

REPUBLIC OF KENYA



REPUBLIC
OF
KENYA



Poverty Reduction Through Sustainable NRM



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MINISTRY OF ENVIRONMENT, WATER AND NATURAL RESOURCES

UPPER TANA NATURAL RESOURCES MANAGEMENT PROJECT

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MATCHING GRANTS OPERATIONS MANUAL FOR COMMON INTEREST GROUPS

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List of Acronyms and Abbreviations

AIDS	Acquired Immuno-Deficiency Syndrome
AIEs	Authority to Incur Expenditure
AGM	Annual General Meeting
ATC	Agricultural Training Centre
AWPB	Annual Work Plan and Budget
CAPs	Community Action Plans
CAN	Calcium Ammonium Nitrate
CBK	Central Bank of Kenya
CBOs	Community Based Organization
CDD	Community Driven Development
CDSS	County Director of Social Services
CFA	Community Forest Association
CFP	Call for Proposal
CID	Criminal Investigation Department
CIG	Common Interest Group
CPC	County Project Coordinator
CPCC	County Project Coordinating committee
CPFT	County Project Facilitating Team
DAP	Diamonium Phosphate
EACC	Ethics and Anti-Corruption Commission
EIA	Environnemental Impact Assessment
EMCA	Environnement Management Coordination Act
EMP	Environnement Management Plan
FBOs	Faith Based Organisations
FDA	Focal Development Area
FDACs	Focal Development Area committee
FFS	Farmer Field School
FM	Financial Management
FPF	Financial Procurement Form
GOK	Government of Kenya
HCDA	Horticultural Crops Development Authority
HDPE	High-density polyethylene
HIV	Human Immuno- Deficiency Virus
IFAD	International Fund for Agricultural Development
IFAD-KCO	International Fund for Agricultural Development-Kenya Country Office
IGAs	Income Generating Activities
IOA	Independent Oversight Agent

KARI	Kenya Agricultural Research Institute
KENAO	Kenya National Audit Office
KEPHIS	Kenya Plant Health Inspectorate services
KM&L	Knowledge Management and Learning
Kshs	Kenya Shillings
LPO	Local Purchase Order
LSO	Local Service Order
MD	Man Days
MKEPP	Mt Kenya East Pilot Project
MoEW&NR	Ministry of Environment, Water and Natural Resources
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NCD	New Castle Disease
NGOs	Non-Governmental Organization
NPK	Nitrogen Phosphorus and potassium
NRM	Natural Resources Management
PCT	Project Coordinating Team
PFM	Participatory Forest Management
PFMA	Public Finance Management Act
PIM	Project Implementation Manual
PMCs	Project Management Committee
PRA	Participatory Rural Appraisal
PSC	Project Steering Committee
PWDs	Persons With Disability
SCITS	Sub-County Implementation Teams
SCMP	Sub-Catchment Management Plans
SOEs	Statement of Expenditure
STF	Spanish Trust Fund
TOR	Terms of Reference
TSNs	Technical Support Notes
UTaNRMP	Upper Tana Natural Resources Management Project
USD	United states Dollars
VAT	Value Added Tax
WA	Withdrawal Application
WRMA	Water Resources Management Authority
WRUA	Water Resource Users Association
WSTF	Water Services Trust Fund
WUA	Water Users Association

Currency units, weights and measures

Currency Unit = Kenya Shilling (Kshs.)

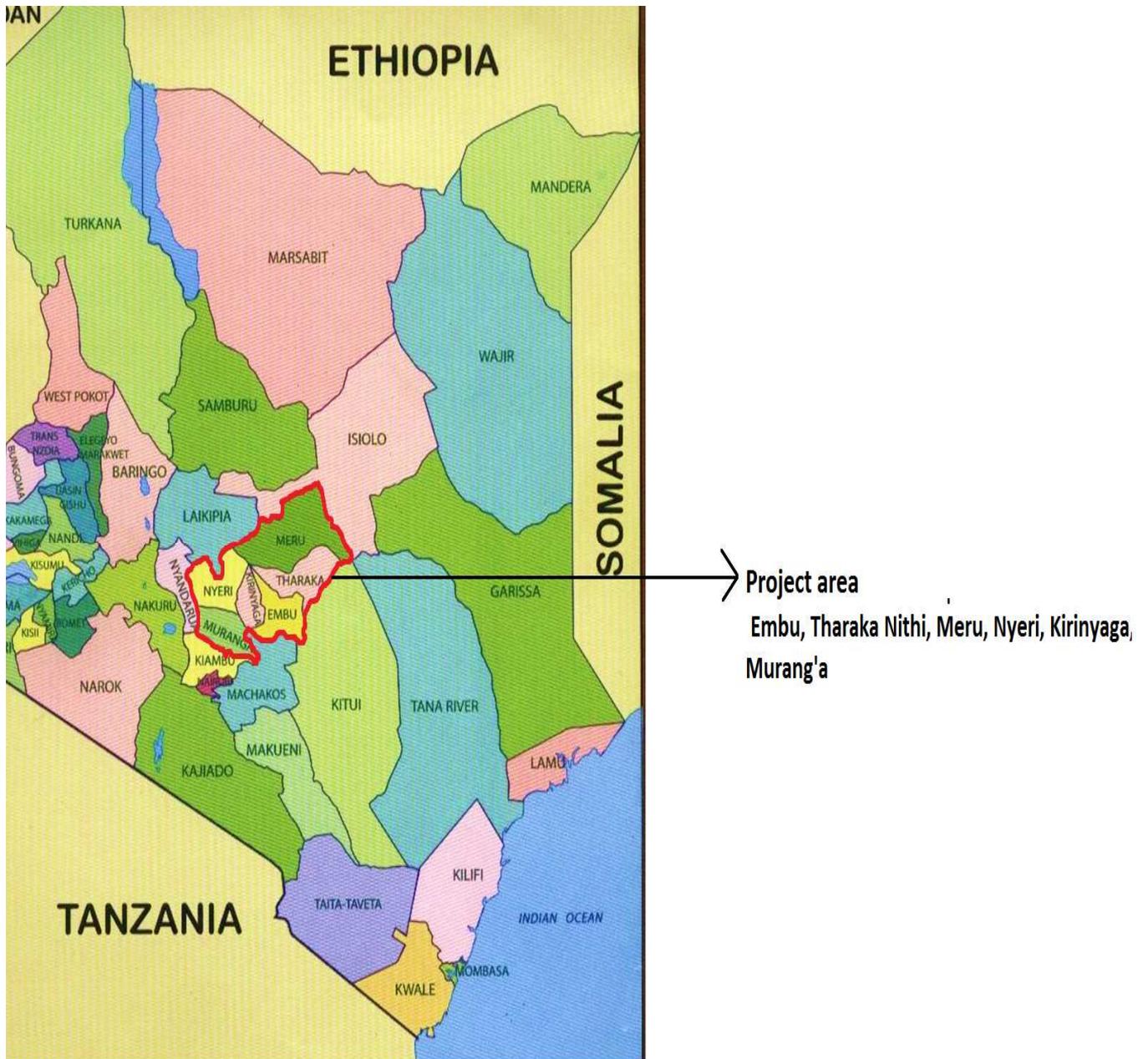
USD 1 = KSH 85.6

1 SDR = USD 1.55

1EURO = KSH 109.1951

Fiscal Year = 1st July to 30th June

Map 1: Project Map



1.0 PROJECT BACKGROUND

1.1 Introduction

During implementation of UTaNRMP, financing of CBOs project proposals will be through two key windows namely: (i) Project Coordinating Team (PCT) and ii) Water Services Trust Fund (WSTF) windows. This manual provides modalities, processes and procedures that will be applied for funding through PCT window. The preparation of this manual is guided by the Project Design Report, Loan Agreement as well as other GOK and IFAD policy documents. The manual has borrowed from experiences of other Community Driven Development (CDD) such as the World Bank funded Natural Resources Management Project. This manual is prepared with the specific purpose of providing a tool to clearly define the means through which the Sustainable Rural Livelihood and Sustainable Water and Natural Resources Management components will operate and achieve the expected outputs. The outline of this manual is as follows:

Chapter 1: Project Background

Chapter 2: Introduction to the Grants Manual

Chapter 3: Roles and Responsibilities of Institutions Implementing the Grants

Chapter 4: Matching Grants Financing, Governance, Accountability processes and Procedures

Chapter 5: Financial Management and Procurement

Chapter 6: Appendices

1.2 Project Background Information

The Upper Tana Natural Resources Management Project (UTaNRMP) is an eight year project (2012-2020) funded by Government of Kenya (GOK), International Fund for Agricultural Development (IFAD), Spanish Trust Fund (STF) and the Local Community. The **goal** of the project is to “*contribute to rural poverty reduction in the Upper Tana river catchment*”. This goal is being pursued via two **development objectives** which reflect the poverty-environment nexus namely:(i) increased sustainable food production and incomes for poor rural households living in the project area; and (ii) sustainable management of natural resources for provision of environmental services.

The project area, which is the Upper Tana catchment, covers an area of 17,420 km². The project target area is 24 river basins and the tributaries of the five river basins formerly under MKEPP that drain into the Tana River. The area includes the Mt. Kenya and Aberdares National Parks and surrounding Forest Reserves.

The project area covers six counties namely; Embu, Tharaka Nithi, Meru, Nyeri, Kirinyaga and Murang’a. The Upper Tana catchment is home to 5.2 million people and is under heavy and growing

population pressure with a population density of 300 per Km². The project aims at poverty reduction targeting about 205,000 households (1,025,000 people) whose livelihoods revolve around the use of the natural resources of Upper Tana catchment.

These include smallholder crop and livestock farmers, agro-pastoralists, fishers, rural traders, and community groups involved in natural resources management (NRM) and income generating activities. Special focus is on women and youth as well as other vulnerable groups within the above categories. The project will provide indirect benefits to the non-target groups in the Upper Tana catchment through services and enterprises linked with the project activities, as well as to populations outside the catchment who rely on water and hydro-electricity from the river system. Project interventions will be progressively implemented beginning with further work on the tributaries of the five (5) MKEPP river basins, twelve (12) priority river basins and then twelve(12) of the remaining twenty four (24) basins as follows;

Table 1.1: Project River Basins and their Tributaries

Tributaries of former Mt Kenya Pilot Project for NRM (MKEPP) River Basins (4)	Ena (Itimbogo, Thuura and Gangara) Kapingazi/Rupingazi (Kiye, Thambana, Itabua and Kathita), Kathita (Gaciuma/Kinyaritha, Kuuru, Riji), Kithinu/Mutonga (Naka, Nithi, South Maara, North Maara and Thuci)
Twelve (12)High Priority River Basins for UTaNRMP	Maragua, Murubara, Nairobi, Ragati, Rujiweru, Rupingazi, SabaSaba, Thangatha, Thanantu, Thiba, Thika/Sasumua, Thingithu
Twelve (12) Other River Basins for UTaNRMP	Amboni/ Muringato, Iraru, Kayahwe, Chania, Mara, Mariara, Mathioya, Nyamindi, Ruguti, Rwamuthambi, Sagana, Ura

1.3 Project Components

The Implementation is through four components namely: Community Empowerment, Sustainable Rural Livelihoods, Sustainable Water Resources and Natural Resources Management and Project Coordination and Management. The planned outcomes are;

Component	Outcome
1. Community Empowerment	• Rural communities empowered for sustainable management of natural resources
2. Sustainable Rural Livelihoods	• Natural resource-based rural livelihoods sustainably improved
3. Sustainable Water and Natural Resource Management	• Land, water and forest resources sustainably managed for the benefit of the local people and the wider community and
4. Project Management and Coordination	• Project effectively and efficiently managed

Component 1: Community Empowerment This component is designed to empower communities to sustainably manage natural resources. It aims at engaging communities to build their capacity to develop plans aimed at improving NRM while also improving their livelihoods, food security and nutrition. The component therefore supports capacity building at community level through mobilization and awareness raising, establishing and strengthening key community structures and institutions, and development and implementation of community action plans. The outputs of this component include:

- i. Communities with increased awareness of sustainable NRM,
- ii. Key community organizations with increased capacity to manage Natural Resources sustainably, and
- iii. Community Action Plans for livelihood improvement and sustainable NRM.

Component 2: Sustainable Rural Livelihoods: This component aims at improving the incomes and living standards of the target group using interventions that are beneficial to the management of the natural resource base. The component's outputs include;

- i. Agricultural packages adapted to various agro-ecological and socio-economic contexts; and
- ii. CIGs successfully adopt or improve farm and/or non-farm income generating activities (IGAs).

The above outputs are achieved through the following sub-components;

- i. **Adaptive research and demonstrations led by KARI** -This includes On-farm trials and demonstrations, Soil fertility enhancement; and Seed multiplication and distribution. The Kenya Plant Health Inspection Services (KEPHIS) is responsible for regulatory oversight of seed multiplication and distribution while relevant government departments and service-providers are collaborators.

- ii. **Adoption of IGAs through CIG's-** This is implemented by providing matching grants (30% by CIGs and 70% by the project). The FFS extension approach will be used mainly to ensure the success of the IGA's over and above other extension methods including demonstrations, study tours and farmer-to-farmer training.

Component 3: Sustainable Water and Natural Resource Management: This component is designed to improve the sustainable utilization of water and other natural resources, mainly using community groups including the WRUAs and the CFAs. The outputs are:

- i. Water resources of the Upper Tana catchment sustainably managed; and
- ii. Sustainably managed forest and agricultural ecosystems.

The outputs are achieved through two sub-components namely;

- (a) **Sustainable Water Resources** – The activities address;
 - i. Sustainable management of water resources: Support for design and implementation of Sub Catchment Management Plans (SCMP) by WRUA's using grants channelled through WSTF and technical advice from WRMA.
 - ii. Community water development and management: Improve access to safe and clean water for domestic uses
 - iii. Water-saving irrigation technologies: Emphasis on improving irrigation efficiency by use of controlled intake structures, pipes and lined canals to reduce wastage.
 - iv. Remedial works on environmental hotspots: This targets hotspots that contribute to silt loads and pollution to water. The project targets specific problem areas such as road embankments, borrow pits, quarries, denuded hilltops, coffee processing plants, eroding riverbanks, wetlands, springs and urban waste disposal facilities.

- (b) **Sustainable Management of Forest and Agricultural Ecosystems:** this sub-component will focus on:
 - i. Rehabilitation of degraded forest reserves: Activities include capacity building of community groups in Participatory Forest Management, seedling production, enrichment planting of degraded forests, and the rehabilitation of degraded forest areas.
 - ii. Efficient use of fuel wood: This includes fuel efficient stoves, biogas generators and charcoal kilns through matching grants, together with training in the manufacture and use of such equipment.
 - iii. Human-wildlife conflict: Construction of solar powered wildlife control barriers in Mt Kenya
 - iv. Soil and water conservation on farm lands: This is implemented through matching grants (30% beneficiaries and 70% Project).

Component 4: Project Management and Coordination: The component is designed to ensure that the project is effectively and efficiently managed. The objective is to enhance management in implementation and coordination of project activities so as to assess progress made towards achieving project objectives and project impacts.

The key institutional structures that will ensure smooth running of the project starting at the policy level up to the implementation level include: the Project Steering Committee (PSC), Project Coordinating Team (PCT), County Project Coordinating Committee (CPCC) and County Project Facilitating Committee (CPFC). Sub-County Implementing Teams (SCITs) will be established at sub-county levels to support community based institutions such as WRUAs, CFAs, FDACs and CIGs.

The component has two sub- components namely:

- i. **Project Management:** This encompasses Coordination, Planning and financial management (disbursements, procurements and audits).
- ii. **Knowledge Management and Learning (KM&L):** The project will develop a KM&L system that will encompass five key pillars namely: Monitoring and Evaluation; Information Management; Communication; Innovation and Experimentation and Learning and Adaptation.

An Independent Oversight Agent will be competitively recruited to support PCT to: Appraise community project proposals (desk and field), monitor implementation and report on agreed milestones.

The expected outputs for the component are:

- i. Fully functional Governance, Management, Monitoring and Reporting systems, and
- ii. Knowledge about Natural Resources Management effectively managed and disseminated to stakeholders.

2.0 INTRODUCTION TO GRANTS MANUAL

This manual provides an outline of the processes and procedures to be followed by Community Based Organizations such as Common Interest Groups in accessing, utilizing funds and accounting for project grants

2.1 Principles of the Manual

The following are the key principles of this manual:

a) Clarity / Open information provision/exchange

- i. Clear definition of roles and responsibilities: Roles and responsibilities for all stakeholders involved in the matching grants
- ii. Support to community groups involved with natural resource management
- iii. Public transparency in relation to process and results
- iv. Categorization of Proposals
- v. Provision of Technical Support Notes (TSNs)

The categorization of proposals and provision of technical support notes will entail the following:

I. categorization of proposals:

Category A: covers the standard IGA activities which are short time in nature, contribute to food security/ nutrition, contribute to household income and improves NRM.

Category B: includes NRM Special activities which contributes to the overall environmental management, are long term in nature and covers a bigger geographical area.

Category C: includes unique projects which require specialized technical inputs, high initial capital investments, high returns per unit costs and their benefits are widespread.

II. Technical support notes

The TSNs gives guidance to CIGs in three main technical areas:

- i. Uniformity in costs
- ii. Clarity of proposal content
- iii. Expected outputs
- iv. Scope

The TSNs are covering **five** main IGA sectors:

- i. Fisheries
- ii. Crops and related enterprises
- iii. Livestock and related enterprises
- iv. Forestry
- v. Water

b) Empowerment and Equity.

- i) Empowerment of Community Based Organization (CBOs) and Community Interest Groups (CIGs). The manual places the community/community groups at the centre of their own development activities and managers of their own destiny.
- ii) Equity of funding of all approved proposed activities from the three proposal categories
- iii) Equity through detailed transparent eligibility criteria. Detailed eligibility criteria for ensuring equity for and the participation of all within a designated group. One element of the prioritization criteria being the determination of how the resources provided and benefits accrued are enjoyed by all the members of the group.
- iv) Strong institutional support links: Clear links between Common Interest Groups and legal community Associations namely the WRUAs and CFAs.
- v) Contribution at community level: Community contribution by providing labour, local materials and cash being criterion for eligibility.

c) Transparency and Accountability

- i. Clear eligibility criteria: To ensure all proposals compete equally in relation to resource availability.
- ii. Shopping lists of single project options: Technical Support Notes (TSNs) will facilitate the preparation of frequently requested projects.
- iii. Mitigation measures against fiduciary risk: Detailed means provided to reduce risks of absconding and corruption while maintaining respective roles.
- iv. Budget Item: Separation of funds to facilitate clear audit/ trail and funds follow up.
- v. Efficient and effective service provision in supporting the community groups and their respective associations. The most effective means of service support, provision clarification on who to determine the most relevant service provider and the means of selection and engagement.
- vi. Complaints mechanism: A complaint mechanism to be established together with the process used to register, review and respond to complaints.

2.2 Grants Funding to CIGs

The project will provide matching grants to Common Interest Groups (CIGs) through Project Coordinating Team (PCT) to help them implement Income Generating Activities (IGAs) upon submission of acceptable proposals. The grants will be output-based with release of funds being made in tranches upon the achievement of milestones specified in the grants agreement between the PCT and the CIGs. The CIGs will receive an initial advance of the grant amount, and will subsequently request for further payments as each milestone is reached, and a simple milestone report is submitted.

The PCT will engage the services of an Independent Oversight Agent (a private service provider) to verify the milestones reports before further financial releases are made. This milestone-based payment system is intended to strengthen accountability and transparency as well as reduce the administrative burden associated with cash advances whereby each advance has to be surrendered before the next disbursement is made. The beneficiary CIGs will be required to contribute 10-30%

while the project will provide matching grants of 70%-90% depending on the category. On exceptional cases upon application by the very vulnerable members of the community, the project may support the activity up to 100%

All proposals must:

- a) Integrate environmental conservation such as tree planting, water harvesting, soil and water conservation or other conservation activities;
- b) Show how it will contribute to improved incomes and food/ nutrition security;
- c) Show, whenever relevant, how the following cross-cutting issues have been integrated in the proposal, implementation and monitoring;
 - i. Gender equality: Men and Women will participate in and benefit from the project;
 - ii. Good Governance: Projects are run in a transparent manner and that the Project Management Committee (s) (PMCs) is accountable and engages the project beneficiaries throughout the different stages of project implementation;
 - iii. Prevention of HIV/AIDS and improvement of livelihoods of people living with HIV/AIDs;
 - iv. Participation and non-discrimination of vulnerable groups, such as orphans, elderly and people with physical challenges.
- d) Show that the proposed project has been collectively identified by the group and is a priority need;
- e) Show how the group will monitor the technical and financial aspects of implementation;
- f) Show how the outputs will be sustained after completion of the funded proposal.

2.3 Integration of Groups' proposals with Government Development Policies

The proposed community projects must be in line with the relevant sectoral development agenda and progressively align to County Development Plans. Therefore, the relevant technical department/ institution must endorse on the Application Form that the proposed project is in line with the sector priorities.

The proposed project should not presently be supported by any other major development programme. Stalled projects due to lack of funds and which meet the eligibility criteria qualify for support. If the project stalled because of the following reasons the group may not be awarded a grant:

- Bankrupt, being wound up, or having their affairs administered by the courts;
- Convicted of an offence concerning their professional conduct;
- Guilty of professional misconduct;
- Non-compliant in fulfilling obligations relating to statutory payments payment of taxes etc;

- The subject of a judgment for fraud, corruption, involvement in a criminal activities or any other illegal activity; and
- Subject to a conflict of interest.

2.4 Financial Allocation and Eligibility Criteria

Depending on the category, 10% -30% community contribution of the total cost of the proposed project is required while the UTANRMP will contribute 70%-90% of the total costs. On exceptional cases upon application by the very vulnerable members of the community, the project may support the activity up to 100%

2.4.1 Eligibility: Who may apply?

a) In order to be eligible for a grant, groups **must be**:

- Common Interest Groups(CIGs)registered under the relevant government agencies (Social services, Attorney General and Cooperatives);
- Institutions Based CIGs: this includes schools and FBOs which must be registered with relevant government institutions.

b) The groups are not eligible if they are or have been:

- Bankrupt, being wound up, or having their affairs administered by the courts;
- Convicted (CIG officials) of an offence concerning their professional conduct;
- Guilty of grave professional misconduct (CIG officials);
- Noted not to fulfil their obligations relating to the payment of social security contributions or the payment of taxes;
- The subject of a judgment for fraud, corruption, involvement in a criminal organization or any other illegal activity; and
- Subject to a conflict of interest.

In the "Declaration of Applicant", applicants must declare that they do not fall into any of the situations mentioned in 'b' above. The Declaration of Applicants must be **completed and signed**; otherwise the application may be excluded.

2.4.2 Monitoring and Evaluation:

Applicants should include in their full proposal appropriate measures for monitoring the implementation of the proposed project activities

2.4.3 Number of applications and grants per applicant:

- a) Group shall not submit more than one application;
- b) Group official shall not at the same time be official in another group applying for these grants;

2.4.4 Eligibility of costs

Eligible costs are those that may be taken into consideration for the grant. The categories of costs considered as eligible and non-eligible are indicated below. The budget is both a cost estimate and a ceiling for "eligible costs". Note that the eligible costs must be based on costs to be incurred in the implementation of the project.

Eligible costs

To be eligible, costs must meet all the following criteria:

- i. They are incurred during the implementation of the proposal;
- ii. Must be indicated in the estimated overall budget of the proposal;
- iii. Must be necessary for the implementation of the proposed project;
- iv. They are identifiable and verifiable, in particular being recorded in the accounting records of the group and determined according to the applicable accounting standards of Kenya; and
- v. Must be reasonable, justified and comply with the requirements of sound financial management.

Community Contributions

The contribution by the community can be in cash, in kind or both. In such cases, the value of such contributions must not exceed:

- i. Either the costs actually borne and duly supported by accounting documents; and
- ii. Costs generally accepted based on existing market rates.

If the applicant proposes co financing in kind, this must be included in the budget of the Proposal Application.

Ineligible costs as per the proposal

The following costs are not eligible:

- i. provisions for losses or debts;
- ii. Interest owed;
- iii. Items already financed in another framework;
- iv. Purchases of land or buildings;
- v. Credit to third parties;
- vi. Top-ups and salaries, whether from the applicant or its partner;
- vii. Administrative overhead costs (utility costs, Rent, etc)

3.0 ROLES AND RESPONSIBILITIES OF INSTITUTIONS ADMINISTERING THE GRANTS

3.1 Overview of Institutional Relationships

A conceptual overview of the potential stakeholders involved in supporting the implementation of the matching grants to CIGs is provided below. This is followed by a brief presentation of the roles and responsibilities of the respective institutions.

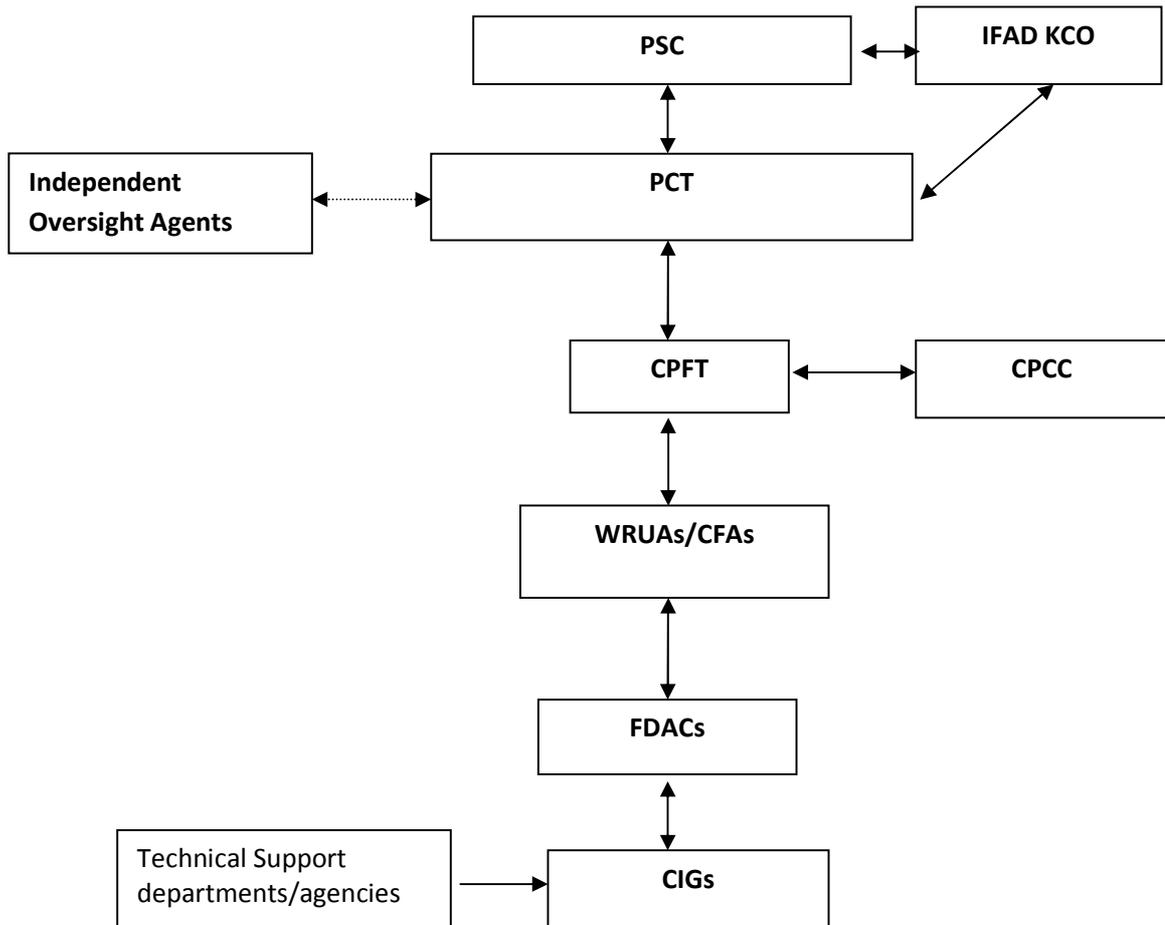


Figure 1: Institutions in Matching Grants Administration

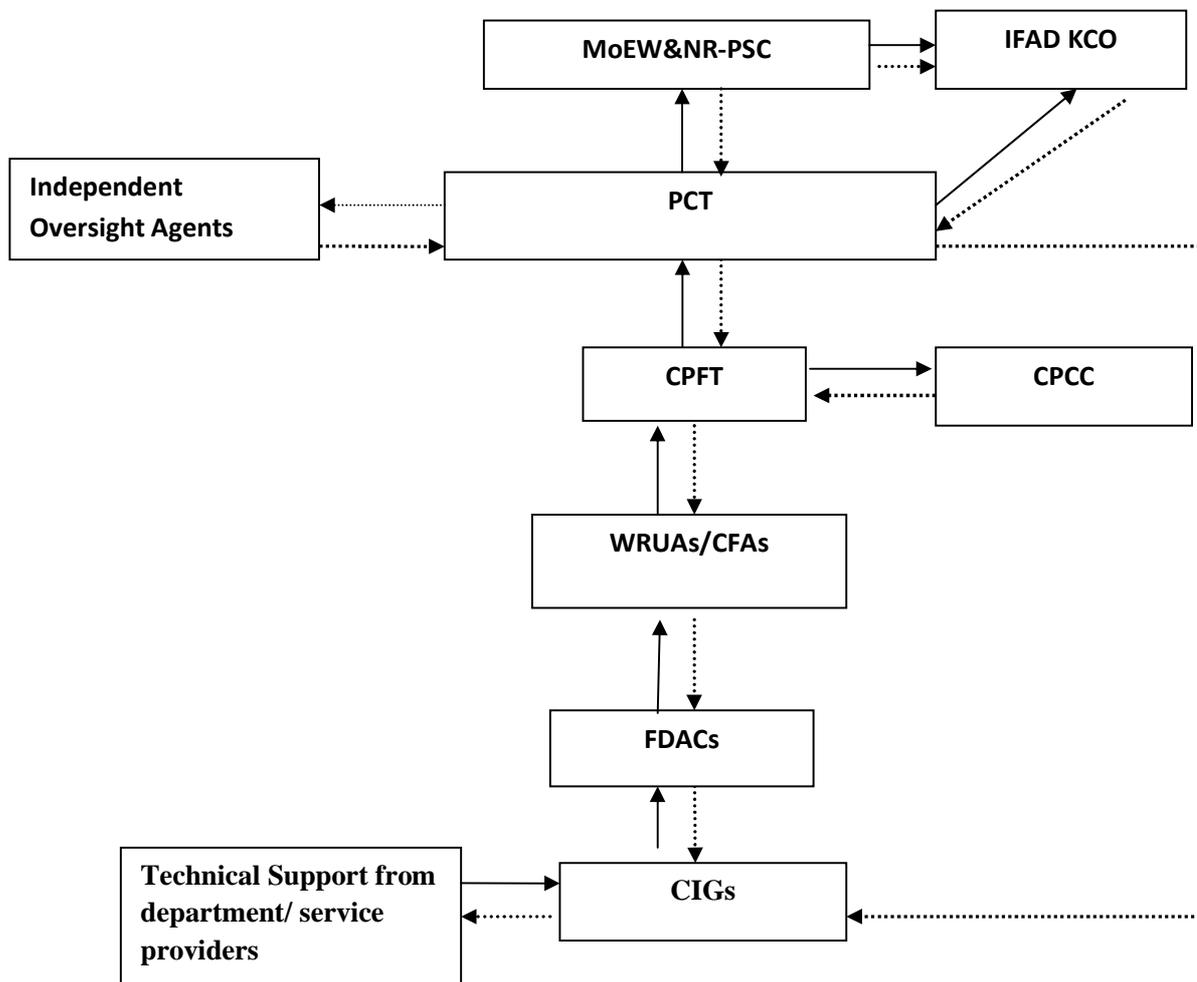


Figure 2: Flow of Information among the Institutions

3.2 Roles and Responsibilities of Common Interest Groups (CIGs)

The members of the respective CIGs are the direct beneficiaries. The CIGs are represented in the respective WRUAs and CFAs. The CIG and its members are the recipients of financial grant resources provided to support Income Generating Activities for livelihood improvement and conservation of environment.

The CIGs are responsible for:

- i) Electing their officials as per their by-laws and constitution;
- ii) Attending all meetings and contribute to the activities of the group in accordance with its by-laws and constitution;

- iii) Writing proposals for funding;
- iv) Ensuring that the required community contribution is provided;
- v) Procurement of goods and services;
- vi) Accounting for financial and material resources;
- vii) Implementing the activities in accordance with the rules specified within this manual;
- viii) Attending trainings as required by this manual;
- ix) Monitoring the activities of the group and preparing regular reports as required by this manual. (Either monthly/quarterly/annually or as per milestones).

The management structure of the CIG will reflect the structure presented below to support the separation of roles and responsibilities and to ensure necessary checks and balances in support of transparency

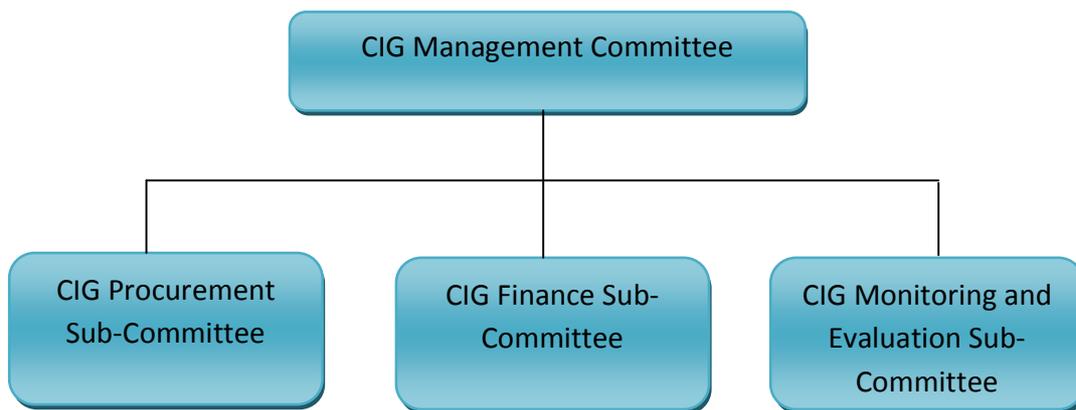


Figure 3: CIG Sub Committees

Each of the subcommittee has its own roles and responsibilities, which are defined below:

3.2.1 The CIG Management Committee

The management committee is composed of the Chairperson and his/her deputy, treasurer, secretary and his/her deputy and a few committee members.

Their responsibilities include:

- i. Ensuring group meetings are held as per their by-laws and constitution;
- ii. Overall oversight and management of the funded activities;
- iii. Approval of budget;
- iv. Ensuring funds received are properly accounted for and there is value for money, and that

- v. Ensuring that once they are informed that their CIG has been provisionally selected as a recipient of funds under the UTaNRMP matching grants, they will fulfill the requirements within the specified time and
- vi. Adhere to the activity (work) plan and budget.
- vii. Ensure all activities go beyond the implementation period

3.2.2 The CIG Procurement Sub-Committee

They are responsible for:

- i. Sourcing for suppliers of goods and services;
- ii. Requesting, receiving and analyzing/ evaluating quotations from not less than three suppliers;
- iii. Awarding or recommending evaluation results to the management committee;
- iv. Ensuring that items procured are of high quality and right quantities;
- v. Ensuring that items once procured are inspected, recorded, stored, issued and utilized;
- vi. Maintaining adequate records.

3.2.3 The CIG Finance Sub-Committee

They will be responsible for:

- i. Preparing the itemized budget;
- ii. Authorizing all financial transactions;
- iii. Giving independent reports on the usage of funds during group meetings,
- iv. Prudent financial book keeping;
- v. Safety of bank account and cash balances; and documents
- vi. Ensuring that all financial records are up to date to facilitate any audits;
- vii. Preparation of a statement of the accounts on a monthly basis;
- viii. Ensuring that the information relating to the utilization of funds, amounts paid and to whom, are available to the members of the CIG.
- ix. Fund raise for more funds to sustain the activities funded by the project

3.2.4 The CIG Monitoring and Evaluation Sub- Committee

The committee will be responsible for:

- i) Monitoring the use of funds and other inputs;
- ii) Ensuring implementation milestones are on schedule;
- iii) Ensuring high standards of works and services;
- iv) Providing independent reports as required;
- v) Ensuring all information including that which is relevant to the other sub-committees is publicly available, discussed and displayed;

3.3 Key Technical Departments/ Service Providers

A number of key departments whose technical support to the CIG's is fundamental to the success of the implementation of the grants include:

- i. State Department of Agriculture;
- ii. State Department of Livestock
- iii. State Department of Cooperatives;
- iv. State Department of Water;
- v. Department of Irrigation;
- vi. State Department of Fisheries
- vii. Department of Gender
- viii. Department of Social Development;
- ix. National Environment Management Authority (NEMA);
- x. Kenya Forest Service (KFS);
- xi. Kenya Wildlife Service (KWS);
- xii. Water Resource Management Authority (WRMA);
- xiii. Kenya Agricultural Research Institute (KARI)

Each of the departments/agencies will be responsible for:

- i. Providing technical advice and know how as appropriate in relation to the scope and content of the proposed project activities;
- ii. Acknowledging / endorsing the proposals in the application process,
- iii. Providing support, including technical advice at all stages of activity implementation and
- iv. Reporting on the progress of the funded activities including funds utilization- the reports should be to the PCT and the County Project Coordinator.

3.4 Focal Development Area Committees (FDACs)

The FDAC is a community representatives committee elected to oversee the planning, implementation, monitoring and Evaluation of UTaNRMP activities within a Focal Development Area. The FDA's are sub-sets of WRUA's with a population of 800-1200 Households

The roles of FDACs include:

- i. Mobilizing communities (CIG's) within the FDA to write proposals in conformity with the developed Community Action Plan;
- ii. Endorsing the written proposals;
- iii. Coordinating implementation of all project activities,
- iv. Keeping minutes and records of all their meetings and proceedings,
- v. Conflict resolution within the CIG members,
- vi. Ensure sustainability of funded projects,
- vii. Continuously plan for the way forward on behalf of the community,
- viii. Accounting for monitoring funds received from UTaNRMP,
- ix. Ensuring financial resources are used for the planned activities by the CIGs,

- x. Monitoring implementation milestones and submitting quarterly reports to WRUAs/ CFAs and sub county/ county technical teams.

3.5 Water Resource Users Associations (WRUAs)/ Community Forest Associations (CFAs)

The Water Resources Users Association is a legal community entity under the Water Act 2002 managing specific river basins or sections of a river basin. WRUA's are mandated to co-manage specific river basins in collaboration with Water Resources Management Authority.

Community Forest Association is a legal community entity under the Forest Act 2005 managing specific forest stations. CFAs are mandated to co-manage specific forest stations in partnership with Kenya Forest Service.

