



**RURAL ELECTRIFICATION & RENEWABLE ENERGY CORPORATION**  
**CITIZENS SERVICE DELIVERY CHARTER PROCESSES**

<b>NO</b>	<b>REREC SERVICES</b>	<b>DEPARTMENT</b>	<b>OPERATION CLAUSE</b>
1	Identification of rural electrification projects	Strategy & Planning	PME-OP-02
2	Undertaking Project Designs and Survey	Design	DSN-OP-03
3	Acquisition of Wayleaves Consent	Design	DSN-OP-05
4	Issuance of Surveying Certificate of Completion	Design	DSN-OP-02
5	Issuance of Pegging Certificate	Construction	CNSTR-OP-04
6	Cartography Certificate of Completion	Design	DSN-OP-04
7	Project Award	Construction	CNSTR-OP-04
8	Inspection & Certification by REREC Supervisor	Construction	CNSTR-OP-07
9	Commissioning	Construction	CNSTR-OP-08
10	Preparation of Payment Certificate (BQ)	Construction	CNSTR-OP-09
11	Inspection of Goods	Supply Chain Management	PR-OP-03
12	Complaints Handling & Reception Service	Corporate Communication	CM-OP-04
13	Payment of Goods & Services	Finance	FIN-OP-04





## OPERATIONS MANUAL – PLANNING MONITORING AND EVALUATION

### PME-OP-02 Identification and Budget approval of projects

#### 1. PURPOSE

The purpose of this procedure is to ensure that projects proposed for implementation within the contract period are identified, approved and forwarded to the relevant departments for timely implementation.

#### 2. SCOPE

This procedure covers all activities involved from identification of projects for implementation to approval of budget for projects within the stipulated scope and available budget

#### 3. REFERENCE

- 3.1 Updated REMP
- 3.2 Annual Performance Contract
- 3.3 ISO 9001: 2015 Standard

#### 4. TERMS & DEFINITIONS

- 4.1 REMP Rural Electrification Master Plan
- 4.2 HOD Head of Department
- 4.3 CP Planning, Monitoring & Evaluation
- 4.4 MPs Members of Parliament
- 4.5 PIC Projects Implementation Committee

#### 5. PRINCIPLE RESPONSIBILITY

- 5.1 The Head of Planning, Monitoring & Evaluation Department shall ensure implementation of this procedure

#### 6. METHOD

- 6.1 Upon approval of the updated REMP, the PME staff shall write to Members of Parliament (MPs) to prioritise from the proposed projects within their constituencies. The number of projects will be guided by the available budget in a given financial year. This is undertaken within the third quarter of each financial year.
- 6.2 In the event the REMP does not have enough un-electrified facilities to be proposed for implementation during the contract period, the PME staff shall request the MPs to forward other priority projects for consideration.



## OPERATIONS MANUAL – PLANNING MONITORING AND EVALUATION

- 6.3 The Economist shall then consolidate data received from all the constituencies, assign reference numbers and forward to Design upon approval by the CEO. This is done continuously as they are received from the MPs.
- 6.4 Designed project files are forwarded back to planning to analyse the cost against the available funds and recommend approval by the CEO through a memo.
- 6.5 Upon securing CEOs approval, the Chief Economist does actual budget approval in SAP and notifies the Head of Procurement to convene an award committee meeting.
- 6.6 Once an approved award notification is received from procurement, the Economist forwards the approved design files to construction.
- 6.7 Weekly reports on the projects contracting cycle are prepared for presentation to the PIC meetings.
- 6.8 The Manager, Planning, Monitoring & Evaluation shall ensure that a Risk Analysis is undertaken on Department's on Projects identification and budget approval
- 6.9 The outcome of the risk analysis shall be documented as appropriate
- 6.10 The Manager, Planning, Monitoring & Evaluation shall ensure that mitigation measures are taken to ensure the risks identified do not unfavorably affect the Authority

### 7. RECORDS GENERATED

- 7.1 Letters to MPs
- 7.2 List of approved projects to design in Lots
- 7.4 Risk Analysis Outcome

### 8. KEY PERFORMANCE INDICATOR

- 8.1 No. of projects identified and forwarded to Design for implementation
- 8.2 Weekly reports to PIC



## OPERATIONS MANUAL - DESIGN

DSN – OP – 03 Design and cost estimates of projects.

### 1 PURPOSE

The purpose of Design and cost estimation is to generate Project drawings, bills of quantities and materials necessary for the successful implementation of the Project

### 2 SCOPE

The procedure covers from the time the project is received by the Design Engineer in Charge from the Senior Surveyor to the time the project is released to the Cartographer in Charge.

### 3 REFERENCE

- 3.1 Design Manuals
- 3.2 Construction Manuals
- 3.3 ISO 9001:2015

### 4 DEFINITIONS

- 4.1 CWA – Capital Works Authority
- 4.2 CU – Construction units
- 4.3 CES – Cost Estimate Submitted.
- 4.4 CER – Cost Estimate released
- 4.5 CEA – Cost Estimate Approved
- 4.6 SAP – Systems Applications and Products in Data processing



### 5 PRINCIPLE RESPONSIBILITY

The Chief Manager-Design shall ensure implementation of this procedure

### 6 METHOD

- 6.1 The Survey report / file on the project which has been accepted from the contract surveyors is sent to the respective designers. The report will comprise the raw survey submission drawing in soft complete with ground profile.
- 6.2 From time to time the design technician visits the site to confirm that the survey was done as per the proposals during the preliminary cost estimates and if found to be accurate the technician proceeds with the design otherwise the project is returned to the surveyor for review.
- 6.3 Using the provided ground profile, the designer uses templates and determines the pole spans after ensuring that there is enough ground clearance of the conductor, a process often referred to as sagging.
- 6.4 The technician positions the poles based on the various fittings formations on the strip plan drawing based on the distances determined during sagging.
- 6.5 After poles positioning on the drawing strip plans, the technician prepares a pole schedule giving a summary of the details of all the poles, their positions, type of fittings and spans between the poles.

