JOINT VENTURE

USER REQUIREMENT STUDY REPORT

19TH JULY 2021

DEVELOPMENT OF PUBLIC INVESTMENT MANAGEMENT INFORMATION SYSTEM (PIMIS)

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To: The National Treasury and Planning

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ABBREVIATIONS AND ACRONYMS

AO	Accounting Officer
GL	General Ledger
GOK	Government of Kenya
HOD	Head of Department
IFMIS	Integrated Financial Management Information System
KRA	Kenya Revenue Authority
MDA	Ministries, Department and Agencies
MTP	Medium Term Plan
CIDP	County Integrated Development Plan
PCN	Project Concept Note
PIM	Public Investment Management
PIMIS	Public Investment Management Information System
SCOA	Standard Chart of Accounts
SWG	Sector Working Group
URS	User Requirement Study
Apache	Apache Web Server
HTTP	Hypertext Transfer Protocol
WWW	World Wide Web
UML	Unified Modelling Language
TNT	The National Treasury
VLAN	Virtual Local Area Network
DMZ	Demilitarized Zone
PC	Personal Computer
e-ProMIS	Electronic Project Management Information System
NIMES	National Integrated Management Information System
PS	Principal Secretary
CS	Cabinet Secretary
SLA	Service Level Agreement
SDD	Software Design Document
JAD	Joint Application design
UAT	User Acceptance Testing
M&FAD	Macro and Fiscal Affairs Department
RMD	Resource Mobilization Department

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Disclosure Statement

Kingsway Business System Consortium in its objectivity to conduct the User Requirement and System Requirement Study, the following methodologies were applied to achieve the objectives of the PIMIS Project: -

a) Brain Storming
b) Focus Group JAD Workshops
c) Steering Committee
d) Document Analysis
e) System Review
f) Observation and Interviews

During the Document Review the National Treasury and Planning provided Kingsway Business Systems Ltd consortium with the following documents:

1. Guidelines on Public Investment Management for National government and its entities as per circular no. Treasury Circular No.16/2019
2. The Public Finance (Public Investment Management) Reporting Schedule

1. INTRODUCTION AND BACKGROUND

1.1. Introduction

1.1.1. Purpose

The purpose of this user requirements study report is to establish the business needs for what users will require from the PIM Information System in terms of modules, procedures, inputs and outputs of the proposed PIM Information System. User requirements specifications are documented early in the validation process and comes before the design of the system.

To this end the Kingsway Business System Ltd (KBSL) consortium (System Developer) and the end-users (MDAs and County Governments)

This also documents the system functional and non-functional requirements, user interface, hardware and software requirements.

1.1.2. Intended Audience

This document will be used by the system developer (KBSL) to refer all the functional and non-functional requirements for developing a system that meets the standards and guidelines of the URS document. The National Treasury/Kingsway Consortium implementation teams and other key stakeholders are also among the intended audience of this document.

1.1.3. PIMIS Scope

The scope of engagement under contract number TENDER NO. TNT/025/2020-2021 includes:

1. To develop a comprehensive web-based PIM Information System (PIMIS) mapping all the PIM business processes and with various approval levels that enables the National and County Governments implement projects as per the PIM guidelines;
2. Review PIM processes as provided by the PIM Guidelines (to-be). The Guidelines are available for download on the Treasury website accessed through www.treasury.go.ke.;
3. A detailed design of the proposed PIM Information system that automates the PIM processes;
4. To configure, install, test and commission the new developed PIM Information System for Live/Production instance, test/training instance, Public access portal, and offline module for capturing data while the user is not connected to the internet;
5. Develop database to cater for all public projects in the Government clearly categorizing the project status (ongoing, stalled, completed etc);
6. Develop a criterion for identifying pipelined and prioritised projects in the database;
7. Ensure the system enables drill down into project data to view critical information (history, relationship etc);
8. Create dynamic dashboards for visual display and analytics for data accessed by all primary users;
9. Develop a document management module in PIM Information System;
10. Data Migration: Provide a detailed and clear data conversion and migration plan & strategy with time frame;
11. Migrate project data from e-ProMIS and other existing Government systems to the PIM Information System upon completion;
12. To ensure end-to-end functionality of the system, the following system testing shall be carried out before deployment;
    i. Functional testing
    ii. Integrity testing

iii. Regression testing
iv. Load testing and
v. Security testing

13. System Deployment:

    After the development, the system will first be tested in the premises of the Software Design Document (SDD) and any bugs identified before deployment. The service provider shall support the client in terms of stabilization and refine the system to the end user's acceptance.

