall take all reasonable precautions to guard against damage, destruction of or falsification of any financial record required to be kept by the provisions of the PFM Act and Regulations
- v. The Accounting Officer shall satisfy himself or herself that where an alteration of a financial record requires the authorization, approval and, or deletion of any transaction or data whether electronic or manual by any means other than in writing, that there is sufficient audit trail.

The National Implementation Committee under the Ministry of Transport, Infrastructure, Housing & Urban Development & Public Works (State Department for Housing and Urban Development) remains accountable for any money to this program. The National Government will ensure that proper fiduciary controls are put in place to ensure that the right amount of money is paid to the right beneficiary for work actually done under the program. The National Implementation Committee will be responsible for the payment process and shall retain all the relevant supporting documents.

### 3.8. Training Process

Four (4) main Kazi Mtaani Phase II training programs will be developed and customised by the respective training institutions and facilitators listed in the table here below, prior to the commencement of Kazi Mtaani works. These training programs have been detailed separately in the Kazi Mtaani Training Manual, and will be developed separately for the 1) County Implementation heads, 2) The county implementation Committees, 3) the Youth Supervisors and the 4) Youth workers to meet the listed training needs as summarised in the table below:

TRAINEE	TRAINING NEEDS	TRAINING INSITUATION	TRAINING TIMELINES
<b>1. County Implementation Heads</b> <ul style="list-style-type: none"> <li>• Regional Commissioners</li> <li>• County Commissioners</li> <li>• Deputy County Commissioners</li> <li>• County Housing Directors (CEC)</li> <li>• Municipal managers</li> </ul>	<ol style="list-style-type: none"> <li>1. Orientation to Kazi Mtaani Phase II,</li> <li>2. Kazi Mtaani Phase II implementation documents.</li> <li>3. Implementation expectations.</li> <li>4. Monitoring, Evaluation and Reporting expectations.</li> </ol>	SDHUD	1 full day
<b>2. County Implementation Committee</b>	<ol style="list-style-type: none"> <li>1. Orientation to Kazi Mtaani Phase II,</li> <li>2. Kazi Mtaani Phase II documents,</li> <li>3. Implementation expectations,</li> <li>4. Monitoring, Evaluation and Reporting expectations,</li> <li>5. Work force coordination basics,</li> <li>6. Site management Basics.</li> </ol>	<ol style="list-style-type: none"> <li>1. Regional Commissioners</li> <li>2. County Commissioners</li> <li>3. Deputy County Commissioners</li> <li>4. County Housing Directors (CEC)</li> <li>5. Municipal managers</li> </ol>	1 full day

<b>TRAINEE</b>	<b>TRAINING NEEDS</b>	<b>TRAINING INSITUATION</b>	<b>TRAINING TIMELINES</b>
<b>3. Youth Supervisors</b>	<ol style="list-style-type: none"> <li>1. Orientation to Kazi Mtaani Phase II,</li> <li>2. Measuring of works</li> <li>3. Blueprint reading</li> <li>4. Building code regulations</li> <li>5. KMP-related workforce management</li> <li>6. Supervision skills</li> <li>7. KMP-related documentation and paper work/app filling</li> <li>8.</li> </ol>	<ul style="list-style-type: none"> <li>• County Implementation Committee representative(s)</li> <li>• KIHBT</li> </ul>	2 full days? (depending on logistics)
<b>4. Youth Workers</b>	<ol style="list-style-type: none"> <li>1. Orientation to Kazi Mtaani Phase II,</li> <li>2. KMP-related expectations</li> <li>3. Activity specific job instruction tutorials</li> <li>4. Project specific practice and drills.</li> <li>5. First aid and lifesaving skills</li> <li>6.</li> </ol>	<ul style="list-style-type: none"> <li>• County Implementation Committee representative(s)</li> <li>• KIHBT</li> <li>• NYS Cadets</li> </ul>	2 full days? (depending on logistics)

### 3.9. Information and Publicity Process

In order to create awareness of the Kazi Mtaani Program to the public and other stakeholders, and to document the program's process, the Communication work stream of the National technical committee has scheduled a number of communication initiatives to include:

- i. Documenting, through pictures and videos, the targeted areas and activities, right from the start of the projects (before, during and after conditions) to demonstrate the project impacts.
- ii. Embedding the documentation process on daily works routines.
- iii. Documenting testimonials from the start of the programme— recruitment process and demonstrate the transparency and fairness of the initiative.
- iv. Capturing testimonials of the already recruited youths and the impact of the programme on the society e.g. reduced crime rates, drug abuse, alcoholism, prostitution and other usurious social activities in the communities.
- v. Curating Impact stories from beneficiary community members who are not employed in the project.
- vi. Creation of visibility material and branding to enhance visibility of the programme
- vii. Boosting media presence— mainstream media and social media.
- viii. Running an awareness campaign so that people appreciate the impact of the programme.

## **4. ORGANISATION AND ADMINISTRATION OF THE KAZI MTAANI PROGRAMME**

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- 4.1** Program Governance Structure
- 4.2** Program Organisational Structure
- 4.3** Stakeholder Analysis



## 4.1. Program Governance Structure

### 4.1.1. National Steering Committee

#### 4.1.1.1. *Role:*

Provide overall direction for program and ensure that it is achieving its aims.