## OPERATIONS MANUAL - DESIGN

- 6.6 The technician prepares a technical report with a summary of all the materials and group of materials.
- 6.7 The designer then proceeds in entering the design detail in SAP in order to generate the technical report, upload all the materials necessary for the projects implementation in the SAP and raise a CWA in SAP. The file is then passed to the supervising engineer for counter-checking.
- 6.8 The supervising engineer checks the file to confirm whether the design conforms to Electrical & Mechanical Analysis and calculations standards for MV/LV distribution network design, Counterchecks whether survey, design and cost estimate data are consistent. Checks to ensure REA mandate is not violated in the design. Checks the cost effectiveness of the design.
- 6.9 The file is finally sent to the Cartographer in Charge for processing.
- 6.11 The Function manager shall ensure that a Risk Analysis is undertaken for every Design and cost estimates of projects during preparation and planning and before execution.
- 6.12 The outcome of the risk analysis shall be documented as appropriate
- 6.13 The Function manager shall ensure that mitigation measures are taken to ensure the risks identified do not unfavorably affect the Authority.

### 7 RECORDS GENERATED

- 7.1 Pole schedules
- 7.2 Fittings Summary Report
- 7.3 CWA
- 7.4 Raw file with all the strip plan drawings having all pole positioned.
- 7.5 Risk Analysis Report

### 8 KEY PERFORMANCE INDICATORS

- 8.1 Quarterly number of projects designed.



## OPERATIONS MANUAL - DESIGN

DSN – OP – 05 Wayleaves acquisition of the designed projects

### 1 PURPOSE

The purpose of this procedure is to ensure land owners give consent for construction of the power line to proceed as proposed where the proposals encroaches into their land.

### 2 SCOPE

The procedure covers from the time Contracted Surveyor receives the survey contract (which includes acquisition of wayleaves) to the time the Contracted surveyor submits all the required documents.

### 3 REFERENCE

- 3.1 ISO 9001:2015
- 3.2 REA Wayleaves policy and guidelines
- 3.3 The Land Registration Act of 2012.
- 3.4 The National Land Commission Act of 2012
- 3.5 Energy Act of 2006

### 4 DEFINITIONS

- 4.1 REA – Rural Electrification Authority
- 4.2 KP – Kenya Power
- 4.3 TOR – Terms Of Reference
- 4.4 CMD – Chief Manager Design.



### 5 PRINCIPLE RESPONSIBILITY

- 5.1 Chief Manager shall ensure implementation of this procedure

### 6 METHOD

- 6.1 During survey, the contracted surveyor identifies the areas the proposed power line will encroach onto land owner's properties and seeks consent as he awaits the final design drawing.
- 6.2 The senior REA wayleaves officer receives the soft copy of a design file with attached scanned copies of Survey Maps, immediately reviews for completeness and forwards to the Surveyor who surveyed the line to complete acquisition of wayleaves.
- 6.3 The contracted surveyor/wayleaves officer carries out the land searches using the plot numbers in the drawing in order to identify the actual land owners. Once the owners are identified the wayleaves officer moves to the ground to seek wayleave consent from the owners. Consent is given once the owner agrees to sign wayleaves approval document.
- 6.4 In cases where the land is not adjudicated, the contracted surveyor/way leaves officer acquires a letter from the lands adjudication office to confirm adjudication status. In case where adjudication is at advanced stages, the prequalified surveyor/way leaves officer acquires a letter of proposed land owners and proceed to acquire consents.

## OPERATIONS MANUAL - DESIGN

- 6.5 For community land, the contracted surveyor/wayleaves officer seeks consent from the County Governments.
- 6.6 The surveyor/wayleaves officer seeks wayleaves approval from the roads authority where the line is on the road reserve.
- 6.7 The Surveyor/wayleaves officer ensures that the wayleaves approvals of at least 75% are obtained within 7 days from the day the design drawing is provided.
- 6.8 The senior wayleaves officer analyses the submitted documents with the drawing to ensure that at least 75% of the wayleaves of that project has been acquired.
- 6.9 The 75% approval documents are forwarded to KP for records.
- 6.10 The senior wayleaves officer within 7days prepares payment certificate to the Surveyors and forwards to the CMD through the design Engineer for authorization.
- 6.11 The Function manager shall ensure that a Risk Analysis is undertaken for every Wayleaves acquisition of the designed projects during preparation and planning and before execution.
- 6.12 The outcome of the risk analysis shall be documented as appropriate
- 6.13 The Function manager shall ensure that mitigation measures are taken to ensure the risks identified do not unfavorably affect the Authority.

### 7 RECORDS GENERATED

- 7.1 Payment certificate
- 7.2 Wayleaves consent documents
- 7.3 Way leave submissions register
- 7.6 Risk Analysis report

### 8 KEY PERFORMANCE INDICATORS

- 8.1 Quarterly number of project files with 75% wayleave acquisition.
- 8.2 Quarterly number of payment certificates





## OPERATIONS MANUAL - DESIGN

DSN – OP – 02 Engineering survey of projects with estimates

### 1 PURPOSE

The purpose of Engineering survey is to provide land data and information necessary to support effective engineering design required for connecting customers to electricity

### 2 SCOPE

The procedure covers from the time department receives funded load centres from the corporate planning department to the time of receiving engineering survey reports from the contract surveyors.

### 3 REFERENCE

- 3.1 Design Manual
- 3.2 ISO 9001:2015

### 4 DEFINITIONS

- 4.1 CMD – Chief Manager Design
- 4.2 T.C – Tender Committee
- 4.3 TOR – Terms of Reference
- 4.4 CEO – Chief Executive Officer

### 5 PRINCIPLE RESPONSIBILITY

The Chief Manager-Design shall ensure implementation of this procedure

### 6 METHOD

- 6.1 The Chief Manager receives a memo from the CEO comprising a list of projects allocated to pre-qualified surveyors.
- 6.2 The Pre-qualified surveyor is issued with the projects' preliminary field data including the proposed route, T-Off and TOR to enable the surveyor proceed with the engineering survey.
- 6.3 The Pre-qualified surveyor upon receipt of the instructions above conducts a reconnaissance and then purchases the relevant maps of the project area (cadastral maps, RIMs, Topographic maps) from the regional Government survey offices.
- 6.4 The surveyor then carries out the field work as proposed and processes the data.
- 6.5 The surveyor ensures that the submission is geo-referenced and prepares a soft copy of the same in DXF /DWG formats. The surveyor determines the ground profile of the proposed route in a scale of 1:1000 for the x-axis and 1:100 on the y-axis.
- 6.6 The REA surveyor checks for compliance with the TORs, samples some of the projects for verification (from time to time) of the drawing and details there-in.
- 6.7 The feedback from the field is compiled in a completed survey project file (in form of a report) and forwarded to the Design Engineer once it's confirmed that the job was done as per the TOR and proposals.