The responsibilities of the WRUAs and CFAs, as mandated by their respective Acts, are:

- i. Providing information and guidance to all potential CIGs in the river basin/forest stations on the availability of grants within their area of operation,
- ii. Endorsing proposals from the CIGs through respective FDACs,
- iii. Accounting for monitoring funds received from UTaNRMP,
- iv. Ensuring financial resources are used for the planned activities by the CIGs;
- v. Carry out monitoring of implementation milestones of activities of CIGs within their area of jurisdiction on quarterly basis and submitting reports to the county/ sub county teams and independent oversight agent.

3.6 County Project Facilitation Teams (CPFT)

County Project Facilitation Teams is composed of Government technical departments/agencies charged with responsibilities of planning, overseeing implementation and monitoring project activities at the county level.

CPFT is composed of County Project Coordinator; County Ecosystem Conservator; County Director of Water Services; County Director of Environment; County Director of Agriculture; County Director of Social Development, County Director of Planning; County Director of Veterinary Services; County Director of Livestock Production; County Director of Fisheries; County Commissioner of Cooperatives; County Accountant- National Government and County Auditor- National Government.

CPFT will be responsible for:

- i. Ensuring there is adequate mobilization and publicity of available funds and requirement for the grants to ensure equity and fair geographical/enterprises distribution;
- ii. Receive and consolidate the county proposals;
- iii. Initial screening to ensure harmonization of activities within the county to avoid duplication of activities from different stakeholders;
- iv. Forward their recommendations to PCT and inform CPCC;

- v. Communicating the approved proposals to the respective CIGs through WRUAs/ CFAs and FDACs;
- vi. Coordinating capacity building of the CIGs whose proposals have been approved;
- vii. Quarterly monitoring of the implementation milestones and submitting reports to PCT and CPCC.

3.7 County Project Coordination Committee

County Project Coordination Committee is the county policy organ responsible for:

- i. Giving policy direction on county development priorities to all stakeholders;
- ii. Harmonization of activities within the county to avoid duplication of activities from different stakeholders'
- iii. Approving county AWPBs

CPCC is composed of: County Commissioner (chair); County Chief Officers Responsible for: Water, Environment, Agriculture and Livestock, Fisheries, Social services, Planning, Cooperatives, County Project Coordinator, WRUA representative, CFA representative and any other co opted members.

3.8 Project Coordinating Team (PCT)

PCT will be responsible for:

- i. Preparation and review of the grants manual;
- ii. Recruitment and signing of contract with the Independent Oversight agent;
- iii. Call for proposals;
- iv. Receiving of proposals and forwarding them to Independent oversight agent;
- v. Seeking relevant no objections from IFAD;
- vi. Disbursement of funds in a transparent manner;
- vii. Contracts and MOU's management;
- viii. Monitoring of implementation milestones;
- ix. Coordinate capacity building activities;
- x. Ensuring information required by the CIGs is available using various media;
- xi. Compiling and disseminating relevant reports;
- xii. Maintaining a database of project implementation and sharing with all stakeholders;
- xiii. Periodic review of PIM.

3.9 Independent Oversight Agent

The agent will be responsible for:

- (i) Receiving proposals from the PCT;
- (ii) Appraising (desk and field) of proposals as per the guidelines in this manual;

- (iii) Geo-referencing of all CIGs that have qualified for field appraisal;
- (iv) Recommending to PCT proposals that qualify under various phases for funding and a report on those that do not qualify with reasons;
- (v) Monitoring implementation milestones and recommending subsequent phase funding or any other action;
- (vi) Undertaking risk management to mitigate financial loss;
- (vii) Maintaining the database on the status of all proposals;
- (viii) Compiling progress reports as per the TOR

3.10 Project Steering Committee (PSC)

The PSC will be responsible for:

- i. Giving policy direction and guidelines on national development policies and priorities;
- ii. Reviewing, approving and making subsequent reviews of this grants manual;
- iii. Periodic review of the PIM;
- iv. Reviewing and approving AWPBs;
- v. Ensuring the role and functions of the respective stakeholders are adhered to;
- vi. Overall performance of the project; and
- vii. Recommending to the donor any relevant implementation changes to ensure achievement of the project goal.

3.11 International Fund for Agricultural Development (IFAD)

The International Fund for Agricultural Development will be responsible for:

- i. Reviewing and approving this grants manual and any subsequent reviews;
- ii. Reviewing and approving AWPBs;
- iii. Giving various no objections and
- iv. Supervision and implementation support.

4.0 MATCHING GRANTS FINANCING, GOVERNANCE, ACCOUNTABILITY PROCESSES AND PROCEDURES

4.1 Introduction

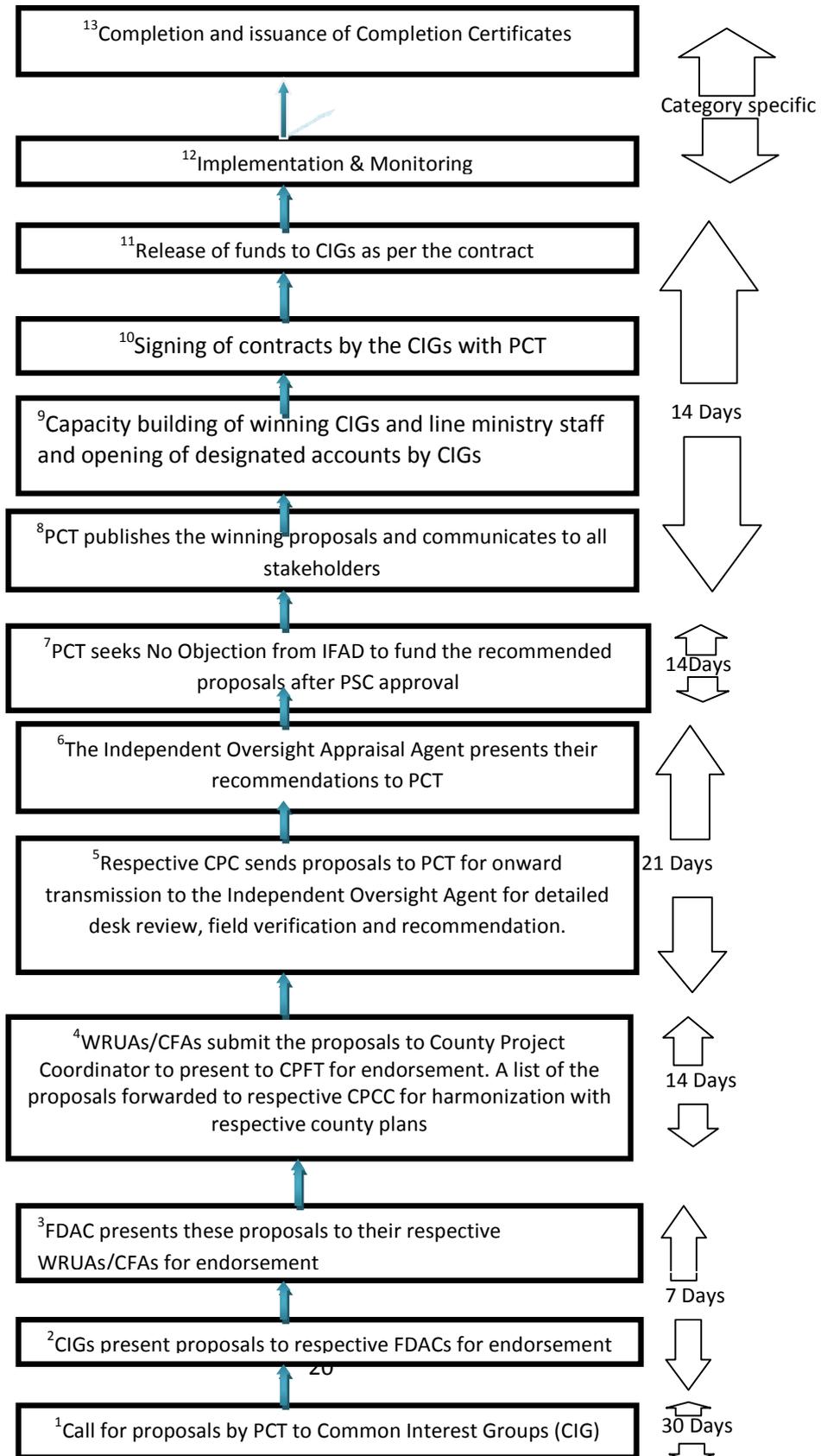
This chapter provides an overview of UTaNRMP Matching Grants financing, governance and accountability processes and procedures

4.2 Matching Grants Processes and Procedures

The matching grants scheme follows a defined pathway starting from when the CIGs develop their proposals. The proposals pass through several stages, each with its own role and relevance to the ultimate successful implementation. It is estimated that it will take 100 days before a successful proposal finally gets the green light to enter the implementation stage. Once implementation commences, monitoring of the CIG project is undertaken by the various teams to ensure successful implementation and upon completion, a completion certificate is awarded to the CIG.

The process is as depicted in Figure 4 below

Figure 4: Proposal Funding Process



4.2.1 Call for proposals from Common Interest Groups (CIG)

The advertisement will be posted in print media with national coverage, project website, posters and announcements through public institutions .e.g. Schools and Churches. This is to ensure general awareness amongst the WRUAs/ CFAs/ FDACs, CIGs and general public of the opportunity existing to apply for the grants. Advertisement document will provide clarity to CIGs on:

- i. Eligibility criteria;
- ii. Prioritization criteria and their application;
- iii. Eligible activities;
- iv. CIGs Contributions;
- v. Funding levels, utilization and the consequences of misuse of funds;
- vi. Anticipated funding cycle.

It is anticipated that calls for proposals will be made twice a year. The Calls for proposal will be public with clear deadlines. The draft advertisement and content of the media release are found in **Appendix 1, F1, Call for proposals**.

4.2.2 FDACs and WRUA's/CFAs Level

The CIGs will present their proposals to respective FDAC for endorsement. The FDAC's will forward the proposals to respective WRUA's/CFA's for endorsement and finally forward to the respective County Project Coordinators. This stage is aimed at ensuring ownership by the FDACs, WRUAs/CFAs and county project office.

4.2.3 County Project Coordinator's Office Level

The WRUAs/CFAs will present the proposals to the County Project Coordinator for submission to respective CPFT members for endorsement. A list of the proposals categorizing thematic areas will be presented to the CPCC for harmonization with county plans.

4.2.4 PCT Level

The County Project Coordinators will present the proposals to the PCT which will:

- i. Receive the proposals;
- ii. Forward the proposals to the Independent Oversight Agent ;
- iii. Seek "No objection from IFAD for the recommended proposals by the Independent Oversight Agent after securing PSC approval;
- iv. Give a feedback to the successful CIG's and other stakeholders through advertisements in the public media;

- v. Coordinate capacity building for the successful CIG's;
- vi. Contracts signing (between PCT and CIG's) and management;
- vii. Disbursement of funds; and
- viii. Feedback to groups on rejected proposal indicating reasons for rejection.

4.2.5 Independent Oversight Level

The PCT will present the proposals to a competitively recruited Independent Oversight Agent who will:

- i. Receive proposals from the PCT;
- ii. Carry out screening and desk review of proposals as per the guidelines in this manual;
- iii. Conducting field verifications and appraisals as per the guidelines in this manual;
- iv. Recommend and forward to PCT the proposals that qualify with specific phases for funding;
- v. Generate a database on all the proposals;
- vi. Forward to PCT all the rejected proposals.

4.2.6 IFAD level

The PCT will present the oversight recommendations to IFAD who will:

- i. Receive and review the recommendations;
- ii. Give "No objections" on the approved proposals for funding.

4.2.7 Training for Line Ministry/ Agency Staff

The Roll-Out training (refresher training annually) for the line Ministry/Agency staff, using a training module defining the schedule of related activities will be used (as provided in **Appendix2, TM1**). The training includes:

- i. Eligibility criteria
- ii. Prioritization criteria and their application
- iii. Eligible activities
- iv. Roles and responsibilities of stakeholders
- v. Financing processes and levels
- vi. Governance framework and Risk mitigation plan
- vii. Cross cutting issues including HIV/AID, Gender and environmental conservation.

4.3 Categorization of CIGs Activities

There will be various categories of CIG projects to be funded under the matching grants category of the loan. All projects to be funded must contribute to improvement of NRM. The activities will vary in size, costs, type, and duration of implementation, similarity, uniqueness and complexity.

Category A: Standard IGA activities

Category B: NRM Special activities

Category C: Unique

Category A includes IGAs that contribute direct benefits to the households in terms of income and food security as well as contributing to NRM. These include: Poultry farming, Dairy improvement, Fish farming, Crop production, Tree nurseries, AI services, and support services to NRM activities .e.g. (Agro vet), Small stock improvement (.e.g. dairy goat, rabbits), bee keeping and emerging enterprises.

These activities will be supported through standardized Technical Support Notes (TSN) and other support notes that will help to standardize: items, units, unit costs and quantities. In relation to this category a simple “shopping list” of options with pre-defined quantities and unit costs is found in **Appendix 4 as Technical Support Notes**. The proposal should meet the minimum thresholds for IGAs in specific thematic areas. The “shopping lists” of options will be reviewed annually.

These activities will be funded in the ratio of 70% by the grant and 30% by CIGs. However, special consideration will be given to CIGs mainly composed of the **youth and vulnerable persons** (.e.g. visually impaired, physically challenged, hearing impaired). These CIGs will be funded in the ratio of 90% by the grant and 10% being the CIG contribution because of the nature of their disability and their inability to raise the minimum requirement of 30% under this category. However in special circumstances 10% community contribution may be waived on case by case basis depending on the level vulnerability.

Category B includes special NRM activities that have direct benefits to the CIGs but contribute to the overall environmental conservation. The benefits to the CIGs are long term in nature and cannot be prequantified. These activities require the efforts and participation of all members of the CIG.e.g. Soil and water conservation, community NRM (River bank & road conservation, gully hilling, eco toilets, energy saving technologies, hotspots conservation, and alternative energy sources).

These activities will be funded in the ratio of 90% by the grant and 10% by CIGs. The funding of proposals for this category will be on a case by case basis since it is a challenge to come up with standardized bill of quantities.

Category C includes activities that meet CIGs' specific needs. The activities require specialized technical inputs, have a wider coverage in nature, may require high initial capital investments, have high returns per unit costs and their benefits are widespread. Some of these activities include micro electricity power production, value addition, water storage, and ground water utilization and irrigation schemes.

These activities will be funded in the ratio of 70% by the grant and 30% by CIGs. The funding of proposals for this category will be on a case by case basis since it is a challenge to come up with standardized bill of quantities.

4.4 Eligibility Criteria

This section enumerates the criteria which CIGs must meet for them to be funded.

4.4.1 General Criteria

The CIGs must meet the following conditions:

- i. **Registration:** The CIG must be registered with a government institution and have a current registration certificate. The group must have been in existence for the last six months.
- ii. **Current Membership:** The CIG must have a minimum of 15 individual members to ensure that there are enough members for various sub committees and benefits are widespread. However for the vulnerable category, a minimum of seven (7) members is acceptable.
- iii. **Members of respective WRUA/CFA:** The CIGs must be within an FDA and registered with respective WRUAs/ CFAs.
- iv. **Names of Management Committee:** The CIGs must provide the names and signatures of not less than three of its management committee members when submitting the proposals.
- v. **Line department/agency acknowledgment:** The proposals must be endorsed by the line department/agency.
- vi. **Bank account: the CIG must have a bank account** and attach a copy of the most recent bank statement.
- vii. The CIG must be within the project area.
- viii. The CIGs must give a statement that the proposal is not being funded by another agency;
- ix. The CIG members must not have been involved in any fraudulent activities.
- x. The CIG executive members must not have integrity issues as per chapter six (6) of The Constitution of Kenya (2010).

4.4.2 Criteria for First level funding

Apart from the criteria outlined in section 4.4.1, the CIGs must also meet the following conditions:

- i) Apply for the funding in a specified proposal forms;
- ii) Seek relevant technical advice;
- iii) The activity to be funded must be relevant to the UTaNRMP objectives;
- iv) Meet the specified CIG contribution;
- v) Endorsement by the relevant community institutions;
- vi) The proposed activity must be within the specified category of ceilings;
- vii) The proposal must be endorsed by all CIG members with copies of their national identity cards attached;
- viii) The CIG must be willing to abide by the provisions of the project;
- ix) Provide Activity Business Plan: Attach to the proposal a detailed business plan of the enterprise/activity.

4.4.3 Criteria for the subsequent Funding

The activities for subsequent funding should be based on value addition, up-scaling, market support, support services to NRM activities related to earlier funding.

The CIGs funded previously, can apply for the second funding if they meet the following:

- i. Must meet the general criteria under 4.4.1 above;
- ii. Must meet the criteria for first level funding as in 4.4.2 above;
- iii. Must have successfully implemented the activities of the first level funding and issued with a completion certificate; and
- iv. Must provide Activity Business Plan: Attach to the proposal a detailed business plan of proposed CIG enterprise/activity

4.5 CIG Activity Criteria for Funding

The activities under the UTaNRMP matching grants to CIG's should have positive impact on natural resources.

Table 4.1: Categories of Proposals

No	Category	Activity Characteristic
1	Category A- Standard IGA Activities	<ul style="list-style-type: none">• Short time to implement (within 12 months)• Contribute to household incomes• Contribute to food security/Nutrition• Improves NRM• May be innovative in nature• Community contribution will be 30% of the total cost of the proposal and 10% for CIGs composed of

		<p>youth and vulnerable persons (Refer to section 4.3)</p> <ul style="list-style-type: none"> • In special circumstances, community contribution may be waived on case-by-case basis. • <i>Funding ceiling of up to Kshs. 2.0 Million</i>
2	Category B- NRM Special activities	<ul style="list-style-type: none"> • Contribute to the overall environmental conservation. • The benefits to the CIGs are long term in nature and cannot be pre quantified • Requires participation of all CIG members • Covers a bigger geographical area • May be innovative in nature • Implementation period may be more than 12 months • <i>Funding ceiling of up to Kshs. 2.0 Million</i>
3	Category C-Unique	<ul style="list-style-type: none"> • Require specialized technical inputs, • Have a wider geographical coverage in nature, • May require high initial capital investments, • Have high returns per unit costs and their benefits are widespread. • May involve more than one CIG • May be innovative in nature • Implementation period may be more than 12 months • <i>Funding ceiling will be project specific</i>

4.6 Community Contributions

Community contribution will vary according to the categories. Community contribution will be in form of

- i. Cash
- ii. Unskilled and skilled labour
- iii. Materials
- iv. Combination of all cash, skilled and unskilled labour and materials.

The contributions must be quantified in the proposal and must be availed before the projects matching grants are availed to the CIG's.

Category A: The community contribution for this category will be a minimum of 30% distributed as follows;

- i. Cash-10%
 - ii. Unskilled and skilled labour
 - iii. Materials
- } 20%

The community contribution for youth and vulnerable groups will be a minimum of 10% distributed as follows;

- i. Cash
 - ii. Unskilled and skilled labour
 - iii. Materials
- } 10%

The respective contribution in terms of cash, labour and material will be determined on case to case basis and in some instances the project may support the proposal up-to 100% depending on the vulnerability of the group

Category B: The community contribution for this category will be a minimum of 10% distributed as follows;

- i. Cash- 3%
 - ii. Unskilled and skilled labour
 - iii. Materials
- } 7%

Category C: The community contribution for this category will be a minimum of 30% distributed as follows

- i. Cash - 10%
 - ii. Unskilled and skilled labour
 - iii. Materials
- } 20%

4.7 Appraisal Criteria

The desk and field proposal appraisal forms with Check List and Scoring by the Independent Oversight agent are shown in **appendix1, F3.**

The following conditions must be met:

4.7.1 Training

The successful CIGs will undergo initial intensive trainings before release of funds. Before the CIGs are trained, CIG members will undergo a training session on grants implementation modalities. The thematic areas to be covered in the CIG trainings includes: CIG induction on implementation modalities, Group governance and Management training and Financial Management. The training modules are attached in the **appendix 2.**

4.7.2 Transfer of funds

The following conditions must be met by the CIGs before funds are disbursed:

- i) The latest bank statement of the UTaNRMP designated bank account showing their cash contribution;
- ii) Activity Implementation Plan including training schedules;
- iii) Full Names, mobile and contact details of: Chairperson, members of the Management Committee and members of the various sub-committees (Procurement, Monitoring and Finance)
- iv) Community Groups' postal and physical address, mobile number, and email addresses
- v) Signing an MOU between the CIG and FDAC and between CIG and WRUA/CFA
- vi) Signing of contract between the CIG and PCT.

Once the contracts have been signed, PCT will prepare cheques to respective CIGs as per the agreed milestones(**Appendix F3.2**). The cheques will be given out in public at strategic locations within the FDA. The occasion will be used to sensitize the public on funding mechanisms for UTaNRMP and how communities can participate in project activities. The county and national government representatives and line agencies will be invited to the occasion.

4.8 Implementation Modalities

4.8.1 Technical training

Technical training modules are attached in **Appendix 2** detailing the time schedules and curricula to be covered. The trainings will be undertaken concurrently with project implementation. The technical training budget will be part of the proposal.

The standard rate of remuneration for technical support in relation to all trainings (as per government rates) is:

- Kshs.1,500 per person per day
- Kshs. 1,000 per day for vehicle fuel Kshs. 400 per day for motorcycle fuel
- Kshs. 750 per day for driver, if required
- Kshs. 3,000 for Training materials

The type of technical support required will be naturally influenced by the nature of the activities proposed.

4.8.2 Supervision and Monitoring

a. WRUAs/CFAs and FDACs

A total of 5% of the cost of all proposals by CIGs will be allocated to respective WRUAs/CFA and FDACs for supervision, monitoring and reporting. The funds will be distributed as follows: WRUAs/CFAs - 2% and respective FDACs- 3%. These funds will be sent to the respective WRUAs/CFAs and FDACs by the PCT.

The grant will be provided as a block grant in respect to monitoring and reporting on the respective activities. The amount will be part of the project funds under matching grants category and not funds from CIG proposal.

This amount should be considered as revenue for services provided/to be provided in support of the implementation process. A separate bank account for receipt of this fund will be required. The fund utilization will be audited in accordance with the regular audit requirements of a legally registered organization. The WRUAs/CFAs and FDACs are however required to prepare a monitoring plan and share with the PCT for concurrence before funds are disbursed.

b. Line Ministries/Departments

In addition to technical support the line ministries will be offering to the CIGs, they will also be required to carry out supervision and monitoring of CIG activities. Respective departments within the counties will be expected to include this activity in their budgets. The monitoring will be done on a quarterly basis and reports submitted to the PCT.

c. Independent Oversight Agent

Supervision by the independent oversight agent will be done as per milestones in various proposals from the CIGs. The oversight agent will be expected to have a copy of the implementation plan from each of the CIGs. This activity will be important for synchronizing milestones to funds disbursement. All the reports will be forwarded to the PCT.

d. Project Coordinating Team

The PCT will be monitoring and evaluating CIG activities regularly and make timely decisions on the administration of grants, document and share lessons learnt with stakeholders. The PCT will also monitor and evaluate the performance of FDACs, WRUAs/CFAs and the Independent Oversight agent. The PCT will be carrying out periodic studies to assess the progress towards achievement of project objectives.

4.9 Annual Case Studies

The PCT will continuously document case studies to help in lessons learning. Reference **Appendix 1, F5, F5.7 and F 5.8** (Lesson learnt and case study templates) will provide valuable

insight into the process supporting improvements to the matching grants system. The case study will flag out cross-cutting issues touching on gender, HIV/AIDS, environment, transparency and accountability, service delivery, empowerment and equity among others. This will also inform the decisions PCT will make regarding the administration of grants.

4.10 Award of Completion Certificate

A project is deemed to be complete when a Certificate of Completion has been issued by PCT with the recommendation from the Independent Oversight Agent. The format for the Completion Certificate is as shown in **Appendix 5, OF4: Completion Certificate**.

The process of preparing and submitting the Completion Certificate is as follows:

- i) The CIG sends a request for final inspection of its project to relevant technical office(s) supervising the implementation with copies to FDACs;
- ii) The relevant technical office(s) carries out the inspection and fills the Completion Certificate forms once certified that the outputs have been achieved;
- iii) The Completion Certificate forms are endorsed by FDACs, WRUA/CFAs, CPFT and the independent oversight agent;
- iv) The endorsed completion certificate forms are forwarded to PCT for issuance of completion certificate; and

The Completion Certificate will be issued to CIGs in a public gathering organized by the FDAC; Projects that have not been issued with a completion certificate within 1 month after the date of planned completion will be followed up by the Independent Oversight Agent.

4.11 Governance Framework

4.11.1 Transparency

All activities relating to the matching grants will be implemented in open and transparent manner. The activities to be funded will originate from the Community Action Plans (CAPs) developed through the PRA process to address the community felt needs. All the communities and stakeholders within the project river basins will be sensitized on the availability of grants to ensure that there is equity during application for the grants.

In order to ensure that the CIGs are involved in project cycle (Initiation, planning, implementation, monitoring and Evaluation) UTaNRMP will use barazas, churches, mosques, print and electronic media targeting intended beneficiaries. This will ensure enhanced disclosure of information to all interested groups to ensure participation and reduce the chances of collusion.

The project has developed detailed process and procedures for the CIGs to access the grants. These include; Call for proposals, eligibility criteria, screening, appraisal of proposals, public announcement of the successful proposals, funding mechanisms and implementation modalities through this matching grants manual which is a public document.

The project will issue cheques and Completion Certificate to the funded CIGs in a public function organized by the respective FDACs.

4.11.2 Accountability

The ownership and accountability of the grants to CIGs will be the sole responsibility of the respective CIG members. UTaNRMP will competitively procure an Independent Oversight Agent that will appraise proposals, recommend funding, monitor and verify milestones in order to give an independent and professional opinions on grants administration.

Various stakeholders have been given clear roles and responsibilities in the administration of the matching grants. The CIGs will be funded in phases according to agreed milestones which will be verified by the Independent Oversight agent. The minimum number of CIG members is set at 15 members to ensure that respective sub committees (Finance, Procurement, Monitoring and Evaluation) are independent and have enough members to check the executive.

The CIGs will sign MOUs with FDACs and WRUAs/CFAs for implementation support and sign contract with PCT for funding and acceptance of responsibility and liability for funds received. The CIG management will be held personally and collectively responsible for the funds received. The FDACs and WRUAs/CFAs will be funded to carry out M&E effectively and will be held responsible for the CIGs under their supervision in order to ensure that the funds received are properly spent and accounted for, in order to get value for money.

CPFT will be funded by the PCT to carry out supervision and monitoring of CIG activities to ensure effectiveness and efficiency in utilization of funds. CPFT feedback will be send to PCT for timely decision making and necessary backstopping. A register indicating the type of technical advice given to a group by the technical officers will form part of the monitoring.

PCT will be responsible for the management of project funds in terms of disbursement of the funds to CIGs upon signing of contracts, contract management, recruitment and Supervision of Oversight agent and backstopping of various implementing and monitoring agencies. No funds will be disbursed to the CIGs without professional recommendation from the oversight agent and no objection from IFAD. The PCT will also be responsible for accounting of project funds to the various financiers.

The project funds will be allocated fairly and competitively among the CIGs based on agreed CAPs and conditions (e.g. contribution percentage 30/70% depending on category) and the allocation of funds and their utilization must be within approved AWPB.

4.11.3 Fiduciary Aspects

Fiduciary risk means the risks of monies being misused when funds are transferred from one party to another for a specifically agreed purpose. All parties must ensure that the party receiving the funds, in this case the CIGs will ensure that the following conditions are met:

- i) The funds are used properly and accounted for;
- ii) The funds are used for the intended purpose;
- iii) The use of funds results in value for money;
- iv) That the accounting records and related transactions are maintained.

The capacity of the CIGs to keep proper books of accounts and account for funds received and used is a pre-requisite to the development of proper financial systems which empowers the groups to receive funds and manage their own development. Emphasis will be placed on ensuring the provision of necessary tools and systems which support accountability.

4.11.4 Reduction of Fiduciary risks

The project will ensure that the CIGs are capacity built on financial management skills to ensure proper record and book keeping which will lead to prudent utilization of project funds. The CIGs will have an independent financial subcommittee which will ensure prudent utilization of funds.

The CIGs will be funded in tranches as per the agreed milestones in the contract. The CIG milestones must be assessed by the Independent Oversight Agent before any subsequent tranches are released. WRUAs/CFAs and FDACs will be carrying out monitoring visits to the CIGs to assess implementation progress as per agreed activity plans. The project funds will be audited by internal auditors at the counties and KENAO. IFAD will continue to offer supervision and implementation support to the project.

Table 4.2: Summary of Risks and their mitigation measures

Nature of risk	Risk rating	Mitigation Measures	Action By:
Few proposals are received from CIGs	Low	Public announcements using both print, electronic media, public places (churches, schools, shows/ exhibitions) and sensitization barazas to announce the availability of the grants.	PCT
Too many proposals qualify for funding	Medium	Request for an increase of initial deposit in order to improve project liquidity. Reallocation of funds to category III in the event of low absorption in any other category.	Lead agency, Borrower & PCT Lead agency, Borrower & PCT
Nonexistent CIGs applying for funding	Medium	Eligibility criteria clearly set Endorsement by FDACs and WRUAs/CFAs Screening by line ministries/ agencies Field verification by oversight agent	PCT FDACs and WRUA/CFAs Line ministries/Agencies Independent Oversight Agent
Misuse of funds by CIGs	High	Training of the CIG on financial management and governance. Clear roles and responsibilities within the CIGs through sub committees. Eligibility criteria provides track record of CIG for subsequent funding Monitoring and supervision by FDAC and WRUAs/CFAs Funding by milestones Field verifications	CPFT/ PCT Line ministries/ agencies and CIGs PCT FDAC and WRUAs/CFAs PCT Independent Oversight agent. PCT

		<p>Public issuance of cheques to the CIGs.</p> <p>CIG management held individually and collectively responsible for funds received.</p> <p>Imposing severe sanctions on funds misuse.</p>	<p>PCT/ CIG management</p> <p>PCT</p>
<p>Misuse of funds by one CIG affects negatively the administration of matching grants in the project area.</p>	<p>Medium</p>	<p>Each CIG management is held individually and collectively responsible for funds received.</p> <p>Stop further withdrawals from the affected CIG designated account</p> <p>The FDAC and WRUA/CFAs are held collectively responsible to account for funds misused by any CIGs within them.</p> <p>PCT suspends any further funding to CIGs within the FDAC and WRUA/CFA until the concerned CIG properly accounts for the loss.</p>	<p>CIG</p> <p>SCGSDO</p> <p>FDACs & WRUAs/CFAs</p> <p>PCT</p>
<p>Outputs for specific CIG activities not realized due to external factors (.e.g. Weather, inflation, political instability)</p>	<p>Medium</p>	<p>CIGs to factor in weather pattern when scheduling their activity.</p> <p>Documentation of events and certification of same by technical line ministries/ agencies for possible subsequent funding.</p>	<p>CIGs</p> <p>PCT, Line ministries/agencies & CIGs</p>
<p>CIG activities has negative environmental impact</p>	<p>Medium</p>	<p>Check schedule 2 of EMCA 2009 during appraisal stage.</p> <p>Undertake EIA where required and develop Environmental Management Plan.</p> <p>Implement the EMP and undertake Environmental Audits</p>	<p>CPFT & Oversight agent</p> <p>CIG</p> <p>CIG</p>
<p>Delayed release of funds to the CIGs</p>	<p>Medium</p>	<p>Implementation activity plans and projected cash flow plans</p>	<p>PCT and Oversight agent</p>

		<p>Prioritization of CIG activities</p> <p>Timely preparation of AIEs</p> <p>Timely preparation of SOEs, WAs</p> <p>Timely call for proposals</p>	<p>Oversight agent</p> <p>Lead agency</p> <p>PCT</p> <p>PCT</p>
Misallocation of matching grants funds at the PCT	Low	<p>Adherence to the approved work plans and the internal financial control mechanisms.</p> <p>Reviews by PSC/IFAD missions</p>	<p>PCT</p> <p>PSC/ IFA</p>
Fund transfers to the beneficiaries' bank accounts based on weak systems. (The quality of reports, supporting documents, record keeping, asset security, project design);	High	<p>Training of the CIG on financial management and governance.</p>	<p>CPFT and PCT</p>
Community groups lack the necessary capacity to effectively discharge project duties leading to one person doing everything e.g. recording transactions into the books of accounts, authorizing transactions, receiving or expending funds, recording alterations or adjustments, and reconciling financial system transactions	High	<p>Training of the CIG on project management and implementation</p> <p>Monitoring and supervision by FDAC and WRUAs/CFAs</p> <p>Support by technical department</p>	<p>CPFT and PCT</p> <p>FDAC and WRUAs/CFAs</p> <p>Technical departments/ agencies</p>
Lack of ethics and integrity by community representatives including political and administrative collusion interference.	High	<p>CIG management trained on governance and management</p>	<p>PCT/ CIG management</p>

4.11.5 Complaints Handling Mechanism

Apart from the internal mechanisms of handling complaints within the CIGs, FDAC, WRUAs and CFAs, the project will establish a CPFT complaint subcommittee composed of: Social Development Office (Chair); County Project Coordinator and the relevant county implementing department/ agency from which the CIG with the complaint falls and any other co-opted member up to a maximum of five (5).

In addition, a copy of all the complaints reported at the County Complaints Subcommittee shall be forwarded to the PCT for information and relevant action. The PCT shall set up complaints box and register where complaints will be dropped and registered .PCT will establish a sub-committee to handle all the complaints

4.11.6 Sanctions and Remedies

These are the actions that will be taken when funds are reported or suspected to have been misused by the CIGs:

- a) Stop all the withdrawals from the CIG account by the Sub -County SDO;
- b) No further project proposals will be awarded or received from the CIGs in the respective FDA, WRUA/CFA where misappropriation is reported;
- c) PCT shall request the internal audit department at the county to audit and investigate the CIG and share the report with the CPFT and PCT complaints subcommittees;
- d) Recovery- the CIG account signatories will be required to refund the misappropriated funds within 2 weeks after audit;
- e) If the funds are not paid within the stipulated time, WRUA/CFA and FDAC monitoring funds will be used to recover the loss; and
- f) Prosecution of culpable culprits.

4.12 Alterations and amendments to this manual

This manual is a living document and will from time to time be reviewed to support its effective and efficient application. Once approved by the PSC and IFAD, the manual will be posted on the project website. Any contextual changes to this manual shall be approved by PSC and IFAD as may be necessary and the revised version (bearing month and year) shall be posted on the project website as well as making it available for public distribution.

5.0 FINANCIAL MANAGEMENT AND PROCUREMENT

This chapter provides guidelines for planning and managing procurement and financial aspects by CIGs, and similar civil society groups benefiting from the project finances.

5.1 Introduction

The aim of this chapter is to: Provide the basic financial and procurement guidelines for use by various stakeholders who are managing the community projects; put in place systems and policies that will safeguard the projects resources/assets; simplify the process of procuring and producing financial information/reports; enhance the financial and operational performance; improve accountability to all external parties including government, IFAD, auditors and other stakeholders; enhance Community members' participation in applying scarce resources; prepare the beneficiaries for long-term financial sustainability and provide a reference material for community members and other interested parties.

5.2 General Provisions

Community members shall not only choose local development activities to be funded, but they will also be directly engaged in the management of program funds and implementation processes. It is envisaged that such engagements will lead to more effective community organization, with developed capacity for community planning and management, and the improvement of relationships with government and other development agencies.

These guidelines on procurement and financial procedures and processes are meant to present procurement and financial management perspective. In this case, the users include CIGs in Community Driven Development organizations and Common Interest Groups (CIGS). It brings together good practices on procurement and financial management from on-going programs and presents the procedures and methods in a simple language.

This part of the manual is a "living document", to be updated continually on the basis of experience on the ground and to be used by anyone involved in projects/ programs who find them useful.

5.3 Financial Management and its relevance to Community Projects

The main purpose of the Financial Management guidelines is to provide simple tools to monitor, protect the financial, legal obligations and well-being of the Community Driven Project. The guidelines set out procedures for handling project finances, recording of financial information and ensuring that internal controls are well maintained.

5.3.1 Matching grants for UTaNRMP CIGs

CIGs funded by UTaNRMP must meet the following conditions:

- i) Have valid registration certificate;
- ii) Comply with all guidelines, regulations, circulars or other forms of financial procedures in force by the project;
- iii) Abide by all internal control mechanisms put in place (operating through relevant committees – Finance, Procurement, Monitoring etc.);
- iv) Meet their obligations as they fall due e.g. pay suppliers within the stipulated period;
- v) Maintain up to date inventory records, update their financial records on a regular basis (once a week is recommended);
- vi) Perform monthly reconciliations of their bank and cash balances, prepare regular financial statements e.g. receipt and payment accounts, asset register etc.;
- vii) Review and discuss, on a monthly basis, the financial status of the organization during members' meetings;
- viii) Present financial reports to the entire group during Annual General Meetings (AGM)

5.3.2 UTaNRMP Community Project Financial Management Principles

In order to achieve the objectives of effective financial management, the following principles should be observed:

- i) The funds will be allocated fairly and competitively among the CIGs based on agreed CAPs and other conditions as stated in this manual.
- ii) The allocation of funds and their utilization must be within approved AWPB;
- iii) The CIG members and their decision makers will be personally and jointly held responsible and accountable for the use of project funds;
- iv) In case the project funds are not spent within the budgeted period, the funds shall continue to be spent on the agreed activities the following financial year;
- v) The project funds should be spent optimally i.e. to achieve value for money;
- vi) The CIG members should be involved in all financial decision making before funds are committed (e.g. through meetings which should be evidenced by minutes and relevant committees); and
- vii) There should be in place strong internal control system enforceable by procedures, regulations and rules acceptable by all stakeholders.

5.3.3 Financial Management tools

For proper and effective Financial Management (FM) the process must be supported by necessary tools. Some of these tools are, rules and regulations, AWPB and M&E systems, Budgets, procurement plans, approved Community Action Plan, CIG constitution, registration

documents, the finance and procurement manual, , bank and cash reconciliations, internal and external audit reports, fixed assets register, Financial reports (monthly, quarterly, annual), evaluation reports, etc are necessary tools for effective FM. Respective Committees members will trained on the above tools .

5.3.4 Budgeting

Budget is an estimate of the amount of money or other resources, including materials and labour, that a CIG plans to raise and spend for a set purpose over a given period of time. The budget should be Specific, Measurable, Achievable, Realistic and Time bound (SMART). Comparison of actual vs. budget is done after the end of every period.*(Consider the budget as a tool you can use to gauge the success of your CIG project activities).*

The CIG needs the budget so as to determine the resources it will require (from their own contribution and outside) in order to achieve its objectives and also for preparing funding request to cover expected expenditure. In order to prepare a useful budget, involve all CIG members who must ask themselves the following questions:

- i) Are the objectives of this project a priority? This must be in line with CAP objectives.
- ii) What specific activity (ies) will be required to attain these objectives? List key activity (ies)to be undertaken during the targeted period.
- iii) What resources will be required to enable us accomplish these activities? Identify the labour, and other inputs to be procured/ required for each activity to be carried out.
- iv) What is the cost of these resources? Cost all the activities and inputs listed above and summarize.
- v) Where can we source for the funding? Identify all sources of funds (Development partners, financial institutions and CIG own contribution) and the expected amounts.