#### 4.1.1.2. *Composition:*

- Principal Secretary, Housing and Urban Development (Chair)
- Principal Secretary, Interior and Citizen Services
- Principal Secretary, Infrastructure
- Principal Secretary, Petroleum
- Principal Secretary, ICT
- Principal Secretary, Youth Affairs
- Principal Secretary, Devolution
- Director General, Nairobi Metropolitan Services (for Nairobi County)
- Principal Administration Secretary, NGAO
- Government Spokesperson
- Director General, National Youth Service (NYS)
- Council of Governors Representative

#### 4.1.1.3. *Specific Tasks of the Chair:*

Coordinate the planning, implementation, reporting, and direction of the program

#### 4.1.1.4. *Specific Tasks of the Committee:*

- Provide policy direction on KMP aims, focus, and strategies
- Approve strategies and plans for KMP roll out
- Approve and mobilize resources for action plans including finding additional monies for the program
- Engage with stakeholders to generate support for KMP including additional resources
- Receive and approve reports on progress from National Technical Committee and the County Implementation Committees

### 4.1.2. National Technical Committee

#### 4.1.2.1. *Role:*

Provide program coordination and reporting on the program ensuring all involved parties are doing their work as required

#### 4.1.2.2. *Composition:*

- Program Coordinator (Chair)
  - Principal Administrative Secretary, Interior (co-chair)
  - Housing Secretary, SDHUD (co-chair)
- Secretary, Urban Development
- Secretary, Youth Affairs
- Deputy Director General, National Youth Service
- Director, Slum Upgrading Department
- Director, Urban Development Department
- KISIP Coordinator

- KUSP Coordinator
- NaMSIP Coordinator
- Council of Governor’s Representative in charge of Urban Development Issues
- Implementing Agencies
  - NMS
  - KURA
  - KeRRA
  - NYS

**4.1.2.3. *Specific tasks of the Chair:***

- The program is co-chaired by the PAS, Interior who coordinates the County Commissioners and HS, SDHUD who coordinates the County Housing Directors
- Their tasks are principally to coordinate implementation, review and resolve emerging issues, and report on progress of the program.

**4.1.2.4. *Specific tasks of the Committee:***

- Create program strategies and activities including resources required for approval by the NSC
- Coordinate implementation activities, ensuring that things are going as required
- Hold regular meetings and provide regular reports to ensure that programs are working well
- Receive and review project progress reports
- Receive and review financial management reports from implementation teams
- Coordinate communications and documentation for the projects
- Coordinate environmental and social safeguards reviews for projects
- Conduct impact studies and report on performance of the projects

**4.1.2.5. *Support from the National Technical Secretariat***

- This committee will be supported by a Secretariat that will provide technical support as well as run a project management office to coordinate reporting and monitoring activities across the counties of implementation.

**4.1.3. County Implementation Committee**

**4.1.3.1. *Role:***

Implement projects within counties

**4.1.3.2. *Composition:***

- County Commissioner, (Chair)
- County Director Housing, Secretary
- County Information Officers
- County Youth Officers
- County Government Representatives:
  - CEC, Urban
  - To be co-opted as needed:
    - CEC, Youth;
    - CEC, Health;

- CEC, Energy/Petroleum
- Implementing Agencies
  - NMS
  - KURA
  - KeRRA
  - NYS
  - County office/entity in charge of environmental issues (Municipality Office/Manager)

**4.1.3.3. *Specific tasks of Chair:***

- Coordination and implementation of the activities including bringing together the County Committees, holding regular meetings and briefings, briefing the Program Coordinator(s), and ensuring reporting is done as per program workings
- County Commissioners are responsible for documenting and communicating progress and impacts of project implementation to the two Co-Chairs of Project Programming.

**4.1.3.4. *Specific tasks of Committee:***

- Coordinate implementation activities based on approved program strategies and activities, ensuring that things are going as required
- Receive and review workplans from implementing agencies for each county of implementation
- Coordinate with the worker selections committee (recruitment) to ensure that workers are identified for specific works
- Coordinate recruited workers to ensure that they have necessary inputs required to do their work and get to work sites
- Ensure that contracted works are done as per schedule and workplans to the quality of standards required
- Conduct regular visit to work sites to ensure that safeguards and health safety protocols are conducted
- Ensure that payments are conducted on a regular basis (at most twice weekly, as will be determined appropriate) and proper records are kept
- Prepare project progress reports including financial reports for the program

**4.1.3.5. *A note on implementation partners and their roles***

- In Nairobi City County, the implementation of all activities of KMP are conducted by the Nairobi Metropolitan Services (NMS)
- Outside of Nairobi, County Committees have been constituted and include County Government Officers who are in charge of activities to be undertaken
  - KURA and KeRRA are in charge of activities within the road maintenance realm i.e. drainage unclogging/clearing/cleaning and bush clearing
  - NYS is providing supervision of worker groups (though some Counties have opted to use youth leaders from within the informal settlements)
  - CECs in charge of Urban are supposed to rope in the offices responsible for street/access path cleaning, garbage collection services, as well as fumigation and disinfection

**4.1.3.6. Requirement to Establish a County Implementation Secretariat**

- The County Implementation Committees will be required to establish a Secretariat that will liaise with the National Technical Committee Secretariat and provide required monitoring and coordination reports.