## OPERATIONS MANUAL - DESIGN

- 6.8 A completion certificate based on the verified data is prepared, counter checked by the Surveyor and the Design Engineer before being forwarded to CMD for approval. The completion certificate is completed within one week on clearance of the wayleave.
- 6.9 The authorized completion certificates are released to the contract surveyors with SES and a soft copy maintained for records.
- 6.10 The Function manager shall ensure that a Risk Analysis is undertaken for every Engineering survey of projects with estimates during preparation and planning and before execution.
- 6.11 The outcome of the risk analysis shall be documented as appropriate
- 6.12 The Function manager shall ensure that mitigation measures are taken to ensure the risks identified do not unfavorably affect the Authority.

### 7 RECORDS GENERATED

- 7.1 Drawings of project submission proposals in soft copies.
- 7.2 Scanned copies of Survey completion certificates.
- 7.3 Risk Analysis Report

### 8 KEY PERFORMANCE INDICATORS

- 8.1 Quarterly number of projects surveyed
- 8.2 Number of projects surveyed within the financial year.





## CONSTRUCTION OPERATIONS MANUAL

### CNSTR – OP – 04 CO-ORDINATING PEGGING FOR ALL PROJECTS DURING IMPLEMENTATION

#### 1. PURPOSE

The purpose of the procedure is to ensure that pegging of projects ready for implementation is done within the first week after release of project to the L & T contractor.

#### 2. SCOPE

The procedure covers all activities involved in the coordination of pegging for all projects contracted and released for implementation.

#### 3. REFERENCE

- 3.1 Design Manual – Survey & Wayleaves Instructions.
- 3.2 ISO 9001: 2015.
- 3.3 REA Quality Manual.

#### 4. TERMS & DEFINITIONS

- 4.1 RM: Regional Manager
- 4.2 MC: Manager, Construction
- 4.3 L & T: Labour and Transport.
- 4.4 ISO: International Organization for Standardization.
- 4.5 REA: Rural Electrification Authority.
- 4.6 JC: Job Card – Project Handover Document

30 JUL 2018

#### 5. PRINCIPAL RESPONSIBILITY

Manager, Construction (MC) shall ensure implementation of this procedure

#### 6. METHOD

- 6.1 Projects with complete details and information are recorded by the Clerk at the region.
- 6.2 The Clerk then informs the contractor by telephone and/or e-mail to avail their representative for picking of their contract and completed drawings copies before proceeding for project implementation.
- ~~6.3 The RM shall hand over the project file to the respective Project Supervisor and contractor using a Job Card. The supervisor shall then arrange for pegging of the project.~~
- 6.4 The pegging shall then be done as per designed drawings within 7 days after handover. In the event that there is any variation, the procedure CNSTR – OP – 06 REVISION OF PROJECTS shall apply to revise the project.



**Rural**  
Electrification Authority

## CONSTRUCTION OPERATIONS MANUAL

DOCUMENT NO: REA - OP - 04	ISSUE NO: 03
	REVISION NO: 00

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30 JUL 2018

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## OPERATIONS MANUAL - DESIGN

completeness including the pole schedules, fitting summaries, location diagrams and schematics. Where the drawing is not clear, the cartographers make immediate clarifications to the design Engineer in Charge. Files are then handed back to the cartographer in charge.

6.2.1 The Cartographer in Charge lists the files received and forwards to Corporate Planning for allocation/award to contracted cartographers. Upon receipt of the award schedule, cartographer in charge notifies the contracted cartographer on the same day and issues the awarded file either as hard copy or soft copy.

6.2.2 Where the file issued is in hard copy, the contracted cartographer scans and digitizes the file then scrutinizes the drawings to ensure that symbolization and presentation is done to cartographic standards and integrity of data is preserved. Where need be, modifications are done accordingly. The contracted cartographer prints two copies and submits together with an AUTOCAD Drawing record in soft to cartographer in charge.

6.2.3 Where the file issued is in soft copy, the contracted cartographer scrutinizes the drawing to ensure that symbolization and presentation is done to cartographic standards and integrity of data is preserved. Where need be, the Cartographer modifies the file then prints two copies and submits together with an AUTOCAD Drawing record in soft to cartographer in charge.

6.2.4 Cartographer in charge receives the printed files approves the works, signs delivery notes then forwards the hard copies to the Design Engineer in charge for approval on the same day the files are received from the contracted Cartographer.

6.2.5 The design Engineer in charge checks the drawing to confirm that design has been done as proposed and upon approval hands over to the Cartographer to forward copies for operations.

6.2.6 Cartographer in charge updates the digital spatial database using the soft copy submitted.

6.2.7 Responsible internal Cartographer prepares job completion certificates, guided by the signed delivery notes; which are checked by the Design Engineer and approved by the CMD. The certificates are handed over to finance and a copy issued to the contracted cartographer for invoicing to Finance.

6.3 Upon notification by either the construction contractor or the Operations supervisor, Rea Cartographer submits Drawings of constructed projects in soft copy to KP for the purpose of commissioning.

6.4 The Function manager shall ensure that a Risk Analysis is undertaken for every Production of working drawings during preparation and planning and before execution.

6.5 The outcome of the risk analysis shall be documented as appropriate

6.6 The Function manager shall ensure that mitigation measures are taken to ensure the risks identified do not unfavorably affect the Authority.



## OPERATIONS MANUAL - DESIGN

DSN – OP – 04 Production of working drawings.

### 1 PURPOSE

The purpose of this procedure is to produce working drawings from the raw file approved by the Chief Manager Design

### 2 SCOPE

The procedure covers from the time Cartographer in Charge receives the raw project file from the Designer in charge to the time the file is forwarded to Corporate Planning for operations.