14. System Integration:

    The developed PIM Information System shall integrate easily with other Government electronic systems.

1.2. Background

The Government of Kenya implements a wide range of publicly funded projects. Over the years, the amount of resources utilized for public investments has grown significantly. Further, following the Country's constitutional change in 2010, public investments widened with the operationalization of the 47 County Governments.

While the public investment at the national and county levels have recorded significant socio-economic impact, they have also faced various challenges, including: failure to carry- out rigorous project appraisals or public investments evaluation to verify that they represent efficient and effective solutions to identified problems; and lack of a comprehensive approach to public investment management processes including project identification, planning, appraisal, selection, budgeting, implementation, monitoring and evaluation, reporting, project closure, sustainability and ex-post evaluation.

Desirous to progressively improve the management of public investments, the Government has established a Public Investment Management (PIM) framework and developed Public Investment Management (PIM) Guidelines with the objective of providing a framework for screening public funded projects before funds are allocated to ensure quality, effectiveness and efficiency of projects implemented using public resources. Among other things, the PIM Guidelines provide for the design and maintenance of an efficient, effective and reliable Public Investment Management Information System (PIMIS).

The proposed PIM System takes cognizance that the Government of Kenya has an operational electronic Project Monitoring Information System (e-ProMIS) which was rolled out in the year 2010. The e-ProMIS is administered by the National Treasury and has been in use among various Government Ministries, Departments and Agencies (MDAs). The system is accessed through the URL: http://e-promis.treasury.go.ke and has five major applications, namely: Project Profile, Monitoring and Evaluation, Technical Assistance Personnel, Organization Profile and the Duty Exemption. These applications have different modules which are hyperlinked for ease of data sharing, communication and reporting.

The existing e-ProMIS is a web-based project portfolio management system with no automated work flows, approval levels and does not cover the whole PIM cycle: project identification and conceptual planning; pre-feasibility and feasibility; selection for budgeting; implementation, monitoring, evaluation and reporting; closure, sustainability and ex-post evaluation as outlined in the PIM guidelines.

2. Requirements Gathering Methods

To ensuring the success of the development of PIMIS, optimal requirements are gathered by using the important methods listed and described below, these methods help ensure a comprehensive analysis of the business process is carried out.

I. **Brain Storming detailed requirements:** this allowed quick information gathering and identification of the core components of the PIMIS.

II. **Focus Group JAD (Joint Application Design) workshops:** by heavily involving the projected system users and other key members in the design of PIMIS in a location with less distractions than the workplace, we were able to gather more accurate PIMIS design criteria

III. **Steering Committee:** The Steering Committee guided KBSL in the practices of developing the PIMIS as well as coordinating and engaging with the stake holders to have KBSL get to interact with these stakeholders

IV. **Document analysis:** By reviewing the following documents from TNT:

   i. Guidelines on Public Investment Management for National government and its entities as per circular no, Treasury Circular No.16/2019

   ii. The Public Finance (Public Investment Management) Reporting Schedule

   Has aided KBSL consortium to conceptualize some user and development requirements

V. **System reviews: I**nteracting with both e-ProMIS and E-NIMES has help in highlighting limitation to be avoided, as well as successes to be adopted into PIMIS

VI. **Observation and Interviews:** this has provided insight into how the users current work, and informed the development of PIMIS

3. THE PUBLIC FINANCE MANAGEMENT (PUBLIC INVESTMENT MANAGEMENT) GUIDELINES

3.1. Objectives and Scope

The main objectives of PIM Guidelines: -

1. To provide a standard approach in project cycle management to facilitate the national governments and their entities in the project identification and planning, pre-feasibility and feasibility, selection for budgeting, implementation, monitoring, evaluation and reporting closure, sustainability and impact assessment of viable projects that meet country's development needs;
2. To establish and maintain a Public Investment Management Information System to register, track and inform decision making on public Investments;
3. To clarify roles and responsibilities of various institutions in the Public Investment Management Processes and;
4. To enhance transparency, accountability, prudent use of public resources, and public participation in the management of public investments.