It is proposed that CIGs be allowed to make variations in their budgets not exceeding 10% in any one budget line, so long as the total allocated grant is not exceeded without prior approval by the PCT.

The Expenditure control forms will be updated monthly by the treasurer and reviewed by the Chairperson of the Monitoring committee.(For Sample Expenditure control forms see Appendix 3, FPF 5)

5.3.5 Community Contribution

The funds for matching grants are expected from IFAD and GoK. It is a requirement that each CIG raises a minimum of 10%-30% or more of the total project costs depending on the category. This requirement may be waived in some special cases for youth and vulnerable members of the community. The waiver will be considered on case by case basis. Other forms of contributions

include labour, materials, or other resources depending on the nature of the project. It is expected that each CIG will keep proper and verifiable records of all such contributions in a Community Contribution diary. The finance subcommittee (comprising of Chairperson and at least 2 members) is responsible for maintaining the Community Contribution diary.

5.3.6 Funds Flow and Bank Accounts

Funds flow refers to the entire process of channeling funds right from IFAD, through National treasury lead Ministry(MoEW&NR)to the PCT account and ultimately to the designated community bank account. The funding of the respective groups falling within the focus of the CIGs will be provided in the form of direct grant financing based on the submitted and approved proposals by relevant authorities

The CIG shall open a **DESIGNATED BANK ACCOUNT** with a reputable commercial bank in the project area. This account must **ONLY** be for activities related to implementation of the proposed project. The signatories should include Chairperson, Treasurer and the Secretary and a mandatory signatory being a sub-county social development officer. The signatories from the CIG shall not be immediate relative to the other.

The signatories shall not withdraw funds from the Project bank account without a committee minutes from a meeting consisting of 2/3 of the committee membership and a letter from the relevant government department.

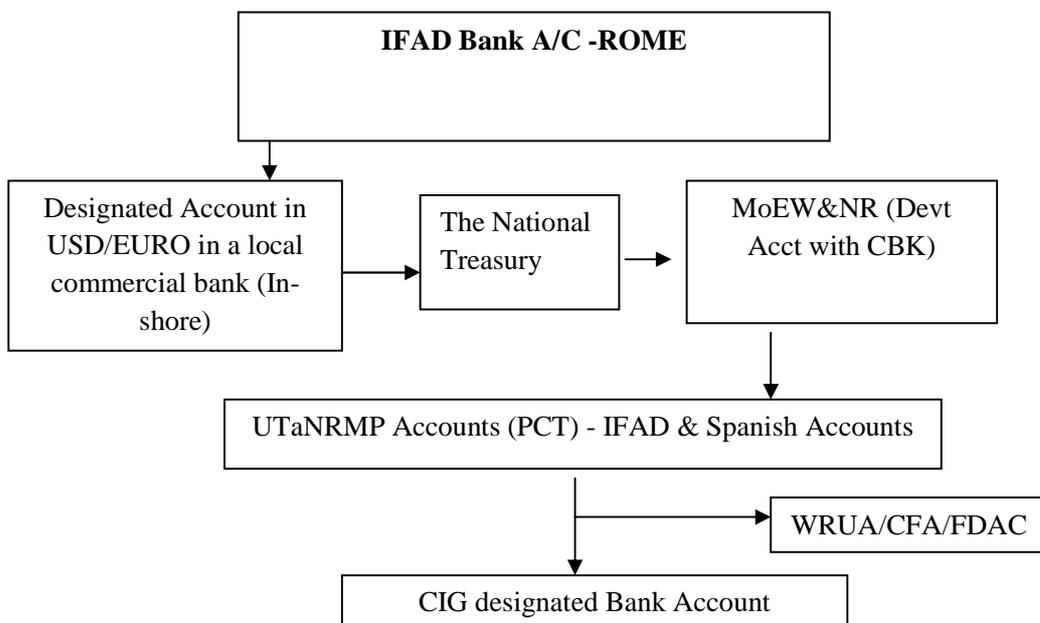


Figure 5: Flow of Matching Grant Funds

5.3.7 Payment of goods and services:

- i. The CIG can pay for the goods and services they have procured up to Kshs. 400,000.
- ii. Any payment exceeding Kshs. 400,000 will be paid to the supplier by the PCT upon receipt of certified documents from CIGs.

Financing contract signed with the CIGs will generally indicate how the funds are to be disbursed (e.g. tranches), percentage of the funding, the length of the implementation period, and the eligible (approved) activities for financing. Disbursement percentages will be indicated in the approved project proposals; contracts and the subsequent payments will be based on periodical progress reports and verified milestones. For sustainability of the project, it is expected that community contributions will continue.

5.3.8 Valuation of community contribution in kind

The valuation method to be applied on contributions in kind will be output-based (e.g. length of water piping laid) or input-basis (unskilled labour hours) depending on the nature of the activity.

5.3.9 Accounting

The accounting systems are expected to be basic and may be manual in nature. The treasurer is responsible for keeping and updating the accounting books and other financial records. Due to the nature of simple storage facilities available in the CIGs, the use of hard bound books is recommended as they are durable. Cash books will be used to record all financial transactions in a simplified way. Each cash book has a receipts and payments side with the following details:

Receipts Side

The receipts side of the cash book will include the following details

- Date
- Details from whom funds have been received
- Receipt number
- Amount received

Payments Side

On the payment side, details will include

- i. Date of the transaction
- ii. The payee (person or organization that is being paid)
- iii. Payment voucher number(reference no)
- iv. Cheque number
- v. Amount paid out

Receipts

The CIG Treasurer shall keep receipts for all expenses in proper order and also issue a cash receipt for the funds received. Receipts should be numbered accordingly and be kept safely.

(For sample cash book see **Appendix 3, FPF 1**)

5.3.8 Payment Guidelines and Procedures

CIGs should pay their contractors, suppliers or service providers using the following procedures:

- i. The payment to be made exclusively for approved project activities based on budget allocation;
- ii. Ensure all necessary supporting documents including work contract, payment certificates approved by relevant committee, cash receipts, invoice, LPOs, LSOs, delivery notes etc are available and valid.
- iii. Payment vouchers will be prepared by the CIG treasurer for all payments. (Sample payment voucher see **Appendix 3, FPF 3**)
- iv. Once the payment vouchers are ready, they will be passed on to the CIG Chairperson for review and approval.
- v. Cheques will only be drawn once the payment vouchers have been approved, and sent to the various signatories for signature. Payment should only be by cheque except for payments that are Ksh 10,000 and below for money to be drawn from CIG accounts, cheques must be signed by the chairperson, Treasurer and secretary.
- vi. CIGs should strictly use payment vouchers for reimbursable cost such as transport, lunch and technical support services expenses.
- vii. All expenditures are entered in the books of accounts and updated after every transaction
- viii. Monthly Bank statements are collected and reconciled with cash book
- ix. CIGs should provide monthly financial reports

How to effect payment

As to “when” payments are made, one of the following methods should be used:

- i. ***Payments on delivery of goods or completion of services.*** The total payment is done when goods/services has been delivered, inspected and accepted as per the contract.
- ii. ***Installment payments.*** This is a phased payment which should be made to the supplier/service provider only in accordance with the signed contract.

Note: As a general rule, payments made in cash will not exceed a value of Kshs. 10,000.00. All payments exceeding Kshs. 10,000.00 must be paid in cheque/EFT unless under special circumstances approved by the management committee.

5.3.9 Internal Controls

The capacity of the user groups to keep proper books of accounts and account for funds received and used is a pre-requisite to the management of grants. Emphasis will be placed on ensuring the development and provision of necessary tools and systems which support accountability. Some of the weakness associated with community projects are weak accounting systems, inadequate financial management capacity and political interference.

In order to mitigate the above weaknesses, the following measures will be put in place

- a. A constant review of processes and transactions by relevant bodies so that risks of loss, fraud, inaccuracies or errors are noted at all levels, and measures put in place to eliminate or minimize them;
- b. Set up arrangements that accelerate the flow of funds or project implementation,
- c. Set a monitoring and evaluation system that integrates both financial and physical progress.
- d. Accountability should be in-built into the local governance system –publishing and publicizing of financial reports by CIG committees in most common local language;
- e. Undertaking internal audits of CIGs on a regular basis.
- f. Ensure security of vital documents by keeping them in filing cabinet or metal box.

5.3.11 Financial Reporting

Funds provided to communities are public resources and are subject to public accountability

Requirements:

Submission of financial reports will be prerequisite to subsequent disbursement. Financial reports should show total actual receipts and expenditures compared against budget, with separate summaries of the sources of cash, available cash balances, related expenditures and variances.

CIGs should also prepare report on all assets and liabilities for the investment. Accompanying the financial report should be a simple narrative report on the physical progress of the project. Reports produced by CIG should be periodically reviewed by IOA ,CPFT and PCT.

Public presentations of financial statements should also be done to enable beneficiaries scrutinize the use of funds. The following are the minimum financial records required for each CIG;

Cash Book: This book lists all of the receipts and payments made into and out of a particular designated bank account and should be updated per transaction.

Reconciliation Statements: The bank reconciliation statement compares the cash book balances against the bank statements and lays out the items that constitute the differences and should be done on monthly basis.(For sample Reconciliation Statements see **Appendix 3, FPF7**)

Statement of Source and uses of Funds: The preparation of periodic statements on the state of funds received and expenses incurred (simplified SOEs) is important tool in managing the resources of each CIG. The statements should be prepared on a monthly, quarterly and annual basis. A signed copy of these statements will also be forwarded to the PCT not later than two weeks after the end of the month, quarter or year to which they relate to (Sample statement of source and use of funds see **Appendix 3, FPF6**)

Asset Register: These may include livestock, boreholes and wells, farmland, business premises, irrigation machinery and so on purchased through grants. In order to maintain a proper and up to date record of all these assets, it is a requirement that each CIG keeps an asset register. A hard bound book or spreadsheet can be used for this purpose, and will include serial numbers (for machinery and equipment), date of purchase, purchase price, location, state of the asset and disposal dates. During the general members meetings, the treasurer will be required to provide an update on any changes that have occurred in the asset list.

Community Contribution Diary: This book will be used to record the community contribution. The following details will be recorded in the diary (Sample Community Contribution diary see **Appendix 3, FPF 2**)

- Date of contribution
- Contributor's name
- Contributor's Identity card number
- Amount or Quantity of contribution
- Unit and Total costs
- Contributor's signature or thumb print

5.3.12 Auditing

To ensure accountability, communities should be encouraged to undertake their own audits in order to meet the requirements contained in the financing MoUs. The audits may be undertaken, at the request by PCT under special circumstances. By encouraging communities to undertake audits, governance and accountability are fostered.

5.3.13 Audit Checklist

A checklist of records and other documentation, which may be requested by the auditor, are provided below;

Table 5.1: Audit Check List

Ref	Group of Records	Description of Item
A	Primary Records	a) Cash book/petty cash book up-to-date to the year end. b) File of invoices/vouchers for all items of expenditure. c) File or book of receipts for all moneys received (or transferred). d) Bank statements, paying-in slips and cheque books
B	Summaries and reconciliation statements	a) Summary of all receipts and payments by budget. b) Bank reconciliation statements for all bank accounts on a monthly basis and at the year end. c) Petty cash reconciliation statement for each month and at the end of the year. d) Inventory sheets
C	Schedules	a) Schedule of creditors (money owed by the organization). b) Schedule of debtors (money owing to the organization). c) Schedule of grants or other income due. d) List of grants received, or expected to be received. e) Fixed assets register.
D	Other information	a) A letter from bankers to confirm balances (requested by auditors). b) List of all CIGS committees and their membership. c) Funding agreements, contracts and correspondence with donors.
E	Financial Reports	a) Previous year audit report where applicable. b) Monthly, quarterly and annual income and expenditure statements made to members and partners.

5.3.14 Technical Assistance

CIGs will seek technical support from relevant technical government department. The cost of such services) will be included in the CIG's project proposal.

5.4 Procurement

5.4.1 Introduction to procurement management

Procurement may be defined as the process of acquiring or getting by purchase, hire purchase, hire, license, tenancy or by any other legal means-goods, works and services for an organization.

Procurement is a function that will support CIGs in the implementation of their project activities and is based on the idea that:

- Community development can only be achieved if the communities take direct responsibility of their projects mitigating activities; and
- The role of government and other agencies is to provide facilitative support.

This process requires to be done in a transparent and cost effective manner which facilitates the implementation of a project.

5.4.2 Use of this procurement manual

This manual shall be used:

- (i) To understand procurement management for community managed projects;
- (ii) To facilitate CIGs in managing procurement activities for their projects and
- (iii) As a training resource document.

In order to achieve the above, this section of the manual aims to:

- (i) Introduce key procurement concepts;
- (ii) Present procurement procedures in a simplified way; and
- (iii) Provide necessary forms and formats that can be used by a CIG as annexes.

5.4.3 Why a procurement Guide for CIGs?

A procurement guide ensures that:

- i) Resources needed to carry out the CIGs projects are procured with due attention to economy and efficiency (lower cost, best quality and timely availability);
- ii) CIG project activity funds are used to pay for resources needed; and
- iii) All suppliers have an equal opportunity to compete.

5.4.4 Procurement Principles(GOK and IFAD)

The following key aspects of procurement process are generally common to the Government and other donor procurement procedures:

- i) **Transparency, fairness and fraud prevention** are important so that everyone will know that funds are being honestly spent and accounted for;

- ii) **Equal opportunity** ensures that the suppliers/sellers are provided with equal opportunity;
- iii) **Economy and efficiency** (value for money) means that goods and services will be procured at a reasonable price and that the procurement planning process is of satisfactory status;
- iv) **Effectiveness** means that the goods and services will fulfil CIG objectives.

5.4.5 Procurement Process

This section describes the procurement process and methods applicable to CIG projects. Understanding this section is necessary to properly carry out the procurement activities under the UTaNRMP.

5.4.5.1 Setting up a Procurement Subcommittee

CIGs should establish a Procurement Subcommittee responsible for procurement in their group. The composition of the subcommittee is one (1) management committee member, and two (2) ordinary members.

This committee will be responsible for:

- a. Preparing a procurement plan and updating it regularly;
- b. Preparing technical specifications and terms of references (often very simple) for goods, works and services respectively;
- c. Adhering to the procurement steps defined in this manual;
- d. Opening of bids
- e. Keeping procurement records in proper order.
- f. Taking on charge of goods and services procured
- g. Issuing of goods

5.4.5.2 Selecting a procurement method

In general, the choice of the procurement method depends on the financial value of the goods and services to be procured. A **Financial Threshold/Ceiling** has been set by the UTaNRMP depending on type/ category of activity being financed.

Note that UTaNRMP may revise these from time to time. Procurement thresholds are given in Table 5.2 below:

Table 5.2: Procurement Thresholds

Threshold/Ceiling:	Use this method	Key activity
Up to Ksh10,000	Direct procurement or buy off the shelf directly from a seller. It should be within the Focal Development Area (FDA) jurisdiction where applicable	Shop around for the best price and keep a receipt
Between 10,001 to Kshs. 400,000	Shopping method; use of a Request for Quotation (RFQ) with receipt of at least three quotations. Give at least 7 days for submission of bids. It should be within the sub-county jurisdiction where applicable	Obtain a minimum of 3 quotations from approved suppliers by CIG
Between Ksh. 400,001 and 5,000,000	Local bidding advertisement with a wide reaching audience. Give adequate time at least 14 days for submission of bids It should be within the county jurisdiction where applicable	Obtain a minimum of 5 quotations/bids from agreed suppliers by CIG.PCT's concurrence will be required before award.
Ksh 5,000,001 and above	National Tender advertisement 14 calendar days in two(2) daily national papers	Obtain many bids as much as possible through open tender.PCT's concurrence will be required before award.

5.4.5.3 Preparing a Procurement Plan

Procurement planning is scheduling steps involved to procure goods and services. A procurement plan shows the items that will be required by a CIG and shows what will be procured and when and to meet which needs. To prepare a procurement plan each CIG will be required to engage its members in identifying their needs/requirements for their CIG for the next one year during the UTaNRMP AWPB planning cycle. The CIG takes into account these needs and prepares a plan showing what will be procured during the year/period for their CIG. It is important to note that any items not planned for will not be funded. The CIG proposals must have a procurement plan.

a) Packaging

When preparing the procurement plans, all related procurement items covered by the budget will be grouped and prepared into procurement packages. The procurement items will be grouped into goods, works, non-consulting services and consulting services. Procurement packaging has

several advantages:

- i. It offers a better business chance to the sellers to supply in bulk;
- ii. Items procured in packages often result in lower unit cost – therefore cost savings to CIGs;
- iii. It simplifies the procurement process. All similar items are procured in one go for a period. This reduces the hassle involved in buying similar things intermittently; and
- iv. It reduces overhead costs such as frequent advertising, bookkeeping and logistics to CIGs.

b) Procurement Plan preparation

Once packaging is done, the remaining individual items and packages should be recorded in the tables presented in Annex 4, FPF 11. This brings forward a consolidated list of resources required for the entire CIG. For convenience, all goods, services and works are grouped under the different tables. Once the tables are completed, a procurement plan is ready. Where capacity to store goods and suppliers exist, CIGs should buy in bulk.

5.4.5.4 Advertising

At the beginning, the Procurement Subcommittee should post a general advertisement to inform the community, as well as various suppliers and contractors about the business opportunities offered in the CIG. Advertisement is necessary to:

- i. Inform everyone about the business opportunities available;
- ii. Promote transparency and accountability;
- iii. Generate competition to get the best prices.

There are many ways for advertisement. Some of the commonly used include: (i) posting of a notice in the public places including shopping areas, churches/mosque, community hall/centre, government office, etc.; (ii) community discussion groups, chief's barazas; (iii) use of local radio station; (iv) distribution of flyers; (v) local newspapers, etc.

5.4.6 Procurement steps

This section explains the necessary procurement process steps.

5.4.6.1 Preparation of Technical Specifications

A specification is simply a definite description of what is needed or wanted for use by the user. Technical specifications referred to in tender documents will be prepared in liaison with relevant technical departments in order to ensure procurement of quality goods and services. Specifications shall be based on relevant characteristics and/or performance requirements while references to brand names, catalogue numbers, or similar classifications shall be avoided.

5.4.6.2 Procurement Requisition:

The management committee will initiate procurement by use of a written procurement requisition form and forward to the procurement sub- committee for action (appendix 4, FPF 10).The procurement sub- committee will prepare detailed description of their requirements such as the Bill of Quantities (BQs), Specifications, Terms of Reference (ToRs) among others.

5.4.6.3 Preparation of Tender Documents

As far as possible, CIGs are encouraged to make use of GOK standard tender documents for each type of procurement. Assistance of the relevant departments of the Government should be sought especially in the preparation of tender documents for civil works, and other technically sophisticated projects. A tender register must be kept (Appendix 3, FPF 20) for reference. In case of need for supply of samples by bidders; a register of samples must also be kept (Appendix 3, FPF 21)

5.4.6.4 Advertising of Tender Documents

The CIG must advertise the tenders in order to give equal opportunity to all interested suppliers/ contractors/consultants in the area specifying the project/item description, required qualifications, closing and submission dates.**Under UTaNRMP funded procurements, tender documents should not be sold.**

5.4.6.5 Preparation, Submission and Opening of Tenders:

Tenders are to be received and opened in the manner stated in the tender documents and for the purpose of receiving tender bids, each CIG maintains a tender register. Tenders should be opened by a procurement committee and bidders' representatives who wish to attend should be allowed to attend and witness the process of opening.

5.4.6.6 Evaluation of Tenders:

Evaluation of bids is done by an adhoc Evaluation Committee consisting of at least three members one of which must be from the procurement sub- committee. The evaluation should be conducted in the manner indicated in the tender documents and may be done under technical and or financial. The evaluation committee should prepare an evaluation report indicating the bidder who is recommended for contract award to the Management committee for adjudication and award.

5.4.6.7 Contract Award:

The Management committee should make its decision on whom to award the contract on the basis of all the available information (technical and combined evaluation reports). Awards should be made to the lowest evaluated bidder for standard off-the-shelf items, and to the best evaluated bidder (both technical and financial) for specialized items and for consulting services. Awards by management committee shall be final and binding unless successfully appealed

against by the other bidder(s). The award should be mailed to or collected by the successful bidder.

5.4.6.8 Signing of Contract:

3After the contract award by the management committee, the contract shall not be signed until after 7 days after the notification of contract award. The contract shall be deemed to be formed when it is signed by both parties. All Contracts will be signed by the CIG Chairperson, Secretary and Treasurer. A formal contract may not be necessary for contracts below Kshs. 50,000. Signed Local Procurement/Service Orders which are also signed by the supplier shall be sufficient in this case. Any contract above Ksh. 400,000 shall be sent to the PCT for concurrence.

5.4.6.9 Performance of Contract

After the contract is signed the supplier/ contractor/consultant shall be responsible for executing the contract in accordance with the tender document and client's proposal, terms and conditions of the contract and the relevant committee shall be responsible for the management of the contract. If it becomes necessary during the execution of the contract to amend the order given to the supplier, then an Order Amendment Form (Appendix 3 FPF 24) must be filled and duly signed by the relevant CIG Committee but execution of the amendment will only be done after receiving a written approval from PCT.

5.4.6.11 Receipt, Inspection and Acceptance

On the delivery of goods, works or services an ad hoc inspection and acceptance committee of not less than three members appointed by the management. The committee will get assistance from the relevant technical department to:-

- a) Immediately inspect and where necessary test the items involved
- b) Inspect and review the goods, works or services in order to ensure compliance with the terms and specifications of the contract
- c) Accept or reject on behalf of the CIG, the delivered goods, works or services.
- d) Ensure that the correct quantity has been received.
- e) Ensure that the goods, works or services meet the technical standards defined in the contract
- f) Ensure that the goods, works or services have been delivered or completed on time or that any delay has been noted and acted on
- g) Ensure that all required manuals or documentation have been received and
- h) Issue interim or completion certificates or goods recorded notes as appropriate and in accordance with the contract.
- i) Sign all the relevant documentation

The Inspection and Acceptance Committee must sign the Inspection and Acceptance Certificate (**Appendix 3, FPF 16**). Once works and services are completed by the contractor, a Completion Certificate must be signed (Appendix 3 FPF 25 and FPF 26).

5.4.7 Procurement Appeals Procedures

Those appealing against decisions have several avenues for redress. The Appellant should put his/her complaints in writing and should attach copies of the relevant documents.

- a. The complaint should be lodged with the CIG first;
- b. Government representatives for instance the County or Sub County Procurement Officer, the Chief and line ministry representative can also be approached and complaints lodged with them officially and in writing; and
- c. County Project Facilitating team members

If these initial and localized complaints fail to elicit action within seven (7) days upon submission, then the complainant/appellant has the right to take further actions through formal written complaints to various government agencies which include:-

- a. Project Coordinating Team;
- b. Public Procurement Oversight Authority (PPOA).
- c. Ethics and Anti-Corruption Commission (EACC); and
- d. Kenya Police Service (CID)

Upon notification the PCT, will immediately start investigations and respond to the complainant within fourteen (14) days.

5.4.8 Procurement methods

Procurement methods are the rules about “**how to buy?**” resources. This section describes these rules and methods.

5.4.8.1 Direct procurement method

In the Direct Procurement method, the Procurement Subcommittee approaches a supplier/seller or service provider familiar to the community, to provide the goods or consultancy services. After negotiations, the item/service is procured (or a contract is signed, if needed) for the negotiated price.

This method is applied for all procurements that are **below** the financial threshold defined by the

UTANRMP (see Table 5.2).

However, there may be instances when some good/service is required but its estimated financial value is **above** the threshold for direct procurement method. This situation may arise due to the following:

- a. The competitive methods cannot be used due to exceptional reason(s) like long distance which may bring about unnecessary delays, availability of goods/services, higher operating costs, sudden unforeseen needs etc;
- b. Only one consultant has the qualifications to carry out the assignment; or
- c. In cases of proprietary requirements, where only one supplier can provide the goods or equipment
- d. The assignment represents a natural or direct continuation of a previous contract awarded competitively, and the performance of the supplier or service provider has been satisfactory; or
- e. In cases of extreme urgency or emergencies.

The decision on the use of this method's is made on the basis of strong and convincing justifications, and where it offers clear advantages over the competition. It is recommended that these justifications are provided in the CIG proposal. CIGs need to balance the need for use of direct procurement against the risk of lack of transparency and risk of lack of providing opportunities to other prospective suppliers/service providers who could have provided a better service at a lower cost.

5.4.8.2 Quotations based method

This method involves solicitation and receipt of at least three quotations (or proforma invoices) from different suppliers/service providers. The steps involved in this method are presented below;

- a. Identify the item or the package of items to be procured from the procurement plan;
- b. Conduct the procurement process: This involves inviting quotations from at least three bidders approved by the CIG, giving them enough time to submit their quotations in a sealed envelope, evaluating the bids offered and costs, selecting a successful bidder and award.

The **advantages** of this method include getting value for money through competition, transparency and ease in accountability/audit and business opportunity for the suppliers/service providers

5.4.8.3 Local bidding method

For purpose of this manual Local bidding refers to procurement within the region. This method is more elaborate than the quotations based procurement method. It is applicable to higher value procurements and requires more experience. This method requires advertisement for the goods and services needed. Advertisement is done in order to give equal opportunity to all interested suppliers; inform everyone about the business opportunities available; promote transparency and accountability; and to generate competition to get the best prices.

The advertisement must specify the project/item description, required qualifications, closing and submission dates. This may be done by (i) posting of a notice in public places including shopping areas, churches/mosque, community hall/centre, government office, etc.; (ii) community discussion groups, chief's barazas; (iii) use of local radio station; (iv) distribution of flyers; (v) local news papers, etc

All prospective bidders will be required to quote their prices and submit their bids in sealed envelopes. Opening of the bids is done in the presence of bidders who wish to attend, after which the CIG compares the services offered and costs, selects a successful bidder and awards.

5.4.9 Procurement record keeping and monitoring

CIG must keep procurement documents in proper order. They include:

- i. The procurement plan;
- ii. Proof of advertisement;
- iii. Copies of contracts signed;
- iv. All receipts;
- v. Payment record (voucher);
- vi. Record of items in storage.
- vii. Requisition forms by the procurement sub-committee approved by the executive committee
- viii. Returned quotations by bidders
- ix. Evaluation reports
- x. Inspection and acceptance reports
- xi. Adjudication and award reports.

A representative of the UTaNRMP, from time to time, will check records to ensure that the procedures described in this manual are followed and records are kept in proper order as part of the normal UTaNRMP process of ensuring that project funds are used appropriately.

The representatives may also ask the Procurement Subcommittee to show where a procured good or service has been used. Before a payment is made to a supplier or service provider, the Procurement Subcommittee should inspect and certify that the goods/services are in acceptable condition. When the CIG lacks the expertise to make an inspection, it may contact the nearest UTANRMP office for assistance and help.

5.4.10 Store Keeping

Items procured or supplied for a project and relevant documents are the responsibility of the CIG procurement sub- committee:

- i. The procurement sub-committee should undertake appropriate measures in storing items, such as, allocating a secure room or storage area under lock and key;
- ii. If needed, a watchman should safeguard the stored supplies;
- iii. The CIG should designate a person (storekeeper) who is responsible for the storage;
- iv. The storekeeper should keep a store record book(Appendix 3 FPF 19).

5.4.11 Conflict of Interest

In order to avoid conflict of interest, CIG members and their immediate relatives will not be allowed to participate in the supply of goods and services, unless this is done on a competitive basis. Even so, such CIG members will be expected to declare any such conflict and will be expected to disqualify themselves from participating in any of the procurement steps for which such declaration has been made.

5.5 Inspection of books of accounts and all records

The CIGs must keep all records for a period of ten (10) years and make them available for inspection by PCT Secretariat, IFAD, or the appointed agents of the above- Internal and external auditors. The CIGs are required to maintain the following: - an inventory of tagged fixed assets procured through the project, all approved proposals, all signed contracts, all minutes of the meetings. The CIG physical assets financed by UTaNRMP shall bear the name of UTaNRMP (GOK/IFAD) and identify the project as financed by UTaNRMP (GOK/IFAD).

5.6 Fund Misuse

It is important to recognize that when funds are misused,pre-determined steps/actions will be followed. The following steps should be taken:

- a) There should be written chronology of events by relevant institution (e.g. FDAC, WRUA, CFA, CIG etc)describing the facts of the case, proposed way forward with copies to

relevant parties including PCT, other GoK staff handling project issues and GoK security agents

- b) The communication should also be publicly displayed at the nearest public notice board (Chiefs) in the area of the CIG which includes action to be taken or taken and should not exceed 10 days
- c) In the absence of appropriate action the PCT will call a meeting immediately after 10 days with the relevant parties;
- d) The meeting will define a list of actions to be taken within the period of one month. The CIG project will be formally placed in the category of “project under investigation”; No further applications shall be endorsed by the PCT from the FDA until the case is solved. This will be formally communicated to the respective parties; The PCT can start legal proceedings to freeze all the accounts of the CIG and the officials;
- e) The PCT will either engage in a legal process to recoup the lost funds or require the respective CIG to return lost funds;

5.6.1 Penalty in the case of Fund Misuse

In case of misuse of funds above, the sanctions and remedies provided for in 4.11.6 will apply.

5.6.2 Complaints Mechanism (general)

The PCT will establish:

- 1) A complaints register
- 2) A complaints / suggestions box. And
- 3) Telephone call which should be recorded but followed up with written complaint

Complaints being submitted to the PCT will be registered and introduced as an item on the agenda at the PCT monthly Meeting. The complaints box will be opened prior to the PCT meetings.

APPENDICES

APPENDIX 1: FORMATS AND SAMPLE CONTRACTS

F1: Call for Proposal Media Release

Upper Tana Natural Resources Management Project

Introduction

Upper Tana Natural Resources Management Project is an eight year project (2012-2020) funded by Government of Kenya, International Fund for Agricultural Development (IFAD), Spanish Trust Fund and the Local community. The **goal** of the project is to “*contribute to reduction of rural poverty in the Upper Tana river catchment*”. This goal is pursued via two **development objectives** which reflect the poverty-environment nexus namely (i) increased sustainable food production and incomes for poor rural households living in the project area; and (ii) sustainable management of natural resources for provision of environmental services.

The project area is in the Upper Tana catchment which covers an area of 17,420 km² and includes 24 river basins and the tributaries of the five rivers formerly under MKEPP that drain into the Tana River as follows

Tributaries of former Mt Kenya Pilot Project for NRM (MKEPP) River Basins (4)	Ena (Itimbogo, Thuura and Gangara) Kapingazi/Rupingazi (Kiye, Thambana, Itabua and Kathita), Kathita (Gaciuma/Kinyaritha, Kuuru, Riiji), Kithinu/Mutonga (Naka, Nithi, South Maara, North Maara and Thuci)
Twelve (12) High Priority River Basins for UTaNRMP	Maragua, Murubara, Nairobi, Ragati, Rujiweru, Rupingazi, SabaSaba, Thangatha, Thanantu, Thiba, Thika/Sasumua, Thingithu
Twelve (12) Other River Basins for UTaNRMP	Amboni/ Muringato, Iraru, Kayahwe, Chania, Mara, Mariara, Mathioya, Nyamindi, Ruguti, Rwamuthambi, Sagana, Ura

The area covers six of Kenya’s 47 counties namely; Embu, Tharaka Nithi, Meru, Nyeri, Kirinyaga and Murang’a. The area includes the Mt. Kenya and Aberdares National Parks and surrounding Forest Reserves.

The project aims at poverty reduction targeting about 205,000 households (1,025,000 people) whose livelihoods revolve around the use of the natural resources of Upper Tana catchment. These include smallholder crop and livestock farmers, agro-pastoralists, fishers, rural traders, and community groups involved in natural resources management (NRM) and income generating activities. The project will also provide indirect benefits to the non-target groups in the Upper Tana catchment through services and enterprises linked with the project activities, as well as to populations outside the catchment who rely on water and hydro-electricity from the river system.

The Implementation is through four components namely: Sustainable Water Resources and Natural Resources management, Sustainable Rural Livelihoods, Community Empowerment and Project Coordination and Management.

Call for Proposals / Media Release

The project will provide matching grants to Common Interest Groups (CIGs) through Project Coordinating Team (PCT) to help them implement Income Generating Activities (IGAs) upon **submission of acceptable proposals** using a Community Driven Development (CDD) approach. The grants will be output-based with release of funds being made in tranches upon the achievement of milestones specified in the grant agreement between the PCT and the CIGs. The CIGs will receive an initial advance of the grant amount, and will subsequently lodge claims for further payments as each milestone is reached, and a simple milestone report is submitted. The PCT will engage the services of an Independent Oversight Agents (a private service provider) to verify the milestone reports before further financial releases are made. This milestone-based payment system is intended to strengthen accountability and transparency, as well as reduce the administrative burden associated with using accountable cash advances whereby each advance has to be acquitted surrendered before the next payment is made. The project activities funded under this window should be income generating, friendly to the environment and the natural resource base. They may include the following sectors among others:

- Agriculture/horticulture and related enterprises ;
- Fisheries and related enterprises
- Irrigation
- Livestock production and related enterprises ;
- Forestry and tree nursery development;
- Value addition ,Food processing and marketing
- Energy saving technologies including renewal energy.

Matching Grants

Matching grants will be provided up to a ceiling amount of **Kshs 2 (Two) Million in category A and B** while in **category C** the ceiling amount will be determined depending on the proposal. The CIG will be required to contribute 10%-30% while UTaNRMP will provide matching grants of up to a maximum 70%-90% of the Project proposal, except in Category B where the maximum is 90%. Special consideration will also go to **group of vulnerable persons and youth** which is funded up-to to a maximum of 90- 100%. Grants are to be provided for a range of activities to support livelihoods activities. In special circumstances, the project can fund such groups up to 100% on case by case basis

Eligibility

As a minimum, the CIG must be a registered as a community self-help group by a relevant government institution.

- Be an active group and have field activities and have been in operation for the last six months
- Have a bank account with a reputable financial institution

- Provide evidence of 1/3 (30% minimum) of the costs of the project as evidenced by such an amount in their bank account or a combination of labour/materials and cash.

Duration

The projects are to be completed within a **12 month** time frame. However exception will be on projects in Category B and C.

Deadline

The call for proposal deadline is Day/month/yyyy (**30 days from the date of the Call for Proposals**).

Application forms and enquiries

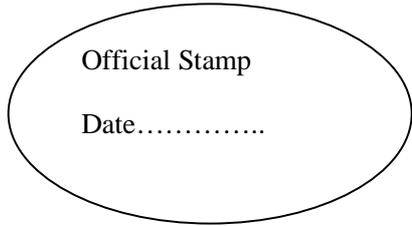
Application forms and grants guidelines are available at the following offices and **are not for sale**.

- i. **Project Coordinating Unit Offices-**
Upper Tana Natural Resources Management Project (UTaNRMP)
P.O. Box 996 -60100. Tel +254-68-31376 **Email: utanrmp@gmail.com**
Embu
Website: www.utanrmp.or.ke or www.mkepp.or.ke

- ii. **County Offices**

<p>County Project Coordinator Embu County Embu West -Water Offices P.O Box 542 Embu</p> <p>County Project Coordinator Tharaka Nithi County Meru South -Water Offices P.O Box263-60400 Chuka</p> <p>County Project Coordinator Meru County Next to Meru WRMA Sub –Region Office Box 1152 Meru</p>	<p>County Project Coordinator Nyeri County Tana Water services building –Room 31 P.O Box 1343 Nyeri</p> <p>County Project Coordinator Muranga County Muranga -WARMA sub region office P.O Box 460 Muranga</p> <p>County Project Coordinator Kirinyaga County Kirinyaga WARMA Sub Region Office P.O P.O Box 360 Kerugoya</p>
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- iii. **County and Sub County Social Development Offices**
Embu Nyeri Tharaka Nithi
Muranga Meru Kirinyaga
- iv. All Chair Persons of Focal Development Areas (FDAs)



F2: Proposal Format

Matching Grants Proposal Application Form (THIS FORM IS NOT FOR SALE)

For official Use only	
Name of the Common Interest Group (CIG):	
Proposal Reference No:	
Category Applied for :	
Date Received:	

Instructions

*Please read this application form and information document on the **Call for Proposals (CFP) guidelines** carefully before you fill this proposal application form. The application forms should be filled in **English**. Filling this form is **not a guarantee** that your project will be funded.*

Requirements

- 1. The application form for proposal is only to be filled and submitted by applicants who meet the general and specific criteria as indicated in the “call for proposals”.*
- 2. It is important to attach all the required documents as a proof that all the requirements have been met.*
- 3. All proposals must be endorsed by the FDAC, WRUA/CFA before they are submitted to the County Project Coordinator’s office.*

I, the County Project Coordinator of..... County confirm that the proposed project as stated in this Proposal Application Form is in line with the objectives and priorities of the Upper Tana Natural Resources Management project.

Name:

Date:

Signature:

Official Stamp:

A. General Information

Name of the CIG	
CIG Registration No.	
Contact Address	
Date of Registration	
Type of registration/registered with	
Number of CIG members (Men, Women)	
County	
Sub-County	
River Basin	
WRUA/CFA	
FDA	
Nearest trading centre	

Details of the CIG Executive Committee

Name of Chairperson	
Telephone number of Chairperson	
Duration in office	
Name of Secretary	
Telephone number of secretary	
Duration in office	
Name of Treasurer	
Telephone number of Treasurer	
Duration in office	

Details of the FDAC Executive Committee

Name of Chairperson	
Telephone number of Chairperson	
Name of Secretary	
Telephone number of secretary	
Name of Treasurer	
Telephone number of Treasurer	

Details of the WRUA/CFA Executive Committee

Name of Chairperson	
Telephone number of Chairperson	
Name of Secretary	
Telephone number of secretary	
Name of Treasurer	
Telephone number of Treasurer	

CIG Bank Details

Bank Name	
Branch Name	
Branch Code	
Account Name	
Account Number	

CIG Account Signatories

Signatory 1	
Name(Full Names)	
ID number	
Signatory 2	
Name(Full Names)	
ID number	
Signatory 3	
Name(Full Names)	
ID number	

B. Proposed Project Information**Proposal General Information**

Name of the proposed project	
Category of the project applied for (*)	
Duration of the proposed project	
Requested(IFAD) funding (Kshs.)	
CIG contribution (Kshs.)	
Total cost of the project (Kshs.)	
% of CIG contribution to project cost	
Project Direct Beneficiaries:	
Number of Women:	

Number of Men:	
Number of Youth:	
Number of the Elderly:	
Number of vulnerable people	
Others (specify):	
Total number of beneficiaries	

***For Category –see Grants Manual section
Detailed Proposal Information**

i) Description of the project and its Effectiveness* (1 page)

Background information that led to the formulation of the Project

Describe the possibilities for replication or extension of the Project outputs in other communities or individuals (multiplier effects)

****Effectiveness:** The extent to which the objectives of a development intervention were achieved, or are expected to be achieved or measure of the actual or likely attainment of project objectives

ii) Goals and objectives of the proposed project (½ page)

iii) Main project milestones and related activities of the proposed project (½ page)**

The milestones should be Specific, Measurable, Achievable, realistic and Time bound

***** Milestones is a logical flow of activities**

iv) Expected Outputs (½ page)

The outputs should be Specific, Measurable, Achievable, realistic and Time bound

Outputs** .The tangible results achieved due to the implementation of project activities**

- v) **Relevance****8 of the proposed project in addressing poverty and natural resource issues in the area (½ page)**

Relevance**** is a measure of the pertinence of the project strategy and activities to the needs of the group or overall goal of the group

- vi) CIG members involvement and participation (2 pages)**

CIG engagement in project initiation, formulation, planning, implementation and operation

How will the following monitor the project progress?