### 3 REFERENCE

3.1 ISO 9001:2015

### 4 DEFINITIONS

- 4.1 M/V – Medium Voltage
- 4.2 L.V – Low Voltage
- 4.3 H.V – High Voltage
- 4.4 KP – Kenya Power
- 4.5 TOR – Terms Of Reference
- 4.6 CMD – Chief Manager Design.



### 5 PRINCIPLE RESPONSIBILITY

5.1 Chief Manager shall ensure implementation of this procedure

### 6 METHOD

The Cartographer in charge receives complete design proposal files from the Design Engineer in charge in soft copy. The Files are then distributed to cartographers to check for clarity, positional accuracy and completeness including the pole schedules, fitting summaries, location diagrams and schematics. Where the drawing is not clear, the cartographers make immediate clarifications to the design Engineer in Charge. The cartographers scrutinize the drawings to ensure that symbolization and presentation is done to cartographic standards and integrity of data is preserved. Where need be, modifications are done accordingly. The cartographer then populates the spatial database with the new project drawing.

#### 6.1 Files processed internally:

6.1.1 The cartographer notifies the Cartographer in Charge, prints two copies of each file, packages them and hands them to the Design Engineer in Charge for approval.

6.1.2 Approved files are then handed back to Cartographer in Charge where they are listed and forwarded to corporate planning for operations.

#### 6.2 Files processed externally by contracted cartographers

The Cartographer in charge receives complete design proposal files from the Design Engineer in charge in soft copy. The Files are then distributed to cartographers to check for clarity, positional accuracy and



## CONSTRUCTION OPERATIONS MANUAL

CNSTR – OP – 07 SUPERVISION OF PROJECTS UNDER IMPLEMENTATION

### 1. PURPOSE

The purpose of the procedure is to ensure that all projects in progress are continuously inspected by the Project Supervisors to ensure quality of works and timely completions by the L & T contractors.

### 2. SCOPE

The procedure covers all the activities involved in the supervision of all projects under implementation from the time the contractor takes over the site to the time the contractor completes construction and commissions the individual projects.

### 3. REFERENCE

- 3.1 ISO 9001:2015.
- 3.2 REA Quality Manual.
- 3.3 Public Procurement Regulations, 2015.
- 3.4 SLA.
- 3.5 Construction work Instructions.
  - 3.5.1 Overhead line construction Rules.
  - 3.5.2 Underground cable Construction Rules.
  - 3.5.3 Low Voltage line construction Rules.
  - 3.5.4 Pole mounted Substation hand book.
  - 3.5.5 Earthing rules.
  - 3.5.6 Safety Rules.

### 4. TERMS & DEFINITIONS

- 4.1 SLA: Service Level Agreement between KP and REA.
- 4.2 REA: Rural Electrification Authority.
- 4.3 ISO: International Organization for Standardization.
- 4.4 L & T: Labour and Transport.
- 4.5 HT: High Tension.
- 4.6 LT: Low tension.
- 4.7 KP: Kenya Power.

### 5. PRINCIPAL RESPONSIBILITY

Manager, Construction shall ensure implementation of this procedure.

30 JUL 2018

## CONSTRUCTION OPERATIONS MANUAL

### 6. METHOD

- 6.1 The Manager, Construction shall be responsible for the supervision of all projects under implementation. Each Region has a Regional Manager in charge of supervising the projects in progress assisted by Assistant Engineers and Technicians.
- 6.2 The supervision starts immediately the contract is picked from the regional office by the L & T contractor with indication of the duration of the project within the contract. The L & T contractor is given a week for mobilization and pegging. The contractor shall, through the contractor inspection notification form, notify the project supervisor at the completion of the following stages for inspection purposes:-
- 6.2.1 Hole digging.
  - 6.2.2 Poles erecting and dressing.
  - 6.2.3 Stringing and establishment of the substation(s) structures
- 6.3 In the event the project has defects, a form detailing the defects to be corrected shall be signed by both the L&T contractor and the Project Supervisor. The contractor shall clear the defects within 5-14 days depending on the scope.
- 6.4 Upon correction of the defects, the project supervisor shall notify Kenya Power, through e-mail, for a joint inspection to be carried out within 14 working days in the presence of the L&T contractor.
- 6.5 In the event the project has defects, a form detailing the defects to be corrected shall be signed by the L&T contractor, the Project Supervisor and the Kenya Power supervisor. The contractor shall clear the defects within 5-14 days depending on the scope.
- 6.6 The L & T contractor shall be required to rectify the defects within 5-14 working days depending on the scope.
- 6.7 The project supervisor shall arrange for a re-inspection with the contractor within 5 days and on confirming that the contractor has corrected the defects shall again give notice by e-mail to KP for a tripartite re-inspection.
- 6.8 In the event that the defects are not corrected as documented and to the required standards, procedure 6.6 and 6.7 above shall apply.
- 6.9 The project supervisor then prepares a list of projects approved for commissioning and forwards them through e-mail to KP for action as per procedure CNSTR-OP-08 – Commissioning and handing over of projects to KP.
- 6.10 In the event that wayleave objections arise in the course of the project implementation, the Manager Construction shall on advise by the Regional Manager forward to the same to the Manager Design for the necessary action as the project is put on hold.
- 6.11 In the event that the project requires additional material due to amendment(s) on site, refer to the Procedure CNSTR-OP-06 -Revision of Projects.
- 6.12 In the event that the L&T contractor fails to mobilize and commence the works within seven (7) working days from the date of signing the contract or stops work for thirty (30) days continuously without reasonable cause or authority from the Regional Manager, the contract will be terminated by giving the contractor fourteen (14) days' notice.

30 JUL 2018



## CONSTRUCTION OPERATIONS MANUAL

- 6.13 In the event the L&T contractor unreasonably fails to complete the works as stipulated in the contract while in possession of full complement of materials, the Regional Manager shall on advise by the project supervisor issue a warning letter to the contractor to complete the works within 14 working days failure to which a termination letter will be issued due to non-compliance to the terms in the warning letter.
- 6.14 In the event that the contract has been terminated, the works done shall be quantified by the Project Supervisor and the pending works captured for re-award to new contractor as per the laid down regulations.
- 6.15 The Manager construction shall ensure that a Risk Analysis is undertaken for supervision of projects under implementation.
- 6.16 The outcome of the risk analysis shall be documented as appropriate

No	Activity	Risk identified	Potential impact	Risk level	Impact loss	Mitigation measures
1.	Project implementation	-inadequate capacity	-inadequate project supervision.			-ensure proper staffing.
		-inadequate resources.	-delay of projects			-continuous liaising with procurement for full complement.
		-insecurity	- Delay of projects.			Hiring of security personnel for high risk areas.
		-non-adherence to safety standards.	-injuries and fatalities			-sensitization of contractors on safety and line construction standards.