3.1.1. Key processes

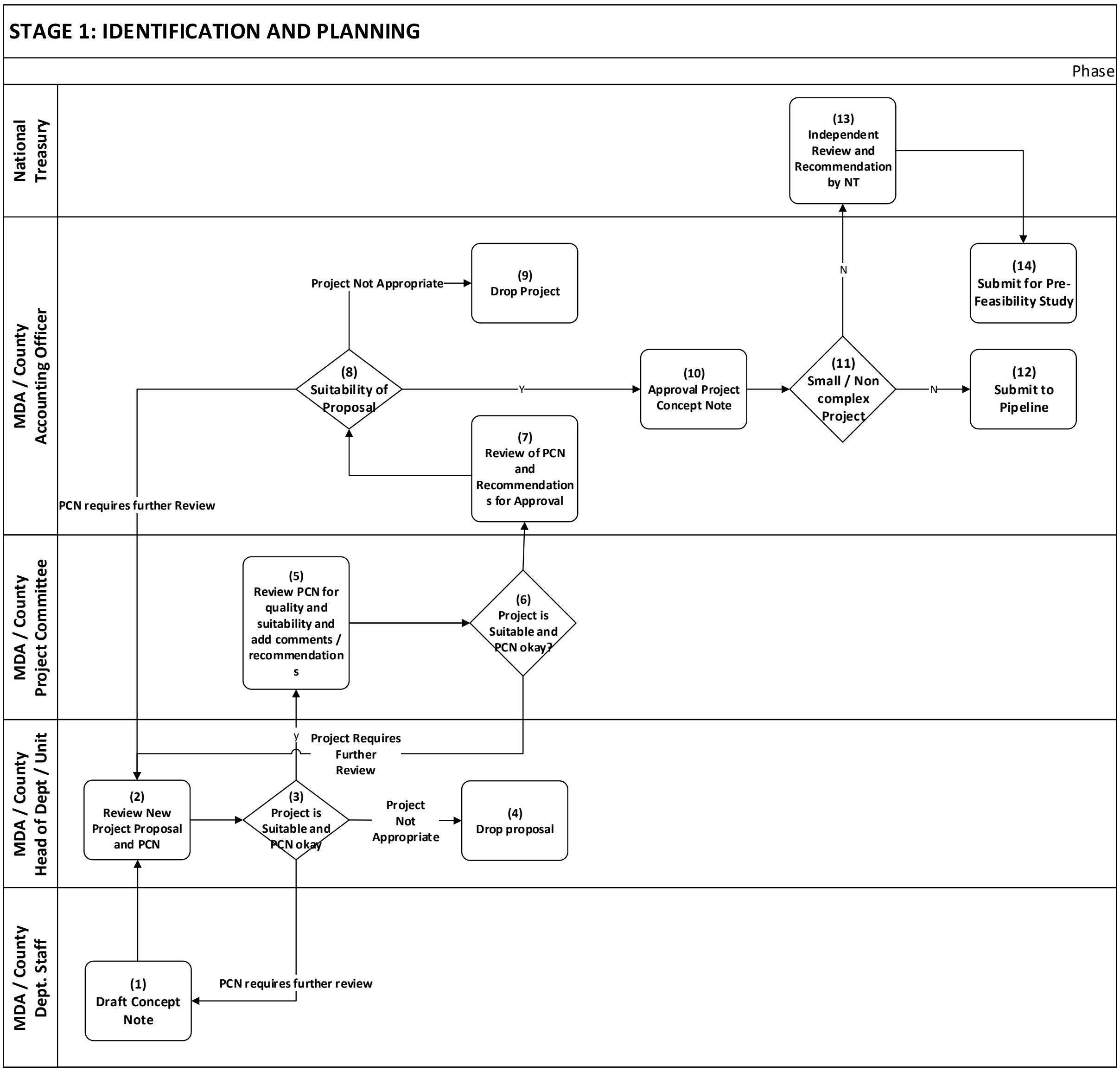
These procedures and rules consist of 6 major steps:

(1) Project Identification and Conceptual Planning

This first step is a formal process for initiating or conceptualisation of a project by an MDA / county. The end product of this process is a Project Concept Note (PCN) expected to be approved by the Accounting Officer of the respective MDA or County. The process of developing a Concept Note is largely the responsibility of the MDA / County. However, it is a requirement that the project concept is aligned to the National or County strategic goals. Thus, each project will be adopted on the basis that it will fit within the GOK national planning framework. This is the main control element at this stage. The PCN is used to inform the decision whether to proceed with a project idea or not.

A PCN reference code is automatically generated by the system, using an agreed standard as a unique identifier for each PCN.

Below is a diagram showing the flow chart and decision options for Project identification and conceptual planning.