**4.2. Organisational Structure / Organogram**

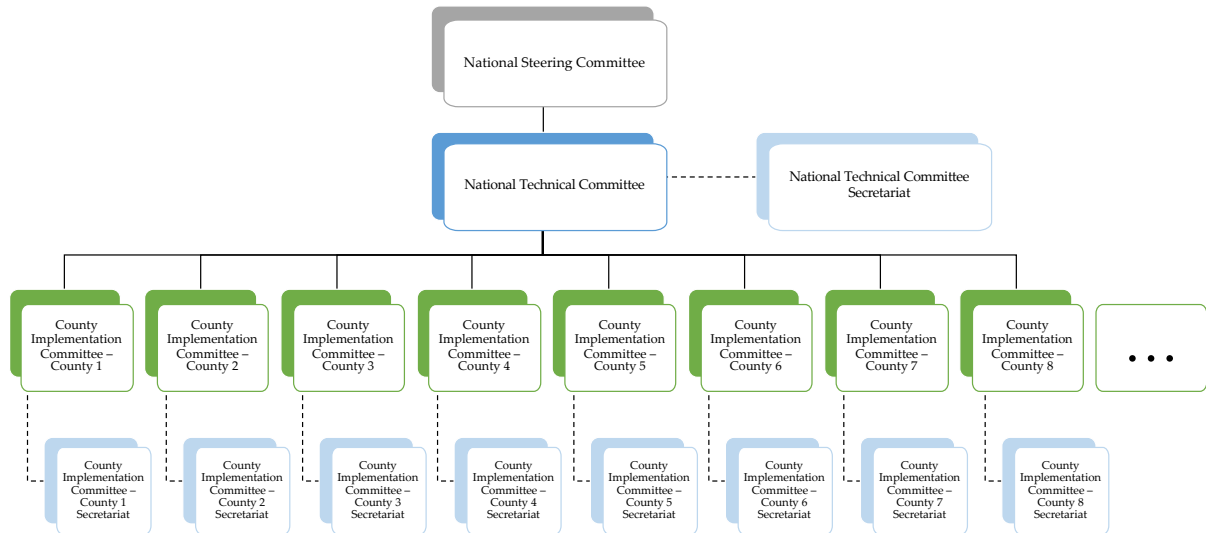


Figure 2: KMP II Program Coordination Structure

**4.3. Stakeholder Analysis**

The Kazi Mtaani programme’s host is the State Department of Housing and Urban development in the Ministry of Transport and Infrastructure, working with various partners with shared responsibilities across \_ National government, County government, SAGAs, NGAOs, State corporations, Private and International partners. The nature of partnership varies including financing-related, reporting-related, equipment procurement and/or donation related, supervision-related and payments management - related aspects. The stakeholder analysis summarised below maps out these key stakeholders in order to outline the relationships between the different stakeholders and their expectations from and for the project.

Stakeholder category	Stakeholder expectation from Kazi Mtaani programme (KMP)	Kazi Mtaani Programme expectation from Stakeholder
The Presidency	i. Due implementation of <i>Kazi Mtaani</i> programme ii. Due utilization of allocated funds	i. Policy direction
MoTIHUD&PW	i. Due implementation of <i>Kazi Mtaani</i> programme ii. Due utilization of allocated funds	i. Policy direction
MoICT&Y MoPSYG	i. Youth empowerment agenda of the program follows stipulated guidelines outlined in the Kenya Youth Policy 2019	i. Policy direction on youth-related matters

<b>Stakeholder category</b>	<b>Stakeholder expectation from Kazi Mtaani programme (KMP)</b>	<b>Kazi Mtaani Programme expectation from Stakeholder</b>
The National Treasury	<ul style="list-style-type: none"> <li>i. Budget proposals</li> <li>ii. Prudent resource management</li> <li>iii. Adherence to approved budgeting process</li> <li>iv. Accounting for allocated funds</li> </ul>	<ul style="list-style-type: none"> <li>i. Advise on resource availability and expenditure management</li> <li>ii. Funding</li> <li>iii. Timely release and disbursement of funds</li> </ul>
Other MDAs	<ul style="list-style-type: none"> <li>i. Collaborations</li> <li>ii. Provision of synergy and support in the implementation of KMP.</li> </ul>	<ul style="list-style-type: none"> <li>i. Collaboration, cooperation and support in implementation of the KMP</li> <li>ii. Technical support</li> <li>iii. Facilitation of training and capacity building</li> </ul>
NGAO	<ul style="list-style-type: none"> <li>i. Provision of strategic direction and leadership in the implementation of the Kazi Mtaani Program</li> </ul>	<ul style="list-style-type: none"> <li>i. Manage the recruitment process in the counties</li> <li>ii. Manage the monitoring, evaluation and reporting process of the KMP</li> <li>iii. Respond to public complaints and concerns</li> <li>iv. Provide advice on relevant matters</li> <li>v. Prepare and submit timely reports</li> </ul>
County Governments	<ul style="list-style-type: none"> <li>i. Collaborations as stipulated in the Kazi mtaani MOUs signed by counties.</li> <li>ii. Involvement in implementation of the Kazi Mtaani programme;</li> <li>iii. Provide Feedback.</li> </ul>	<ul style="list-style-type: none"> <li>i. Collaborations, cooperation and support in implementation of the <i>Kazi Mtaani</i> programme;</li> <li>ii. Provide feedback on implementation of KMP</li> <li>iii. Mobilise tools and equipment to be used by Youth workers</li> <li>iv. Provide training for the youth workers</li> <li>v. Follow schedules outlined in the County Implementation Briefs.</li> </ul>
County Govt. Ministry of : Land, Physical Planning, Public works and Urban development	<ul style="list-style-type: none"> <li>i. Provision of strategic direction and leadership;</li> <li>ii. Advisory/policy guidance</li> </ul>	<ul style="list-style-type: none"> <li>i. Honouring of signed MOU commitment</li> <li>ii. Identification of target sites for KMP</li> <li>iii. Provide technical expertise in design and construction management of low-cost structures</li> <li>iv. Liaise with Technical committee at SDHUD re: work order plans and Standard operating procedures.</li> <li>v. Offer technical assistance in the select sites</li> </ul>
Development partners and International organizations	<ul style="list-style-type: none"> <li>i. Support in implementation of the <i>Kazi Mtaani</i> Programme</li> </ul>	<ul style="list-style-type: none"> <li>i. Effective collaborations</li> <li>ii. Timely disbursement of resources</li> <li>iii. Technical and technological assistance</li> </ul>
Youth Workers	<ul style="list-style-type: none"> <li>i. Quality training and skills development</li> <li>ii. Timely payment of wages</li> <li>iii. Provision of adequate training</li> <li>iv. Commitment to welfare</li> <li>v. Relevant information</li> <li>vi. Skills development</li> <li>vii. Equal treatment and gender equality</li> </ul>	<ul style="list-style-type: none"> <li>i. High standards of discipline</li> <li>ii. Commitment to KMP service</li> <li>iii. Be ambassadors of change</li> <li>iv. Commitment, productivity and high performance</li> <li>v. Integrity</li> <li>vi. Adherence to policies, rules, &amp; regulations set.</li> <li>vii. Feedback and reports</li> <li>viii.</li> </ul>