- 6.17 The Manager construction shall ensure that mitigation measures are taken for the risks identified.

### 7. RECORDS GENERATED

- 7.1 List of projects in progress.  
 7.2 List of Projects with issues  
 7.3 List of projects ready for joint inspection.  
 7.4 Copies of Inspection Reports on the progress of each project  
 7.5 Copies of the contractor inspection notification form  
 7.6 Risk Analysis Outcome

30 JUL 2018



## CONSTRUCTION OPERATIONS MANUAL

### 8. KEY PERFORMANCE INDICATORS

- 8.1 Projects Inspected within fourteen (14) days of notice after hole digging, pole erection/dressing, stringing/substation structure and defects correction.

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30 JUL 2018



## CONSTRUCTION OPERATIONS MANUAL

CNSTR – OP – 08 COMMISSIONING AND HANDING OVER OF PROJECTS TO KP

### 1. PURPOSE

The purpose of this procedure is to ensure that all projects completed and jointly inspected by L & T contractor, REA and KP and are confirmed free of defects are commissioned within 21 days from the date of joint inspection as stated in the SLA.

### 2 SCOPE

The procedure covers all the activities involved in the commissioning and handing over of projects to KP from the time the project is jointly inspected by L & T contractor, REA and KP and are cleared of defects and commissioned by L & T contractor, REA and KP.

### 3 REFERENCE

- 3.1 ISO 9001:2015.
- 3.2 REA Quality Manual.
- 3.3 Public Procurement Regulations, 2015.
- 3.4 SLA.
- 3.5 Construction work Instructions.
  - 3.5.1 Overhead Line Construction Rules.
  - 3.5.2 Underground Cable Construction Rules.
  - 3.5.3 Low Voltage Line Construction Rules.
  - 3.5.4 Pole Mounted Substation hand book.
  - 3.5.5 Earthing Rules.
  - 3.5.6 Safety Rules.

### 4. TERMS & DEFINITIONS

- 4.1 SLA: Service Level Agreement between KP and REA.
- 4.2 REA: Rural Electrification Authority.
- 4.3 ISO: International Organization for Standardization.
- 4.4 L & T: Labour and Transport.
- 4.5 KP: Kenya Power.
- 4.6 HT: High Tension.
- 4.7 LT: Low tension.
- 4.8 AP: Authorized Personnel.

### 5. PRINCIPAL RESPONSIBILITY

Manager, Construction shall ensure implementation of this procedure.

### 6. METHOD

- 6.1 Within 14 days after the joint inspection, the Project Supervisor, Contractor's representative and a KP Authorized Personnel shall visit the site for shutdown.

30 JUL 2018

## CONSTRUCTION OPERATIONS MANUAL

- 6.2 Once the KP Authorized person informs the Project Supervisor of the isolation of the line, the duration of the outage and the expected time of completion, who shall then inform the Contractor. An earthing harness shall be installed at the point of isolation after confirming that the line is dead.
- 6.3 The line shall be connected to the main grid under "dead conditions".
- 6.4 On completion of the works the L&T contractor shall remove the earth harnesses and withdraw his/her personnel from the working area. The Project Supervisor shall advise the KP Authorized Personnel of the completion of works.
- 6.5 The Project Supervisor shall notify KP that the line is ready for commissioning who shall ensure that the line is commissioned within 14 working days after successful shutdown.
- 6.6 The commissioning report shall be filled on completion of the commissioning process and signed by all the parties namely; Project Supervisor, L & T contractor and KP feeder in charge.
- 6.7 The works shall be certified complete after the line is completed, inspected, tested and commissioned.
- 6.8 The MC shall ensure that a Risk Analysis is undertaken for commissioning and handing over of projects to KP.
- 6.9 The outcome of the risk analysis shall be documented as appropriate

No	Activity	Risk identified	Potential impact	Risk level	Impact loss	Mitigation measures
1.	Commissioning and handover of projects.	-failure to sign hand over reports by KP on commissioning.	None ownership of the projects after completion by KP.	High	High	-Enforce through review of SLA.
		-None adherence to safety standards.	-risk of injury and fatalities.	Medium	High	-enforce inspection and recommend blacklisting those found culpable.
		-different projects targets between REA and KP	-Delay in commissioning.	High	High	-Harmonization of targets through review of the SLA.

- 6.10 The MC shall ensure that mitigation measures are taken to ensure the risks identified do not unfavorably affect the Authority.

## 7. RECORDS GENERATED

- 7.1 List of commissioned Projects.

30 JUL 2018



## CONSTRUCTION OPERATIONS MANUAL

- 7.2 Commissioning and Handover reports.
- 7.3 Payments documents
- 7.5 Risk Analysis Outcome

### 8. KEY PERFORMANCE INDICATORS

- 8.1 Requests for shutdown done within 14 working days of joint inspection
- 8.2 Request for commissioning done within 14 working days after successful shutdown.

30 JUL 2018





## CONSTRUCTION OPERATIONS MANUAL

CNSTR – OP – 09      PAYMENT OF L & T WORKS

### 1 PURPOSE

The purpose of the procedure is to ensure that REA projects commissioned and handed over to KP have, within 21 days, their support documents prepared, approved by MC and forwarded to MFA for payments to the L & T contractors.

### 2 SCOPE

The procedure covers all activities involved from the time a project is commissioned to the time all the relevant documents are prepared and submitted to MF&A for payment.

### 3 REFERENCE

- 3.1 ISO 9001:2015.
- 3.2 REA Quality Manual.
- 3.3 Public Procurement Regulations, 2006.
- 3.4 SLA.
- 3.5 Safety Rules.
- 3.6 Environmental Guidelines.