- CIG members

- Executive committee

- Sub committees

Specify the role and participation in the proposed Project of the various stakeholders

- FDAC

- WRUA/CFA

- Line ministries/ Agencies

- Project Coordination Team

- Others

Organizational structure of the CIG

vii) Financial and Implementation capacity of the CIG

Experience of the CIG to manage and implement this project

Experience of the CIG in managing financial resources

viii) Sustainability mechanisms

Financial sustainability: financing and financial management of follow-up activities, sources of revenue for covering all future operating and maintenance costs

Institutional sustainability: organizational structures which will allow the results of the Project to continue being in place after the end of the Project

Environmental sustainability: availability of Environmental Impact Assessment report and mechanisms put in place to implement Environmental Management Plans and future Environmental Audits.

ix) Indicative activity schedule

x) Budget

The budget will be prepared as per respective category. See Technical Support Notes (TSN) in appendix 4 to assist in budget preparation.

xi) Proposal certified by CIG

Name	Designation	Signature	Date

CIG official Stamp.....

xii) Proposal Endorsement by other Stakeholders

Level	Name	Signature and stamp	Date
Line Department/ Agency			
FDAC			
WRUA/CFA			
CPFT			
PCT			

C: Attachment to this Proposal

The following copies of documents should be attached:

- i) CIG registration certificate
- ii) Signed CIG members list (name, ID number and signature)
- iii) Minutes approving this proposal
- iv) Financial report (Recent bank statement, Recent Financial statement , Bank/cashbook reconciliation statement – among others)
- v) Drawings/Bill of Quantities or any documents required for implementation
- vi) Sketch map showing location of the CIG.
- vii) CIG Constitution
- viii) Minutes of the most recent full CIG members general meeting
- ix) Business plan
- x) Project design

F3.1: Desk and Field Appraisal Guidelines

Proposal Check List and Scoring –

Oversight Agent Desk Proposal Appraisal Instructions

- i. *Read application carefully*
- ii. *Check adequacy (completeness) of Application/Request for Funds*
- iii. *Follow checklist to establish whether quality & content of proposal is acceptable*
- iv. *Recommend what is the next action required on this Application/Request for Funds.*

General information

Name of CIG	
Request for Funds Number	
County	
Sub-County	
River Basin	
WRUA/CFA	
FDA	

Eligibility Criteria

Item	Answer (Yes/No)	Comments
Is CIG within UTaNRMP Project area?		
Has CIG been appraised before?		
Has technical support been sought by the CIG?		
Proposal Form – complete & signed by CIG Officials		
Proposal Form - Endorsement by FDAC		
Proposal Form - Endorsement by WRUA/CFA		
Proposal Form Endorsement by Line Agencies		
Proof of Registration - Certificate of Registration		
Katiba/ Constitution		
Minutes of meetings & AGM		
Activity/ Business Plan		
Sketch Map indicating Location of CIG		
Detailed Budget of proposed activity		
Members Register		
Financial report		
<i>Review ANSWER column. Are there any NO answers? Examine the issue and decide required action for application.</i>		

Review of Request For Funding

Scoring Criteria	Scoring out of Five (5) 5-V.Good 4-Good 3-Moderate 2-Poor 1-V.poor	Comments
To what extent do the proposed activities address issues of natural resource management?		
To what extent do the expected outputs address stated problems? (Relevance)		
To what extent will the proposed activities result in desired outputs? (Appropriateness)		
Gauge whether the timeframe is reasonable		
To what extent do the proposed activities meet eligibility criteria?		
To what extent does the proposal address EIA issues where required?		
Sub-Total out of 30		
Management		
To what extent has the CIG been able to successfully implement other activities?		
Is CIG Management Committee properly elected? (Yes=5 No=1)		
How is gender representation within the CIG management committee? <i>Give actual figures in the comments.</i>		
To what extent does the proposal address the needs of the vulnerable members in the CIG (HIV/AIDS, PWDs, Chronically ill, elderly, very poor)		
Sub-Total out of 20		
Implementation Capacity		
Has adequate technical support been factored in? (Yes=5 No=1)		
To what extent are the relevant stakeholders' collaborations addressed by the proposal?		
Sub-Total out of 10		
Sustainability		
Is the role of the members of the CIGs included in the proposal? (Yes=5 No=1)		
To what extent is the community contribution factored in the proposal as per category?		
To what extent is sustainability covered in the proposal?		
Sub-Total out of 15		

Proposed Budget				
Is budget within funding thresholds as per category? (Yes=5 No=1)				
To what extent is the budget adequate for the proposed activities? (Efficiency)				
To what extent is the community contribution reasonable & achievable?				
To what extent does the community contribution surpass the minimum as per the category?				
Sub-Total out of 20				
Project Monitoring				
To what extent are the proposed outputs well defined?				
Are the milestones well defined? (Specific, Measurable, Achievable, Realistic and Time Bound) (Yes=5 No=1)				
Sub-Total out of 10				
GRAND TOTAL out of 105				
General Comments				
Recommendation	Answer (Yes/No)	Comments		
Application Accepted for field verification				
Application Rejected				
Appraisal Team				
No	Name	Position	Date	Signature
Endorsement by the team leader:				
Name:				

Oversight Appraisal Team Field Verification

Materials

1. Application & supporting documents
2. Desk appraisal form
3. Field appraisal form

Instructions

1. *Read application and desk appraisal form carefully.*
2. *Meet with management committee, including members of the CIG.*
3. *The CIG to provide all necessary original documents relevant to the proposal*

General information

Name of CIG	
Request for Funds Number	
County	
Sub-County	
River Basin	
WRUA/CFA	
FDA	
Date of Field Verification	

Documents to be availed during Field Appraisal	Available/Not Available	Remarks
Copy of Proposal – complete & signed by CIG officials		
Proof of Registration - Certificate of Registration		
Katiba/Constitution of the CIG		
Minutes of meetings & AGM		
CIG business Plan		
Sketch map indicating the activity site		
Detailed activity Budget		
Members Register		
Immediate past Public Funding Progress Report (If any)		
Financial report		

Review of Application

Scoring Criteria	Answer (Yes/No)	Comments
Are all contact details correct?		
Are members aware of problems/objectives/proposed solutions as stated in proposal?		
Are members aware of proposed activities?		
Does the proposed solution in the proposal practically address		

the CIG problems? (Relevance)		
Review implementation timeframe with members. Is the timeframe reasonable?		
Management		
Is there gender representation within CIG management committee? <i>-If yes give actual figures in the comments</i>		
Have officials been constitutionally elected?		
Does the management committee meet as per constitution to handle CIG affairs?		
Is there good attendance at the CIG meetings? <i>-Is Quorum met in all meetings as per Constitution/by-laws?</i>		
Do CIG meetings adhere to resolutions as per the minutes?		
Is the management structure as outlined in the constitution adhered to?		
Are meetings held as per the CIG by-laws or constitution?		
Implementation Capacity		
Does CIG have a track record of project implementation?		
Are proposed activities reasonable given CIG implementation capacity?		
Are the relevant technical personnel involved in the development of the proposal? If Yes, which departments/agencies?		
Sustainability		
Are the beneficiaries aware of their roles as stated in the proposal?		
Is the Community Contribution factored in the proposal reasonable and affordable?		
CIG Record Keeping		
Minutes of Meetings		
Receipt book		
Stores book		
Members Register		
Bank statements		
Books of Accounts		
Record of Community Contribution		
Financial Management		
Are members aware of the budget?		
Is budget reasonable for proposed activities?		
Is community cash contribution reasonable & achievable?		
Does CIG have proper financial accounting arrangements?		
Does CIG have proper procurement arrangements?		
Project Monitoring		
Are proposed milestones well identified and understood by members?		
Is there a reasonable plan for progress monitoring?		

Eligibility Criteria for Subsequent Funding
General Information

Name of CIG	
Request for Funds Number	
County	
Sub-County	
River Basin	
WRUA/CFA	
FDA	
Name of the project funded	
Objective of funding	
Activities funded	
Completion Certificate No. (Attach copy)	
Immediate past funding (Kshs.):	
UTaNRMP funding (Kshs.)	
Community Contribution (Kshs.)	
Total Cost (Kshs.)	
Expenditure (Kshs.)	
% Expenditure of total funding	
Name of the proposed project	
Objective (s)	
Activities	
Is the current proposal related to the previous funded activities, in terms of value addition, expansion or support services to the earlier funded activity? (Yes/No)	

Review of Immediate Past UTaNRMP Funding Financial Report

Scoring Criteria	Answer (Yes/No)	Comments
Financial Statement available and correct		
Expenditure statement available and correct		
Bank/cash reconciliation statement available and correct		
Copies of bank statements		
List of all procurements		
Report on evaluation of tenders		
Have the financial report been scrutinized and found to be in order?		

Review of Immediate Past UTaNRMP Funding Progress Report

Scoring Criteria	Scoring out of Five (5) 5-V.good 4-Good 3- Moderate 2-Poor 1-V.poor	Comments
To what extent has the outputs been achieved?		
Gauge the adherence to Implementation time frames (Timeliness)		
How well were the outputs geared towards achieving the objectives/addressing the stated problems? (Relevance)		
To what extent have the outputs resulted to the desired impacts? (Effectiveness)		
To what extent were the outputs achieved with the allocated budget? (Efficiency)		
To what extent have the activities been implemented in collaboration with other relevant stakeholders?		
Sub-Total out of 30		

Review of Proposal

Criteria Scoring	Scoring out of Five (5) 5-V. Good 4-Good 3- Moderate 2-Poor 1-V. Poor	Comments
To what extent do the expected outputs address stated problems? (Relevance)		
To what extent will the proposed activities result in desired outputs? (Appropriateness)		
Gauge whether the timeframe for implementing the project is reasonable		
To what extent does the proposal address EIA issues where applicable?		
Sub-Total out of 20		
Management		
Has there been any change in management of the CIG since the previous funding? (<i>Yes/No</i>)		
Is the current CIG Management Committee democratically elected as per the constitution? (Yes=5 No=1)		

How is Gender representation within the CIG management committee? Give actual figures in the comments.		
To what extent does the proposal address the needs of the vulnerable members in the CIG (HIV/AIDS, PWDs, Chronically ill, elderly, very poor)		
Sub Total out of 15		
Implementation Capacity		
Has adequate technical support been factored in? (Yes=5 No=1)		
To what extent are the relevant stakeholders' collaborations been addressed by the proposal?		
Sub-Total out of 10		
Sustainability		
Is the role of the members of the CIGs included in the proposal? (Yes=5 No=1)		
To what extent is the community contribution factored in the proposal as per category?		
To what extent is sustainability covered in the proposal?		
Sub-Total out of 15		
Proposed Budget		
Is budget within funding thresholds as per category? (Yes=5 No=1)		
To what extent is the budget adequate for the proposed activities? (Efficiency)		
To what extent is the community contribution reasonable & achievable?		
To what extent does the community contribution surpass the minimum as per the category?		
Sub-Total out of 20		
Project Monitoring		
To what extent are the proposed outputs well defined?		
Are the milestones well defined? (Specific, Measurable, Achievable, Realistic and Time Bound) (Yes=5 No=1)		
Sub-Total out of 10		
Total out of 120		
General Comments		

Recommendation	Answer (Yes/No)	Comments
Proposal accepted for field verification		
Application rejected		

Appraisal Team

No	Name	Position	Date	Signature
Endorsement by the team leader:				
Name:				

Oversight Appraisal Team Subsequent Funding Field Verification

Materials

1. Original Proposal & supporting documents
2. Desk appraisal forms
3. Field appraisal forms

Instructions

1. *Read application and desk appraisal forms carefully.*
2. *Meet with management committee, including members of the CIG*
3. *The CIG to provide all necessary original documents relevant to the proposal*

General information

Name of CIG	
Request for Funds Number	
County	
Sub-County	
River Basin	
WRUA/CFA	
FDA	
Date of Field Verification	

Documents to be availed during field appraisal	Available/Not Available	Remarks
Copy of application		
Proof of Registration – Current Certificate of Registration		
Katiba/Constitution of the CIG		
Minutes of meetings & AGM		
CIG business Plan		
Sketch map indicating the activity site		
Members Register		
Proof of earlier funding and progress report		
Bank statements		
<i>Review ANSWER column. Are there any NO answers? Examine the issue and decide required action for application.</i>		

Review of the application

Scoring Criteria	Answer (Yes/No)	Comments
Are all contact details correct?		
Are members aware of problems/objectives/proposed solutions as stated in proposal?		
Does the proposed solution in the proposal practically address the CIG problems? (Relevance)		
Review implementation timeframe with members. Is the timeframe reasonable?		
Management		
Has there been any change in management of the CIG since the previous funding?		
Is the current CIG Management Committee democratically elected as per the constitution?		
Is there gender representation within the CIG management committee? <i>Give actual figures in the comments. (Except for CIGs which are exclusively for one gender)</i>		
Does the proposal address the needs of the vulnerable members in the CIG (HIV/AIDS, PWDs, Chronically ill, elderly, very poor)		
Does the management committee meet to handle CIG affairs as per the constitution?		
Is there good attendance at the CIG meetings?- <i>Is Quorum met in all meetings as per Constitution/by-laws?</i>		
Do CIG meetings adhere to resolutions as per the minutes?		
Is the management structure as outlined in the constitution adhered to?		
Implementation Capacity		
Does CIG have a track record of project implementation?		
Are proposed activities reasonable given CIG implementation capacity?		
Are the relevant technical personnel involved in the development of the proposal? If Yes, which departments/agencies?		
Sustainability		
Are the beneficiaries aware of their roles as stated in the proposal?		
Is the Community Contribution factored in the		

proposal reasonable and affordable?		
CIG Record Keeping		
Minutes of Meetings		
Receipt book		
Stores book		
Members Register		
Bank statements		
Books of Accounts		
Record of Community Contribution		
Financial Management		
Are members aware of the budget?		
Is budget reasonable for proposed activities?		
Is community contribution reasonable & achievable?		
Does CIG have proper financial accounting arrangements?		
Does CIG have proper procurement arrangements?		
Project Monitoring		
Are proposed milestones well identified and understood by members?		
Is there a reasonable plan for progress monitoring?		

<i>Review ANSWER column. Are there any NO answers? Examine the issue and decide required action for application.</i>		
General Comments		
Recommendation	Answer (Yes/No)	Comments
Proposal Recommended for funding		
Proposal rejected		

CIG Members and Stakeholders Consulted During Field Appraisal

No	Name	ID	Organization	Position	Signature	Date

Appraisal Team

No	Name	Position	Date	Signature
Endorsement by the team leader:				
Name:				

F3.2: Milestone Based Payment System.

The project will fund the activities of the micro-project through a milestone based system where the micro-project activities will be classified into sequential clusters . Each milestone will be paid after the independent oversight agent certifies that the agreed activities have been undertaken and forward the same to PCT for payment with the necessary supporting documents .

The following is the format for payment of subsequent milestone

Name Of The CIG Group				
Project Name				
Total Cost Of The Project				
Milestone one (1)	Activities for each milestone one (1)	Cost per activity	Total due	Achievement

Milestone two(2)	Activities for each milestone two(2)	Cost per activity	Total due	Achievement
Milestone Three (3)	Activities for each milestone one (1)	Cost per activity	Total due	Achievement
Milestone Four (4)	Activities for each milestone one (1)	Cost per activity	Total due	Achievement

Independent oversight agent

I certify that the CIG has completed all activities in milestone and recommended funds transfer to fund the subsequent milestone activities

Name Title

SignatureDate

Recommendation by PCT

Name Title

SignatureDate

F4: Sample Contracts

F 4.1: UTaNRMP and Common Interest Groups

1.0 Purpose

This contract between the Upper Tana Natural Resources Management Project and the Common Interest Group is a formal document spelling out the terms of agreement, roles and responsibility and timeframe. Each party should maintain a copy of the contract in a safe place for reference and Audits.

2.0 The Parties

This agreement (Hereinafter referred to as “The Contract”) is made between;

A. The _____ **Common Interest Group** within _____ Focal Development Area, _____ River Basin, _____ County whose registered office address is P.O _____, Tel _____

And;-

B. **Upper Tana Natural Resources Management Project (UTaNRMP) P.O Box 996-60100 Embu** whose registered office is at Kangaru Area along Embu- Meru Road within Embu Town.

3.0 Attachments to this Contract

- i. The CIG approved project proposal
- ii. Detailed Activity implementation plan
- iii. The UTaNRMP Matching Grants Manual and appendices to Common Interest Groups- *this includes any amendments to the manual*

It has therefore been agreed as follows:

4.0 Contract Financing Frame

The Upper Tana Natural Resources Management Project will deposit a sum of Kshs (Figures) _____ (in words) _____ Kenya shillings to the designated account No _____ at _____ Bank belonging to _____ Common Interest Group. These monies are specifically to implement the activities as per the approved project proposal

Payment Terms:

- i. Unless otherwise indicated below, the payment will be made as per agreed milestones upon verification by the Independent Oversight Agent. *Funds for the first milestone will be deposited at project implementation initiation.*
- ii. Notwithstanding the above, the amount and intended dates of payment as relates to the project milestones are provided as follows:

Date	Milestone No	Milestone Description	Amount (Kshs)

5.0: Conditionalities

- 3.0 The Laws of Kenya requires that for the CIG to be recognised, it must be registered with relevant department with a current certificate. The CIG must therefore be registered and have a current certificate from the department responsible for Social Services/cooperatives
 - i. The CIG must have a Constitution with clear roles and responsibilities.
 - ii. The CIG management must be democratically elected and registered as per their Constitutions.
 - iii. No Funds will be withdrawn from the designated account without CIG minutes authorizing the same and endorsed by the local officer responsible for Social Services

6.0 Obligations of the Parties

6.1 UTaNRMP

- i. The Upper Tana Natural Resources Management Project will avail the funds as per the milestones upon advice by the Independent Oversight Agent
- ii. UTaNRMP will administer this contract as per agreed milestones

6.2 The CIG

- i. The CIG will open a designated Bank Account specifically for UTaNRMP funds in a reputable financial institution acceptable to UTaNRMP Project Coordination Team
- ii. The CIG management/members will attend all required trainings modules before the grants are released to them
- iii. The CIG will adhere to the agreed milestones as per the project proposal. ***A detailed implementation plan with clear milestones must be agreed with UTaNRMP-PCT***

- iv. The CIG will facilitate the activities of Independent Oversight Agent during the milestones verification missions.
- v. The CIG will be responsible to request the County Project Coordinator to initiate the Project Completion Certificate process
- vi. *The CIG Signatories to this contract binds themselves individually and collectively to refund the funds in case of any misappropriation.*

7.0 Conflict Resolution

- i. The Parties will act in good faith at all times during the life of this agreement
- ii. In case of misunderstanding, the parties will endeavour to sort issues through dialogue and arbitration when and if necessary
- iii. The relevant Laws of Kenya will apply during the execution of this contract.

8.0 Validity of this Contract/Agreement

This agreement takes effect upon signing and ends once a project completion certificate is issued to the Common Interest Group

Signatories:

1 Upper Tana Natural Resources Management Project

Name.....Signature.....Date

Designation-----

For: Upper Tana Natural Resources Management Project

Witness

(Name) Designation..... Signature.....

2. (Name of CIG)..... COMMON INTEREST GROUP

NameSignature..... Date.....

Chairperson

I certify that I am personally responsible for the funds received in case of misuse by the CIG

NameSignature..... Date.....

Treasurer

I certify that I am personally responsible for the funds received in case of misuse by the CIG

Name**Signature**..... **Date**.....

Secretary

I certify that I am personally responsible for the funds received in case of misuse by the CIG
CIG

Witness

(Name) **Designation**..... **Signature**.....

F 4.2: UTaNRMP and Oversight Independent Agent

**CONTRACT FOR CONSULTANCY SERVICE
(PROFESSIONAL SERVICES ON SCREENING, EVALUATION AND MONITORING
OF MATCHING GRANTS /PROJECTS ACTIVITIES)**

Between

UPPER TANA NATURAL RESOURCES MANAGEMNT PROJECT

and

NAME OF THE CONSULTANCY FIRM

Dated:

FORM OF CONTRACT

This CONTRACT (hereinafter called the “Contract”) is made the of the month of 20..., between, on the one hand, **UPPER TANA NATURAL RESOURCES MANAGEMENT PROJECT**) (hereinafter called the “Client”) and, on the other hand, “..... “(hereinafter called the “Consultant”).

WHEREAS

- a) The Client has requested the Consultant to provide consulting services in..... as defined in the Terms of Reference attached to this Contract (hereinafter called the “**TOR**”);
- b) The Consultant, having presented to the Client that they have the required professional skills, personnel and technical capacity, have agreed to provide the Services on the terms and conditions set forth in this Contract;

Name: FOR AND ON BEHALF OF (UPPER TANA NATURAL RESOURCE MANAGEMENT PROJECT)

Signed.....

Project Coordinator

Date:

IN THE PRESENCE OF

Name: Signed

Designation:.....

Date:.....

NAME:FOR AND ON BEHALF OF [NAME OF THE CONSULTING FIRM]

Signed..... Designation.....

Date:.....

IN PRESENCE OF

NAME: Signed..... Designation:

Date:.....

CONDITIONS OF ENGAGEMENT

1.00: GENERAL CONDITIONS

1.01: Definitions	<p>Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:</p> <ul style="list-style-type: none"> • a) "Client" Means "UPPER TANA NATURAL RESOURCE MANAGEMENT PROJECT" by who the consulting firm is employed for the purpose of fulfilling the Agreement; • The project Coordinator, who is also the Chief Executive Officer appointed by the "Client" to deal between the consulting firm and the client on all matter arising out of this agreement; • "Consulting firm" means the firm appointed as set forth under the Contract of agreement to this Agreement; • "Services" means the services set out in the TOR referred to this Agreement as being the subject of implementation; • "Applicable Law" means the Laws of Kenya and any other instruments as may be issued from time to time; • "Party" means the Client or the Consultants, as the case may be and "Parties" means both of them; • "Contract" means the Contract signed by the Parties; • "Contract Price" means the price to be paid for the provision of the Services; • "Government" means the National Government of Kenya; • "local currency" means the currency of the Government of Kenya; • "Personnel" means persons hired by the Consultant as employees and assigned to the provision of the Services or any part thereof;
1.02: Scope Of Service	The scope of service shall be to carry outas detailed in the Terms of Reference (TOR)
1.03: Location	The Services shall be performed in the UPPER TANA NATURAL RESOURCE MANAGEMENT PROJECT area.
1.04: Authorized Representatives	Any action required or permitted to be taken, and any document required or permitted to be executed, under this Contract by the Client or the Consultants may be taken or executed by the official's representative. Official representative of the client or the consultant.
1.05: Effectiveness	This Contract shall come into force on the date the Contract is signed by both parties.

of Contract	
1.06: Commencement of Contract	The Consultant shall begin carrying out the Services with effect from the date of signing the contract
1.07: Expiration of Contract	Unless terminated earlier, this Contract shall terminate on or before expiry ofafter contract becomes effective and consulting firm having carried out the services as is stipulated in the TOR.
1.08: Modification	Modification of the terms and conditions of this Contract, including any modification of the scope of the Services time, or of the Contract Price, may only be made by written agreement between the Parties.
1.09: Care and Diligence	The consulting firm shall exercise all reasonable skill, care and diligence in the discharge of the duties agreed to be performed by the client, and shall not authorise any modification of the Services rendered which results in the services cost exceeding the approved contract sum
1.10: Amendments Procedures	Any changes, modifications or amendments to this Agreement except as specifically provided for herein, shall be made only by mutual agreement in writing between the parties hereto. This may be done in form of an addendum which shall be integrated as part of the Agreement. Amendment of the contract price in this agreement leading to increase or decrease of cost shall be made only by mutual agreement in writing between the parties hereto.
1.11: Governing Language	Any notice request required or permitted to be given or made under this contract shall be in writing in the English language. Such notice or request shall have been delivered by hand, mail or cable to the party, which is required to be given;
1.12: Changes of Law.	If, in the country there should occur, subsequent to the date of this Agreement, changes to any National or state Statute, Ordinance, Decree, Law Regulation or By-law which causes additional or decreased cost to the consulting firm in the performance of his services, such additional or reduced cost shall be met by the client.
2.04: Default	<p>a) If at any time during the execution of this Agreement</p> <ul style="list-style-type: none"> <i>i.</i> Any unnecessary delay occurs in carrying out the duties and services to be performed, or any part thereof through the default of the consulting firm; or <i>ii.</i> The consulting firm fails to carry out the said duties and services to the satisfaction of the client; or <i>iii.</i> The consulting firm shall fail to comply with any instructions given; <p>The client may serve notice upon the consulting firm in respect of any of the</p>

	<p>foregoing defaults requiring them to take remedial action by a specified date.</p> <p>b) If the consulting firm:-</p> <ul style="list-style-type: none"> <i>i.</i> Shall fail to comply with any requirement of such notice to the entire satisfaction of the client; or <i>ii.</i> Shall comply with the requirements of such notice to the satisfaction of the clients but shall again become liable to be served with a notice under paragraph a) of this clause <i>iii.</i> Shall assign or sub-let the contract or any part thereof without permission in writing from the client or <i>iv.</i> Shall become bankrupt or insolvent or shall compound with or make any assignment for the benefit of their creditors; <p>Then the client may at once by notice by registered post determine the employment of the consulting firm under this contract and the client may then complete the duties and services to be performed by employment of other consulting firms. In the case the client shall exercise the option mentioned in this clause, they shall not be bound to pay the consulting firm any money on account of this Agreement until the work, duties and services to be performed have been prepared, at which time the consulting firm shall be entitled to receive such sums as are then due after deducting sums expended by the client in completing and upholding the duties and services to be performed and all other expenses which they have incurred.</p>
<p>2.05:Termination/ Suspension by Notice of the Client</p>	<p>The client may by written notice to the consulting firm at any given prior notice of his intention to suspend or abandon the services in whole or in part, to terminate this Agreement. The effective date of suspension or abandonment of Agreement shall not be less than seven (7) days after effective receipt of such notice or as may be agreed between the parties. Upon receipt of such notice, the consulting firm shall take immediate steps to bring the services to a close and reduce expenditures to a minimum. The Client may also with a written notice suspend the services in this Agreement in whole or part if conditions have arisen which, the reasonable opinion of the client, interfere or threaten to interfere with the ability to successfully carry out the consultancy or the accomplishment of the purposes of the Agreement.</p> <p>The effective date of suspension and action to be taken by the consulting firm upon receipt of the notice shall be the same as for issuance of notice for suspension or abandonment of termination described in the preceding paragraph.</p> <p>Upon suspension or abandonment of this Agreement, in whole or in part, to its termination and subject to the obligation of the consulting firm to reduce expenditure to a minimum as stated in the preceding paragraph, the consulting firm shall be entitled to receive the remuneration due up to the effective date of suspension or abandonment or termination and reimbursement in full for such out-</p>

	of-pocket expenses as specified that shall have been properly incurred prior to the effective date of such suspension or abandonment or termination and for all costs incidental to the orderly termination of the whole or affected services, and in the case of suspension, for all costs incidental to the orderly termination and resumption of the services. The return travel of the consulting firm's personnel, their dependents and effects shall be included in the incidental costs.
2.06: Ownership of Document and Copyright.	All documents prepared by the consultant in connection with the services are the property and copyright of the client, and the consulting firm shall not be entitled, either directly or indirectly to make use of such documents for the carrying out of any work beyond the services to which this Agreement relates, without prior approval of the client.
2.07: Arbitration on this Agreement	Any dispute or difference arising out of this Agreement which cannot be settled amicably shall be referred to the arbitration of a person to be agreed upon between the consulting firm and the client.
2.08: Jurisdiction	This Agreement shall be governed by and construed in all respects in accordance with the Laws of Kenya
3.00: OBLIGATIONS OF CONSULTING FIRM	
3.01: General	The Consultant shall perform the Services and carry out their obligations with all due diligence, efficiency, and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advance technology and safe methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as faithful advisers to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings in relation to this contract.
3.02: Core Staff	The consulting firm will be responsible for the provisions of properly qualified staff as itemized in the consulting firm proposal
3.03: Duties of Consulting Firm	The consulting firm shall undertake such duties and responsibilities such as are described in the TOR which forms part of this contract.
4.00: SETTLEMENT OF DISPUTES	
4.01: Amicable	The Parties shall use their best efforts to settle amicably all disputes arising out of

Settlement	or in connection with this Contract or its interpretation
5.00: FORCE MAJEURE	
5.01: Definition	For the purposes of this Contract, “Force Majeure” means an event which is beyond the reasonable control of a Party and which makes a Party’s performance of its obligations under the Contract impossible or so impractical as to be considered impossible under the circumstances.
5.02: No Breach of Contract	The failure of a Party to fulfill any of its obligations under the contract shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of force Majeure, provided that the Party affected by such an event (a) has taken all reasonable precautions, due care and reasonable alternative measure in order to carry out the terms and conditions of this Contract, and (b) has informed the other Party as soon as possible about the occurrence of such an event.
5.03: Extension of time	Any period within which a Party shall, pursuant to this Contract complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.
5.04: Payment	During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant shall be entitled to continue to be paid under the terms of this Contract, as well as to be reimbursed for additional costs reasonably and necessarily incurred by them during such period for the purposes of the Services and in reactivating the Service after the end of such period as agreed between the parties.
6.00: PAYMENT	
6.01: Lump Sum Remuneration	The Consultant’s total remuneration shall not exceed the Contract Price and shall be a fixed lump sum including all staff costs, printing, communications, travel, accommodation, and the like, and all other costs incurred by the Consultant in carrying out the Services described in the TOR.
6.02: Interest on Delayed Payments	If the Client has unnecessarily delayed payments beyond ninety (90) days, interest may be paid to the Consultant for each day of delay at the rate one (1) point above the inter-bank lending rates as published by the Central Bank of Kenya.
6.03: Contract price	The UTaNRMP will pay the consulting firm a sum of Kshs..... for the services rendered under this Agreement on quarterly basis after the client certifies that all the services have been rendered as the proposal documents and this contract.

6.04: Taxes and Duties	Unless otherwise specified, the Consultant and their Personnel shall pay such taxes, duties, fees, and other impositions as may be levied under the Applicable Law, the amount of which is deemed to have been included in the Contract Price.
6.05 Terms and conditions of payments	<p>(a) The contract price will be paid to the consulting firm by the client upon satisfactory completion and submission of acceptable report as per the TOR.</p> <p>(b) All payments will be made to the consulting firm within 90 days after the Submission of their accounts to the Project Coordinating Team in accordance with this and having fulfilled clause (a) above</p> <p>If the payment is not unnecessary made within 90 days specified in 6.05 (b) interest equivalent to one (1) point above the inter-bank lending rates as published by the Central Bank of Kenya may be charged on the unpaid due balance as of the due date. No other contingencies will be considered during this assignment except those arising in circumstances already agreed upon, or as a result of definite change in costs or extension of the said contract by the client.</p>
6.0.5 : Declaration on Corrupt and Fraudulent Practices	The parties hereby declare that none shall be involved in corrupt and fraudulent practices during the execution of this contract.

F 4.3: CIGs and Contractors/ Service Providers

a) Sample Contract for Works

Name and Address of CIG _____

This Agreement is made between the Representative of the _____ [*name and address of CIG*] of the one part, and _____ on behalf of the contractor [*name and address of the supplier*] of the other part.

It has been agreed as follows:

Clause 1 - Contract Objectives

This contract is for.....
.....

Name of Micro project.....

Located at.....the village of

The works assigned to the contractor consist of :

[*a detailed explanation or reference to a description/design/list of quantities in an attachment*]

Clause 2 - Subcontracting

The contractor may subcontract one or several parts of his works only under his entire responsibility.

Clause 3 - Control of the Work Execution

The execution of this contract is controlled by the Committee of the [*name of CIG*]. The Government, that provides a major part of financing for the Micro project, may send its own technicians to inspect the work being done or completed. In case of non-conformity to the norms or rules of the profession, the Representative of the CIG, upon a report of the person in charge of the Government's technicians, may bring to the attention of the contractor the breach of contract. An assessment will be made by the Government technicians. The works poorly executed shall be repaired or improved by the contractor.

Clause 4 - Responsibility

The contractor is responsible during the execution of the work for the damages and accidents of any kind caused to a third party by the personnel and equipment of the contractor.

Clause 5 - Time Limit for the Work Execution

The whole work should be completed withinmonths from the date of the signature of the contract.

Clause 6 - Liquidated Damages

In the event that works specified in the contract are not completed on schedule, the contractor shall be subject to a penalty of 1/1000 of the price of the works ordered per calendar day of delay, except in the case of force majeure, that would need to be confirmed by a Government’s technician appointed by the authorities of the [name of CIG].

Clause 7 - Interim Receipt

The interim receipt will be acknowledged in a report and issued upon completion of the works. A certificate of acceptance will be provided by the Committee of [name of CIG], which may first request an opinion from a Government-appointed technician.

Clause 8 - Final Receipt

The final receipt will be acknowledged in a report of the Committee of [name of CIG], who may seek the prior opinion of a Government technician appointed by the authorities responsible for the implementation of the UTaNRMP.

Clause 9 - Amount of the Contract

The amount of the contract is Kshs.....

Clause 10 - Schedule of Payments

The schedules of payments are:

[An example]

Item	Implementation Stage	Description	Amount
1.	Advance for start up		10%
2.	First Stage	E.g. site clearing and Foundation	30%
3.	Second stage	Walling and roofing	30%
4.	Third stage	Painting and fittings	25%
5.	Fourth stage	Retention	5%

Clause 11

This agreement is signed as follows:

Done at -----[*place and date*]

(a) Names of CIG Representatives:

Signature: _____ Date _____

(b) Name and position of Representative of the Contractor:

Signature _____ Date _____

b) Sample Order and Contract for Services

Name and Address of CIG _____

To: [*Name of the Director and firm which has won the contract*]

Address:

.....

Subject: Supply of [*Specify such as studies, technical assistance, consulting, and supervision services*] Services

The [*Name of CIG*] would like to place an order for the supply [*specify services such as studies, technical assistance, consulting, supervision etc*] services....., in conformity with your bid offer No. Of....., attached, specifying the assignment and prices of the services for whose procurement you successfully competed...

1. Content and Progress of the Assignment

The study and its progress will be in accordance with the terms of reference attached to this document.

2. Amount of the Contract

The amount of the contract [*or rate per day and number of days*] is fixed at [Kescurrency units] and is not subject to revision during the contract period.

3. Time Limit and Submission of Report

The time limit for the completion of the services is scheduled for (*Days, weeks or*

months) from the date of the approval of this invoice letter by the consultant or consulting firm. This approval should take place in the maximum time limit of 15 days from the date of signing of this order/contract.

Your firm will submit an edited interim report (5 copies) to the [name of CIG] at the end of the field work.

Five (5) copies of the final edited report will be submitted to the [name of CIG] two weeks after its review of the interim report. At the same time, one copy will be submitted to [or similar] for information.

It is agreed that the [name of CIG] will be allowed 30 days for the review of the interim report. After that time limit, the interim report may be considered as final if no comments for amendments or otherwise are received from the CIG.

4. Liquidated Damages

In case of delay beyond the period specified in the contract, you [your firm] are subject to a penalty of 1/1000 of the price of the studies per calendar day of delay. However, the ceiling of these penalties is 10% of the total amount of the contract. In case the 10% ceiling is exceeded, the [name of CIG] reserves the right to terminate this order/contract.

5. Schedule of Payment

The amounts which are due will be paid in the following manner:

___% at the countersigning of this letter of order, for advance payment [the amount of this advance should in no circumstance exceed 30% of the total amount].

___% of the amount of the invoice upon issuance of the interim receipt.

___% of the amount of the invoice upon issuance of the final receipt.

6. Review and Approval of the Contract

This document will become effective only after it has been signed by both parties and reviewed and approved by the technical staff appointed by the Government

Names of CIG Representatives: _____

Signatures: _____ Date _____

Read and accepted by:

For the Service Provider

Name and position of Representative: _____

Signature(s):- _____

Attachments:

- i) Description of Services
- ii) Work Program
- iii) Breakdown of Costs

b) Contract Form for Supply of Goods

THIS AGREEMENT made the _____ day of _____ 20 _____ between [*name of CIG*] of [*address*] (hereinafter called “the Procuring entity) of the one part and [*name of tenderer*] of [*address*] (hereinafter called “the tenderer”) of the other part;

WHEREAS the Procuring entity invited tenders for certain goods] and has accepted a tender by the tenderer for the supply of those goods in the sum of [*contract price in words and figures*] (hereinafter called “the Contract Price).

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. In this Agreement words and expressions shall have the same meanings as are respectively assigned to them in the Conditions of Contract referred to:
2. The following documents shall be deemed to form and be read and construed as part of this Agreement viz:
 - (a) The Tender Form and the Price Schedule submitted by the tenderer
 - (b) The Schedule of Requirements
 - (c) The Technical Specifications
 - (d) The General Conditions of Contract
 - (e) The Special Conditions of contract; and
 - (f) The Procuring entity’s Notification of Award

3. In consideration of the payments to be made by the Procuring entity to the tenderer as hereinafter mentioned, the tender hereby covenants with the Procuring entity to provide the goods and to remedy defects therein in conformity in all respects with the provisions of the Contract

4. The Procuring entity hereby covenants to pay the tenderer in consideration of the provisions of the goods and the remedying of defects therein, the Contract Price or such other sum as may become payable under the provisions of the Contract at the times and in the manner prescribed by the contract.

IN WITNESS whereof the parties hereto have caused this Agreement to be executed in accordance with their respective laws the day and year first above written.

Signed, sealed, delivered by _____ the _____ (for the Procuring entity

Signed, sealed, delivered by _____ the _____ (for the tenderer in the presence of _____

F4.4 Sample Contract for Consultancy Services

(This Annex provides a standard sample Service Contract document as an example. In general terms, CIG can sign such a contract with Contractor/Supplier based on a lump-sum cost estimate for the delivery of well-defined outputs and outcomes).

CONTRACT FOR CONSULTING SERVICES

SMALL ASSIGNMENTS LUMP-SUM PAYMENTS

CONTRACT

THIS CONTRACT ("Contract") is entered into this *[insert starting date of assignment]*, by and between *Name of CIG* ("the Client") having its principal place of business at *[insert Client's address]*, and *[insert Name of Consultant]* ("the Consultant") having its principal office located at *[insert consultant's address]*.

WHEREAS, the Client wishes to have the Consultant perform the services hereinafter referred to, and

WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

1. Services

(i) The Consultant shall perform the services specified in Annex A, "Terms of Reference and Scope of Services," which is made an integral part of this Contract ("the Services").