<b>Stakeholder category</b>	<b>Stakeholder expectation from Kazi Mtaani programme (KMP)</b>	<b>Kazi Mtaani Programme expectation from Stakeholder</b>
Suppliers/ Contractors	<ul style="list-style-type: none"> <li>i. Provision of relevant procurement policies;</li> <li>ii. Transparent procurement and fair competition</li> <li>iii. Prompt payments for goods and services supplied</li> <li>iv. Planned procurement</li> </ul>	<ul style="list-style-type: none"> <li>i. Value for money in procurement of goods and services</li> <li>ii. Timely supply of procured goods and services</li> <li>iii. Supply of high-quality goods and services</li> <li>iv. Honoured contractual obligations</li> <li>v. Integrity</li> </ul>
General public	<ul style="list-style-type: none"> <li>i. Quality and responsive service delivery;</li> <li>ii. Practice of participatory management practices</li> <li>iii. Understanding of services provided, expectations and obligations</li> <li>iv. Achievement of project outcomes</li> <li>v. Good governance and ethical behaviour and zero tolerance to corruption</li> <li>vi. Gender and youth sensitive structures and processes</li> <li>vii. Accountability and transparency</li> <li>viii. Compliance with the Constitution of Kenya 2010</li> <li>ix. Genuine and transparent recruitment process</li> </ul>	<ul style="list-style-type: none"> <li>i. Commitment to customer obligations</li> <li>ii. Providing feedback on service delivery</li> <li>iii. Positive socio-cultural change</li> </ul>

## **5. MONITORING, EVALUATION and REPORTING**

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- 5.1** Monitoring, evaluation and reporting in principle
- 5.2** County-level Project Monitoring and Evaluation (day-to-day; weekly; monthly)
  - 5.2.1 Project Monitoring and supervision.
  - 5.2.2 Project Evaluation and reporting
- 5.3** National-level Project Monitoring and Evaluation (day-to-day; weekly; monthly)
  - 5.2.1 Project Monitoring and supervision.
  - 5.2.2 Project Evaluation and reporting

### **5.1. Monitoring, evaluation and reporting in principle**

A robust monitoring and evaluation system in the programme will ensure reliable Systematic review of progress made in implementing the Kazi Mtaani Programme through a defined measurement, reporting and feedback mechanism. This systemic review will ensure project consistency countrywide.

Kazi Mtaani Programme's (KMP) monitoring will involve the systematic and continuous collection of site related information to keep track on progress, using the stipulated reporting templates in Appendix B. These exercises should provide qualification and quantification information necessary for the continued planning and orientation of the KMP and also ensure that institutional memory of the programme is properly captured for the evaluation process. Evaluation will involve the use of a management tool, to assess and review the progress of implementation of the planned Kazi Mtaani projects periodically. The tool will provide a feedback and reporting mechanism that will highlight progress, any gaps and weaknesses in the implementation process and, provide for timely corrective action that should be undertaken where necessary. The key components of this tool will include aspects of: i) Settlement location, ii) Project Goals, ii) Activity / Project, iv) Scope of Work, v) Indicators vi) Target, vii) Timelines and viii) Project outcomes periodically.