### 4 TERMS & DEFINITIONS

- 4.1 SE: Senior Engineer.
- 4.2 REA: Rural Electrification Authority.
- 4.3 SES: Service Entry Sheet.
- 4.4 MFA: Manager, Finance & Administration
- 4.5 SPO: Service Purchase Order.
- 4.8 MC: Manager, Construction.
- 4.9 CEO: Chief Executive Officer.

### 5 PRINCIPAL RESPONSIBILITY

Manager, Construction shall ensure implementation of this procedure.

### 6 METHOD

~~6.1 The payment certificate shall be prepared by the Project Supervisor and includes the following;~~

- Certificate of Completion
- Materials Reconciliation Form
- A copy of the signed SPO for the L & T works.
- Signed Commissioning reports

30 JUL 2018

## CONSTRUCTION OPERATIONS MANUAL

- 6.2 The completion certificate shall detail the name of the project, the reference number, the constituency, name of the contractor, scope of works, the date of commissioning, start and end date, the cost of works to be paid to the contractor and SES no. indicated.
- 6.3 A Service Entry Sheet shall be prepared by the project supervisor within 12 days after commissioning. The SES and the completion certificate signed by the supervisor shall then be submitted to the RM for checking. The RM shall then release the SES,TECO the project and sign the MR.
- 6.4 The documents shall then be scanned and sent via e-mail to an authorized officer (AO) in head office within 3 days after submission by the supervisor.
- 6.5 The AO shall within 3 days of receiving the documents, print and check the documents to ensure they are correct and complete, then submit to the head of department for approval.
- 6.7 The HOD shall check the payment documents, release the SES, print and approve within 3 days.
- 6.7 The approved payment certificate shall be forwarded to the MFA with a forwarding memo to process payment.
- 6.8 The MC shall ensure that a Risk Analysis is undertaken for payment of L & T works of projects during preparation and planning and before execution.
- 6.8 The outcome of the risk analysis shall be documented as appropriate
- 6.9 Risk Analysis: Payment of L & T works.

	ACTIVITY TITLE	RISK IDENTIFIED	POTENTIAL IMPACT	RISK LEVEL / LIKELIHOOD	IMPACT / LOSS	MITIGATIONS MEASURES / RISK TREATMENT
1	Payment of L & T works	Emergency involvement of both the RM and the supervisor in unplanned or urgent projects	Delay in preparation of payment documents.			The works can be delegated.
2		Defective payments documents that require correction	Delayed payments processing			Regular sensitization of the persons involved.  30 JUL 2008





## CONSTRUCTION OPERATIONS MANUAL

6.10 The MC shall ensure that mitigation measures are taken to ensure the risks identified do not unfavorably affect the Authority.

### 7 RECORDS GENERATED

- 7.1 Schedule of payments
- 7.2 Risk Analysis Outcome

### 8 KEY PERFORMANCE INDICATORS

All relevant payment documents prepared and submitted for approval within 18 days from date of commissioning.

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30 JUL 2018



## PROCUREMENT OPERATIONS MANUAL

PR – OP – 03 purchasing of goods and services

### 1. PURPOSE

The purpose of this procedure is to ensure that purchased goods and services meet quality requirements defined by REA, and to ensure that purchasing legal requirements are adhered to.

These instructions shall be applied together with the provisions of the Public Procurement & Disposals Act 2015, and the Regulations thereto. In the event of any conflict with the Act, the Act shall prevail

### 2. SCOPE

This procedure covers the process from time of the receipt of a requisition to purchase a product or service of any value, to identifying the preferred mode of tendering and finally the acceptance of goods/services that meet REA quality requirements. The procedure will apply at both Headquarters and regional offices.

### 3. REFERENCE

- 3.1 The Public Procurement & Disposals Act 2015, and the Regulations thereto.
- 3.2 ISO 9001:2015 Standard
- 3.3 REA Quality Manual
- 3.4 Purchase requisition

### 4. TERMS & DEFINITIONS

- 4.1 PR – Purchase requisition
- 4.2 RFQ – Request for quotation
- 4.3 LPO – Local Purchase Order
- 4.4 COC – Certificate of Conformity
- 4.5 KEBS – Kenya Bureau of Standards
- 4.6 User division - The division requiring the goods/service
- 4.7 Tender opening committee – Members from user departments, Procurement, Finance and legal departments appointed by the CEO to open tenders.
- 4.8 Evaluation committee- Members from User departments, Procurement and Finance appointed by the CEO to evaluate tenders
- 4.9 Tender committee - Tender Committee that adjudicate tenders



### 5. PRINCIPLE RESPONSIBILITY

- 5.1 The Manager, Procurement & Supply shall ensure implementation of this procedure.

### 6. METHOD:

- 6.1 Procurement Officer shall extract items from approved procurement plan and verify it for specifications..
- 6.2 The procurement Officer shall group the items into materials group categories to determine the method of procurement to be used.
- 6.3 All goods and services estimated to cost Kshs 5,000,000 and above shall be advertised in the local dailies in accordance with the provisions of the Public Procurement & Disposals Act 2015.

## PROCUREMENT OPERATIONS MANUAL

- 6.4 Selective/Restrictive shall be used where the estimated value of the goods or services are below Kshs. 20,000,000.00, and where the conditions set forth in Section 73 of the The Public Procurement & Disposals Act 2015, and the Regulations thereto.
- 6.5 For acquisition of stock and non-stock items below estimated value of Kshs 30,000, a direct order shall be placed to suppliers.
- 6.6 Single sourcing/ direct procurement shall only be used as a method of procurement under special circumstances, and where the conditions set forth in Section 74 (1) of the Public Procurement & Disposals Act 2015 have been satisfied.
- 6.7 Where there is procurement of services or a combination of goods and services or where services are of advisory or otherwise predominately of intellectual nature, request for proposals shall be the preferred method.
- 6.8 In the case of Public Local/International tendering, the Manager, Procurement & Supply shall seek authority to advertise through media from the CEO giving precise date of tender closing/opening date, time and venue. An invitation to bidders to attend the opening shall be stated in the advert.
- 6.9 All bids shall be delivered to the Public tender box and the box shall be opened at the specified time in the presence of at least three (3) officers (Tender opening committee) and suppliers who choose to attend the opening ceremony.
- 6.10 The time allowed for preparation and submission of tenders prior to tender opening shall be 14 calendar days from the date of tender advertisement in the case of National Tender and 21 calendar days for an International Tender.
- 6.11 The procurement Division shall maintain a register of tenders advertised.
- 6.12 Tender opening schedule/minutes and attendance register shall be maintained as a record of proceedings during the tender opening and must be duly signed by the Tender Opening Committee and witnessed by some representatives of bidders in attendance.
- 6.13 For selective and direct purchases, the Tender opening committee shall open and record in the tender opening schedule the details of bidders and bids made.
- 6.14 For direct purchases of values below Kshs 30,000, authorizing officers shall approve the LPO.
- 6.17 An evaluation committee, both technical and financial shall be proposed by Manager, Procurement & Supply Division for appointment by the CEO.
- ~~6.18 The appointed Evaluation Committee shall carry out the evaluation and avail a written report of their findings and recommendations to the tender committee. Where applicable, the evaluation committee shall indicate the lowest evaluated tender.~~