(ii) The Consultant shall provide the personnel listed in Annex B, "Consultant's Personnel," to perform the Services.

(iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex C, "Consultant's Reporting Obligations."

2. Term

The Consultant shall perform the Services during the period commencing *[insert starting date]* and continuing through *[insert completion date]*, or any other period as may be subsequently

agreed by the parties in writing.

3. Payment

A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed *[insert amount]*. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.

B. Schedule of Payments

The schedule of payments is specified below:¹

[insert amount and currency] upon the Client's receipt of inception report and a copy of this Contract signed by the Consultant; *[insert amount and currency]* upon the Client's receipt of the draft report, acceptable to the Client; and

[insert amount and currency] upon the Client's receipt of the final report, acceptable to the Client. *[insert amount and currency]* Total

C. Payment Conditions

Payment shall be made in *[specify currency]*, no later than 30 days following submission by the Consultant of invoices in duplicate to the Coordinator designated in paragraph 4.

4. Project Administration

A. Coordinator

The Client designates Mr. /Ms. *[insert name]* as Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for the payment.

B. Reports

The reports listed in Annex C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 3.

5. Performance Standards

The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.

6. Confidentiality

The Consultants shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.

7. Ownership of Material

Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software.²

8. Consultant not to be engaged in Certain Activities

The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.

9. Insurance

The Consultant will be responsible for taking out any appropriate insurance coverage.

10. Assignment

The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent.

11. Law Governing Contract and Language

The Contract shall be governed by the laws of *[insert government]*, and the language of the Contract shall be *[insert language]*.

12. Dispute Resolution⁴

Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the Client's country.

For the Client

for the Consultant

Signed by _____

Signed by _____

Title: _____

Title: _____

List of Annexes

Annex A: Terms of Reference and Scope of Services [describe what has to be delivered – micro project proposal]

Annex B: Consultant's Personnel [list who will be involved in implementing the micro project]

Annex C: Consultant's Reporting Obligations [define what reports MICRO PROJECT will submit]

Footnotes:

1. Modify, in order to reflect the output required, as described in Annex C.
2. Restrictions about the future use of these documents and software, if any, shall be specified at the end of paragraph 7.
3. The law selected by the Client is usually the law of its country. However, the Bank does not object if the Client and the Consultant agree on another law. The language shall be English, French, or Spanish, unless the Contract is entered into with a domestic firm, in which case it can be the local language.
4. In the case of a Contract entered into with a foreign Consultant, the following provision may be substituted for paragraph 12: "Any dispute, controversy or claim arising out of or relating to this Contract or the breach, termination or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules as at present in force."

F5: Project Progress Report Formats

F 5.1: CIG Monitoring and Evaluation Committee to FDAC

Date of this report	
Name of CIG	
Name of FDAC the CIG is falling under	
Name of the project	
Category	
Intended outputs	
Money received from UTaNRMP	
Total CIG contribution	
Total project budget	
Summary of the progress realized as of last report	
Progress details as of this quarterly reporting	
The Cumulative expenditure and the balance as of this reporting date	
Issues encountered during Implementation stage.	
Steps taken in solving the issues Encountered	
General Remarks	

Name..... Signature..... Date.....

F5.4: CPFT to Oversight Agent

County.....

WRUA/ CFA	FD A	Na me of CIG	Cate gory	Type of project	Intende d outputs (work plan)	Funding from UTaNRMP (Kshs)	CIG contri bution (Kshs)	Total Project budget (Kshs)	Cumulative Expenditure	summary of the Progress realized as of last report	Progress details as of this quarterly reporting	Project implementati on status (Good , Medium, Problematic)	Comple te (yes/no)	Remark s

F5.5 Oversight Agent to PCT

County	WR UA /CF A	FD A	Na me of CI G	Cat ego ry	Type of projec t	Intende d outputs (work plan)	Funding from UTaNRM P (Kshs)	CIG contri butio n (Kshs)	Total Projec t budget (Kshs)	Cumulativ e Expenditu re	summary of the Progress realized as of last report	Progress details as of this quarterly reporting	Project implementa tion status (Good , Medium, Problematic)	Comple te (yes/no)	Remarks

F 5.6: Summary Report by PCT

County	Category	Budget	Disbursement	Cumulative Expenditure	Expenditure this half	comments

F 5.7 Lessons Learnt Template

Total length of report: 2-3 pages.

Refer to the descriptions of the template elements at the end of document when necessary

CIG Name		
Project Title		
Component		
County		
Sub-County/District		
Date	Project beginning	
	Recording Lessons Learned	
Project Description and Key Lessons-Learned		
Category	<ul style="list-style-type: none"> ○ Classify the lesson(s) learned into one of the project's knowledge management areas e.g. <ul style="list-style-type: none"> ○ Financial management ○ Procurement ○ Leadership/Group Management ○ Training/Capacity Building ○ Project Management ○ Time Management/Scheduling ○ Communication ○ Extraneous factors 	
Brief description of project	<p>A short description of the project should be provided here.</p> <ul style="list-style-type: none"> ○ What were the issues the project tried to address? ○ What solutions the project tried to offer? ○ What were its major outputs? ○ How different is the project from similar ones you have implemented before or knew about 	
Key project successes	<p>Please describe what has worked well.</p> <ul style="list-style-type: none"> ○ What have been the key successes of this project? ○ What (conditions/factors) is owed to this success? 	
Project shortcomings and solutions	<p>What have been the main challenges of this project?</p> <ul style="list-style-type: none"> ○ What have been the main challenges/ shortcomings/ unforeseen circumstances of this project? (provide a detailed narrative) 	

	<ul style="list-style-type: none"> ○ Why/How did these challenges/ shortcomings/ unforeseen circumstances come to be (your analysis) ○ How were they overcome (if they were). ○ If not yet overcome, are they worth fixing? (Situational/Cost-benefit analysis) ○ If so, how can they be fixed? How can they be stop from happening again? ○ Were the project results attained? If not, what changes need to be made to achieve these results in the future?
Lessons learned	<p>Please think about and describe the key lesson(s) learned from this project.</p> <ul style="list-style-type: none"> ○ What could have been done differently/ better? ○ What would you recommend to improve future programming or for other similar projects elsewhere ○ What mistakes should be avoided if the initiative were to be replicated? ○ How easy would it be to replicate the successes in a different context/ country? <p>Provide any other relevant information</p>
Follow-up Actions	Indicate whether or not follow-up action is necessary

Project Information	
ID	A unique ID number used to identify the lesson learned in the lesson learned log
Name	Name of the individual who identified the lesson(s) learned
Position	Position in CIG
Telephone	
Name (Report writer)	
Ministry/Dept/Agency	
Designation	
Telephone	
Report Submission Date	Date of submission of the report

F 5.8 Case Study Template

The template below will be used to capture the format for the annual case studies.

Chapter Title	Chapter Guide
Introduction and Justification	<input type="checkbox"/> Brief description and any relevant background information which would assist in the understanding of the case study. <input type="checkbox"/> Purpose and expected use of the case study <i>Detailed background information (e.g. project action plan/ logical framework) to be included in an annex</i>
The issue (s) being addressed	<input type="checkbox"/> The problem being addressed by the intervention <ul style="list-style-type: none"> ○ <i>Identify the problem</i> ○ <i>How was the problem identified?</i> ○ <i>Was the process for identifying the problem effective?</i> <input type="checkbox"/> List the issues resolved and/or outstanding which need to be addressed related to this case study. <input type="checkbox"/> For the outstanding issues whom should take action to resolve them and why.
Methodology	<input type="checkbox"/> How was the process carried out? (Describe the process of selecting the case and data collection sources, as well as how data was collected.) <input type="checkbox"/> What assumptions are there (if any)? <input type="checkbox"/> Any limitations? <input type="checkbox"/> What instruments were used to collect data? (To be included in the appendix.) <input type="checkbox"/> What sample(s) is/are being used? <input type="checkbox"/> Over which period of time was data collected?
Steps Taken to Address the Problem	<input type="checkbox"/> A description of how the project sought to address the challenge <ul style="list-style-type: none"> ○ <i>What was done (activities/ interventions/inputs), where, by whom, for whom?</i>
The Results	<input type="checkbox"/> What were the results of intervention, particularly the significant or unique results?
The Challenges and How They were Met	This focuses on challenges/ difficulties encountered and what was done to overcome them.
Beyond Results	Are the results mentioned above sustainable? Why or why not?
Lessons Learned	Briefly describe what you would do differently and what lessons you would share with others undertaking a similar project.
Conclusion	List any relevant acknowledgements and references
Appendices	

F 6: Sample Memorandum of Understandings (MOUs)

**F 6.1 Between Focal Development Area Committee (FDAC) and Common Interest Group
(Hereinafter referred to as “The MOU”)**

Date:

Parties:

This MOU is made between:

The Common Interest Group (*Name*) Within
FDA in..... River Basin in Sub-County of..... County

and

The **Focal Development Area Committee** ofFDA within
..... River Basin In Sub-County in..... county.

Hereinafter referred to as “**The Parties**”

**FOR COOPERATION IN RELATION TO THE IMPLEMENTATION AND
MONITORING OF COMMON INTEREST GROUPS ACTIVITIES FUNDED UNDER
THE UPPER TANA NATURAL RESOURCE MANAGEMENT PROJECT (UTaNRMP)
MATCHING GRANTS WITHIN THE FOCAL DEVELOPMENT AREA**

WithinFocal Development Area, or otherwise a definition of the
area hereinafter referred as **the FDA**

1.0 Preamble

1.1 The Focal Development Area Committee-FDAC

- i. The FDAC is a community representatives committee elected to oversee the planning, implementation, monitoring and Evaluation of UTaNRMP activities within a Focal Development Area.
- ii. The FDA’s are sub-sets of WRUA’s or CFA whichever is applicable with a population of 800-1200 Households
- iii. The activities within an FDA are contained within the Community Action Plan (CAP) developed through the Participatory Rural Appraisal (PRA) Process. The PRA is aimed at flagging out community felt needs.
- iv. The CAP’s from various FDA’s are used to develop respective Annual Work plans and Budget (AWPB) for respective Counties and ultimately for UTaNRMP and the Lead Agency/Ministry
- v. The FDAC is elected for a period of 3 years and registered under Social Services.

1.2 The Common Interest Group-CIG

- i. A Common Interest Group (CIG) is a community based organization working together for a common purpose.
- ii. A common interest group is normally formed to answer to a common problem or need within the members of the group
- iii. A CIG aims at pooling resources individually and collectively to accomplish their common purpose
- iv. A CIG is essentially a self Help Group
- v. A CIG Must be registered with the Social Services. However I strict legal terms, CIG's are not legal entities

1.3 Upper Tana Natural Resources Management Project

- i. The Upper Tana Natural Resources Management Project is an eight year project (2012-2020) funded by Government of Kenya, International Fund for Agricultural Development (IFAD), Spanish Trust Fund and the Local community.
- ii. The **goal** of the project is to “*contribute to reduction of rural poverty in the Upper Tana river catchment*”. This goal is pursued via two **development objectives** which reflect the poverty-environment nexus namely (i) increased sustainable food production and incomes for poor rural households living in the project area; and (ii) sustainable management of natural resources for provision of environmental services.
- iii. The project covers an area of 17,420 km² and targets a population of 205,000 households (1,025,000 people) in six counties of Embu, Tharaka Nithi, Meru, Nyeri, Kirinyaga and Murang'a. The area includes the Mt. Kenya and Aberdares National Parks and surrounding Forest Reserves with their Forest Stations
- iv. Project interventions will be along 24 river basins. Implementation will start in five former MKEPP river basins and 12 priority river basins for the first 4 years upon which the other 12 river basins will be covered.

Table 1: UTaNRMP River Basins

Tributaries of former Mt Kenya Pilot Project for NRM (MKEPP) River Basins (4)	Ena (Itimbogo, Thuura and Gangara) Kapingazi/Rupingazi (Kiye, Thambana, Itabua and Kathita), Kathita (Gaciuma/Kinyaritha, Kuuru, Riiji), Kithinu/Mutonga (Naka, Nithi, South Maara, North Maara and Thuci)
Twelve (12)High Priority River Basins for UTaNRMP	Maragua, Murubara, Nairobi, Ragati, Rujiweru, Rupingazi, SabaSaba, Thangatha, Thanantu, Thiba, Thika/Sasumua, Thingithu
Twelve (12) Other River Basins for UTaNRMP	Amboni/ Muringato, Iraru, Kayahwe, Chania, Mara, Mariara, Mathioya, Nyamindi, Ruguti, Rwamuthambi, Sagana, Ura

v. **Project Component**;- The Implementation is through four components namely: Community Empowerment, Sustainable Rural Livelihoods, Sustainable Water Resources and Natural Resources management and Project Coordination and Management. The outcomes of these components are as follows;

Component	Outcome
a) Community Empowerment	• Rural communities empowered for sustainable management of natural resources
b) Sustainable Rural Livelihoods	• Natural resource-based rural livelihoods sustainably improved
c) Sustainable Water and Natural Resource Management	• Land, water and forest resources sustainably managed for the benefit of the local people and the wider community
d) Project Management and Coordination	• Project effectively and efficiently managed

2.0 Purpose

- i. The main purpose of this MOU is to develop a common understanding on clear roles and responsibilities for FDAC and the CIG implementing funded activities under the UTaNRMP Matching Grants
- ii. The shared purpose is to manage the water resources within the basin, improve the livelihoods of their members through NRM friendly income generating activities thereby reducing poverty, and improve food security and conserving the environment.

3.0 Duration and Effective Date

This MOU shall be valid for the entire micro project period. This MOU will become effective on date of signing, or as otherwise indicated in this MOU.

4.0 Conditionalities

- 5.0 The Laws of Kenya requires that for the Self Help Group CIG to be recognised, it must be registered with social services with a current certificate. All the CIG's and FDAC's must therefore be registered and have a current certificate from the department responsible for Social Services
 - i. The FDAC and CIG must have a Constitution with clear roles and responsibilities.
 - ii. The FDAC and CIG must be democratically elected and registered as per their respective Constitutions.

5.0 Obligations of the Parties

5.1 FDAC

- i. FDAC will endorse all project proposals from CIG's within their areas of jurisdiction. This requires that the FDAC official endorsing the documents write his/her name, position, signature and affixes an FDAC stamp with a date.
- ii. The FDAC will regularly monitor the activities of the CIG's funded through the UTaNRMP Matching grants. ***A detailed monitoring plan must be agreed with the CIG before funds are released from UTaNRMP.***
- iii. The FDAC in consultation with the CIG management will write quarterly reports on the implementation status of the CIG activities and forward the same to the WRUA or CFA (*whichever applies*), County Project Coordinator and PCT. ***This does not stop the FDAC from informing the WRUA/CFA, CPC and PCT of any misgivings on the operations of a CIG at any time.***
- iv. UTaNRMP will train the CIG management on Participatory Monitoring and Evaluation

5.2 The CIG

- i) The CIG will be responsible for writing project proposals once the "Calls for Proposals" are done, ensure endorsement by respective FDAC and the before the Screening at County level. The CIG should seek technical guidance from line agencies technical staff or private service providers.
- ii) The CIG management/members will attend all required trainings modules before the grants are released to them
- iii) The CIG will adhere to the agreed milestones as per the project proposal. ***A detailed implementation plan with clear milestones must be agreed with FDAC.***
- iv) The CIG management will be responsible for the administration of the financial contract signed with UTaNRMP management.
- v) The CIG will avail documents required by FDAC in order to monitor the agreed milestones.
- vi) The CIG will facilitate the activities of Independent Oversight Appraisal Team during the milestones verification missions.
- vii) The CIG will be responsible to request the County Project Coordinator to initiate the Project Completion Certificate process

6.0 Conflict Resolution

- i. The Parties will act in good faith at all times during the duration of this MOU
- ii. In case of misunderstanding, the parties will endeavour to sort issues through dialogue and arbitration when and if necessary
- iii. The relevant Laws of Kenya will apply when arbitration becomes necessary

7.0 Suspension of this MOU

- i. Either of the parties may request to suspend this MOU through writing to the other party
- ii. A one month notice will be given before any suspension takes effect.

Signatories:

(Name of FDA).....FOCAL DEVELOPMENT AREA COMMITTEE

NameSignature..... Date.....

Chairperson

NameSignature..... Date.....

Treasurer

NameSignature..... Date.....

Secretary

Witness

(Name) Designation..... Signature.....

(NAME OF CIG) COMMON INTEREST GROUP

NameSignature..... Date.....

Chairperson

NameSignature..... Date.....

Treasurer

NameSignature..... Date.....

Secretary

Witness

(Name) Designation..... Signature.....

**F 6.2 Between Focal Development Area Committee and Water Resource Users Associations
(Hereinafter referred to as “The MOU”)**

Date:

Parties:

This MOU is made between:

1. The **WRUA**(Name)of **P.O Box**.....whose registered office is at [Registered office of WRUA) hereinafter referred to as WRUA.

and

2. The **Focal Development Area Committee** ofFDA within
..... River Basin in Sub-County inCounty

Hereinafter referred to as **“The Parties”**

FOR COOPERATION IN RELATION TO THE MONITORING OF COMMON INTEREST GROUPS ACTIVITIES FUNDED UNDER THE UPPER TANA NATURAL RESOURCE MANAGEMENT PROJECT (UTaNRMP) MATCHING GRANTS

Within.....Focal Development Area, or otherwise a definition of the area hereinafter referred as **the FDA**

PREAMBLE

THE WATER RESOURCES USERS ASSOCIATION-WRUA

- i) The Water Resources Users Association is a legal community entity under the Water Act 2002 managing specific river basins or sections of a river basin
- ii) WRUA’s are mandated to co-manage specific river basins in collaboration with Water Resources Management Authority
- iii) The WRUA activities include participation in water apportionment, abstraction permits, river basin conservation, capacity building of its members and water related conflict resolution.
- iv) The WRUA is made up of various groups, institutions and CIG’s with different interests on the water resources in the river basin

THE FOCAL DEVELOPMENT AREA COMMITTEE-FDAC

- i) The FDAC is a community representatives committee elected to oversee the planning, implementation, monitoring and Evaluation of UTaNRMP activities within a Focal Development Area.
- ii) The FDA’s are sub-sets of WRUA’s with a population of 800-1200 Households
- iii) The activities within an FDA are contained within the Community Action Plan (CAP) developed through the Participatory Rural Appraisal (PRA) Process. The PRA is aimed at flagging out community felt needs.
- iv) The CAP’s from various FDA’s are used to develop respective Annual Work plans and Budget (AWPB) for respective Counties and ultimately for UTaNRMP and the Lead Agency/Ministry
- v) The FDAC is elected for a period of 3 years and registered under Social Services.

UPPER TANA NATURAL RESOURCES MANAGEMENT PROJECT

- i) The Upper Tana Natural Resources Management Project is an eight year project (2012-2020) funded by Government of Kenya, International Fund for Agricultural Development (IFAD), Spanish Trust Fund and the Local community.
- ii) The **goal** of the project is to “*contribute to reduction of rural poverty in the Upper Tana river catchment*”. This goal is pursued via two **development objectives** which reflect the poverty-environment nexus namely (i) increased sustainable food production and incomes for poor rural households living in the project area; and (ii) sustainable management of natural resources for provision of environmental services.
- iii) The project covers an area of 17,420 km² and targets a population of 205,000 households (1,025,000 people) in six counties of Embu, Tharaka Nithi, Meru, Nyeri, Kirinyaga and Murang’a. The area includes the Mt. Kenya and Aberdares National Parks and surrounding Forest Reserves
- iv) Project interventions will be along 24 river basins. Implementation will start in five former MKEPP river basins and 12 priority river basins for the first 4 years upon which the other 12 river basins will be covered.

Table 1: UTaNRMP River Basins

Tributaries of former Mt Kenya Pilot Project for NRM (MKEPP) River Basins (4)	Ena (Itimbogo, Thuura and Gangara) Kapingazi/Rupingazi (Kiye, Thambana, Itabua and Kathita), Kathita (Gaciuma/Kinyaritha, Kuuru, Riiji), Kithinu/Mutonga (Naka, Nithi, South Maara, North Maara and Thuci)
Twelve (12) High Priority River Basins for UTaNRMP	Maragua, Murubara, Nairobi, Ragati, Rujiweru, Rupingazi, SabaSaba, Thangatha, Thanantu, Thiba, Thika/Sasumua, Thingithu
Twelve (12) Other River Basins for UTaNRMP	Amboni/ Muringato, Iraru, Kayahwe, Chania, Mara, Mariara, Mathioya, Nyamindi, Ruguti, Rwamuthambi, Sagana, Ura

Project Component;- The Implementation is through four components namely: Community Empowerment, Sustainable Rural Livelihoods, Sustainable Water Resources and Natural Resources management and Project Coordination and Management. The outcomes of these components are as follows;

Component	Outcome
e) Community Empowerment	• Rural communities empowered for sustainable management of natural resources
f) Sustainable Rural Livelihoods	• Natural resource-based rural livelihoods sustainably improved
g) Sustainable Water and Natural Resource Management	• Land, water and forest resources sustainably managed for the benefit of the local people and the wider community
h) Project Management and Coordination	• Project effectively and efficiently managed

2 PURPOSE

- i. The main purpose of this MOU is to develop a common understanding on clear roles and responsibilities for WRUA and FDAC on the administration of the Matching Grants to Common Interest Groups within the jurisdiction of the FDAC
- ii. The shared purpose is to manage the scarce, finite and valuable water resource within the sub-catchment through a concerted effort, as they also address the rural livelihoods needs of their members without degrading the environment.

3.0 DURATION AND EFFECTIVE DATE

This MOU will be valid for the period of 3 years. This MOU will become effective on signing, or as otherwise indicated in this MOU.

6.0 CONDITIONALITIES

- 7.0 The Water Resources Management rules of WRMA requires that for a WRUA to be considered for registration by the WRMA, it should be legally registered, have a constitution conducive to collaborative management of the water resources of a particular resource, which promotes public participation, conflict mitigation, gender mainstreaming and environmental sustainability.
 - i. It will not be mandatory to have the WRUA registered as a legal entity under the laws of Kenya, in order to sign this MOU, however it is required that the that the WRUA will show evidence of having started the registration process.
 - ii. The FDAC must be democratically elected and registered with the Social Services

5.0 OBLIGATIONS OF THE PARTIES

5.1 FDAC

- i) FDAC will endorse all project proposals from CIG’s within their areas of jurisdiction before the WRUA also endorses. This requires that the FDAC official endorsing the documents write his/her name, position, signature and affixes an FDAC stamp with a date.
- ii) The FDAC will regularly monitor the activities of the CIG’s funded through the UTaNRMP Matching grants. *A detailed monitoring plan must be agreed with the WRUA before funds are released from UTaNRMP.*
- iii) The FDAC will write quarterly reports on the implementation status of the CIG activities and forward the same to the WRUA, County Project Coordinator and PCT. *This does not stop the FDAC from informing the WRUA, CPC and PCT of any misgivings on the operations of a CIG at any time.*
- iv) UTaNRMP will train the FDAC management on Participatory Monitoring and Evaluation

5.2 The WRUA

- i) The WRUA will regularly monitor the activities of the CIG’s funded through the Matching grants in consultation with the FDAC. *A detailed monitoring plan must be agreed with FDAC.*
- ii) The WRUA in consultation with FDAC will write quarterly reports on the implementation status of the CIG activities and forward the same to the County project Coordinator with a copy to FDAC, CPC and PCT. *This does not stop the WRUA from informing the FDAC, CPC and PCT of any misgivings on the operations of a CIG at any time*

6.0 CONFLICT RESOLUTION

- i. The Parties will act in good faith at all times during the duration of this MOU
- ii. In case of misunderstanding, the parties will endeavour to sort issues through dialogue and arbitration when and if necessary
- iii. The relevant Laws of Kenya will apply when arbitration becomes necessary.

7.0 SUSPENSION OF THIS MOU

- i) Either of the parties may request to suspend this MOU through writing to the other party
- ii) A one month notice will be given before any suspension takes effect.

SIGNATORIES:

..... **WATER RESOURCES USERS ASSOCIATION**
Name**Signature**..... **Date**.....
Chairperson
Name**Signature**..... **Date**.....

Treasurer

NameSignature..... Date.....

Secretary

WITNESS

(Name) Designation..... Signature.....

..... **FOCAL DEVELOPMENT AREA COMMITTEE**

NameSignature..... Date.....

Chairperson

NameSignature..... Date.....

Treasurer

NameSignature..... Date.....

Secretary

Witness

(Name) Designation..... Signature.....

**F 6.3 Between Focal Development Area Committee and Community Forest Association (CFA)
(Hereinafter referred to as “The MOU”)**

Date:

Parties:

This MOU is made between:

1. The **CFA**(Name)of **P.O**

Boxwhose registered office is at [registered office of CFA) hereinafter referred to as CFA.

and

2. The **Focal Development Area Committee** ofFDA within

..... River Basin In Sub-County inCounty and within the CFA jurisdiction.

Hereinafter referred to as “**The Parties**”

FOR COOPERATION IN RELATION TO THE MONITORING OF COMMON INTEREST GROUPS ACTIVITIES FUNDED UNDER THE UPPER TANA NATURAL RESOURCE MANAGEMENT PROJECT (UTaNRMP) MATCHING GRANTS

WithinFocal Development Area, or otherwise a definition of the area hereinafter referred as **the FDA**

PREAMBLE

THE COMMUNITY FOREST ASSOCIATION

- i) The Community Forest Association is a legal community entity under the Forest Act 2005 responsible for the conservation and management of specific Forest Stations or Forest Blocks inclusive of Hilltops.
- ii) CFA's are mandated to co-manage Forest Stations or Forest Blocks inclusive of Hilltops in collaboration with the Kenya Forest Service. The collaboration is through the Participatory Forest Management (PFM) approach.
- iii) The CFA activities include participation in forest protection, fire management, forest rehabilitation, NRM friendly income generating, capacity building of its members and forest management related conflict resolution.
- iv) The CFA is made up of various CIG's or "Networks" with different interests and roles in forest conservation and management.

THE FOCAL DEVELOPMENT AREA COMMITTEE-FDAC

- i) The FDAC is a community representatives committee elected to oversee the planning, implementation, monitoring and Evaluation of UTaNRMP activities within a Focal Development Area.
- ii) The FDA's are sub-sets of WRUA's or CFA whichever is applicable with a population of 800-1200 Households
- iii) The activities within an FDA are contained within the Community Action Plan (CAP) developed through the Participatory Rural Appraisal (PRA) Process. The PRA is aimed at flagging out community felt needs. *It is noted that some of the activities in the CAP may also be contained within the CFA's Participatory Forest Management Plan*
- iv) The CAP's from various FDA's are used to develop respective Annual Work plans and Budget (AWPB) for respective Counties and ultimately for UTaNRMP and the Lead Agency/Ministry
- v) The FDAC is elected for a period of 3 years and registered under Social Services.

UPPER TANA NATURAL RESOURCES MANAGEMENT PROJECT

- i) The Upper Tana Natural Resources Management Project is an eight year project (2012-2020) funded by Government of Kenya, International Fund for Agricultural Development (IFAD), Spanish Trust Fund and the Local community.
- ii) The **goal** of the project is to "*contribute to reduction of rural poverty in the Upper Tana river catchment*". This goal is pursued via two **development objectives** which reflect the poverty-environment nexus namely (i) increased sustainable food production and incomes for poor rural households living in the project area; and (ii) sustainable management of natural resources for provision of environmental services.
- iii) The project covers an area of 17,420 km² and targets a population of 205,000 households (1,025,000 people) in six counties of Embu, Tharaka Nithi, Meru, Nyeri, Kirinyaga and Murang'a. The area includes the Mt. Kenya and Aberdares National Parks and surrounding Forest Reserves with their Forest Stations

- iv) Project interventions will be along 24 river basins. Implementation will start in five former MKEPP river basins and 12 priority river basins for the first 4 years upon which the other 12 river basins will be covered.

Table 1: UTaNRMP River Basins

Tributaries of former Mt Kenya Pilot Project for NRM (MKEPP) River Basins (4)	Ena (Itimbogo, Thuura and Gangara) Kapingazi/Rupingazi (Kiye, Thambana, Itabua and Kathita), Kathita (Gaciuma/Kinyaritha, Kuuru, Riiji), Kithinu/Mutonga (Naka, Nithi, South Maara, North Maara and Thuci)
Twelve (12)High Priority River Basins for UTaNRMP	Maragua, Murubara, Nairobi, Ragati, Rujiweru, Rupingazi, SabaSaba, Thangatha, Thanantu, Thiba, Thika/Sasumua, Thingithu
Twelve (12) Other River Basins for UTaNRMP	Amboni/ Muringato, Iraru, Kayahwe, Chania, Mara, Mariara, Mathioya, Nyamindi, Ruguti, Rwamuthambi, Sagana, Ura

v Project Component;- The Implementation is through four components namely: Community Empowerment, Sustainable Rural Livelihoods, Sustainable Water Resources and Natural Resources management and Project Coordination and Management. The outcomes of these components are as follows;

Component	Outcome
i) Community Empowerment	• Rural communities empowered for sustainable management of natural resources
j) Sustainable Rural Livelihoods	• Natural resource-based rural livelihoods sustainably improved
k) Sustainable Water and Natural Resource Management	• Land, water and forest resources sustainably managed for the benefit of the local people and the wider community
l) Project Management and Coordination	• Project effectively and efficiently managed

2.0 PURPOSE

- i) The main purpose of this MOU is to develop a common understanding on clear roles and responsibilities for CFA and FDAC on the administration of the Matching Grants to Common Interest Groups within the jurisdiction of the FDAC
- ii) The shared purpose is to manage the forest ecosystem sustainably to ensure continuous water availability from the water catchments, biodiversity conservation and climate change mitigation as they also address the rural livelihoods needs of their members without degrading the environment

3.0 DURATION AND EFFECTIVE DATE

This MOU will be valid for the period of 3 years. This MOU will become effective on signing, or as otherwise indicated in this MOU.

4.0 CONDITIONALITIES

- 8.0 i) The Forest Act requires that for a CFA to be considered for registration by the Attorney General it should have a constitution conducive to collaborative management of the Forest resources, promotes public participation, conflict mitigation, gender mainstreaming and environmental sustainability.
- ii) In order to sign this MOU, the Community Forest Association must be fully registered with the Attorney General or at least show evidence of having started the registration process.
- iii) The FDAC must be democratically elected and registered with the Social Services

5.0 OBLIGATIONS OF THE PARTIES

5.1 FDAC

- i) FDAC will endorse all project proposals from CIG's within their areas of jurisdiction before the CFA also endorses. This requires that the FDAC official endorsing the documents write his/her name, position, signature and affixes an FDAC stamp with a date.
- ii) The FDAC will regularly monitor the activities of the CIG's funded through the UTaNRMP Matching grants. *A detailed monitoring plan must be agreed with the CFA before funds are released from UTaNRMP.*
- iii) The FDAC will write quarterly reports on the implementation status of the CIG activities and forward the same to the CFA, County Project Coordinator and PCT. *This does not stop the FDAC from informing the CFA, CPC and PCT of any misgivings on the operations of a CIG at any time.*
- iv) UTaNRMP will train the FDAC management on Participatory Monitoring and Evaluation

5.2 The CFA

- i) The CFA will regularly monitor the activities of the CIG's funded through the Matching grants in consultation with the FDAC. *A detailed monitoring plan must be agreed with FDAC.*
- ii) The CFA in consultation with FDAC will write quarterly reports on the implementation status of the CIG activities and forward the same to the County project Coordinator with a copy to FDAC, CPC and PCT. *This does not stop the CFA from informing the FDAC, CPC and PCT of any misgivings on the operations of a CIG at any time*

6.0 CONFLICT RESOLUTION

- i. The Parties will act in good faith at all times during the duration of this MOU
- ii. In case of misunderstanding, the parties will endeavour to sort issues through dialogue and arbitration when and if necessary
- iii. The relevant Laws of Kenya will apply when arbitration becomes necessary

7.0 SUSPENSION OF THIS MOU

- i) Either of the parties may request to suspend this MOU through writing to the other party
- ii) A one month notice will be given before any suspension takes effect.

SIGNATORIES:

..... **COMMUNITY FOREST ASSOCIATION**

NameSignature..... Date.....

Chairperson

NameSignature..... Date.....

Treasurer

NameSignature..... Date.....

Secretary

Witness

(Name) Designation..... Signature.....

(Name of FDA)..... FOCAL DEVELOPMENT AREA COMMITTEE

NameSignature..... Date.....

Chairperson

NameSignature..... Date.....

Treasurer

NameSignature..... Date.....

Secretary

Witness

(Name) Designation..... Signature.....

F 6.4 Between Water Resource Users Association and Upper Tana Natural Resources Management Project

(Hereinafter referred to as “The MOU”)

Date:

Parties:

This MOU is made between:

1. The **Water Resource Users Association** of within River Basin in Sub-County in County.
2. **Upper Tana Natural Resources Management Project (UTaNRMP)** P.O Box 996-60100 EMBU whose registered office is at Kangaru Area along Embu- Meru Road within Embu Town.

Hereinafter referred to as “**The Parties**”

FOR COOPERATION IN RELATION TO THE MONITORING OF COMMON INTEREST GROUPS ACTIVITIES FUNDED UNDER THE UTaNRMP’s MATCHING GRANTS WITHIN THE WATER RESOURCE USERS ASSOCIATION JURISDICTION

PREAMBLE

UPPER TANA NATURAL RESOURCES MANAGEMENT PROJECT

- i) The Upper Tana Natural Resources Management Project is an eight year project (2012-2020) funded by Government of Kenya, International Fund for Agricultural Development (IFAD), Spanish Trust Fund and the Local community.
- ii) The **goal** of the project is to “*contribute to reduction of rural poverty in the Upper Tana river catchment*”. This goal is pursued via two **development objectives** which reflect the poverty-environment nexus namely (i) increased sustainable food production and incomes for poor rural households living in the project area; and (ii) sustainable management of natural resources for provision of environmental services.
- iii) The project covers an area of 17,420 km² and targets a population of 205,000 households (1,025,000 people) in six counties of Embu, Tharaka Nithi, Meru, Nyeri, Kirinyaga and Murang’a. The area includes the Mt. Kenya and Aberdares National Parks and surrounding Forest Reserves
- iv) Project interventions will be along 24 river basins. Implementation will start in five former MKEPP river basins and 12 priority river basins for the first 4 years upon which the other 12 river basins will be covered.

Table 1: UTaNRMP River Basins

Tributaries of former Mt Kenya Pilot Project for NRM (MKEPP) River Basins (4)	Ena (Itimbogo, Thuura and Gangara) Kapingazi/Rupingazi (Kiye, Thambana, Itabua and Kathita), Kathita (Gaciuma/Kinyaritha, Kuuru, Riiji), Kithinu/Mutonga (Naka, Nithi, South Maara, North Maara and Thuci)
Twelve (12) High Priority River Basins for UTaNRMP	Maragua, Murubara, Nairobi, Ragati, Rujiweru, Rupingazi, SabaSaba, Thangatha, Thanantu, Thiba, Thika/Sasumua, Thingithu
Twelve (12) Other River Basins for UTaNRMP	Amboni/ Muringato, Iraru, Kayahwe, Chania, Mara, Mariara, Mathioya, Nyamindi, Ruguti, Rwamuthambi, Sagana, Ura

v Project Component: The Implementation is through four components namely: Community Empowerment, Sustainable Rural Livelihoods, Sustainable Water Resources and Natural Resources management and Project Coordination and Management. The outcomes of these components are as follows;

Component	Outcome
a. Community Empowerment	Rural communities empowered for sustainable management of natural resources
b. Sustainable Rural Livelihoods	Natural resource-based rural livelihoods sustainably improved
c. Sustainable Water and Natural Resource Management	Land, water and forest resources sustainably managed for the benefit of the local people and the wider community
d. Project Management and Coordination	Project effectively and efficiently managed

THE WATER RESOURCES USERS ASSOCIATION-WRUA

- i) The Water Resources Users Association is a legal community entity under the Water Act 2002 managing specific river basins or sections of a river basin
- ii) WRUA's are mandated to co-manage specific river basins in collaboration with Water Resources Management Authority
- iii) The WRUA activities include participation in water apportionment, abstraction permits, river basin conservation, capacity building of its members and water related conflict resolution.

- iv) The WRUA is made up of various groups, institutions and CIG's with different interests on the water resources in the river basin

2.0 PURPOSE

- i) The main purpose of this MOU is to develop a common understanding on clear roles and responsibilities for UTaNRMP and WRUA on the administration/Monitoring of the Matching Grants to Common Interest Groups within the jurisdiction of the WRUA.
- ii) The shared purpose is to manage the scarce, finite and valuable water resource within the sub-catchment through a concerted effort, reducing poverty through sustainable NRM income generating activities, improve food security and conserve the environment.
- iii) Once signed, UTaNRMP will allow the WRUA to assume certain roles in the monitoring of CIG activities funded from UTaNRMP's Matching Grants within the WRUA's area of jurisdiction.

3.0 DURATION AND EFFECTIVE DATE

This MOU will be valid for the period of 5 years. This MOU will become effective upon signing by the two parties or as otherwise indicated in this MOU.

4.0 CONDITIONALITIES

- 9.0 The Water Resources Management rules of WRMA requires that for a WRUA to be considered for registration by the WRMA, it should be legally registered, have a constitution conducive to collaborative management of the water resources of a particular resource, which promotes public participation, conflict mitigation, gender mainstreaming and environmental sustainability.
- i) It will not be mandatory to have the WRUA registered as a legal entity under the laws of Kenya, in order to sign this MOU, however it is required that the that the WRUA will show evidence of having started the registration process.

5.0 OBLIGATIONS OF THE PARTIES

5.1 THEWRUA

- i) The WRUA will regularly monitor the activities of the CIG's funded through the Matching grants in consultation with the FDAC. *A detailed monitoring plan must be agreed with FDAC.*
- ii) The WRUA in consultation with FDAC will write quarterly reports on the implementation status of the CIG activities and forward the same to the County project Coordinator with a copy to FDAC, CPC and PCT. *This does not stop the WRUA from informing the FDAC, CPC and PCT of any misgivings on the operations of a CIG at any time*

5.2 UTaNRMP

- i. The UTANMP will facilitate the WRUA to undertake the monitoring activity by providing two per cent (2%) of the project's contribution to CIG activities within their boundaries.

- ii. UTaNRMP will train the WRUA management on Participatory Monitoring and Evaluation

6.0 GOVERNANCE

- i) The Monitoring funds to the WRUA will be used specifically for CIG activity monitoring and no other purpose
- ii) The WRUA officials will endeavour to adhere to the agreed monitoring plan
- iii) The WRUA officials signing this MOU commit themselves to ensure no monitoring funds are misused otherwise they will be held personally and collectively responsible.

7.0 CONFLICT RESOLUTION

- i. The Parties will act in good faith at all times during the duration of this MOU
- ii. In case of misunderstanding, the parties will endeavour to sort issues through dialogue and arbitration when and if necessary
- iii. The relevant Laws of Kenya will apply when arbitration becomes necessary

8.0 SUSPENSION OF THIS MOU

- i) Either of the parties may request to suspend this MOU through writing to the other party
- ii) A one month notice will be given before any suspension takes effect.