### **5.2. County-level Project Monitoring and Evaluation (day-to-day; weekly; monthly)**

#### **5.2.1. Project Monitoring and supervision**

The county implementation committee will be tasked with the responsibility of implementing the projects as stipulated by the signed County Implementation briefs. They will be required, as well, to capture useful data on the progress of the work on a daily basis. This sets of information should be detailed and quantified using the templates in Appendix 2. The team undertaking the monitoring and supervision should ensure that they: -

- i. Synthesise their individual county implementation briefs and the set of activities to be undertaken following the standard operating procedures detailed in Section 2.
- ii. Quantify the total amount of work to be undertaken in terms of area (sq. km), length (kilometres) etc.
- iii. Set targets by agreeing with the workers on the daily targets and allocate the duties accordingly
- iv. Capture all the achievements of the team, tabulate the results per settlement in the Daily Activity Report and send back in one document.
- v. Ensure documentary evidence is kept in the form of pictures

#### **5.2.2. Project Evaluation and reporting**

An evaluation at the County level will be undertaken based on the agreed targets that are arrived at prior to the commencement of the activities. This will be done in collaboration with all parties involved in the supervision who are partnering in the initiative and are derived from the various State Departments and Semi- Autonomous Government Agencies (SAGAs). The reporting will be undertaken using templates contained in the annex 2 section. The types of reports that may require to be filed are detailed below: -



<b>Type of Report</b>	<b>Scope</b>	<b>Frequency</b>	<b>Responsibility</b>
Daily Activity Report	Detailing the activities, challenges and issues that require escalation;	Daily before 4 pm	County Director of Housing
Incidence Report	Detailing all the accidents or occurrences	As they occur	County Director of Housing

### **5.3. National-level Project Monitoring and Evaluation (day-to-day; weekly; monthly)**

#### **5.3.1. Project Monitoring and supervision**

At the national level, the secretariat and the project management office will be involved in both oversight of the ongoing activities and compilation of data on a daily basis. The Secretariat and designated project management office will be responsible for receiving and maintaining all the information sent in from the counties. The key information to be maintained and monitored will include;

- i. Number of recruited workers
- ii. Payment details of workers
- iii. Financial absorption by counties
- iv. Completion status of projects
- v. Key challenges faced by the County Implementation Committee (CIC)

#### **5.3.2. Project Evaluation and reporting**

The secretariat will schedule a routine visit on a monthly basis for purposes of conducting monitoring and evaluation of all the field activities.

<b>Type of Report</b>	<b>Action</b>	<b>Frequency</b>	<b>Responsibility</b>
Daily Activity Report	Review all reports and extract information on the activities, challenges and issues that require escalation;	Daily before 7 pm of everyday	National-level Secretariat
Incidence Report	Review all the accidents or occurrences	Daily before 7 pm of everyday	National-level Secretariat

<b>Type of Report</b>	<b>Action</b>	<b>Frequency</b>	<b>Responsibility</b>
Daily Brief to the National Steering Committee (NSC)	Generate and share the report to committee	Daily before 7 pm of everyday	National-level Secretariat
Attendance Register	Review the attendance of workers electronically in the biometric register	Daily	National-level Secretariat
Monitoring & Evaluation	Field visits	Monthly	National-level Secretariat

## **6. PROJECT CLOSURE, PROJECT EXTENSION AND PROJECT REVISION**

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- 6.1** Project closure, Project extension and project revision in principle
- 6.2** Management of Kazi Mtaani project documents

## **6.1. Project closure, Project extension and Project revision in principle**

### **6.1.1 Project Closure**

Complete Kazi Mtaani projects will be brought to a close and handed over to local communities and relevant National or county-level institutions:

- i. Upon completion of the work and activities through a project handover ceremony;
- ii. If undesirable and prolonged disruption is experienced such as caused by civil commotion or court action;
- iii. If the community does not allow for the activities to be undertaken in their settlement;
- iv. If a study reveals that such activities are not feasible and interfere with both social, environmental and cultural aspects of a settlement;
- v. The occurrence of a *force majeure* relieves both parties of their contractual obligations
- vi. All other unforeseeable events outside a party's control that could lead to closure of the project.

### **6.1.2 Project Revision**

Kazi Mtaani projects could face revision if:

- i. Proper standards outlined in Section 2 have not been met;
- ii. End value analysis undertaken by the National Technical committee deems this necessary;
- iii. There are major budget implications;
- iv. There are major cost overruns;
- v. Project delays and
- vi. All other unforeseeable events outside a party's control that could lead to revision of the project.

In the event of such an occurrence(s), the County Implementation Committee will work under the advisement of the National technical committee

### **6.1.3 Project Extension**

Extension of any Kazi mtaani works beyond the scope predefined in the Signed and approved County Implementation Briefs must undergo National Steering committee approval through the National Technical committee. Once any extension works have been approved, a new County implementation brief will be prepared and signed outlining in detail the scheduled extension of works and duration of extension.

## **6.2. Management of Kazi Mtaani project documents**

Approved record retention and disposal policies of the Government of Kenya's material will be keenly followed for the Kazi Mtaani Program to include:

- i. Access to Information Act, 2016 \_ to govern access modalities of information under KMP.
- ii. Data Protection Act, 2019 \_ in respect to processing of personal data taking place under KMP.
- iii. Public Archives and Documentation Act, Cap 19 \_ relating to preservation of public records at the SDHUD.