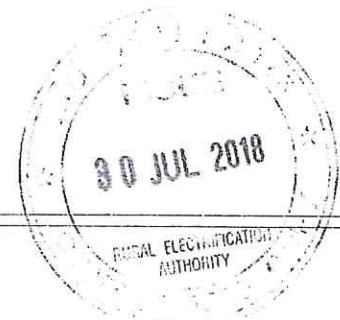
## PROCUREMENT OPERATIONS MANUAL

- 6.19 The evaluation committee's report shall be completed within fourteen (14) days after tender closing date and the tender paper prepared for onward presentation to the Manager, Procurement & Supplies for preparation of professional opinion to the CEO.
- 6.22 Letters of Notification of Award shall be issued and sent out to unsuccessful bidders together with the regrets letters by Procurement Officer immediately following the approval by the Tender Committee.
- 6.23 Acceptance letter and performance bond from the successful bidder shall be submitted to Procurement & Supplies Division within thirty (30) days after letters of awards.
- 6.24 A contract and/or an official purchase order shall be prepared and sent to the successful bidder by Procurement Officer in liaison with Legal Officer.
- 6.25 The user division shall approve technical details and drawings of the product submitted by supplier prior to commencement of manufacture. This shall be applicable to all technical items.
- 6.26 The supplier shall invite REA Engineers to conduct acceptance tests where necessary. Where such factory acceptance tests have not been done, the supplier shall submit Test Reports from an accredited laboratory with ISO standards and factory routine test reports for approval.
- 6.27 Where the factory inspection Report/Test Report establishes that the goods are in conformity with REA requirements, the approval shall be given by Manager, Procurement & Supplies to the supplier to ship the goods.
- 6.28 Apart from 6.27 above, suppliers shall be required to submit pre-shipment certificates (PVOC) issued by KEBS appointed agents who are namely; INTERTEK or SGS.
- 6.29 The delivery of goods shall be made to the stores/user division who shall invite The Inspection and Acceptance Committee to verify that the goods/services conform to REA standards.
- 6.30 Suppliers shall forward invoices directly to finance department for payment.
- 6.31 The Function manager shall ensure that a Risk Analysis is undertaken for the purchase of every goods and services, preparation and planning and before execution.
- 6.32 The outcome of the risk analysis shall be documented as appropriate.
- 6.33 The Function manager shall ensure that mitigation measures are taken to ensure the risks identified do not unfavorably affect the Authority.



## PROCUREMENT OPERATIONS MANUAL

- 7. RECORDS GENERATED
  - 7.1 Professional opinion
  - 7.2 Local Purchase Order
  - 7.3 Sample tender paper
  - 7.4 Advertisement notices
  - 7.5 FAT reports/routine test reports
  - 7.6 Evaluation report
  - 7.7 Award and regret letters
  - 7.8 Copy of Contract
  - 7.9 Risk analysis outcome
  
- 8. KEY PERFORMANCE INDICATOR
  - 8.1 Time taken to evaluate tenders





## OPERATIONS MANUAL – CORPORATE COMMUNICATIONS

### CM – OP - 04 CUSTOMER COMPLAINTS AND ENQUIRIES

- 1 **Purpose**

The purpose of this procedure is to ensure that customer complaints and enquiries are addressed as stipulated in REA's service charter.
- 2 **Scope**

The Authority has established a complaints handling and management procedure through which customers can raise complaints or enquiries. The procedure outlines the different methods that customers can use to make enquiries or complaints, the handling process, stipulated timelines and analysis of the same.
- 3 **Reference**
  - 3.1 ISO Standard 9001:2015
  - 3.2 REA Service Standards
  - 3.3 Departmental Performance Contract
  - 3.4 REA Complaints handling and management infrastructure
- 4 **Principle Responsibility**

The Manager Communications shall ensure implementation of this procedure
- 5 **Method**
  - 5.1 **Telephone Calls**
    - 5.1.1 Client / Complainant contacts REA through telephone No.s (020) 4953000/600 or cell-phone lines 0728482987/81
    - 5.1.2 The phone call shall be picked and the receiving officer inquires from him or her on the nature of enquiry / complaint, client's particulars and contact address.
    - 5.1.3 The call shall be transferred to the relevant officer for resolution.
  - 5.2 **Email**
    - 5.2.1 The Client visits the REA website homepage [www.rea.co.ke](http://www.rea.co.ke) and clicks sub-header 'CONTACT US' to upload a feedback form which he/she fills and sends to [ceo@rea.co.ke](mailto:ceo@rea.co.ke), [info@rea.co.ke](mailto:info@rea.co.ke), or [complaints@rea.co.ke](mailto:complaints@rea.co.ke) . (Emails sent to [info@rea.co.ke](mailto:info@rea.co.ke) are received by Management and some complaint handling officers). The officer in communications shall record and acknowledge the email then forwards it to the relevant department.

30 JUL 2018



## OPERATIONS MANUAL – CORPORATE COMMUNICATIONS

5.2.2 The Manager Communication or the assigned Communications Officer then records it in the customer complaints/enquiries departmental portal.

### 5.3 Social Media

5.3.1 The client visits our social media page and sends a message/complaint or enquiry through either the facebook address Rural Electrification Authority-Kenya or twitter handle REAmashinani

5.3.2 The officer monitoring the communication consults with the relevant department and replies to the client.

5.3.3 The Function manager shall ensure that a Risk Analysis is undertaken from time to time to ensure the risk associated with social media are monitored.