SIGNATORIES:

1. UPPER TANA NATURAL RESOURCES MANAGEMENT PROJECT

Name.....Signature.....Date

Designation-----

For: Upper Tana Natural Resources Management Project

Witness

(Name) Designation..... Signature.....

2. (WRUA Name)..... WATER RESOURCE USERS ASSOCIATION

NameSignature..... Date.....

Chairperson

NameSignature..... Date.....

Treasurer

NameSignature..... Date.....

Secretary

Witness

(Name) Designation..... Signature.....

F 6.5 Between Community Forest Association (CFA) and Upper Tana Natural Resources Management Project

(Hereinafter referred to as “The MOU”)

Date:

Parties:

THIS MOU is made between:

1. The **CFA (Name)** of **P.O Box** whose registered office is at [Registered office of CFA) hereinafter referred to as CFA.

And

2. **Upper Tana Natural Resources Management Project (UTaNRMP) P.O Box 996-60100 EMBU** whose registered office is at Kangaru Area along Embu- Meru Road within Embu Town.

Hereinafter referred to as “**The Parties**”

FOR COOPERATION IN RELATION TO THE MONITORING OF COMMON INTEREST GROUPS ACTIVITIES FUNDED UNDER THE UTaNRMP’s MATCHING GRANTS WITHIN THE CFA’S JURISDICTION

Within Forest Station, or otherwise a definition of the area hereinafter referred as **the Forest Station**

PREAMBLE

UPPER TANA NATURAL RESOURCES MANAGEMENT PROJECT

- i) The Upper Tana Natural Resources Management Project is an eight year project (2012-2020) funded by Government of Kenya, International Fund for Agricultural Development (IFAD), Spanish Trust Fund and the Local community.
- ii) The **goal** of the project is to “*contribute to reduction of rural poverty in the Upper Tana river catchment*”. This goal is pursued via two **development objectives** which reflect the poverty-environment nexus namely (i) increased sustainable food production and incomes for poor rural households living in the project area; and (ii) sustainable management of natural resources for provision of environmental services.
- iii) The project covers an area of 17,420 km² and targets a population of 205,000 households (1,025,000 people) in six counties of Embu, Tharaka Nithi, Meru, Nyeri, Kirinyaga and Murang’a. ***The area includes the Mt. Kenya and Aberdares National Parks and surrounding Forest Reserves with their forest stations***
- iv) Project interventions will be along 24 river basins. Implementation will start in five former MKEPP river basins and 12 priority river basins for the first 4 years upon which the other 12 river basins will be covered.

Table 1: UTaNRMP River Basins

Tributaries of former Mt Kenya Pilot Project for NRM (MKEPP) River Basins (4)	Ena (Itimbogo, Thuura and Gangara) Kapingazi/Rupingazi (Kiye, Thambana, Itabua and Kathita), Kathita (Gaciuma/Kinyaritha, Kuuru, Riiji), Kithinu/Mutonga (Naka, Nithi, South Maara, North Maara and Thuci)
Twelve (12) High Priority River Basins for UTaNRMP	Maragua, Murubara, Nairobi, Ragati, Rujiweru, Rupingazi, SabaSaba, Thangatha, Thanantu, Thiba, Thika/Sasumua, Thingithu
Twelve (12) Other River Basins for UTaNRMP	Amboni/ Muringato, Iraru, Kayahwe, Chania, Mara, Mariara, Mathioya, Nyamindi, Ruguti, Rwamuthambi, Sagana, Ura

v Project Component;- The Implementation is through four components namely: Community Empowerment, Sustainable Rural Livelihoods, Sustainable Water Resources and Natural Resources management and Project Coordination and Management. The outcomes of these components are as follows;

Component	Outcome
a) Community Empowerment	<ul style="list-style-type: none"> • Rural communities empowered for sustainable management of natural resources
b) Sustainable Rural Livelihoods	<ul style="list-style-type: none"> • Natural resource-based rural livelihoods sustainably improved

- c) Sustainable Water and Natural Resource Management • Land, water and forest resources sustainably managed for the benefit of the local people and the wider community
 - d) Project Management and Coordination • Project effectively and efficiently managed
-

THE COMMUNITY FOREST ASSOCIATION

- i) The Community Forest Association is a legal community entity under the Forest Act 2005 responsible for the conservation and management of specific Forest Stations or Forest Blocks inclusive of Hilltops.
- ii) CFA's are mandated to co-manage Forest Stations or Forest Blocks inclusive of Hilltops in collaboration with the Kenya Forest Service. The collaboration is through the Participatory Forest Management (PFM) approach.
- iii) The CFA activities include participation in forest protection, fire management, forest rehabilitation, NRM friendly income generating, capacity building of its members and forest management related conflict resolution.
- iv) The CFA is made up of various CIG's or "Networks" with different interests and roles in forest conservation and management.

2.0 PURPOSE

- i) The main purpose of this MOU is to develop a common understanding on clear roles and responsibilities for UTaNRMP and CFA on the administration of the Matching Grants to Common Interest Groups within the jurisdiction of the CFA
- ii) The shared purpose is to manage the forest ecosystem sustainably to ensure continuous water availability from the water catchments, biodiversity conservation and climate change mitigation.
- iii) Once signed, UTaNRMP will allow the CFA to assume certain roles in the monitoring of CIG activities funded from UTaNRMP's Matching Grants within the CFA's area of jurisdiction.

3.0 DURATION AND EFFECTIVE DATE

This MOU will be valid for the period of 5 years. This MOU will become effective on signing, or as otherwise indicated in this MOU.

4.0 CONDITIONALITIES

- i. The Forest Act requires that for a CFA to be considered for registration by the Attorney General, it should have a constitution conducive to collaborative management of the Forest resources, promotes public participation, conflict mitigation, gender mainstreaming and environmental sustainability.
- ii. In order to sign this MOU, the Community Forest Association must be fully registered with the Attorney General or at least show evidence of having started the registration process.

5.0 OBLIGATIONS OF THE PARTIES

5.1 The CFA

- i) The CFA will endorse all project proposals from CIG's within their areas of jurisdiction. This requires that the CFA official writes his/her name, position, signature and affixes the CFA stamp with a date.
- ii) The CFA will regularly monitor the activities of the CIG funded through the Matching grants. *A detailed monitoring plan must be agreed with PCT before funds are released.*
- iii) The CFA will write quarterly reports on the implementation status of the CIG activities and forward the same to their respective County project Coordinator with a copy to PCT. *This does not stop the CFA from informing the CPC and PCT of any misgivings on the operations of a CIG at any time.*
- iv) The CFA will closely work with the Focal Development Area Committees within their area of jurisdiction
- v) The CFA must open a designated bank account with a reputable Bank acceptable to UTANRMP management for all the monitoring funds from UTaNRMP
- vi) The CFA must account for the all funds received from UTaNRMP

5.2 UTaNRMP

- i) The UTANMP will facilitate the CFA to undertake the monitoring activity by providing 2% of the project's contribution to CIG activities within their boundaries.
- ii) UTaNRMP will train the CFA management on Participatory Monitoring and Evaluation of community based projects.

6.0 GOVERNANCE

- i) The Monitoring funds to the CFA will be used specifically for CIG activity monitoring and no other purpose
- ii) The CFA officials will endeavour to adhere to the agreed monitoring plan
- iii) The CFA officials signing this MOU commit themselves to ensure no monitoring funds are misused otherwise they will be held personally and collectively responsible.

7.0 CONFLICT RESOLUTION

- i. The Parties will act in good faith at all times during the duration of this MOU
- ii. In case of misunderstanding, the parties will endeavour to sort issues through dialogue and arbitration when and if necessary
- iii. The relevant Laws of Kenya will apply when arbitration becomes necessary

8.0 SUSPENSION OF THIS MOU

- i. Either of the parties may request to suspend this MOU through writing to the other party
- ii. A one month notice will be given before any suspension takes effect.

SIGNATORIES:

1 UPPER TANA NATURAL RESOURCES MANAGEMENT PROJECT

Name.....Signature.....Date

Designation-----

For: Upper Tana Natural Resources Management Project

Witness

(Name) Designation..... Signature.....

2..... COMMUNITY FOREST ASSOCIATION

NameSignature..... Date.....

Chairperson

NameSignature..... Date.....

Treasurer

NameSignature..... Date.....

Secretary

Witness

(Name) Designation..... Signature.....

F 6.6 Between Focal Development Area Committee and Upper Tana Natural Resources Management Project (UTaNRMP)

(Hereinafter referred to as “The MOU”)

Date:

Parties:

THIS MOU is made between:

1. The **Focal Development Area Committee** ofFDA within River Basin In Sub-County inCounty.
2. **Upper Tana Natural Resources Management Project (UTaNRMP)P.O Box 996-60100 EMBU** whose registered office is at Kangaru Area along Embu- Meru Road within Embu Town.

Hereinafter referred to as “**The Parties**”

FOR COOPERATION IN RELATION TO THE MONITORING OF COMMON INTEREST GROUPS ACTIVITIES FUNDED UNDER THE UTaNRMP’s MATCHING GRANTS WITHIN THE FOCAL DEVELOPMENT AREAS

WithinFDA, or otherwise a definition of the area hereinafter referred as **the FDA**

PREAMBLE

UPPER TANA NATURAL RESOURCES MANAGEMENT PROJECT

- i) The Upper Tana Natural Resources Management Project is an eight year project (2012-2020) funded by Government of Kenya, International Fund for Agricultural Development (IFAD), Spanish Trust Fund and the Local community.
- ii) The **goal** of the project is to “*contribute to reduction of rural poverty in the Upper Tana river catchment*”. This goal is pursued via two **development objectives** which reflect the poverty-environment nexus namely (i) increased sustainable food production and incomes for poor rural households living in the project area; and (ii) sustainable management of natural resources for provision of environmental services.
- iii) The project covers an area of 17,420 km² and targets a population of 205,000 households (1,025,000 people) in six counties of Embu, Tharaka Nithi, Meru, Nyeri, Kirinyaga and Murang’a. The area includes the Mt. Kenya and Aberdares National Parks and surrounding Forest Reserves
- iv) Project interventions will be along 24 river basins. Implementation will start in five former MKEPP river basins and 12 priority river basins for the first 4 years upon which the other 12 river basins will be covered.

Table 1: UTaNRMP River Basins

Tributaries of former Mt Kenya Pilot Project for NRM (MKEPP) River Basins (4)	Ena (Itimbogo, Thuura and Gangara) Kapingazi/Rupingazi (Kiye, Thambana, Itabua and Kathita), Kathita (Gaciuma/Kinyaritha, Kuuru, Riiji), Kithinu/Mutonga (Naka, Nithi, South Maara, North Maara and Thuci)
Twelve (12) High Priority River Basins for UTaNRMP	Maragua, Murubara, Nairobi, Ragati, Rujiweru, Rupingazi, SabaSaba, Thangatha, Thanantu, Thiba, Thika/Sasumua, Thingithu
Twelve (12) Other River Basins for UTaNRMP	Amboni/ Muringato, Iraru, Kayahwe, Chania, Mara, Mariara, Mathioya, Nyamindi, Ruguti, Rwamuthambi, Sagana, Ura

v Project Component: The Implementation is through four components namely: Community Empowerment, Sustainable Rural Livelihoods, Sustainable Water Resources and Natural Resources management and Project Coordination and Management. The outcomes of these components are as follows;

Component	Outcome
<ul style="list-style-type: none"> • Community Empowerment • Sustainable Rural Livelihoods • Sustainable Water and Natural Resource Management • Project Management and Coordination 	<ul style="list-style-type: none"> • Rural communities empowered for sustainable management of natural resources • Natural resource-based rural livelihoods sustainably improved • Land, water and forest resources sustainably managed for the benefit of the local people and the wider community • Project effectively and efficiently managed

THE FOCAL DEVELOPMENT AREA COMMITTEE-FDAC

- i) The FDAC is a community representatives committee elected to oversee the planning, implementation, monitoring and Evaluation of UTaNRMP activities within a Focal Development Area.
- ii) The FDA's are sub-sets of WRUA's or CFA as the case may be with a population of 800-1200 Households

- iii) The activities within an FDA are contained within the Community Action Plan (CAP) developed through the Participatory Rural Appraisal (PRA) Process. The PRA is aimed at flagging out community felt needs.
- iv) The CAP's from various FDA's are used to develop respective Annual Work plans and Budget (AWPB) for respective Counties and ultimately for UTaNRMP and the Lead Agency/Ministry
- v) The FDAC is elected for a period of 3 years and registered under Social Services.

2.0 PURPOSE

- i) The main purpose of this MOU is to develop a common understanding on clear roles and responsibilities for UTaNRMP and FDAC on the administration of the Matching Grants to Common Interest Groups within the jurisdiction of the FDAC.
- ii) The shared purpose is to manage the scarce, finite and valuable water resource within the sub-catchment through a concerted effort, reducing poverty through sustainable NRM income generating activities, improve food security and conserve the environment.
- iii) Once signed, UTaNRMP will allow the FDAC to assume certain roles in the monitoring of CIG activities funded from UTaNRMP's Matching Grants within the FDAC's area of jurisdiction.

3.0 DURATION AND EFFECTIVE DATE

This MOU will be valid for the period of 5 years. This MOU will become effective on signing, or as otherwise indicated in this MOU.

4.0 CONDITIONALITIES

- i) The FDAC must be democratically elected and registered with the Social Services
- ii) The FDAC must have a Constitution with clear roles and responsibilities.

5.0 OBLIGATIONS OF THE PARTIES

5.1 The FDAC

- i) The FDAC will endorse all project proposals from CIG's within their areas of jurisdiction. This requires that the FDAC official writes his/her name, position, signature and affixes an FDAC stamp with a date.
- ii) The FDAC will regularly monitor the implementation of activities of the CIG funded through the Matching grants. *A detailed monitoring plan must be agreed with PCT before funds are released.*
- iii) The FDAC will write quarterly reports on the implementation status of the CIG activities and forward the same to the County project Coordinator with a copy to PCT. *This does not stop the FDAC from informing the CPC and PCT of any misgivings on the operations of a CIG at any time.*
- iv) The FDAC must open a designated bank account with a reputable Bank acceptable to UTaNRMP management for all the monitoring funds from UTaNRMP
- v) The FDAC must account for the all funds received from UTaNRMP

5.2 UTaNRMP

- i) The UTANMP will facilitate the FDAC to undertake the monitoring activity by providing three percent (3%) of the project’s contribution to CIG activities within their boundaries.
- ii) UTaNRMP will train the FDAC management on Participatory Monitoring and Evaluation

6.0 GOVERNANCE

- i. The Monitoring funds to the FDAC will be used specifically for CIG activity monitoring and no other purpose
- ii. The FDAC officials will endeavour to adhere to the agreed monitoring plan
- iii. The FDAC officials signing this MOU commit themselves to ensure no monitoring funds are misused otherwise they will be held personally and collectively responsible.

7.0 CONFLICT RESOLUTION

- i. The Parties will act in good faith at all times during the duration of this MOU
- ii. In case of misunderstanding, the parties will endeavour to sort issues through dialogue and arbitration when and if necessary
- iii. The relevant Laws of Kenya will apply when arbitration becomes necessary

8.0 SUSPENSION OF THIS MOU

- i. Either of the parties may request to suspend this MOU through writing to the other party
- ii. A one month notice will be given before any suspension takes effect.

SIGNATORIES:

1. UPPER TANA NATURAL RESOURCES MANAGEMENT PROJECT

Name.....Signature.....Date

Designation-----

For: Upper Tana Natural Resources Management Project

Witness

(Name) Designation..... Signature.....

2. (FDA Name)..... FOCAL DEVELOPMENT AREA COMMITTEE

NameSignature..... Date.....

Chairperson

NameSignature..... Date.....

Treasurer

Name**Signature.....** **Date.....**
Secretary

Witness
(Name) **Designation.....** **Signature.....**

APPENDIX 2: TRAINING MODULES

TM1: Staff Training Schedule:Line Ministry Personnel Training Module

Introduction	Line Ministries will be giving support to CIGs implementing livelihood projects. The induction will cover in details the roles and responsibilities of all the participating stakeholders. The provisions of all TSN will be elaborated on by PCT. The induction will be conducted in two regions i.e. Nyeri – Covering Nyeri, Murang’a and Kirinyaga counties. Meru- Covering Meru, Tharaka Nithi and Embu counties.		
Objective	<ul style="list-style-type: none"> • To familiarize the Line Ministries/agencies with the Contents of matching grants manual. • Enable them to acquire skills that will enrich their ability to offer support to CIGs undertaking livelihood improvement projects • To enhance line ministries/agencies personnel with technical skills for managing UTaNRMP livelihood improvement projects. 		
Target group	The target group will comprise of; A) County Staff: Agriculture, Social Development, Water/Irrigation, Planning and Finance, Livestock/Veterinary, Fisheries, Cooperative, Forestry, NEMA, KWS, Sub-Regional WRMA. B) Sub-County Staff: Agriculture, Social Development, Water/Irrigation, Planning and Finance, Livestock/Veterinary, Fisheries, Cooperative, Forestry.		
Materials Needed	Matching Grants Manual for each participant		
Venue	Kaguru ATC and Wambugu ATC.		
Co-coordinator	PCT		
The Programme	DAY 1		
Time	Topic	Resource person	Responsible person
8.00-830	Registration	PCT	
8.30 -9.00	<ul style="list-style-type: none"> • Introduction • Workshop objectives • Official opening 	PCT Staff	
9.00 - 10.30	<ul style="list-style-type: none"> • Overview of UTaNRMP • Principles used in developing the manua 	PCT Staff	
10.30 – 11.00	HEALTH BREAK		

11.00 -1.00	Roles and responsibility of stakeholders <ul style="list-style-type: none"> • CIG • FDAC • WRUA/CFA • Line Ministries • CPFT/CPCC • PCT • OVERSIGHT • PSC • IFAD 	PCT	
1.00-2.00	LUNCH BREAK		
2.00-3.00	<ul style="list-style-type: none"> • Introduction to funding project cycle- Process & Procedures • Categorization of CIGs Activities highlights Category A: Standard IGA activities Category B: NRM Special activities Category C: Unique	PCT	
3.00-4.30	Details of eligibility criteria of ; <ul style="list-style-type: none"> • General criteria • Criteria for First level funding • Criteria for the subsequent Funding • CIG Activity Criteria for Funding • Community Contributions 	PCT	
4.30-5.00	TEA BREAK		

DAY 2

Time	Topic	Resource person	Responsible person
8.00-8.30	Recap of day one		
8.30-10.30	Conditions to be met before funds disbursement <ul style="list-style-type: none"> • Training • Opening of designated accounts • Milestones for funding • Contract signing Implementation modalities <ul style="list-style-type: none"> (a) Technical training (b) Supervision and Monitoring-. <ul style="list-style-type: none"> • WRUAs/CFAs , FDACs and CIG sub committees 	PCT	

	<ul style="list-style-type: none"> • Line Ministries /Agencies • Independent Oversight Appraisal Team <p>(c) Monitoring and Evaluation by PCT</p> <p>(d) Other activities</p> <ul style="list-style-type: none"> • Annual case studies • Completion certificate 		
10.30-11.00	TEA/COFFEE BREAK		
11.00-1.00	<p>Financial management</p> <ul style="list-style-type: none"> • Introduction • Financial principles • Financial management tools • Community Contribution • Funds Flow and bank accounts <p>Accounting</p>		
1.00-2.00	LUNCH BREAK		
2.00-4.00	<p>Governance issues</p> <ul style="list-style-type: none"> • Transparency • Accountability • Fiduciary Aspects • Identification and reduction of Fiduciary risks • Complaints Handling Mechanism • Sanctions and Remedies • Alterations and amendments to this manual 		
4.00-4.30	TEA/COFFEE BREAK		
4.30-6.00	<p>Community procurement</p> <ul style="list-style-type: none"> • Introduction • Principles of procurement • Setting up a Procurement Sub-committee • Procurement methods • Procurement steps • Contract management • Integrity issues /penalties 		

DAY 3

Time	Topic	Resource person	Responsible person
8.00-8.30	Recap for day 2		

8.30 -10.30	Introduction to technical Support notes <ul style="list-style-type: none"> • Agriculture and related enterprises • Value addition • Unique and special activities 		
10.30-11.00	TEA/COFFEE BREAK		
11.00-12.00	Livestock TSN		
12.00-1.00	Forestry TSN		
1.00-2.00	LUNCH BREAK		
2.00-3.00	CROSS CUTTING ISSUES <ul style="list-style-type: none"> • Gender • HIV/AIDS /Vulnerable Persons 		
3.00-4.30	WAY FORWARD		
4.30-5.00	TEA BREAK		

Budget –line Ministries induction training budget

INDUCTION BUDGET	Item description	Number	Itemized costs	Total
	Accommodation	528	528 persons X 5,000X4 Days	10,560,000
	PCT TRAINERS	15	15persons X 6,000X21	1,890,000
	Transport Refund	528	528 persons X 1,000	528,000
	Stationery	Lumpsum	528 persons X100	52,800
	Hire of Venue	2	2,000X3X6	36,000
	Teas /water	Lumpsum	528 persons X3X300	475,200
				13,542,000
Expected output	<ul style="list-style-type: none"> • Line ministries staff well versed with the matching grants manual 			

TM 2: WRUA/CFA/FDAC Induction Training

Introduction	The Umbrella association that will supervise the CIGs who qualify for livelihood improvement projects funds through matching grants will be inducted by the various relevant Line Ministries/Agencies(CPFT)		
Objective	<p>The objective of the induction will be to enlighten the leaders on ;</p> <ul style="list-style-type: none"> • Roles and responsibilities of CIGs and WRUA/CFA, FDAC, line ministries /PCT/oversight appraisal team/other stakeholder • The livelihood improvement project applications process and procedures • Financial and procurement procedures • Roles and responsibilities of various actors and stakeholders 		
Target group	The target group will comprise of leaders selected from various WRUA/CFA/FDAC (138X 3 members of the executive committee which is 414 leaders		
DURATION	ONE DAY		
Time	Topic	Resource person	Responsible person
8.00-8.30	<ul style="list-style-type: none"> • Registration • Introduction 		
8.30-10.30	<ul style="list-style-type: none"> • Overview of UTaNRMP <p>Roles and responsibility of stakeholders</p> <ul style="list-style-type: none"> • CIG • FDAC • WRUA/CFA • Line Ministries • CPFT/CPCC • PCT • OVERSIGHT • PSC • IFAD 		
10.30-11.00	TEA BREAK		
11.00-1.00	<ul style="list-style-type: none"> • Introduction to funding project cycle- Process & Procedures • Categorization of CIGs Activities highlights <p>Details of eligibility criteria of ;</p> <ul style="list-style-type: none"> • General criteria • Criteria for First level funding • Criteria for the subsequent Funding • CIG Activity Criteria for Funding • Community Contributions 		
1.00-2.00	LUNCH BREAK		

2.00-3.00	Governance issues <ul style="list-style-type: none"> • Transparency • Accountability • Fiduciary Aspects • Identification and reduction of Fiduciary risks • Complaints Handling Mechanism • Sanctions and Remedies Alterations and amendments to this manual		
3.00-4.30	<ul style="list-style-type: none"> • MOUs with CIGs and FDACs • Funds flow • Field supervision and evaluation • Reporting 		
4.30-5.00	TEA/COFFEE/UJI BREAK		

Activity Budget

Induction budget	Item description	Itemized cost	Total
	Accommodation	414 X 2days X1500	1,242,000
	Transport refund	414X1000	414,000
	Facilitators accommodation	5 officers X2 venues X 3 session X5000	150,000
	Stationery	420X100	42,000
	Hall hire	6days X2000	12,000
	Teas /Water	420 Person X 300	126,000
			1,986,000
Expected Output	Well sensitized WRUAs/CFAs and FDACs on matching grants operations.		

TM 3: Governance and Management Training

Introduction	<ul style="list-style-type: none"> • The governance and management training is a very crucial tool to improve group leadership and governance. • Financial record keeping and proper procurement process is a prerequisite for improved group
OBJECTIVE	<ul style="list-style-type: none"> • To enable CIGs Executive committee members acquire governance and management skills • To enlighten the CIGs Executive committee members on proper record and

	modalities of ensuring transparency and accountability.		
Target group	CIGs Executive committee members (CIGS with successful proposals)		
Number	20 CIGS leaders /240 FDA X 5members /per group		
Venue	Kaguru ATC and Wambugu ATC		
Materials	Matching Grants Manual, Financial,Procurement And Management		
Facilitators	CPFT-Lead facilitator CG&SD Coordinator		
Timetable			
Time	DAY1	DAY 2	DAY 3
8.00-8-300	Registration	Registration	Registration
8.30-10.30	<ul style="list-style-type: none"> • Introduction • Overview of UTaNRMP • Objectives of the training • leadership 	<ul style="list-style-type: none"> • Recap of day 1 • Conflict management • Communication 	<ul style="list-style-type: none"> • Books of accounts (Cash book Asset register, liabilities/credit) Preparation of financial statements &reporting(group work)
10.30-11.00	TEA BREAK		
11.00-1.00	<ul style="list-style-type: none"> • Group constitution • Roles and responsibilities of officials 	<ul style="list-style-type: none"> • Introduction to financial management • Financial record keeping 	Procurement of goods and services
1.00-2.00	LUNCH BREAK		
2.00-4.30	<ul style="list-style-type: none"> • Election of leaders • Procedures for meeting • Group dynamics 	<ul style="list-style-type: none"> • Planning and budgeting. • Expenditure control 	<ul style="list-style-type: none"> • Procurement of goods and services cont'd • Group work
4.30-5.00	TEA BREAK		
5.00-5.30	Group work	Group work	Way forward

Activity Budget

The budget is based on assumption that the training will cover CIGs per financial year

Induction budget	Item description	Itemized cost	Total
	Accommodation	10 CIGs X70FDA X6 Members X 4 days X 2,000	33,600,000
	Transport refund	4200X1000	4,200,000
	Facilitators accommodation	5X5000X 40 sessions	1,000,000
	Stationery	4200	420,000
	Hall hire	2000X40	80,000
	Teas /Water	4200X300	1,260,000
			40,560,000
Expected Output	Well sensitized CIGs on matching grants operations, Governance issues and good financial management.		

Non Residential training

Induction budget	Item description	Itemized cost	Total
	Accommodation	10 CIGs X70FDA X6 Members X 3 days X 500	6,300,000
	Transport refund	4200 X200	840,000
	Facilitators accommodation	1500X 70 sessions*5 officers	525,000
	Drivers	70*750	52,500
	Fuel	70*1000	70,000
	Stationery	4200	420,000
	Hall hire	2000X40	80,000
	Teas /Water	4200X300	1,260,000
			9,547,500
Expected Output	Well sensitized CIGs on matching grants operations, Governance issues and good financial management.		

Payments

Month: _____

Date	Payee	Payment Voucher Number	Cheque No.	Amount (Kshs.)	Expense Type

Prepared By: _____ **Signature:** _____ **Date:** _____

Treasurer Checked by: _____ Signature: _____

Date: _____

Chair Monitoring Committee

Note: The treasurer will maintain the financial records and enter all the necessary data into the cash book. He/she will also append their signature once transactions for each month are complete. Once this is done, the chairperson of the monitoring committee will review all entries, check these against the supporting documents and append their signature and date as a confirmation that the cashbook has been checked. The cashbook must be completed and signed off by the 10th day of the following month.

FPF 2: Community Contribution Book (to be prepared by CIG secretary)

Name and address of CIG: _____

Project Name: _____

Type of Contribution (e.g. litres of water, labour hours)

Date	Contributors Name	ID./ No.	Type of contribution	Quantity	Unit cost (Kshs)	Total Cost (Kshs)	Contributor's Signature/thumb print

Prepared by: _____

Date: _____

Approved by: _____

Date: _____

Authorized by: _____

Date: _____

FPF 3: Payment Voucher

Cash/Cheque

Name of CIG: _____

Date: _____

Voucher Number: _____

Payee name _____

Payee Address: _____

Payment Details: _____

Cheque No: _____

Amount in figures Kshs: _____

Amount in words Kshs. _____

Prepared by: _____ **Signature** _____ **Date** _____

Reviewed by: _____ **Signature** _____ **Date** _____

Authorized by: _____ **Signature:** _____ **Date** _____

Name of Recipient _____

Signature of Recipient _____ **Date** _____

FPF 4: Unofficial receipt for goods

The need for such receipts usually arises when the supplier of goods does not have a receipt in his/her business name. Since all expenditures must have a receipt, the CIG may write a receipt on behalf of the supplier or seller and obtain the seller’s signature and/or thumb impression. A sample of such a receipt is presented below:

Name of the business/seller: _____

Address of business/seller: _____

Date: _____

Items sold:

Serial No	Item	Unit description	Cost per unit	Quantity	Total cost
				TOTAL COST	
				Kshs.	

Signature/Thumb print of the business/seller:

FPF 5: Budget Control Form

Name and address of CIG: _____

Project Name: _____

Month: _____

Budget Ref.	Original Budget Amount (Kshs.)	Amount Spent by end of previous Month (Kshs.)	Balance at end of previous month (Kshs.)	Balance Available end of last month (Kshs.)	Expenditure this month (Kshs.)	Balance end of this month (Kshs.)
1						
2						
3						
TOTALS						

Prepared by: _____

Date: _____

Treasurer

Approved by _____

Date: _____

Chairperson

Authorized by: _____

Date: _____

Chair Monitoring Committee

Note: This form must be filled in and signed by the 10th day of the following month.

FPF 6: Statement of Source and use of Funds

CIG Name: _____

Period Covered: _____

Project Financing Sources	Budget Amount (Kshs.)	Actual Spent (Kshs.)	Variance (Kshs.)
UTaNRMP PROJECT			
Other external project funding			
Community Contribution			
Total Financing			
Less Uses of funds:			
1.			
2.			
Total funds spent			
Net Cash Flow			
Net Cash available at end of period			
Cash in hand			
Cash at bank			
Total closing Balance			

Prepared by: _____

Date: _____

Treasurer

Approved by: _____

Date: _____

Chairperson

Authorized by: _____

Date: _____

Chair Monitoring Committee

Note: This form must be filled in and signed by the 10th day of the end of the period to which it relates, preferably quarterly.

FPF 7: Bank Reconciliation Statement

CIG Name: _____ **as at** _____ **20** _____

Description	Kshs.	Kshs.
Balance per Bank Statement		XXXX
Less: Unrepresented cheques (Payments in cashbook not appearing on bank statement) <u>Payee Dated</u> a) _____ b) _____	(XXXX)	
Less: Receipts in Bank statements not recorded in cashbook <u>Source Dated</u> a) _____ b) _____	(XXXX)	
Add: Payments in bank statement not yet recorded in cashbook	(XXXX)	
Add: Receipts in cashbook not yet recorded in bank statement	(XXXX)	
Balance as per cashbook		

I certify that I have verified the bank balance in the cash book with the bank statement and that the above reconciliation is correct.

Prepared by: _____ Date: _____
Treasurer

Approved by: _____ Date: _____
Chairperson

Authorized by: _____ Date: _____

Note: This reconciliation must be filled in and signed by the 10th day of the following month

FPF 8: Petty Cash Voucher

PETTY CASH VOUCHER

ORGANIZATION NAME.....

Date

Amount

Name.....

Item Description.....

.....

.....

Purpose.....

Category.....

Recommended by:.....

Approved by.....

Received by.....

FPF 9: Business Plan Format

ITEM	DESCRIPTION
Title of the business plan	Title or name
Business summary	<p>a. A brief introduction of the organization's operation (or entrepreneur's activities) and information on current business activities (cum products).</p> <p>b. Provide the organization's mission and/or vision statements i.e. what it wants to offer its customers and its future goals.</p> <p>c. A general description of the proposed business venture</p> <p>d. It should also explain the reason behind the organization's decision to enter the venture</p>
Internal and external assessment	<p>a. Internal Assessment Looks at an organization's assets and liabilities for example</p> <ul style="list-style-type: none"> • Operational structure • Technology • Access to inputs • Available resources • Marketing and distribution skills/ network <p>b. External factors Refers to those factors the organization cannot influence e.g.</p> <ul style="list-style-type: none"> • Industry/ market requirements • Legal and regulatory requirements • Opportunity Analysis
Business growth path/proposition	<p>Involves laying out the organization's goals and objectives for the next few years</p> <p>a. What are the sales targets?</p> <p>b. Will the business</p> <ul style="list-style-type: none"> • Reach a specified quantity of annual sales; or • Expand into another market (s) by a certain date? <p>c. What are the financial objectives?</p> <ul style="list-style-type: none"> • Will the organization be able to recover the investment cost within a specified time? (specify); • Maintain a specified level of constant profit over a given span of time;
Action plan	<p>Involves defining the marketing strategies regarding:</p> <ul style="list-style-type: none"> • Product • Pricing • Place, and • Promotion

Business Budget	<p>Forecasted financial statement are meant to give some predictions on how the business will fare financially over a given time span.</p> <p>Required</p> <ul style="list-style-type: none"> • Production cost information • Start-up and periodic operational costs • Marketing costs and a good estimate of predicted sales volume
Monitoring and Evaluation	<p>Plans must be made to monitor the organization's success.</p> <ul style="list-style-type: none"> • How will the implementation progress be measured? • How will the attainment of goals be measured? • What criteria will be used to evaluate the level of the organization's success?
Sustainability Mechanisms	<p>What are the measures to be put in place to ensure continuity of the business?</p> <ul style="list-style-type: none"> • Trainings • Product Diversification • Value addition • Expanding sources of financing

FPF 10: Procurement Requisition Form

No: _____

Date: _____

TO: _____ _____ _____	From: _____ _____ Approved by _____
------------------------------------	---

Please procure the following items on our behalf.

No.	Description of goods/services	Quantity	Previous Supplier (if known)	Price or estimated cost	Account/vote Number
	Quotation No.... Contract /tender No.....		LPO/LSO..... Prepared by.....		Remarks:...

FPF 11: Procurement Plan

a). For goods (Materials, Equipment and supplies)

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	Estimated cost (Kshs.)	Which procurement method will be used?

Signatures of the Procurement Subcommittee members:

Name	Signature	Date
_____	_____	_____
_____	_____	_____

b). For services

What type of service is needed?	Month when needed	Needed for how many days?	Total Estimated cost (Kshs.)	Which procurement method will be used?

Signatures of the Procurement Subcommittee members:

Name	Signature	Date
_____	_____	_____
_____	_____	_____
_____	_____	_____

Conditions

1. The General conditions of contract with the CIG apply to this transaction. This form, properly submitted, constitutes the entire agreement.
2. The offer shall remain valid for 30 days from the closing date unless otherwise stipulated by the seller.
3. The buyer shall not be bound to accept the lowest or any other offer, and reserve the right to accept any offer in part unless the contrary is stipulated by the seller.
4. Samples of offers when required will be provided free and if not destroyed during tests will upon request, be returned at the seller's expenses.

Instructions

1. All entries shall be typed or written in indelible ink. Mistakes must not be erased but should be crossed out and corrections be made and initialled by the person signing the quotation.
2. Quote each item separately, and in units as specified.
3. This form must be signed by a competent person and preferably it should also be rubber stamped.
4. Each quotation should be submitted separately in a sealed envelope with the quotation number endorsed on the outside. Descriptive literature or samples of the items offered may be forwarded with the quotation.
5. If you do not wish to quote, please endorse the reason on this form and return it, otherwise your name may be deleted from the buyer's mailing list for the items issued hereon.

FPF 13: Confidential Business Questionnaire (CBQ)

You are requested to give the particulars indicated in part 1 and either part 2(a),2(b) or 2(c) whichever applies to your business.

You are advised that it is a serious offense to give false information in this form.

Part 1 –General

- Business Name.....
- Location of business premises.....
- Plot No.....Street /Road.....
- Postal address.....Tel. No.....
- Nature of business.....
- Current Trade License No.....Expiring Date.....
- Maximum value of business which you can handle at any one time:
- Name of your bankers.....Branch.....

Part 2(a)-sole proprietor

- Your name in fullAge.....
- NationalityCountry of origin.....

Part 2(b)-partnership

Given details of partners as follows:

Name	Nationality	Citizenship	Details	Shares
1.....				
2.....				
3.....				
4.....				

Part 2(c) -registered Company

- Private or public

State the nominal and issued capital of company:

Nominal K£

Issued K£

Given details of all directors as follows:

	Name	Nationality	Citizenship	Details	Shares
1.
2.
3.
4.

Date Signature of the candidate.....

FPF 14: Local Purchase Order

TO: _____ _____	LPO No _____ DATE _____
	REQUISITION NO. _____ DATE _____
	TENDER/QUOTATION/CONTRACT REF NO. _____

Please deliver the following goods on or before to (full Address) _____ on terms and conditions stated on the back of this order, on or before _____ and send the invoice immediately to: _____

NO	DESCRIPTION OF ITEM	QUANTITY	UNIT COST	TOTAL COST
TOTAL				
TOTAL COST IN WORDS				
Kshs: _____				
Note: Our payment terms are strictly 30 days net after supply. Orders not supplied within 30 days are automatically void.				
Prepared By: _____ Signed: _____ Date: _____				
Approved By: _____ Signed: _____ Date: _____				
Authorized By: _____ Signed: _____ Date: _____				

Distribution of Copies

1. Retained by Supplier
2. Signed by the Supplier and returned to CIG
3. Sent to Stock Control and Accounts Dues for notation and then to Receipts to await delivery of goods. Attached to Receipt Voucher and invoice for payment purposes.
4. Book copy for control purpose

I acknowledge receipt of this order

Name of Supplier (and rubber stamp)

Signed

Date

(Reverse of the LPO)

CONDITIONS APPLICABLE TO THIS PURCHASE ORDER

The following terms and conditions and any specifications, drawings, and additional terms and conditions which may be incorporated by reference or appended hereto are part of this purchase order. By accepting the order or any part thereof, the Supplier agrees to and accepts all terms and conditions.

1. The execution of all or part of this order is subject to the following conditions unless otherwise stated in writing. CIG reserves the right to reject any supplies not conforming to these conditions.
2. All goods covered by this order are to be met strictly in accordance with samples/specifications/schedule of requirements/brochures submitted with your quotation and accepted as the standard of supply. No alterations in any respects are permitted without prior agreement of CIG in writing.
3. Deliveries must be made within the accepted delivery period bidden for and specified in this order unless agreement has been reached and written confirmation given of the alteration. If the delivery of the goods is not effected within this period, this order may be cancelled without cost to CIG or alternatively supply may be obtained from other sources and you will be liable to defray any additional costs such action would incur.
4. All articles, material, workmanship or services covered by this order shall be the subject of CIG inspection and test at all times before, during or after completion.
5. The supplier warrants that all articles, material or services delivered or performed to be free from defect of material or workmanship and this warranty shall survive any inspection, delivery, acceptance or payment by CIG of the article, material or workmanship.
6. Goods rejected on any grounds will be returned to or collected by the Supplier at his own expense.
7. Goods are to be consigned to the address shown on the order and the costs are to be included in the prices quoted. Any demurrage or similar charges incurred through the Supplier's liability will be recovered from the Supplier.
8. The prices shown include the satisfactory packaging and packing of the goods to ensure safe transit and must be of robust construction sufficient to withstand rough handling and storage.
9. The No.2 copy of this Order constitutes an acceptance of this order and must be signed and returned to the Procurement Subcommittee within 7 days. Failure to comply may be taken as non-acceptance and the order is liable to cancellation.
10. The Procurement Subcommittee will make any amendment to this order in writing and communications or enquiries relative to the order or subsequent amendment must be addressed to the Procurement Subcommittee.
11. Our payment terms are strictly 30 days net after supply. Orders not supplied within 30 days are automatically void.