## 7. ANNEXES

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### **Annex A: Recruitment process forms**

1. Attestation on Kenya Cash transfer Program
2. KMP Indemnity form
3. **KMP Self-Declaration form**

### **Annex B: Templates**

1. Daily activity report
2. Summary of daily works
3. Daily sign in register
4. Checklist for field verification and monitoring
5. Incident reporting template
6. Grievance redress template

### **Annex C: Protocols**

1. KMP Grievance redress mechanism
2. Incident reporting protocols

### **Annex D: Applicable Laws, Rules and Policies**

1. MoH guidelines
2. **Labour law guidelines for daily wages**

## Annex A: Form A1 \_ Recruitment process form – Attestation on Kenya Cash transfer program

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### MINISTRY OF TRANSPORT, INFRASTRUCTURE, HOUSING AND URBAN DEVELOPMENT AND PUBLIC WORKS

State Department of Housing and Urban Development

#### KAZI MTAANI PROGRAM ATTESTATION ON KENYA CASH TRANSFER PROGRAM

County: \_\_\_\_\_ Sub-County: \_\_\_\_\_ Location: \_\_\_\_\_  
 Settlement name: \_\_\_\_\_  
 Full names of worker: \_\_\_\_\_  
 ID NO (if available): \_\_\_\_\_ Phone Number: \_\_\_\_\_

I hereby attest that I am eligible for participation as a worker in the National Hygiene Program and that I am currently not registered or benefitting from any of the Government of Kenya cash transfer programs for vulnerable households such as the Older Persons Cash Transfer (OPCT), the Cash Transfer for Orphans and Vulnerable Children (CT-OVC), the Hunger Safety Net Program (HSNP), the Urban Food Subsidy Cash Transfer (UFS-CT), and the Persons with Severe Disability Cash Transfer (PWSD-CT).

*(Ninadhibitisha ya kwamba nimehitimu vigezo za kushiriki katika mradi huu wa National Hygiene Program ama Kazi Mtaani na sijasajiliwa kwenye mradi wowote mwingine wa Serikali ya Kenya unaosambaza pesa kwa washiriki wasiojiweza kiuchumi ama wanaokaa katika mazingira magumu).*

Name of Worker: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

#### WITNESSED BY

Chief: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Deputy County Commissioner: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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#### NOTES:

- i. This form should be filled by all participants of the program who will be enrolled as workers.
- ii. The Deputy County Commissioner should stamp the document before submission.

## Annex A: Form A2 \_Recruitment process form \_ Indemnity

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**MINISTRY OF TRANSPORT, INFRASTRUCTURE, HOUSING AND URBAN DEVELOPMENT AND  
PUBLIC WORKS  
State Department of Housing and Urban Development**

**KAZI MTAANI PROGRAM  
INDEMNITY FORM**

County: \_\_\_\_\_ Sub-County: \_\_\_\_\_ Location: \_\_\_\_\_  
 Settlement name: \_\_\_\_\_  
 Full names of worker: \_\_\_\_\_  
 ID NO (if available): \_\_\_\_\_ Phone Number: \_\_\_\_\_

Name for which the phone number is registered (*Jina Ya Mwenye Nambari Imesajiliwa*): \_\_\_\_\_

ID NO. of the person whose number is registered (*Nambari ya kitambulisho ya Mwenye Nambari Imesajiliwa*): \_\_\_\_\_

Reason for not using own registered telephone number (*Sababu ya kutotumia nambari ya simu yako mwenyewe iliyosajiliwa*): \_\_\_\_\_

**Note:**

Please note that you should submit only correct phone number and the corresponding names and ID of the person whose details were used to register the line. Where a different ID NO has been submitted, the payments will not go through.

*Tafadhali kumbuka kuwa unapaswa kuwasilisha nambari sahihi tu ya simu na majina yanayolingana na kitambulisho cha mtu ambaye maelezo yake yalitumika kusajili laini. Ambapo nambali ya Kitambulisho tofauti imewasilishwa, malipo hayatapita.*

I understand that the payment details submitted are not my own and that in the event I do not receive my pay from the owner of the phone number, the Government of Kenya is not liable and I shall have no claim whatsoever against it. (*Ninaelewa kuwa maelezo ya malipo yaliyowasilishwa sio yangu na kwamba kwa tukio sitapokea malipo yangu kutoka kwa mmiliki wa nambari ya simu, Serikali ya Kenya haina dhamana*).

Name of Worker: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

WITNESSED BY  
 Chief: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Deputy County Commission: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**NOTES:**

This form should be filled by only those who have forwarded phone numbers registered in other person's names. They should subsequently give the phone number and ID no of the persons registered in the daily register. The Deputy County Commissioner should stamp the document before submission.

**Annex A: Form A3 \_Recruitment process form\_ Self-Declaration**

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COUNTY	
INFORMAL SETTLEMENT NAME	
DATE OF REPORT	

**REPORT ON TODAY'S PLAN**

Task	Completion Target (units per day)	Status of work completed (in %)	Estimated work amount (hrs.)	Actual work amount (hrs.)	No. of Workers Reported	Remarks
Access path cleaning <i>(kms per day)</i>						
Fumigation and disinfection services <i>(m<sup>2</sup> per day)</i>						
Garbage collection services <i>(tons per day)</i>						
Drainage cleaning/unclogging services <i>(kms per day)</i>						
Bush clearing services <i>(m<sup>2</sup> per day)</i>						
Production and distribution of masks						

SIGNATURE  
OFFICER NAME  
DATE  
CONFIDENTIAL

**Annex B: Template \_ B3 \_ Daily Sign in register**

COUNTY														
INFORMAL SETTLEMENT NAME														
DATE OF REPORT														
S/No.	Date	Full Names as in ID	ID Number	Phone Number	Sign in	Sign Out								
1.														
2.														
3.														
4.														
5.														
6.														
7.														
8.														
9.														
10.														

SIGNATURE  
 OFFICER NAME  
 DATE  
 CONFIDENTIAL

**Annex B: Template \_ B4 \_ Checklist for field verification and monitoring**



**MINISTRY OF TRANSPORT, INFRASTRUCTURE, HOUSING, URBAN DEVELOPMENT  
AND PUBLIC WORKS  
STATE DEPARTMENT FOR HOUSING AND URBAN DEVELOPMENT  
NATIONAL HYGIENE PROGRAMME  
CHECKLIST FOR THE FIELD VERIFICATION AND MONITORING EXERCISE**

County: ..... Sub County: .....