5.3.4 The outcome of the risk analysis shall be documented as appropriate

5.3.5 The Function manager shall ensure that mitigation measures are taken to ensure the risks identified do not unfavorably affect the Authority.

### 5.4 Postal/hand delivery

5.4.1 Letter of enquiry / complaint is received through the Post or hand delivery.

5.4.2 Letter is forwarded to the concerned department who shall act on it and file the response in their departmental file.

### 5.5 Walk-ins

5.5.1 The communications officer records the complaint in the complaints log sheet.

5.5.2 The communications officer follows up with the relevant department for resolution of the complaint.

5.5.3 The assigned officer shall prepare monthly and quarterly reports on the complaints received and actions taken.

## 6 Records:

6.1 Communication from client

6.2 Complaints/Enquiries folder

6.3 Quarterly Complaints/Enquiries Analysis report

6.4 Records of Risk Analysis

## 7 Key Performance Indicators

7.1 Adherence to the Service Charter

7.2 No of complaints resolved.

30 JUL 2018



## OPERATIONS MANUAL - DESIGN

- 7 RECORDS GENERATED
  - 7.1 Payment certificates
  - 7.2 Project record in hard copy drawing
  - 7.3 Project record in AutoCAD
  - 7.4 Risk Analysis report
  
- 8 KEY PERFORMANCE INDICATORS
  - 8.1 Quarterly number of project files forwarded for operations.







## OPERATIONS MANUAL – FINANCE & ADMINISTRATION

### FIN – OP – 04 Processing of Supplier payments

#### 1. PURPOSE

The purpose of this procedure is to ensure timely payment of suppliers of goods and services to the Authority.

#### 2. SCOPE

This procedure is applicable to all payments within Rural Electrification Authority.

#### 3. REFERENCE

- 3.1 ISO:9001:2015
- 3.2 Finance Manual

#### 4. DEFINITION

- 4.1 GRN-Goods Received Note.
- 4.2 LPO- Local Purchase Order.
- 4.3 LC – Letters of Credit.
- 4.4 ETR – Electronic Tax Register.

#### 5. PRINCIPLE RESPONSIBILITY

The Manager, Finance & Administration shall ensure implementation of this procedure.

#### 6. METHOD

##### 6.1 Suppliers of Goods and services.

- 6.1.1 The suppliers' invoices together with the Statements and the ETR receipts shall be received and registered at the customer care desk.
- 6.1.2 The customer care office shall then sort the invoices received into the following classes;
  - Invoices for construction materials and other supplies.
  - Invoices for contractors.
  - Invoices for survey works.





## OPERATIONS MANUAL – FINANCE & ADMINISTRATION

6.1.3 The customer care officer shall then forward (vide a register) the documents received to the respective Accounts Assistants responsible for the processing of the respective invoices.

6.1.4 The Accounts assistants shall assemble all the required documentation for purposes of processing the invoices as follows;

Requirements	Materials	Construction	Survey	Other Supplies
Invoice	✓	✓	✓	✓
Vendor Statement	✓	✓	✓	✓
ETR	✓	✓	✓	✓
Tender/Procurement Committee Minutes	✓			✓
Copy of Contract	✓	✓	✓	✓
LPO	✓			✓
LSO		✓	✓	
SES		✓	✓	
Delivery Notes	✓			
GRN	✓			
Inspection and Acceptance Reports	✓			
Certificate for payment (BQ)		✓	✓	
Certificate of completion.		✓	✓	

6.1.5 The invoices are then parked into the system by the Accounts Assistant.





## OPERATIONS MANUAL – FINANCE & ADMINISTRATION

- 6.1.6 The invoices and all requisite documentation shall be forwarded to the Accountant who shall post the invoices and revert the documents to the Accounts Assistant for purposes of reconciliation and printing of the payment vouchers.
- 6.1.7 The Accounts Assistant shall then reconcile the vendor ledger balances against the vendor statements' balances, a reconciliation of which shall form part of the payment documentation. She/he shall then print the payment voucher and sign the 'prepared by' section of the voucher, which shall subsequently be forwarded to the Accountant for voucher checking/examination.
- 6.1.8 The Accountant shall check/examine the payment voucher and acknowledge the same by signing the 'Checked by' section of the payment voucher and shall forward the same to the Snr. Accountant for Authorization.
- 6.1.9 Upon satisfaction that the payment documentation is complete and the voucher has been duly prepared and checked, the Snr. Accountant shall authorize the voucher for payment.
- 6.1.10 The payment voucher is then forwarded to the Manager, Finance & Administration for endorsement and release to the cashier for batching or check writing.
- 6.1.11 The cashier shall then batch the payment instructions on the straight2bank platform or draft cheques whichever is applicable.
- 6.1.12 The Payments instructions/cheques shall be authorized/signed by the 1<sup>st</sup> signatory i.e.
- For amounts less than Ksh.10 Million- Chief Accountant.
  - For amounts above Ksh.10 Million – Manager Finance & Administration.
- 6.1.13 The Payments instructions/cheques shall be authorized/signed by the 2<sup>nd</sup> signatory i.e.
- For amounts less than Ksh.50 Million- Any 2<sup>nd</sup> Signatory.
  - For amounts above Ksh.50 Million – Chief Executive Officer.
- 6.1.14 The Payment documentation shall then be forwarded to the registry for scanning, after which they shall be forwarded to the Manager Finance & Administration/Chief Accountant for release of instructions/cheques to the bank.
- 6.1.15 The instructions/cheques shall then be released to the bank.
- 6.1.16 The Manager, Finance & Administration shall ensure that a Risk Analysis is undertaken for Supplier payments during preparation and planning and before execution.





## OPERATIONS MANUAL – FINANCE & ADMINISTRATION

6.1.17 The outcome of the risk analysis shall be documented as appropriate

6.1.18 The Manager, Finance & Administration shall ensure that mitigation measures are taken to ensure the risks identified do not unfavorably affect the Authority.

### 7. RECORDS GENERATED

7.1 Payment Vouchers

7.2 Ageing analysis

7.3 Risk Analysis Outcome

### 8. KEY PERFORMANCE INDICATORS

8.1 Payments made within 30 days of receipt of invoice.