FPF 15: Local Service Order

TO: _____ _____	LSO No _____ DATE _____
	REQUISITION NO. _____ DATE _____
	TENDER/QUOTATION/CONTRACT REF NO. _____

Please carry out the service listed here below at (full Address) _____ on terms and conditions stated on the back of this order, on or before _____ and send the invoice immediately to: _____

Item No	Description of Service	Cost	
		Ksh.	Cts
TOTAL Kshs.			

Prepared by: _____ Date: _____

Approved by: _____ Date: _____

Authorized by: _____ Date: _____

I acknowledge receipt of this offer: Name of Contractor: _____

Signature: _____ Date: _____

Distribution of Copies

1. Original: To be retained by contractor
2. Duplicate: To be filled by contractor and returned for attachment to contract documents
3. Triplicate: To be attached to P.V. and invoice for payment purposes
4. Quadruplicate : Book copy

(Reverse of the LSO)

Local Service Order Conditions

The execution of all or part of this order is subject to the following conditions unless otherwise stated in writing. A contractor who renders services contrary to these conditions does so at his own risk.

1. All services are to be carried out strictly in accordance with specifications given. no departure is allowed without prior agreement and in writing.
2. Orders must be examined within the period tendered unless instructions are given to the contrary. If the service is not effected as agreed, this order is liable for cancellation and/or payment penalty
3. We reserve the right to inspect the services on this order, but such inspection does not relieve the contractor of his responsibility for defects in material and/or workmanship.
4. Receipt of this order should be acknowledged on the duplicate copy which should be sent within seven (7) days
5. All communications to be addressed to the originator of this order.

FPF 16: Inspection & Acceptance Certificate

FROM: _____ _____	LPO/LSO/CONTRACT REF No _____ DATE _____
	DELIVERY REF NO. _____ DATE _____
	GOODS RECEIVED NOTE REF No. _____ DATE _____

We the undersigned, confirm that we have performed the assignment diligently and issued this inspection and acceptance certificate for the procurement object indicated below:

NO	DESCRIPTION OF ITEM	QUANTITY	UNIT COST	TOTAL COST	REMARKS

We confirm that the goods can be received and accepted as per the remarks above append our signatures

Signed:

1. Name: _____ Designation: _____ Signature: _____ Date: _____
2. Name: _____ Designation: _____ Signature: _____ Date: _____
3. Name: _____ Designation: _____ Signature: _____ Date: _____
4. Name: _____ Designation: _____ Signature: _____ Date: _____

FPF 17: Goods Received Note

Receipt No: _____

Name and address of CIG: _____

Receiving official of CIG: _____

Name and of address of Supplier: _____

Date Of Supply	Description	Quantity	Unit Price	Value
TOTAL				

GOODS HAVE BEEN CERTIFIED AS CORRECT RECEIPTS.

Name of receiving Officer: _____ Signature: _____ Date: _____
Name of Certifying Officer: _____ Signature: _____ Date: _____

FPF 18: Goods Issue Note

ISSUE NOTE No: _____

Name and address of CIG: _____

Issuing official of CIG: _____

Date Of Supply	Description	Quantity	Unit Price	Value
TOTAL				

GOODS HAVE BEEN CERTIFIED AS CORRECT ISSUES.

Name of receiving Officer: _____ Signature: _____ Date: _____
Name of Certifying Officer: _____ Signature: _____ Date: _____

FPF 20: Tender Register

Procuring Entity: _____

Tender No. _____

Number allocated to tender	Item Description	Unit of issue	Total Quantity	Date of commencement	Closing date	Remarks

FPF 21: Register of Samples

Procuring entity.....

Unit.....

Registered no.	Date received	Reference no.	Unit received	Company	When sent to tender committee	Date returned to candidate	Signature of candidate	Remarks

FPF 22: BUDGET TEMPLATE FOR CATEGORY ‘B’ and ‘C’ ACTIVITIES

ITEM	DESCRIPTION							
Nature of project								
Relevance to poverty reduction and natural resources management	Supporting livelihoods through Income Generating Project based on natural resources (Provide additional points)							
Benefits to be distributed within and beyond group	All members to be trained on _____; All members to share in proceeds of enterprise (either through sharing of products or money raised) (Provide additional ways in which benefits will be shared)							
Implementation milestones	List the implementation milestones and their outputs							
Bill of Quantities	Milestones	Item¹ Description	Unit	Quantity	Unit Cost	Total cost	UTaNRMP funding	Community Contribution
Training								
Contractors/Suppliers	Name of contractor			Services Offered				

- Item description should be as detailed as possible. Should include materials; labour (both skilled and unskilled), equipments, installations and cost of technical supervision.

FPF 23: WORKPLAN

Schedule of Activities	YEAR 1												YEAR 2											
	M 1	M 2	M 3	M4	M 5	M 6	M 7	M	M 9	M10	M 11	M 12	M 1	M 2	M 3	M4	M 5	M 6	M 7	M10	M 9	M10	M 11	M 12

For projects whose implementation period is more than three years add the implementation activities for that period.

FPF 24 :Order Amendment Form

Name and address of CIG: _____

Name and of address of Supplier: _____ LPO No. _____

Item Description _____

Original Work Start Date _____ Total Contract Amount _____

Percentage of work done to date _____ percentage work done _____

Requested amendment _____ Estimated Cost of amendment _____

Estimated new Total cost _____

Reasons for amending _____

Expected completion date _____

Request made by _____ Designation _____ Date _____

APPROVAL

The above request has been approved/not approved for the following reasons;

By:

Name _____ Position _____ Date _____

Name _____ Position _____ Date _____

Name _____ Position _____ Date _____

FPF: 25; Inspection and Acceptance Certificate

Name and address of CIG: _____

Name and of address of Supplier:

No.	Item Description	Quantity	Unit Price	Value	Remarks on Condition of goods
TOTAL					

We confirm having inspected the goods described above and append our signatures below:

Name of Member: _____	Signature: _____	Date: _____
Name of Member: _____	Signature: _____	Date: _____
Name of Member: _____	Signature: _____	Date: _____

FPF 26: Certificate of Final Completion

Project No.
Project
Owner(CIG):
Contractor:
Engineer:

Agreement Date:
Notice to Proceed Date:
Contractual Substantial Completion Date as modified by Change Orders:
Actual Substantial Completion Date:
Contractual Final Completion Date as modified by Change Orders:

The Work to which this Certificate applies has been inspected by authorized representatives of Owner, Contractor, and Engineer, the contract been completed and the Work of the Contract is hereby declared to be Finally Complete in accordance with the Contract Documents on:

Date of Final Completion

This Certificate does not constitute an acceptance of any Work not in accordance with the Contract Documents nor is it a release of Contractor's obligation to complete the Work in accordance with the Contract Documents. The Warranty for all Work completed subsequent to the date of Substantial Completion expires one year from the date of this Final Acceptance.

Executed by Authorized technical person on: _____

By: _____

Contractor accepts this Certificate of Final Completion on: _____

By: _____

Owner accepts this Certificate of Final Completion on: _____

By: _____

APPENDIX 4: TECHNICAL SUPPORT NOTES

The notes will be used by CIG in the proposal preparation to ensure Standardization of proposal in term of Units, Range /scope of proposal, Minimum (economic level) quantities, Ensure quality materials and goods, Budget minimization ,Prices stabilization and the enterprises are market driven

TSN 1: Tilapia Aquaculture

Name of the project	TilapiaAquaculture					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Supporting livelihoods through Income Generating Project based on natural resources b. Contributes to food security and nutrition 					
Expected benefits to members	<ul style="list-style-type: none"> a. All members to be trained on Tilapia fish farming and management. b. All members to share in proceeds of enterprise (either through sharing of fish harvest or money raised) c. Members assisted in establishing a fish pond 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. All proposed ponds established b. CIG members trained fish farming enterprises c. At least 360 Kg fish harvested per pond established 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members b. Fish pond established be 300 M² c. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs.	Total amount Kshs.
	Tilapia	Tilapia Fingerlings (<i>monosex</i>)	No.	1200	15	18,000
	Materials	Fence Posts (treated gum 4" dia x 8 ft.) (Treated Eucalyptus)	No.	30	800	24,000
		Chain Link Fencing	M ²	92	175	16,000
		Netting to cover pond	M ²	600	60	36,000
		1 Complete mounted Seine Net	M	22	1400	30,800
		Hand net	M	1	2500	2,500
		Hapa net	M	1	5000	5,000
		Weighing scale	No.	1	3500	3,500
		Piping	Lump sum	1	2000	2,000
		Fencing Wire	Lump sum	2	5000	10,000
		0.5mm HDPE Liner (<i>liner pond</i>)	M ²	300	400	120,000
	Labour	Excavation & Compaction (<i>earth pond</i>)	M ³	200	250	50,000

	Feeds	Organic /inorganic fertilizer, fish feeds	Kg	1200	70	84,000
	Transport	Transport	Sum	1	20,000	20,000
	Sub-total					421,800
Training	Item					
	Trainer	Allowance	days	10	1500	15000
	Transport	Fuel for vehicle or motor cycle	days	10	1000	10000
	Driver	lunch	days	10	750	7500
	Sub –total					32,500

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs.	Total amount Kshs.
Materials					
Transport					
Training	10 days training	Training topics	10		
Total budget					
FINANCING					
UTaNRMP Contribution			% of project cost		
CIG Contribution			% of project cost		
			TOTAL		
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 2: Trout Fish Aquaculture

Name of the project	Trout Farming Enterprise					
Relevance to the UTaNRMP	a. Contributes to food security and nutrition b. Supporting livelihoods through Income Generating Project based on natural resources					
Expected benefits to members	a. All members to be trained on Trout fish farming and management. b. All members to share in proceeds of enterprise (either through sharing of fish harvest or money raised) c. Members assisted in establishing a fish pond					
Outputs to achieved in 12 months	a. All proposed ponds established b. CIG members trained on trout fish farming enterprises c. At least 420Kg fish harvested per pond established					
Conditions	a. The CIG must have a minimum of 15 members b. Fish pond established be 200 M ² (rectangular or circular) c. The CIG must be registered with the relevant government institution					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	trout fish	Trout fish fingerlings	No.	1400	35	49,000
	Materials	Fence Posts (treated gum 4" dia x 8 ft.) (Treated Eucalyptus)	No.	30	800	24,000
		Chain Link Fencing	M ²	92	175	16,000
		Netting to cover pond	M ²	600	60	36,000
		1 Complete mounted Seine Net	M	22	1400	30,800
		Hand net	M	1	2500	2,500
		Hapa net	M	1	5000	5,000
		Piping	Lump sum	1	2000	2,000
		Fencing Wire	Lump sum	2	5000	10,000
		Stone/concrete pond	M ²	200	500	100,000
		Thermometer	No.	1	400	400
		Weighing scale	No.	1	3500	3,500
	Labour	Excavation & Compaction (earth pond)	M ³	200	250	50,000
	Feeds	fish feeds	Kg	1000	85	85,000
	Transport	Transport	Sum	1	20000	20,000
		Sub-total				434,200
Training	Item					
	Trainer	Allowance	days	15	1500	22,500
	Transport	Fuel for vehicle or motor cycle	days	15	1000	15,000
	Driver	Lunch	days	15	750	11,250
	Sub -total					48,750

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate ksh	Total amount Ksh
Materials					
Transport					
Training	training	topics	10		48,750
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 3: Ornamental (Gold) Fish Farming

Name of the project	Ornamental Fish Farming Enterprise					
Relevance to the UTaNRMP	a. Contributes to food security and nutrition b. Supporting livelihoods through Income Generating Project based on natural resources					
Expected benefits to members	a. All members to be trained on ornamental fish farming and management. b. All members to share in proceeds of enterprise (either through sharing of fish sales proceeds) c. Members assisted in establishing a fish pond, aquaria and market					
Outputs to achieved in 12 months	a. All proposed ponds established b. CIG members trained ornamental fish farming enterprises c. At least 1000 ornamental fish harvested and sold per pond					
Conditions	a. The CIG must have a minimum of 15 members b. Fish pond established be 50 M ² c. The CIG must be registered with the relevant government institution					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Gold fish sp.	Gold fish brooders	No.	50	1500	75000
	Materials	Fence Posts (treated gum 4" dia x 8 ft.) (Treated Eucalyptus)	No.	15	800	12000
		Chain Link Fencing	M ²	45	175	7875
		Netting to cover pond	M ²	100	60	6000
		1 Complete mounted Seine Net	M	12	1400	16800
		Hand net	M	1	2500	2500
		Hapa net	M	3	5000	15000
		Substrate /treatment	No.	3	200	600
		Aquarium and its accessories	No.	1	25000	25000
		Piping	Lump sum	1	2000	2000
		Fencing Wire	Lump sum	1	5000	5000
		0.5mm HDPE Liner (liner pond)	M ²	50	400	20000
		Labour	Excavation &	M ³	70	250

		Compaction (earth pond)				
	Feeds	Organic /inorganic fertilizer, fish feeds	Kg	500	70	35000
	Transport	Transport	Sum	1	20000	20000
	Sub-total					260,275
Training	Item					
	Trainer	Allowance	Training days	10	1500	15000
	Transport	Fuel for vehicle or motor cycle	Training days	10	1000	10000
	Driver	lunch	Training days	10	750	7500
	Sub –total					

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Ksh	

	TOTAL	
PHASE TWO	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	
PHASE THREE	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	

TSN 4: Tilapia Fingerlings Production

Name of the project	Tilapia Fingerlings Production					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> Supporting livelihoods through Income Generating Project based on natural resources 					
Expected benefits to members	a. All members to be trained on tilapia fingerlings (seed) production technologies. b. All members to share in proceeds of enterprise (either through sharing of fingerlings or sales money raised) c. Members assisted in establishing hatchery unit and brood stock ponds					
Outputs to achieved in 12 months	a. All hatchery equipment installed and brooders procured. b. CIG members trained on fingerlings (seed) production c. At least 200,000 fish fingerlings (seeds) hatched, raised and sold.					
Conditions	a. The CIG must have a minimum of 15 members b. The CIG must be registered with the relevant government institution					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Tilapia	Tilapia brood stock	No.	200	150	30,000
	50 M ² Brood Stock Pond Materials	Fence Posts (treated gum 4" dia x 8 ft.) (Treated Eucalyptus)	No.	15	800	12,000
		Chain Link Fencing	M ²	45	175	7,875
		Netting to cover pond	M ²	100	60	6,000
		1 Complete mounted Seine Net	M	12	1400	16,800
		Hand net	M	1	2500	2,500
		Scoop net (small size)	No.	3	500	1,500
		Hapa net	M	3	5000	15,000
		Weighing scale	No.	1	3500	3,500
		Piping	lump sum	1	2000	2,000
		Fencing Wire	lump sum	1	5000	5000
		0.5mm HDPE Liner (liner pond)	M ²	50	400	20,000
	Labour	Excavation & Compaction (earth pond)	M ³	70	250	17500
	Feeds	Organic /inorganic fertilizer, fish feeds	Kg	250	85	21,250
Transport	Transport	Sum	1	20000	20,000	
	Hatchery unit materials	Complete hatchery green house ,incubation tanks and water system	Package	1	1,200,000	1,200,000
		Fries starter feed	Kg	100	180	18000
		Hormone treated fish	Kg	20	200	4000

		feeds(sex reversal)				
		Oxygen cylinder (Large) and regulator	Package	1	32000	32000
		Packing Polythene bags	Roll	1	6000	6000
Sub-total						1,440,925
Training	Item					
	Trainer	Allowance	days	15	1500	22500
	Transport	Fuel for vehicle or motor cycle	days	15	1000	15000
	Driver	Lunch	days	15	750	11250
	Sub -total					48,750

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution			% of project cost		
CIG Contribution			% of project cost		
			TOTAL		
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 5: CAT Fish Fingerlings Production

Name of the project	CAT Fish Fingerlings Production					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Supporting livelihoods through Income Generating Project based on natural resources b. Contributes to food security and nutrition 					
Expected benefits to members	<ul style="list-style-type: none"> a. All members to be trained on cat fish fingerlings (seed) production technologies. b. All members to share in proceeds of enterprise (either through sharing of fingerlings or sales money raised) c. Members assisted in establishing hatchery unit and brood stock ponds 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. All hatchery equipment installed and brooders procured. b. CIG members trained on fingerlings (seed) production c. At least 300,000 fish fingerlings raised and sold. 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members b. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Cat fish	Cat fish brood stock	No.	500	500	25,000
	50 M ² Brood Stock Pond Materials	Fence Posts (treated gum 4" dia x 8 ft.) (Treated Eucalyptus)	No.	15	800	12,000
		Chain Link Fencing	M ²	45	175	7875
		Netting to cover pond	M ²	100	60	6000
		1 Complete mounted Seine Net	M	12	1400	16800
		Scoop net (small size)	No.	3	500	1500
		Hand net	M	1	2500	2500
		Hapa net	M	3	5000	15000
		Weighing scale	No.	1	3500	3500
		Dissecting kit and pliers	Package	1	2300	2300
		Over prime, surgical knife and needle	package	1	6000	6000
		Piping	Lump sum	1	2000	2000
		Fencing Wire	Lump sum	1	5000	5000
		0.5mm HDPE Liner	M ²	50	400	20000

		(liner pond)				
	Labour	Excavation & Compaction (earth pond)	M ³	70	250	17500
	Feeds	Organic /inorganic fertilizer, fish feeds	Kg	250	85	21250
	Transport	Transport	Sum	1	20000	20000
	Hatchery Unit materials	Complete hatchery green house ,incubation tanks and water system	Package	1	1,200,000	1,200,000
		Fries starter feed	Kg	150	180	27000
		Incubation substrate	No.	5	500	2500
		Oxygen cylinder (Large) and regulator	Package	1	32000	32000
		Packing Polythene bags	Roll	1	6000	6000
	Sub-total					1,451,725
Training	Item					
	Trainer	Allowance	Training days	15	1500	22500
	Transport	Fuel for vehicle or motor cycle	Training days	15	1000	15000
	Driver	Lunch	Training days	15	750	11200
	Sub –total					48,700

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					

Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 6: Fish Feeds Production

Name of the project	Fish feeds production Enterprise					
Relevance to the UTaNRM P	<ul style="list-style-type: none"> a. Contributes to food security and nutrition b. Supporting livelihoods through Income Generating Project based on natural resources 					
Expected benefits to members	<ul style="list-style-type: none"> a. All members to be trained on Fish feed production technology. b. All members to share in proceeds of enterprise (either through sharing of fish feed, money raised) c. Members assisted in establishing and procurement of pelletizer /mixer machinery and raw materials. 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. All machinery equipment installed and raw materials procured. b. CIG members trained on fish feed making c. At least 5 tonnes of fish feed produced and sold. 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members b. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Pelletizer machine		No.	1	900000	900,000
	Feed mixer		No.	1	70000	70,000
	Electricity	Install a 3 phase /wiring	Lump sum			180,000
	Movable parts oil/ lubricants		Lump sum			15,000
	Weighing scale	5-100kg weigh	No.	1	10000	10000
	Materials	Fish meal/shrimps/ blood meal /sunflower or cotton seed cake/soya beans	Kg	2150	80	172,000
		Rice bran/wheat bran/cassava or maize jam	Kg	2850	50	142,500

		Vitamin pre mix/binder	Kg	100	500	50000
		Branded Gunny bags	Pieces	500	40	20,000
	Health & Safety	PPE (Gloves, Overalls, Gumboots, Respirator	Package	2	5000	10,000
	Labour	Fitting & setting machine parts-skilled labour	Man/day	3	800	2,400
	Transport	Transport	Sum	1	50,000	50,000
	Sub-total					1,621,900
Training	Item					
	Trainer	Allowance	Training days	10	1500	15000
	Transport	Fuel for vehicle or motor cycle	Training days	10	1000	10000
	Driver	lunch	Training days	10	750	7500
	Sub –total					32,500

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			

	TOTAL		
FUNDING FOR IMPLEMENTATION			
PHASE ONE	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		
PHASE TWO	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		
PHASE THREE	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		

TSN 7: Dam Fisheries

Name of the project	Dam Fisheries					
Relevance to the UTaNRMP	a. Supporting livelihoods through Income Generating Project based on natural resources b. Contributes to food security and nutrition					
Expected benefits to members	a. All members to be trained on Dam and Recreational fisheries management. b. All members to share in proceeds of enterprise (either through sharing of fish harvest or money raised) c. Members assisted in restocking, recreational, supply of fish cages, fishing gears and equipment					
Outputs to achieved in 12 months	a. All proposed dam fisheries activities implemented. b. CIG members trained fish farming enterprises c. At least 1.5 tonnes fish harvested from dam					
Conditions	a. The CIG must have a minimum of 15 members b. The existing DAM be < 3000-10000 M ² c. The CIG must be registered with the relevant government institution					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Tilapia	Tilapia Fingerlings	No.	5000	15	75,000
	Black bass	Black bass fingerlings	No.	500	35	17,500
		1 Complete mounted Seine Net	M	30	1400	42,000
		Hand net	M	1	2500	2,500
		Hapa net	M	5	5000	25,000
		Piping /inlet & outlet screens	Lump sum	2	25000	50,000
	Fishing gears and equipment	5- passenger fishing boats and life jackets	Package	1	350000	350,000
		Gill nets 3 ,31/2,4,5 inch mesh sizes	No.	4	10000	40,000
		Long line and hooks	No.	2	8000	16,000
		Fish cages(2m*1m)	No.	3	14000	42,000
	Labour	Removal of aquatic weeds	Lump sum	Lump sum	150000	150,000
	Feeds	Organic /inorganic fertilizer, fish feeds	kg	500	70	35,000
	Transport	Transport	Sum	1	20000	20,000

	Sub-total					865,000
Training	Item					
	Trainer	Allowance	Training days	15	1500	16500
	Transport	Fuel for vehicle or motor cycle	days	15	1000	15,000
	Driver	lunch	days	15	750	11250
	Sub –total					42,750

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 8:Fish Value Addition

Name of the project	Fish Value Addition					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Contributes to food security and nutrition b. Supporting livelihoods through Income Generating Project based on natural resources 					
Expected benefits to members	<ul style="list-style-type: none"> a. All members to be trained on Fish Value Addition technologies. b. All members to share in proceeds of enterprise (either through sharing of fish product or sales money raised) c. Members assisted in establishing, procurement and use various value addition tools and equipment. 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. All equipment installed and raw materials procured. b. CIG members trained fish value addition c. At least 800 kg of fish products frozen and sold. d. At least 200kg of fish smoked and sold 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members b. Members to rent business premise c. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit Kshs	Quantity Kshs	Rate Kshs	Total amount Kshs
	Materials	Deep freezer and accessories	No.	1	80000	80,000
		Smoking kiln and accessories	No.	1	40000	40,000
		Freezer Thermometer	No.	1	1200	1,200
	Transport	Transport	Sum	1	20000	20,000
	Sub-total					141,200
Training	Item					
	Trainer	Allowance	days	10	1500	15,000
	Transport	Fuel for vehicle or motor cycle	days	10	1000	10,000
	Driver	Lunch	days	10	750	7,500
	Sub –total					32,500

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days	Training	10		32,500

	training	topics			
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Ksh	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 9: Irish Potato Seed Bulking

Name of the project	Irish potato seed bulking					
Relevance to the UTaNRMP	a. Contributes to Food security b. Contributes to livelihood improvement through income generation					
Expected benefits to members	a. All members trained on clean potato seed production b. Clean seed availed to all members and neighbouring community c. Increased income					
Outputs to achieved in 12 months	d. Bulking sites established-half acre per member e. 15,000 kg of seed potato produced f. CIG members trained					
Conditions	a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution c. The CIG must be willing to work with seed inspectorate -KEPHIS					
Bill of quantities – for half acre	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Planting material	Certified seed potato	25 kg bag	8	2,250	18,000
	Transportation of planting materials			1	10,000	10,000
	Fertilizers	DAP	bags	2	4,000	8,000
		Manure	lorry	1	10,000	10,000
	Chemicals	Fungicides		5	1,500	7,500
	Land preparation		Md	25	250	6,250
	Sprayer	knapsack	No.	1	10,000	10,000
	Labour	Planting and weeding	md	12	250	3,000
		Earthing up	md	6	250	1,500
		Spraying and harvesting	md	10	250	2,500
	Protective clothing	Goggles/overall, gumboots	No.	1	5000	5000
	Sub-total					81,750
Training	Item					
	Trainer	allowance	Days	10	1500	15,000
	Transport	fuel	litres	150	110	16,500
	Driver	allowance	Days	10	750	7,500
Training materials	Assorted stationery		No			3,000
	Sub –total					42,000

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	Training	Training topics	10	42	42,000
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 10:Greenhouse Tomato Production

Name of the project	Greenhouse Tomato Production					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Contributes to livelihood improvement through income generation b. Contributes to Water conservation through drip system c. Contributes to Food security 					
Expected benefits to members	<ul style="list-style-type: none"> a. All members to be trained on water harvesting and horticultural production; b. All members to share in proceeds of enterprise (either through sharing of harvest or money raised). c. Improved food and nutrition security 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. All CIG members trained b. At least 3600 Kg produce harvested 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate (Kshs)	Amount (Kshs)
	Pan	Labour - excavation	M ³		350	42,000
		Fence Posts (treated gum 4" dia x 8 ft)	No.	20	800	16,000
		Barbed wire	rolls	1	3500	3500
		Chain Link Fencing	M ²	17	175	3,000
		nails	kg	5	200	1000
		HDPE 1mm Liner(0.5mm)	M ²	120	400	48,000
	Water Supply	Super Money Maker + Accessories	No.	1	12,000	12,000
	Tunnel (8 x 15 m)	Frame & Polythene	Tunnel	1	150,000	150,000
	rollup		No.	1	15000	15000
	gutters		no	36m	416	15000
	Entry porch		No.	1	15000	15000
	Drip System	Drip kit for 500 m ²	Drip Kit	1	20000	20000
	Tank	Materials for tank stand	No.	1	5,000	5,000

		10,000 litres Plastic Tank	No.	1	98,000	98,000
		Tap fittings				2000
	Spray	15 litre knapsack	No.	1	10,000	10,000
	Seeds	Certified Seeds	Pkts	3	5,000	15,000
	Fertilizers	Assorted	Package	1	10,000	10,000
	fumigation	Metham sodium	lts	20	400	8000
	Polythene sheet	8mx15m				2500
	Agro-chemicals	Assorted	Package	3	5,000	15,000
	Health & Safety	PPE (Gloves, Overalls, Gumboots, Respirator)	Package	2	5,000	10,000
	Installation	Tunnel & System	Per order	1	10,000	10,000
	Transport	Materials	Per order	2	15,000	30,000
	Equipment	Wheelbarrow	No.	2	2,500	5,000
		Jembe	No.	2	300	600
		Panga	No.	2	200	400
		Shovel	No.	2	300	600
		Trowel	No.	2	250	500
	Manure	Manure	Lorry	1	10,000	10,000
	Sub Total					573,100
Training	Trainer	Allowance	Days	12	1,500	18,000
	Transport	Fuel	Litre	200	110	22,000
	Driver	Allowance	Days	12	7,50	9,000
	Demos materials	Materials	Lump-sum			3,000
						52,000

Potential Suppliers	Amiran Kenya Old Airport North Rd, NBI Tel: 020-824840-9 Email: seeds@amirankenya.com	Irrico/Hortipro School Lane, Westlands, NBI Tel: 020-4442958 Email: info@hortiprolimited.com	G.North & Son Funzi Rd, Ind. Area, NBI Tel: 020-531267/8 Email: keli@gnorth.co.ke
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Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	Training	Training topics	12		52,000
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN11: Tissue Culture Banana Production

Name of the project	Tissue Culture Banana Production					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Contributes to Food security b. Contributes to livelihood improvement through income generation c. Contributes Carbon sequestration through increased tree cover d. Contributes to Soil and water conservation 					
Expected benefits to members	<ul style="list-style-type: none"> a. Members trained on banana production and marketing b. Increased income for individual members c. Improved access to Food and good nutrition 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. Orchards established per member b. At least 100 bunches produced by each member c. All members trained on husbandry and marketing 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities for quarter acre	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Planting materials	Banana suckers	No	1500	120	180,000
	Fertilizer	DAP	KG	375	80	30,000
	Pesticides					30,000
	Manure		Debe	3,000	50	150,000
	Transport for manure & suckers		trips	30	2500	75,000
	Labour cost	Land preparation	md	90	250	22,500
		Digging holes	holes	1500	100	150,000
		planting	md	30	250	7500
		weeding	md	60	250	15,000
		harvesting	md	75	250	18,750
						678,750
	Roof catchment Water harvesting	tank	10,000 litres	1	98000	98,000
		gutters				5000
	Water pan	excavation	md			42000
		Fence posts	no	20	800	16000
		Chain link	M ²	17	175	3000
	HDP Liner(0.5mm)	M ²	120	400	48000	

	Sub-total					241,250
Training	Item	specifications	Unit	Quantity	Rate Kshs	Total amount Kshs
	Trainer	allowance	Days	10	1500	15000
	Transport	fuel	litres	200	100	20000
	Training materials					3000
	Driver	allowance	Days	10	750	7500
	Sub –total					45,500

NB: Water harvesting is optional –water Tank and water pan

Total Budget for the Project (To be filled by officials of the CIG)

Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	Training	Training topics	10		45,500
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 12: TC Banana Hardening Nursery

Name of the project	Tissue Culture Banana Hardening Nursery					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Contributes to Food security b. Contributes to livelihood improvement through income generation c. Contributes Carbon sequestration through increased tree cover d. Contributes to Soil and water conservation 					
Expected benefits to members	<ul style="list-style-type: none"> a. Members trained on nursery management b. Members to benefit from Income derived sale of suckers 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. Nursery constructed and shed constructed b. 5000 seedlings sourced and hardened c. Members trained on nursery management 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution c. The TC banana plantlets sourced from reputable institution-KARI,JKUAT 					
Bill of quantities - 10m x 10m nursery	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Shade netting		M ²	60	250	15000
	Posts	Treated Posts	No	40	800	32000
	Rafters	2''x3''	Feet	960	30	28,800
	Banana plantlets		No	5000	80	40000
	Water tank	10,000 litre tank(Plastic)	No	1	98,000	98,000
	Tank fittings					2000
	Nails					1000
	Polybags		No	5000		5000
	Manure		Tons	7		10000
	Basal Fertilizer		Kg	100	80	8000
	Watering Cans		no	2	750	1500
	Shovel		no	3	300	900
	Wheelbarrow		no	2	3000	6000
	Hosepipe		metres	100	70	7000
	Fence	posts	no	20	400	8000
	Barbed wire	Rolls	1	4000	4000	
	Chain-link	roll	2	4000	8000	
	Nails	kg	10	150	1,500	

	transport	Manure, media, plantlets from JKUAT	No of trips	2	5000	10,000
	labour	Construction of shed, media preparation, potting, watering	md	80	250	20,000
	Sub-total					306,700
Training	Item					
	Trainer	allowance	days	12	1500	18000
	Transport	fuel	litres	200	100	20000
	Training material	Assorted stationery				3000
	Driver	allowance	Days	12	750	9,000
	Sub –total					50,000

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

PHASE TWO	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	
PHASE THREE	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	

TSN 13: Upland Arrowroot Production

Name of the project	Upland Arrowroot Production					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Contributes to Food security b. Contributes to livelihood improvement through income generation c. Contributes to conservation of the riparian land by farming away from it 					
Expected benefits to members	<ul style="list-style-type: none"> a. Increased income b. Improved food security c. All members trained on upland arrowroot production 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. Arrowroot beds established by each member b. All farmers trained on upland arrowroot production 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities 100m² trench	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Polythene sheet	1000 gauge	M ²	1500m ²	100	150,000
	Planting material	suckers	no	7875	10	78750
	manure	wheelbarrows	no	300	50	15,000
	Labour	Trench excavation mixing, planting, watering	md	750	250	187,500
	Water tank	3,000litres	1	15	30,000	450,000
	Tank fittings	Pipes etc				30,000
		gutters				75,000
		Hose pipe		450m	100	45,000
		Sub-total				843,937.5
Training	Item					
	Trainer	allowance	No of days	5	1500	7500
	Transport	fuel	litres	100	100	10000
Training materials	Assorted stationery					3000
	Driver	allowance	No of days	5	750	3750
	Sub -total					24,250

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 14: Fruit Tree Nursery

Name of the project	Fruit Tree Nursery					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Contributes to Food security b. Contributes to livelihood improvement through income generation c. Contributes Carbon sequestration through increased tree cover d. Contributes to Soil and water conservation 					
Expected benefits to members	<ul style="list-style-type: none"> a. Improved food and nutrition b. Increased income c. Knowledge on nursery management 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. One fruit tree nursery established b. All members trained on nursery management c. At least 5000 seedlings produced 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	seeds	Assorted-avocados,	Bag	5	500	2,500
		mango,	Bag	8	500	4,000
		passion,	Kg	4	2500	10,000
		pawpaw,	Kg	5	2000	10,000
		tree tomato	kg	5	200	1,000
	Polybags		kg	25	300	7,500
	Manure		tons	7		10,000
	Fertilizer	NPK	bag	3	4000	12,000
	Wheelbarrow		no	2	3000	6,000
	Shovels		no	3	300	900
	Panga		no	5	200	1000
	Watering Can		no	3	750	2,250
	Grafting Knife		no	2	1000	2,000
	Polythene Tapes		no	5	500	2,500
	Sprayer	Knapsack	no	1		10,000
	Tank	2000 litres	no	1		30,000
	Tank Fittings					2,000
Sand	potting	tons	5		6,000	
Secateurs		no	1	1000	1,000	
Hosepipe	30m	no	1	100	3,000	
Pruning Knife		no	1	1000	1,000	

	Pesticides	assorted				5,000
	Labour	Potting, grafting, watering, seed preparation,	md	100	250	25,000
	transport	To collect seed, soil ,sand and manure	No of trips	4	5000	20,000
	Licence fee	KEPHIS/HC DA	no	1	3000	3,000
	FENCE	Posts	no	30	400	12,000
		Barbed wire	rolls	1	3000	3,000
		nails				1,000
	Sub-total					193,150
Training	Item					
	Trainer	allowance	Days	10	1500	15000
	Transport	fuel	Litres	200	100	20000
	Training materials					3000
	Driver	allowance	Days	10	750	7500
	Sub -total					45,500

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		45,500
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			

	TOTAL		
FUNDING FOR IMPLEMENTATION			
PHASE ONE	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		
PHASE TWO	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		
PHASE THREE	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		

TSN 16: Energy Conservation (Domestic Rocket Stove)

Name of the project	Domestic Rocket Stove					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Contributes to Tree and forest conservation b. Contributes to carbon sequestration indirectly 					
Expected benefits to members	<ul style="list-style-type: none"> a. Members trained on energy conservation b. Time and energy conservation 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> • Every member to have a Jiko installed 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Materials	Bricks	pcs	600	50	30,000
		Liners	Pcs	30	2000	60,000
		cement	bags	15	800	12,000
		Fireproof cement	kg	15	300	4,500
		lime	kg	150	50	7,500
		sand	No of wheel barrows	45	500	22,500
	labour	Construction-skilled	md	15	1500	22500
		unskilled	md	120	250	15000
		Sub-total				174,000
	Solar lighting system (optional)				12,500	
	Sub-total				12,500	
Training	Item					
	Trainer	allowance	Days	6	1500	9000
	Transport	fuel	Litres	120	100	12000
	Training material					3000
	Driver	allowance	Days	6	750	4500
	Sub -total				28,500	

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 17:Passion Fruits Production

Name of the project	Passion Fruits Production					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Improved Access to food and nutrition b. Contributes to livelihood improvement through income generation c. Contributes Carbon sequestration through increased tree cover d. Contributes to Soil and water conservation 					
Expected benefits to members	<ul style="list-style-type: none"> a. Increase household income b. Improved food and nutrition c. All CIG members trained on husbandry and marketing 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. Every member establishes quarter acre orchard b. Every member of CIG trained on passion management 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities for quarter acre orchard for 15 members	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Posts	trellis	no	1350	400	540,000
	Wire	Trellis-gauge 12/14	rolls	15	5000	75,000
	Staples		kg	15	200	3,000
	Seedlings		no	2250	100	225,000
	Manure	planting	debes	2250	50	112,500
	Fertilizer	dap	kg	750	80	60,000
		CAN	KG	1500	60	90,000
	Chemicals					30,000
	Knapsack Sprayer			4		40,000
	Protective Clothing			15	5000	75,000
	Sisal Twin		kg	75	200	15,000
	Labour	Land preparation	md	60	250	15000
		Digging holes	No of holes	2250	50	112,500
		planting	md	60	250	15,000
	Digging post hole	holes	1350	20	27,000	
	Trellis installation and training	md	60	250	15,000	

		weeding	md	30	250	75,00
		pruning	md	45	250	11,250
		spraying	md	120	250	30,000
	Water tank (optional)	3000litres	NO	15	30000	450,000
	gutters		No	150	200	30,000
	Drip kit			15	18000	270,000
	Sub-total					1,798,750
Training	Item					
	Trainer	allowance	Days	10	1500	15000
	Transport	fuel	litres	200	100	20000
	Trainers materials	assorted				3000
	Driver	allowance	Days	10	750	7500
	Sub –total					45,500

Total Budget for the Project (To be filled by officials of the CIG)

Budget	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Ksh	

	TOTAL	
PHASE TWO	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	
PHASE THREE	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	

TSN 18: Mango Fruits Production

Name of the project	Mango Fruits Production					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Contributes to Food security and nutrition b. Contributes to livelihood improvement through income generation c. Contributes Carbon sequestration through increased tree cover d. Contributes to Soil and water conservation 					
Expected benefits to members	<ul style="list-style-type: none"> a. Food security b. Increased income and Improved nutrition c. Members trained on mango production and marketing 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. Every member to establish 100 mango trees b. Every member trained on mango orchard husbandry and marketing 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities for quarter acre orchard (100 trees)per member	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Seedlings	grafted	No	100	150	15000
	Fertilizer	DAP	Kg	25	80	2000
		CAN	Bags	1	3000	3000
	Manure		Debe	200	50	10000
	Chemicals	Pesticides				5000
	Pump	knapsack	No	1	10000	10000
	Labour	holes	No	100	100	10000
		planting	Md	4	250	1000
		spraying	Md	8	250	2000
		Land preparation	Md	4	250	1000
		weeding	Md	8	250	2000
	Protective clothing		No	1	5000	5000
	Wheelbarrow		No	1	3000	3000
	Transport	Manure; seedlings	Trips	2	5000	10000
	Pruning saw		No	1	500	500
	Secateurs		No	1	1000	1000
	Shovels		no	3	300	900
	Sub-Total					81,400
	For 15 members					1,221,000
Training	Item					