Settlement: ..... Date: .....

**1. List of activities**

Activity	Targets	Achievements	Challenges/ Remarks
1.			
2.			
3.			
4.			
5.			
6.			

**2. Daily Activity Reports and Attendance Registers**

Settlement	Number of workers	Hard copies of signed Daily Attendance Registers Provided: (Yes/ No)	Hard copies of signed Daily Activity Reports Provided: (Yes/ No)	Remarks

**3. Protective equipment**

Number of Gumboots received	Number of Gloves Received	Hard copy of list of distribution to workers Provided: (Yes/ No)	Remarks

**4. COVID – 19 Compliance**

<b>Item</b>	<b>Yes</b>	<b>No</b>	<b>Remarks</b>
Are the workers observing Social Distancing			
Do they wear masks			

**5. Payments**

<b>Status of payments</b>	<b>Yes</b>	<b>No</b>	<b>Remarks</b>
Have the workers received payments			

**6. Safeguards**

<b>Item</b>	<b>Yes</b>	<b>No</b>	<b>If yes, Status of resolution/ Remarks</b>
Any Grievances/ Complaints			
Incidences reported			
Hard Copies of the Grievances/ incidences recorded			

**Annex B: Template\_ B5 \_ Incident reporting template**

**INCIDENT REPORTING TEMPLATE**

<b>1</b>	<b>Background Information</b>	
	Incident No.	
	Name of Settlement	
	Specific location(s)	
	Date and time of incident	
	Reported by (supervisor)	
	Witnesses (if available)	
<b>2</b>	<b>Incident Description</b>	
	Ensure that all essential questions (what, where, when, why and how) are covered in the incident report. Record not only the people who were injured and what caused the accident to happen, but also include details such as people who witnessed and reported the incident.	
	In case of injuries, describe the nature of injuries suffered (take a photo of the injury) Give details of the injured	
	In case of property damage, describe the damage (include a photo) Give details of the property owners	
	In case the incident resulted in pollution to the environment, give a brief description (include a photo)	
	Indicate if the incident was a near miss	
	In case of illness at workplace, give details of what, how and whom?	
<b>3</b>	<b>What caused the incident?</b>	
	Give the causes of the incident from preliminary observations	
<b>4</b>	<b>Corrective Actions</b>	
	Immediate corrective actions taken	
	Recommended actions to be taken in future to reduce the occurrence	
<b>5</b>	<b>County Coordination Team actions taken</b>	



**Annex B: Template B6 \_Grievance redress template**

COUNTY
INFORMAL SETTLEMENT NAME
DATE OF REPORT

**SAFEGUARDS REPORT**

**1. GRIEVANCES AND RESOLUTION**

Grievances to report on include: Sexual harassment, gender discrimination, lack of payment, negative impact on housing unit or property eg activities resulting in blocking entrance or flooding (Reported cases should have occurred within the work areas)

S/no	Date	Name & tel. no. of complainant	Details of complaint	Action taken by County	Status (resolved & closed/ unresolved & escalated)
1					
2					

**2. INCIDENTS AND RESOLUTION**

Incidents to report on include: Serious bodily Injuries or death, accidents (slips, trips and falls, vehicle/motorbike/bicycle), Damage to property, tools, machinery etc., Illness during working time that require urgent attention especially during this COVID-19 period, pollution of the environment or chemical poisoning of people. (Reported cases should have occurred within the work areas)

S/no	Date	Name & tel. no. of complainant	Details of incident	Action taken by County	Status (resolved & closed/ unresolved & escalated)

SIGNATURE  
 OFFICER NAME  
 DATE  
 CONFIDENTIAL

<b>COUNTY</b>	
<b>INFORMAL SETTLEMENT NAME</b>	
<b>DATE OF REPORT</b>	

**3. SAFETY**

Safety issues to report on include : Wearing safety gear at work ( face Masks, gumboots, gloves, reflector jackets), safety at place of work

S/no	Date	Name & tel. no. of complainant	Details of complaint	Action taken by County	Status (resolved & closed/ unresolved & escalated )
1					
2					

**SIGNATURE**  
**OFFICER NAME**  
**DATE**  
**CONFIDENTIAL**

## Annex C: Protocol \_ C2 \_ KMP Grievance redress mechanism

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# NATIONAL HYGIENE PROGRAM GRIEVANCE REDRESS MECHANISM

## 1. PROPOSED PROCESS

To resolve grievances that may arise during the National Hygiene Program implementation, the following Grievance Redress Mechanism is proposed.

### 1.1 Grievance Redress Committee at community level

#### a. Membership:

- I. Opinion leader (chairman)
- II. Youth -Male and Female (one to be secretary)
- III. Woman representative
- IV. Religious representatives (Christian & Muslim) as applicable in the respective settlement

#### b) Responsibilities

- I. Receive grievances from community
- II. Record grievances in the register
- III. Resolve grievances within their capability
- IV. Escalate unresolved grievances to county GRC
- V. Maintain grievance register
- VI. Give feedback to complainants

### 2: Grievance redress Committee at County Level

#### a) Membership:

- I. Administrative officer (chairperson)
- II. Environment officer
- III. Community /Social development officer (secretary)
- IV. KERA / KURA representative

#### b) Responsibilities

- I. Receive grievances escalated by the community GRC
- II. Register/ maintain a register of grievances received
- III. Resolve the grievances
- IV. Report / refer to the County National Hygiene Program implementation committee for advise
- V. Give feedback to complainants

## 2. SAMPLE GRIEVANCE REGISTER

S/NO	DATE	NAME, TEL OF COMPLAINANT	COMPLAINT DETAILS	ACTION TAKEN	STATUS
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					

Figure 1: Sample Grievance Register

**NB:** This can be done in a book for ease of maintenance at community level

### 3. GRM FLOW CHART

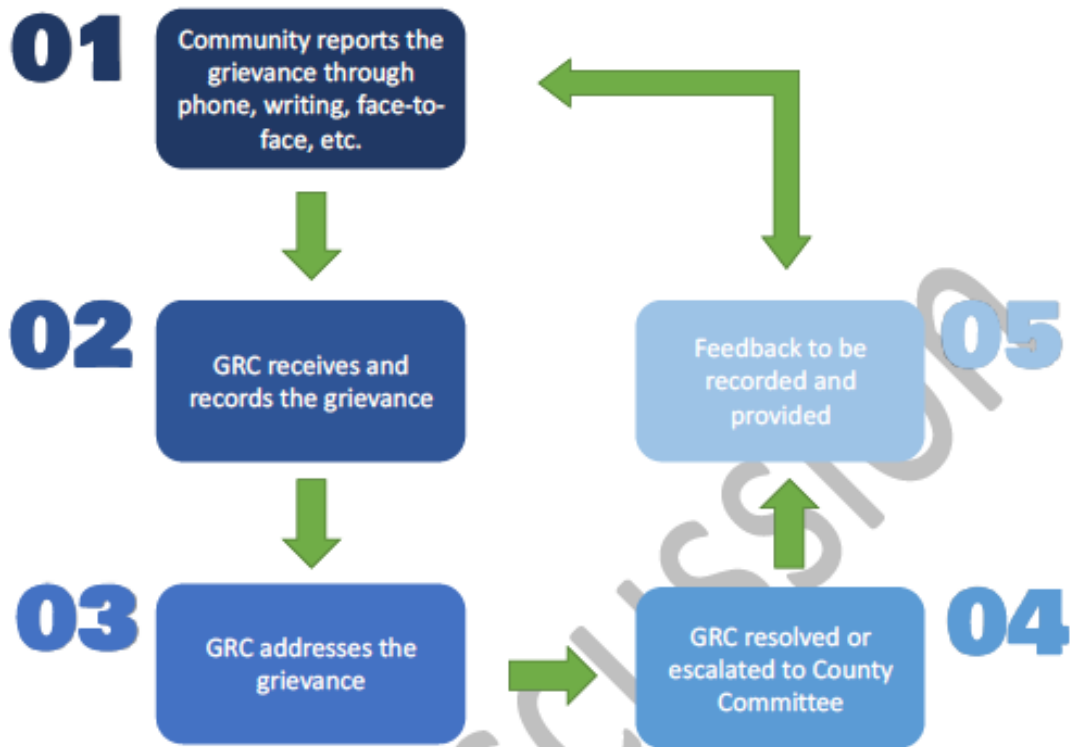


Figure 2: Grievance Redress Mechanism Flow Chart

## Annex C: Protocol \_ C3 \_ Incident reporting protocol

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### **INCIDENT REPORTING PROTOCOL FOR THE NATIONAL HYGIENE PROGRAMME**

An incident report will be prepared by supervisors to capture injuries and accidents, near misses, property and equipment damage, health and safety issues, security breaches and workplace misconduct during the implementation of the program. The report will include a description of the incident, its impacts, root causes, and proposed corrective actions to prevent future occurrence. The reports should be completed by the supervisor at the time of the incident, and submitted to County Coordinating Team, no matter how minor an incident may appear.

Potential Incidents during the implementation of the program may include:

- a) Unexpected occurrences that result in serious physical or psychological injury or death (e.g. slips, trips and falls, natural disasters, vehicle accidents, etc.).
- b) Damage to property, tools, machinery etc.
- c) Illness during working time that require urgent attention especially during this COVID-19 period
- d) Unintended actions that may lead to pollution of the environment or chemical poisoning of people
- e) Near misses – these are situations where the people involved had no injuries but could have been potentially harmed by the risks detected.

The following template is suggested to be used by field supervisors to file incident reports. County Coordinating Team will be expected to analyze these reports, and take immediate corrective action, including further investigation and analysis of the incidents if a persistent pattern of occurrence can be established.

**Annex D: Guide \_D1 \_ MoH Guidelines on managing Coronavirus**

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**STANDARD OPERATING PROCEDURE**

**Insert Department**

**SOP No: Insert number**

**SOP Title: Insert title**

**SOP Number** v.04022020

**SOP Title** 2019 NOVEL CORONAVIRUS CONTACT TRACING (CONTACT IDENTIFICATION, LISTING AND FOLLOW UP) AND DISCHARGE FROM FOLLOW UP

	NAME	TITLE	SIGNATURE	DATE
<b>Author</b>				
<b>Reviewer</b>				
<b>Authoriser</b>				

<b>Effective Date:</b>	
<b>Review Date:</b>	

<b>READ BY</b>			
NAME	TITLE	SIGNATURE	DATE

**Annex D: Guide \_D2 \_ Labour law guidelines for daily wages**

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