	Trainer	allowance	days	10	1500	15000
	Transport	fuel	litres	200	100	20000
	Trainers materials					3000
	Driver	allowance	days	10	750	7500
	Sub –total					45,500

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	training	topics	10		45,500
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 19: Sunflower Oil Pressing

Name of the project	Sunflower Oil Pressing					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Contributes to Food security and nutrition improvement b. Contributes to livelihood improvement through income generation 					
Expected benefits to members	<ul style="list-style-type: none"> a. Food security and nutrition b. Household Income improvement through sale of the semi-processed oil 					
Outputs to be achieved in 12 months	<ul style="list-style-type: none"> a. CIG members trained on value addition of sunflower b. Equipments purchased including oil press, filters c. At least 2000 litres of sunflower oil produced per year 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	equipment	Motorised oil press	no	1	50000	50,000
		Wooden pallet	no	1	4000	4,000
		shovels	no	4	300	12,000
		bucket	no	4	350	1,400
		Polythene sheet-500mg	5M	200	10	2000
	bottles	1 litre	no	1000	50	50,000
	labels		Rolls of 50	4	400	1600
	Plastic bags	1kg	no	500	10	5000
	Filter cloth		no	1	1000	1000
	Sunflower seed		kg	5000	60	300,000
	Kenya bureau of standards licence		no	1	5000	5000
	Sub-total					432,000
	Training	Item				
Trainer		allowance	days	6	1500	9000
Transport		fuel	litres	120	100	12000

	Training materials					3000
	Driver	allowance	days	6	750	4500
Sub –total						25,500

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 20:Institutional Energy Saving Jiko

Item	Description					
Nature of Project	Fuel Efficient Jikos for Institutions (e.g. Schools, Churches, etc.) or private homes (domestic options)					
Relevance to NRM Project	<ol style="list-style-type: none"> 1. Contributes to Tree and forest conservation through reducing demand for fuel wood, cost saving technology 2. Contributes to carbon sequestration indirectly 					
Benefits to be distributed within and beyond group	<ol style="list-style-type: none"> 1. All institution trained on installation and use of fuel efficient jikos; 2. The institution act as training venue to other stakeholders on energy conservation 					
Outputs to be attained within 12 months of disbursement	<ol style="list-style-type: none"> 1. All Fuel Efficient Jikos procured and installed in the institutions and are operational 2. Institutional members trained 					
Conditions	<ol style="list-style-type: none"> 1. Institution must be registered with relevant authority 2. All jikos must be made with vermiculite heat resistant lining and fire bricks 3. All sufurias must be made with stainless steel 					
Bills of Quantities (Use sheet to calculate total order, fill in shaded boxes as required)	Item	Specification	Unit	Quantity	Rate (Ksh)	Amount (Kshs)
	INSTITUTIONAL OPTIONS					
	Installed in situ (Includes stove, frame, lining, chimney, sufuria & lid made from stainless steel)	15 Litre Jiko	Item		12,000	
		50 Litre Jiko	Item		42,000	
		100 Litre Jiko	Item		65,000	
		200 Litre Jiko	Item		82,000	
		250 Litre Jiko	Item		96,000	
		Platform Construction for Jikos (sand, ballast, cement, timber for shuttering, fundi)	Item		7,500	
		30 loaves oven	Item		60,000	

		60 loaves oven	Item		75,000	
		Transport	Per Order		15,000	
		Site Inspection & Installation	Per Order		30,000	
DOMESTIC OPTIONS						
Free standing		15 Litre/260mm dia with warmer	Item		12,000	
		25 Litre/330mm dia with warmer	Item		18,000	
		15 Litre/260mm dia without warmer	Item		8,500	
		25 Litre/330mm dia without warmer	Item		15,000	
		Transport	Item		5,000	
Installed in situ		15 Litre/260mm dia	Item		8,000	
		25 Litre/330mm dia	Item		12,000	
		Transport	Per order		5,000	
		Site Inspection & Installation	Per every 2 stoves		4,000	
		GRAND TOTAL				
	Trainer	allowance	No of days	6	1500	9000
	Transport	fuel	litres	120	100	12000
Training materials	assorted					3000
	Driver	allowance	No of days	6	750	4500
	Sub –total					25500

TSN 21: Seed Bulking (Legume Green Grams)

Name of the project	Legume seed bulking-green grams					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Contributes to Food security and nutrition b. Contributes to livelihood improvement through income generation 					
Expected benefits to members	<ul style="list-style-type: none"> a. All members have access to clean seed b. Food and nutrition security c. All members trained on green gram seed production d. Increased incomes from sale of seed 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. At least one acre of green grams is established per group or individual member b. At least 500kg seed produced per member c. All members trained on green gram seed production 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution c. The group/individual members to have a minimum of one acre 					
Bill of quantities For one acre	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	seed	certified	kg	5	300	1500
	basal	DAP	kg	25	80	2000
		pesticides				5000
		knapsack	no	1	10000	
		Protective clothing	no	1	5000	5000
		KEPHIS inspection				30,000
		Seed dressing chemical				2000
		Packaging materials	kg	3	500	1500
		sealer	No	2	3000	6000
	labour	Land preparation	md	12	250	3000
		planting	Md	12	250	3000
		weeding	md	12	250	3000
		spraying	md	6	250	1500
	harvesting	md	10	250	2500	

		Threshing and winnowing	md	10	250	2500
	Post-harvest	Dressing, Weighing packaging	md	10	250	2500
		Seed treatment chemical	Kg	10	300	3,000
		Packaging materials	kg	20	1000	20,000
		Sealing machine /dressing	no	1	40,000	40,000
	Sub-total					144,000
Training	Item					
	Trainer	allowance	days	10	1500	15000
	Transport	Fuel	litres	200	100	20000
	Training materials					3000
	Driver	allowance	days	10	750	7500
	Sub –total					45500

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			

FUNDING FOR IMPLEMENTATION		
PHASE ONE	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	
PHASE TWO	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	
PHASE THREE	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	

TSN 22: Sericulture Production

Name of the project	Sericulture Production					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Improved tree cover and contribution to carbon sink b. Contributes to livelihood improvement through income generation c. Contributes to Soil and water conservation 					
Expected benefits to members	<ul style="list-style-type: none"> a. Increased incomes from sale of cocoons b. Improved nutrition from consumption of mulberry leaves c. All members trained on mulberry production, silk worm rearing and value addition 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. All members trained on mulberry production, silk worm rearing and value addition b. At least 1 acre of mulberry established per member c. Each member to have a room for rearing the cocoons 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities For one acre	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Establishment Seedlings	Samplings	No	4000	5	20,000
	Fertilizer	DAP/NPK	bags	8	4000	32000
		CAN	bags	8	3000	24000
	Manure		8 tons	1	1000	10000
			lorry		0	
	Labour	Land preparation	MD	20	250	5000
		Digging holes	MD	4000	20	80000
		Manure application	MD	10	250	2500
		Planting	MD	20	250	5000
		Prunung and training	MD	20	250	5000
		Weeding	MD	10	250	2500
	Sub total					186000
	Rearing house	Timber	ft	810	50	40500
		Off cuts	ft	1360	5	6800
Roofing nails		kg	5	300	1500	
Ordinary nails		kg	30	300	9000	
Iron sheets		pcs	64	800	51200	

		Sand	7 ton lorry	2	10000	20000
		Cement	bags	5	800	4000
		Posts	pcs	20	400	8000
		Coffee tray mesh	roll	1	4000	4000
		Polythene sheet	m	15	200	3000
		Hard core	7 ton lorry	2	2000	4000
		Doors	pcs	3	3500	10500
		Windows	pcs	10	1500	15000
		Skilled labour	MD	30	700	21000
		Unskilled labour	MD	30	400	12000
	Beds (16)	Timber(6x1)	ft	320	25	8125
		Timber(2x2)	ft	128	25	3200
		Ply wood	pc	16	600	9600
		Assorted nails	kg	8	300	2400
		Labour	MD	16	250	4000
	Partitions(mountages)			256	150	38400
	Frames			26	220	5720
	Spraying pump			1	10000	10000
	Protective gear			1	5000	5000
	Silkworm eggs		cases	8	500	4000
	Disinfectant		litres	5	200	1000
	Labour	Leaf harvesting & rearing	MD	21	250	5250
		Harvesting of cocoons & deflossing	MD	12	250	3000
	Training Material	Assorted stationery				3000

	Sub-total					685,195
Training	Item					
	Trainer	Allowance	No of days	15	1500	22500
	Transport	Fuel	litres	300	100	30000
	Driver	Allowance	No of days	15	750	11250
	Sub -total					63750

Remarks

Cocoon production

Profit Year 1 705/=

 Year 2 29105/=

 Year 3 92705/=

Other products from 3rd Year

- Dried and milled leaves –harvested @ 2kg/tree x 4 harvests per year will produce 2700kg of milled dry leaves each sold at 500/= per kg :Total earning=1.350,000
- Berries
- Silk
- Floss

Total Budget for The project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
			TOTAL		

FUNDING FOR IMPLEMENTATION		
PHASE ONE	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	
PHASE TWO	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	
PHASE THREE	MILESTONES –Description of activities	Total Amount Kshs
	TOTAL	

TSN 23: Strawberries Growing

Name of the project	Strawberry Growing					
Relevance to the UTaNRMP	<ol style="list-style-type: none"> 1. Supporting livelihoods through Income Generating Project based on natural resources 2. Contributes to food security and nutrition 					
Expected benefits to members	<ul style="list-style-type: none"> • All members to be trained on strawberry growing farming and management. • All members to share in proceeds of enterprise (either through sharing of strawberry harvest or money raised) 					
Outputs to achieved in 12 months	<ol style="list-style-type: none"> 1. All members establish 1/8 plots of strawberry. 2. Drip installed in each member plots 					
Conditions	<ul style="list-style-type: none"> • The CIG must have a minimum of 15 members • The CIG must be registered with the relevant government institution 					
Bill of quantities for 1/8 acre	Item	Specification	Unit	Quantity	Rate Ksh	Total amount Ksh
	Planting material	Mature splits	No	3750	30	112,500
	Planting	Land preparation	Md	3	200	600
		Manure application	Md	3	200	600
		Planting	Md	2	200	400
	Managing the orchard	Weeding/watering /pruning/spraying	Md	240	250	60,000
	Farm inputs	Manure	tons	1.5	2000	3,000
		Insecticides	litres	3	1000	3,000
		Fungicides	kg	3	1200	3600
		Fertilizers CAN	kg	25	80	2000
		Fertilizers (NPK	kg	25	100	2,500
		Water (Irrigation, Tank)	No	3,000	600	35,000
		Punnets	No	2500	10	25,000
		Fishnet and poles	no			7,500
		Mulch (hay)	Bales	13	200	2,600
	Post harvest	Harvesting	Md	96	200	19,200
Packaging		md	96	200	19,200	
	Sub-total				296,700	
Training	Item	Specification	Unit	Quantity	Rate Ksh	Total amount Ksh
	Trainer	Allowance	days	10	1500	15000
	Transport	Fuel for vehicle or	days	10	1000	10000

		motor cycle				
	Driver	lunch	days	10	750	7500
	Sub –total					32,500
Total						

TOTAL BUDGET FOR THE PROJECT (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate ksh	Total amount Ksh
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution			% of project cost		
CIG Contribution			% of project cost		
			TOTAL		
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities				Total Amount Ksh
	TOTAL				
PHASE TWO	MILESTONES –Description of activities				Total Amount Ksh
	TOTAL				
PHASE THREE	MILESTONES –Description of activities				Total Amount Ksh
	TOTAL				

TSN 24: Dairy Cattle Rearing

Name of the project	Dairy Cattle Rearing					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Supporting livelihoods through Income Generating Project based on natural resources b. Contributes to food security and nutrition 					
Expected benefits to members	<ul style="list-style-type: none"> a. CIG Members to receive training on dairy cattle b. Members share proceeds of the enterprise c. Enhanced production , nutrition and health d. Increased soil fertility through availability of manure 					
Outputs to be achieved in 12 months	<ul style="list-style-type: none"> a. Dairy unit constructed b. One in calf heifer purchased c. One calf born 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution c. One in-calf Heifer procured from reputable breeding farm 					
Bill of quantities Per member	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Dairy cow	In calf heifer	No.	1	100,000	100,000
		Zero grazing unit	No.	1	150,000	150,000
	Equipment	Milk cans	30kg	1	8,000	8,000
		Milking bucket	10kgs	1	1,000	1,000
	Drugs	dewormers	litre	1	1000	1,000
		Acaricide		lumpsum		1,000
	Feeds	Dairy meal	50kg	5	1500	7,500
		Mineral salts	2kg	10	400	4,000
		Hay	bale	100	200	2,000
	Transport			lumpsum		15,000
	Demo Materials	Mastitis Test kit Stationery	No	Various	3000	7000
		Sub-total				296,500
Training	Item					
	Trainer	Allowance	Days	15	1,500	22,500
	Transport	Fuel	Days	15	1,000	15,000
	Driver	Allowance	Days	15	750	11,250
	Sub -total					48,750

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	15 days training	Training topics	15		48,750
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 25:Poultry Layers Production

Name of the project	Poultry layer/ egg production					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Supporting Livelihoods through income generating project based on Natural Resources. b. Contributes to food security and nutrition 					
Expected benefits to members	<ul style="list-style-type: none"> a. Enhanced food security , nutrition and income b. Improved soil fertility through manure application c. All CIG members trained on poultry production and management d. All members to share the proceeds 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. Poultry house constructed for each member b. 400 DoC procured for the CIG with 90 % survival of birds c. At least 1600 trays of egg collected, consumed and/or marketed 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution c. The Day Old Chicks must be procured from a reputable firm 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Birds	Day Old Chicks	No.	400	80	32,000
	Equipments	Drinkers (small)	No	5	150	750
		Feeders (small)	No.	8	100	800
		Feeders	No.	10	400	4,000
		Drinkers	No	14	200	2,800
	Housing	Chicken house	No.	1	200,000	200,000
	Drugs	Drugs & Vaccines		5	2000	10,000
	Feeds	Chick mash, growers & layers	50kg	116	2400	278,400
	Demo. Material	stationery			various	4,000
	Transport				lump sum	20,000
		Sub-total				
Training	Item					
	Trainer	Allowance	Days	15	1,500	22,500
	Transport	fuel	days	15	1,000	15,000
	Driver	Allowance	days	15	750	11,250
	Sub -total					48,750
Total						

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	15 days training	Training topics	15		48,750
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 26: Local Poultry Rearing

Name of the project	Local Poultry Rearing /Local Chicken Upgrading					
Relevance to the UTaNRMP	a. Supporting Livelihoods through income generating project based on Natural Resources b. Contributes to food security and nutrition					
Expected benefits to members	a. Enhanced food security , nutrition and income b. Improved soil fertility through manure application c. All CIG members trained on poultry production and management d. All members to share the proceeds					
Outputs to achieved in 12 months	a. 7 birds procured for each CIG member 7x15= 105 birds b. 50 birds house Constructed for each member c. At least 30 birds raised per farmer					
Conditions	a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Chicken	5 Cocks from Naivasha	No	5	1000	5,000
		30 No local birds	No.	105	500	52,500
	Equipment	Chick drinkers	No	2	200	400
		Big Drinkers	No.	2	200	400
		Small Feeders	No	2	100	200
		Big feeders	No.	2	400	800
	Housing	House	No.	15	30,000	450,000
	Feeds	Chick, growers and layers	50 kg	70	2400	140,000
	Dewormers / drugs			lumpsum		2,000
	Transport			lumpsum		15,000
	Demo material	Stationery		various		4,000
	Sub-total					670,300
Training	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Trainer	Allowance	Days	15	1500	22,500
	Transport	Fuel	days	15	1000	15,000
	Driver	Allowance	Days	15	750	11,250
	Sub –total					48,750
Total						

NB

For local poultry rearing the improved birds will be procured from KARI Naivasha

Upgrading of local birds can be done in various ways like through KARI Naivasha birds, Kenbro or white broiler depending on the choice

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	15 days training	Training topics	15		48,750
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 27: Poultry Production (Broiler)

Name of the project	Broiler Rearing					
Relevance to the UTaNRMP	a. Supporting Livelihoods through income generating project based on Natural Resources b. Contributes to food security and nutrition					
Expected benefits to members	a. Enhanced food security , nutrition and income b. Improved soil fertility through manure application c. All CIG members trained on poultry broiler production and management d. All members to share in proceeds of the enterprise					
Outputs to achieved in 12 months	a. Poultry House constructed b. 400 Broilers to be procured by the CIG and 90 % survival of the stock c. At least 3 batches reared and marketed					
Conditions	a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Birds	Day old chicks	No	400	70	28,000
	Equipments	Feeders (chicks)	No	8	100	800
		Drinkers(chicks)	No	5	150	750
		Feeder s	No	10	400	4,000
		Drinkers (senior)	No	14	200	2,800
	Housing	Poultry Unit	No	lumpsum		200,000
	Drugs	Vaccination (IBD-2) (NCD-2) Deworming Other drugs	No	400		10,000
	Feeds	Chick ,Broiler & finisher mash start	50 kg	80	2600	208,000
	Transport			lumpsum		15,000
	Demo. materials	Training materials		various		4,000
		Sub-total				473,350
Training	Item					
	Trainer	Allowance	DAYS	15	1,500	22,500
	Transport	Fuel	Days	15	1.000	15,000
	Driver	Allowance	days	15	750	11,250
	Sub –total					48,750
Total						

NB: Funding is only for the first batch and then the proceeds will fund other batches

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					458,350
Transport					15,000
Training	15 days training	Training topics	15		48,750
TOTAL BUDGET					522,350
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 28: Dairy Goat Rearing

Name of the project	Dairy Goat Rearing					
Relevance to the UTaNRMP	a. Supporting Livelihoods through income generating project based on Natural Resources b. Contributes to food security and nutrition					
Expected benefits to members	a. Enhanced food security , nutrition and income b. Improved soil fertility through manure application c. All CIG members trained on dairy goat production and management d. All members to share in proceeds of the enterprise					
Outputs to achieved in 12 months	a. One Buck procured for the CIG b. One Doe procured for each member c. Each member to have constructed a Dairy Goat unit d. At least one kid per Doe e. Milk at least 300 litres per Doe					
Conditions	a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Goats	Buck	No	1	20,000	20,000
		Doe	No	15	20,000	300,000
	Houses/Pens	Buck	No	1	15,000	15,000
		Doe	No	15	10,000	150,000
	Drugs	Dewormers	litre	4	1,000	4,000
		Acaricides	litre	1/2	3,000	1,500
	Feed Supplements	Dairy Meal	50kg	60	1,500	90,000
	Minerals	Block	2 kg	16	300	4,800
	Transport	To Fetch Goats	trips	lump sum	20,000	20,000
Demo Materials	Baby Burdizzo Hoof trimmer Stationery Disbudding iron	No	Various	8,100	8,100	
	Sub-total					613,400
Training	Item	Specification	Unit	Quantity	Rate (Kshs)	Amount (Kshs)
	Trainer	Allowance	Days	15	1,500	22,500
	Transport	Fuel	Days	15	1,000	15,000
	Driver	Allowance	Days	15	750	11250
	Sub -total					48750

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	15 days training	Training topics	15		48,750
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution			% of project cost		
CIG Contribution			% of project cost		
			TOTAL		
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 29: Rabbit Rearing

Name of the project	Rabbit Rearing					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Supporting Livelihoods through income generating project based on Natural Resources b. Contributes to food security and nutrition 					
Expected benefits to members	<ul style="list-style-type: none"> a. Enhanced food security , nutrition and income b. Improved soil fertility through manure application c. All CIG members trained on rabbit production and management d. All members to share in proceeds of the enterprise 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. Four Bucks procured for the CIG b. Two Doe procured for each member c. Each member to have constructed a Rabbit unit (Hutches) d. At least two litters(2) with six (6) weaned kids per Doe 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Rabbits	Bucks	No	4	2,500	10,000
		Does	No	30	2,500	75,000
	Equipments	Drinkers	No	30	150	4,500
		Feeders	No	30	150	4,500
	Housing	Hutches	No	15	10,000	150,000
	Feeds	Rabbit Pellets	50kg	24	2300	55,200
	Drugs	Drugs/dewormers		lumpsum		2,000
	Transport			lumpsum		15,000
	Demo materials	Tattooing equipment	No	1		9,000
Stationery			Various			
	Sub-total					325,200
Training	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Trainer	Allowance	Days	15	1,500	22,500
	Transport	Fuel	Days	15	1,000	15,000
	Driver	Allowance	Days	15	750	11,250
	Sub –total					48,750

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		48,750
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 30: Apiculture

Name of the project	Bee keeping & processing						
Relevance to the UTaNRMP	a. Supporting Livelihoods through income generating project based on Natural Resources b. Contributes to food security and nutrition						
Expected benefits to members	a. Enhanced food security , nutrition and income b. Increased crop yield through pollination c. Increased Tree cover through establishment of Bee plants d. All members to share in proceeds of the enterprise						
Outputs to achieved in 12 months	a. Apiary established b. At least 150 Kgs of Honey harvested, processed consumed /sold c. CIG Members trained on beekeeping and processing						
Conditions	a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution						
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs	
	Langstroth hives	Complete (box plus 1 super)	pc	60	5,000	300,000	
	Equipments	Catcher Box		pc	5	1,000	5,000
		Clear Boards		No.	30	500	15,000
		Hanging posts		No	60	300	18,000
		Bee Suit		No	3	4,000	12,000
		Gloves		pair	3	700	2,100
		Smoker		No	3	1,200	3,600
		Hive Tool		No	3	250	750
		Gum Boots		Pair	3	600	2,400
		Processing	Extractor		Pcs	1	80,000
	Buckets			No	6	200	1,200
	Overall/white coat			Pcs	3	1,000	3,000
	Straining Net			pcs	3	650	1,950
	Packaging Jars			Pcs	200	20	4,000
	Transport						20,000
	Demo Materials	Feeder Box Stationery		pc	Various	300	4,600
	Sub-total					473,600	
Training	Item	Specification	Unit	Quantity	Rate (Kshs)	Amount (Kshs)	
	Trainer	Allowance	Days	15	1,500	22,500	

	Transport	Fuel	Days	15	1,000	15,000
	Driver	Allowance	Days	15	750	11250
	Sub –total					48750

Foot Notes

- Each CIG member to get four Hives and four Hanging posts
- Five CIG members to share one Harvesting kit
- All CIG Members to share the honey Processing unit

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		48,750
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

TSN 31: Milk Cooling Facility

Name of the project	Milk Cooler					
Relevance to the UTaNRMP	a. Supporting Livelihoods through income generating project based on Natural resources management b. Contributes to food security and nutrition					
Expected benefits to members	a. Enhanced food security , nutrition and income b. Improved incomes through milk bulking c. All CIG members able to market more milk					
Outputs to achieved in 12 months	a. One milk tank (either 1000lt or 500 litre tank)procured and operating b. All CIGs member trained on safe milk handling c. All CIG members to have increased milk production by 25%					
Conditions	a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution					
Bill of quantities Options	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Milk Cooler	1,000 litres capacity	No	1	950,000	950,000
		500 litres capacity	No	1	600,000	600,000
	Accessories	Generator	no	1	50,000	50,000
		Testing equipment/ accessories	no	Various	100,000	100,000
	Sub-total					1,100,000
Training	Item					
	Trainer	Allowance	Days	15	1,500	22,500
	Transport	Fuel	Days	15	1,000	15,000
	Driver	Allowance	Days	15	750	11250
	Sub –total					48,750

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		
TOTAL BUDGET					

FINANCING			
UTaNRMP Contribution	% of project cost		
CIG Contribution	% of project cost		
	TOTAL		
FUNDING FOR IMPLEMENTATION			
PHASE ONE	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		
PHASE TWO	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		
PHASE THREE	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		

TSN 32: Construction of Biogas

Name of the project	Construction of Biogas					
Relevance to the UTaNRMP	a. Supporting Livelihoods through income generating project based on Natural resources management b. Contributes to increased tree cover and carbon sequestration					
Expected benefits to members	a. Enhanced food security , nutrition and income from firewood savings b. Improved health of household members c. Reduced use of firewood contributing to environmental conservation					
Outputs to achieved in 12 months	a. Each member to have one operational biogas unit with either cooking system or lighting system installed.					
Conditions	a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution c. Each CIG member to have at least 2 cows					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Biogas Units	6 M³ capacity	1	1	110,000	110,000
	Accessories	Cooking stove	1	1	10,000	10,000
		Lighting accessories	lumps um	lumpsum	15,000	15,000
	Sub-total					135,000
Training	Item	Specification	Unit	Quantity	Rate	Total Amount
	Trainer	Allowance	Days	10	1,500	15,000
	Transport	Fuel	Days	10	1,000	10,000
	Driver	Allowance	Days	10	750	7,500
	Sub –total					22,500

NB: Supervision is through another agency KENFAP

Total Budget for the Project (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					110,000
Transport					
Training	10 days training	Training topics	10		22,500
TOTAL BUDGET					132,500

FINANCING			
UTaNRMP Contribution	% of project cost		
CIG Contribution	% of project cost		
	TOTAL		
FUNDING FOR IMPLEMENTATION			
PHASE ONE	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		
PHASE TWO	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		
PHASE THREE	MILESTONES –Description of activities	Total Amount Kshs	
	TOTAL		

TSN 33: Commercial Grass/Fodder Production and Hay Making

Name of the project	Commercial Grass Production/ Fodder/Pasture And Hay Making					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Supporting livelihoods through Income Generating Project based on natural resources b. Contributes to Soil and water conservation 					
Expected benefits to members	<ul style="list-style-type: none"> a. CIG Members share from the proceeds of the enterprise b. Increased milk production c. Improved soil conservation d. Improved hay availability 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. 1 acre of Rhodes grass planted per member or 1 acres of fodder planted per member b. CIG Members trained on fodder production, baling and management c. At least 450 bales of hay made 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Ksh	Total amount Ksh
	Planting material	seeds	kgs	45	800	36,000
	Land preparation	digging	Md	750	250	187,500
		Planting & weeding		275	200	75,000
	Fertilizers	20:20:0	50kg bag	30	4,000	120,000
		C.A.N.	50kg bag	30	2,500	75,000
		Manure	lorries	30	5,000	150,000
	Labour	Planting	Md	75	250	18,750
		Weeding	Md	150	200	30,000
	Hay making	Hay baler manual	No	1	80,000	80,000
	Demo. materials	stationery		Various		4,000
Sub-total					776,250	
Training	Item					
	Trainer	Allowance	Days	15	1,500	22,500
	Transport	Fuel	Days	15	1,000	15,000
	Driver	Allowance	Days	15	750	11,250
	Sub -total					48,750

TOTAL BUDGET FOR THE PROJECT (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate ksh	Total amount Ksh
Materials					
Transport					
Training	15 days training	Training topics	15		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Ksh	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Ksh	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Ksh	
	TOTAL				

TSN 34:Rhodes Grass Production and Baling

Name of the project	Rhodes Grass Production and Baling					
Relevance to the UTaNRMP	<ul style="list-style-type: none"> a. Supporting Livelihoods through income generating project based on Natural Resources b. Contributes to environmental conservation through increased cover and rehabilitation of denuded land 					
Expected benefits to members	<ul style="list-style-type: none"> a. Increased milk production hence enhanced. b. Enhanced nutrition and income from sale of milk c. Increased fodder/pasture availability d. All CIG members to be trained on fodder/pasture production, baling & marketing 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> a. Members of the CIG to establish at least 15 acres of pasture b. Increased milk production from 3litres to 6 litres per cow 					
Conditions	<ul style="list-style-type: none"> a. The CIG must have a minimum of 15 members and b. The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Ksh	Total amount Ksh
	Planting materials	Certified seeds	Kg	60	700	42,000
	Fertilizers	NPK	50kg	15	3,500	52,500
		CAN	50 kg	15	2000	30,000
		MANURE	Lorries (7 tons)	1	15,000	15,000
	Labour	Manual Land preparation	Man days	300	250	75,000
		Planting &weeding	Man days	150	250	37,500
	Manual baler					80,000
	Transport			Lumpsu m		10,000
	Training Materials	Stationery		Various		4,000
	Sub-total					
Training	Item	Specification	Unit	Quantity	Rate Ksh	Total amount Ksh
	Trainer	Allowance	Days	15	1,500	22,500
	Transport	Fuel	Days	15	1,000	15,000
	Driver	Allowance	Days	15	750	11,250
	Sub –total					48,750

TOTAL BUDGET FOR THE PROJECT (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate kshs	Total amount Kshs
Materials					
Transport					
Training	15 days training	Training topics	15		48,750
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Ksh	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Ksh	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Ksh	
	TOTAL				

TSN 35: Tree Nursery Establishment

Name of the project	Tree Nursery Establishment					
Relevance to the UTaNRMP	<ol style="list-style-type: none"> 1. Supporting livelihoods through Income Generating Project based on natural resources Management 2. Improving the tree cover on-farm, forest and other catchments 					
Expected benefits to members	<ul style="list-style-type: none"> • All members to be trained on tree nursery management • All members to share the profits from seedling sales • All members to easily access quality tree seedlings for planting 					
Outputs to achieved in 12 months	<ul style="list-style-type: none"> • All members of the group trained on nursery management • At least 10,000 tree seedlings produced either sold or planted • The nursery infrastructure in place and tools procured 					
Conditions	<ul style="list-style-type: none"> • The CIG must have a minimum of 15 members and • The CIG must be registered with the relevant government institution • Nursery site should have reliable water supply • Nursery site should be fenced 					
Bills of quantities (One Nursery)	Item	Specification	Unit	Quantity	Rate (Ksh)	Total (Ksh)
	Planting material	Certified seeds	Kg	3	2500	7,500
	Packaging	Poly Bags	Rolls	20	2500	50,000
	Tools	Wheelbarrow	No	2	3000	6000
		Jembe	No	2	300	600
		Panga	No	3	250	750
		Shovel	No	3	300	900
		Trowel	No	2	250	500
	Water Supply	Plastic Tank (3000LTS)	No	2	30000	60,000
		Tap Fittings	No	2	1000	2,000
		Hose pipe (3/4 inches 120 metres)	No	2	3000	6,000
		Watering can- Plastic	No	3	900	2,700
	Fencing (1/8 Acres)	Posts (Diam 4" *8ft)	No	50	800	40,000
		Fencing Barbed wire	Rolls	2	3500	7,000
		Fencing nails	Kg	5	300	1,500
		Chain Link (4ft*6ft)	Rolls	3	6000	18,000
	Fertilizers	NPK 20:20	Bags	2	3500	7,000
		Pesticides/Fungicides	Ls			5,000
		Forest Soil	Ton	20	5000	100,000
	Preparation of seed beds	Manual labour	Man days	50	400	20,000
Sub-total					335,450	

Training		Item				
	Trainer	Allowance	Days	10	1,500	15,000
	Transport	Fuel	Days	10	1,000	10,000
	Driver	Allowance	Days	10	750	7500
	Sub –total					32,500

TOTAL BUDGET FOR THE PROJECT (To be filled by officials of the CIG)

Budget	Item	Unit	Quantity	Rate ksh	Total amount Ksh
Materials					
Transport					
Training	10 days training	Training topics	15		
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Ksh	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Ksh	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Ksh	
	TOTAL				

TSN36: Efficient Charcoal Producing Kilns

Item	Description					
Nature of Project	Efficient charcoal producing kilns					
Relevance to NRM Project	<ul style="list-style-type: none"> a. Contributes to Tree and forest conservation through reducing tree cutting rate for charcoal production b. Contributes to carbon sequestration indirectly 					
Benefits to be distributed within and beyond group	<ul style="list-style-type: none"> a. All members of the group trained on construction, management and use of efficient charcoal producing kilns; b. Charcoal users will receive high quality charcoal thereby using less volume for cooking c. The saved trees will contribute to climate change mitigation 					
Outputs to be attained within 12 months of disbursement	<ul style="list-style-type: none"> a. All members to be trained on efficient charcoal production b. At least one(1) charcoal kilns constructed and working c. At least 100 bags of charcoal produced, utilized or sold 					
Conditions	<ul style="list-style-type: none"> a. Institution must be registered with relevant authority b. The group must abide by the prevailing charcoal production and transportation rules c. Facility must be in public land or in land owned by the Charcoal Association d. All Kilns must be made with heat saving/resistant fire bricks 					
Bills of Quantities	Item	Specification	Unit	Quantity	Rate (Ksh)	Amount (Kshs)
	Institutional Options-30 Bags and Above					
	Construction	Bricks	Pieces	5000	60	300,000
		Cement	Bags	200	800	160,000
		Metal Door/ vermiculite Door	No	1	15,000	15,000
	Sub- Total					475,000
	DOMESTIC OPTIONS-2-5 Bags					
	Free standing	Bricks	Pieces	1500	60	90,000
		Cement	Bags	100	800	80,000
		Door/vermiculite Door	No	1	15,000	15,000
Sub- Total					185,000	
TRAINING	Trainer	allowance	days	6	1500	9000

	Transport	fuel	litres	60	100	6000
	assorted Training materials					3000
	Driver	allowance	days	6	750	4500
	Sub –total					22500

NB: The actual cost of the kiln will depend on the proposed size

TSN 37: Artificial Insemination (AI)

Name of the project	Artificial Insemination Service					
Relevance to the UTaNRMP	a. Supporting livelihoods through Income Generating Project based on natural resources b. Contributes to food security and nutrition through increased quality and quantity of Milk c. Improvement of Dairy animals leading to fewer but more productive ones					
Expected benefits to members	a. All members to be trained on dairy farming, breeding and benefits on use of AI b. All members to share in proceeds of enterprise (through money raised) c. Members assisted in to upgrade their dairy animals					
Outputs to achieved in 12 months	a. One set of Artificial Insemination Kit procured and in use b. At least 15 members dairy animals inseminated and are in-calf					
Conditions	<ul style="list-style-type: none"> • The CIG must have a minimum of 15 members • The group must have a trained animal health assistant either as member or employed • The CIG must be registered with the relevant government institution 					
Bill of quantities	Item	Specification	Unit	Quantity	Rate Kshs	Total amount Kshs
	Semen Container (Field container)	3 litre Liquid Nitrogen container	No	1	40,000	40,000
	Storage container	20 litre Nitrogen container	No	1	65,000	65,000
	Pistoletes		No	4	4,000	16,000
	Haversack bag	Field bag	No	1	3,000	3,000
	Other equipments	Thermometer	No	2	1000	2,000
		Hand gloves	No	5	500	2,500
		Forceps	No	2	1500	3,000
	Motorbike	125 DT	No	1	75,000	125,000
	Riding Gear	Helmet,	No	2	7,500	15,000

		Apron	no	1	14,000	14,000
	Consumables	Lumpsum	L/S	L/S	25,000	25,000
	Sub-Total					310,500
Training	Item	Specification	Unit	Quantity	Rate (Kshs)	Total amount Kshs
	Trainer	Allowance	Days	15	1,500	22,500
	Transport	Fuel	Days	15	1,000	15,000
	Driver	Allowance	Days	15	750	11250
	Sub -total					48,750

TOTAL BUDGET FOR THE PROJECT (To be filled by officials of the CIG)

Budget					
Item description	Item	Unit	Quantity	Rate Kshs	Total amount Kshs
Materials					
Transport					
Training	10 days training	Training topics	10		48,750
TOTAL BUDGET					
FINANCING					
UTaNRMP Contribution		% of project cost			
CIG Contribution		% of project cost			
		TOTAL			
FUNDING FOR IMPLEMENTATION					
PHASE ONE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE TWO	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				
PHASE THREE	MILESTONES –Description of activities			Total Amount Kshs	
	TOTAL				

APPENDIX 6:OTHER FORMS

OF 1: Complaints Register

This register will be filled and submitted on monthly basis by the **County Project Coordinators (CPC)** to **Project Coordinating Team (PCT) Embu.**

Name of CountyDate/Month.....

S/No	Nature /Details of the complaint	Disputes resolved and by which office	Pending /forwarded to PCT for action	Contact information (complainant/group)
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Total no of disputes resolved.....

Total no of disputes forwarded.....Date

.....

Total number of disputes under investigation.....

OF 2: Complaints Form

Good governance and transparency are key pillars in implementing the projects funded under the matching grants. All stakeholders are encouraged to report any disputes and funds misuse (commission, collusion and omission) to the relevant authorities' complaints boxes i.e. **office of the County Project Coordinator, Sub-County Office of Gender and Social Development and Project Coordinating Team (UTaNRMP).**

The complaint(s) are supposed to be lodged officially through a prescribed form as shown below **(Attach relevant documents)**

1. Name of the complainantID/NOTel No
Relationship with the group.....Name of Group.....Date of the report
2. FDA.....WRUA/CFA
COUNTY.....SUB -COUNTY

Nature of dispute	Description of the complaint	Which other office have you reported	What action was taken by who& when	Recommended action
Funds Misuse				
Corruption				
Leadership				
Implementation delays				
Non-disclosure of information				
Lack of meetings				
Others				

OF3: Completion Certificate Form

This is to certify that: _____ (CIG name)

Having signed the respective contract no.....On

____/____/____ to implement.....

Has on ____/____/____ completed the aforesaid project to the full satisfaction of all stakeholders as per the contract.

FDAC Chairperson

Name
ID/No
Signature
Date

WRUA/ CFA Chairperson

Name
ID/No
Signature
Date.....

Line Ministry/Agency

Name
Designation.....
ID/No
Signature
Date.....

Project Coordinating Team

Name
Designation.....
ID/No
Signature
Date.....

OF 4: Completion Certificate

	REPUBLIC OF KENYA		IFAD INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
MINISTRY OF ENVIRONMENT, WATER AND NATURAL RESOURCES			
UPPERTANA NATURAL RESOURCES MANAGEMENT PROJECT			
COMPLETION CERTIFICATE			
THIS IS TO CERTIFY THAT			
..... (NAME OF THE PROJECT)			
HAS BEEN SUCCESSFULLY COMPLETED AND IS HEREBY HANDED OVER			
TO (NAME OF CIG)			
..... (Date)			
..... COUNTY PROJECT COORDINATOR COUNTY.		SN: MUTHONI F. LIVINGSTONE PROJECT COORDINATOR UT&NRMP

OF 5: Terms of Reference for the Independent Oversight Committee

In line with the objectives and guidelines for the matching grants manual, the project will hire a consulting firm whose main tasks will include:

- (a)** Prepare an annual activity plan to be shared with PCT.
- (b)** Adequately familiarize yourself with matching grant manual.
- (c)** Receive CIG proposals from the PCT, screen and review the proposals as per the guidelines of the matching grants manual;
- (d)** Conduct field verifications and appraisals for ground truthing as per the matching grants manual;
- (e)** Geo reference and map all the CIG activity sites to be funded.
- (f)** Give professional advice to the PCT on all proposals received and make recommendations for the proposals that qualify for funding with specific phases for funding.
- (g)** Monitor implementation milestones of the funded activities and make recommendations on subsequent phase funding;
- (h)** Undertake risk management to mitigate project financial loss;
- (i)** Develop and maintain a database on the status of all proposals;
- (j)** Compile lessons learnt and case studies in view of enriching the matching grants manual.
- (k)** Compile and share progress reports on activities funded through the matching grant with PCT.