(2) Project Pre-feasibility and Pre-Appraisal

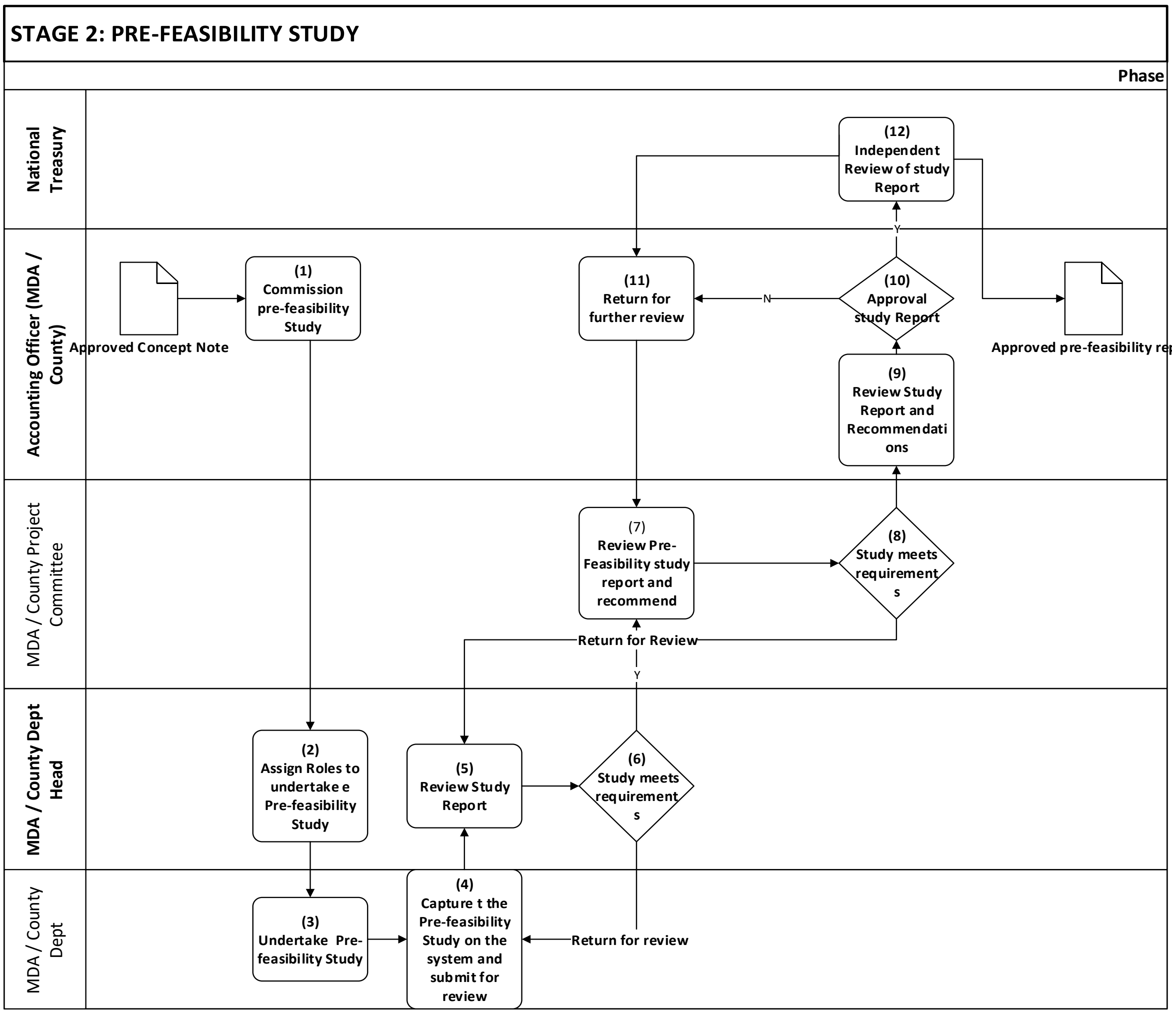
This stage requires an MDA or County to carry out a preliminary study or assessment of the Project concept to determine if there is overall justification to use the project as a vehicle to solve a problem. Is it worthwhile to proceed with project design?” The pre-feasibility study enables the MDA / county to examine and analyse various possible options to the solutions and to agree to the most optimum around which the project is developed. The end product is an approved Pre-Feasibility study on the basis of which the Accounting Officer will make a decision whether or not to proceed with the project

The Pre-feasibility and Pre-Appraisal are based on;

1. Financial Analysis
2. Social-Economic Analysis
3. Preliminary Environmental Analysis
4. Social Impact Assessment

Based on the above criteria TNT will either revise and ask for more information via comments to the MDAs, recommend for a Feasibility study, or reject the Project Pre-feasibility and Pre-Appraisal with comments.

Below is a diagram showing the flow chart and decision options for pre-feasibility study.



(3) Project Feasibility and Appraisal

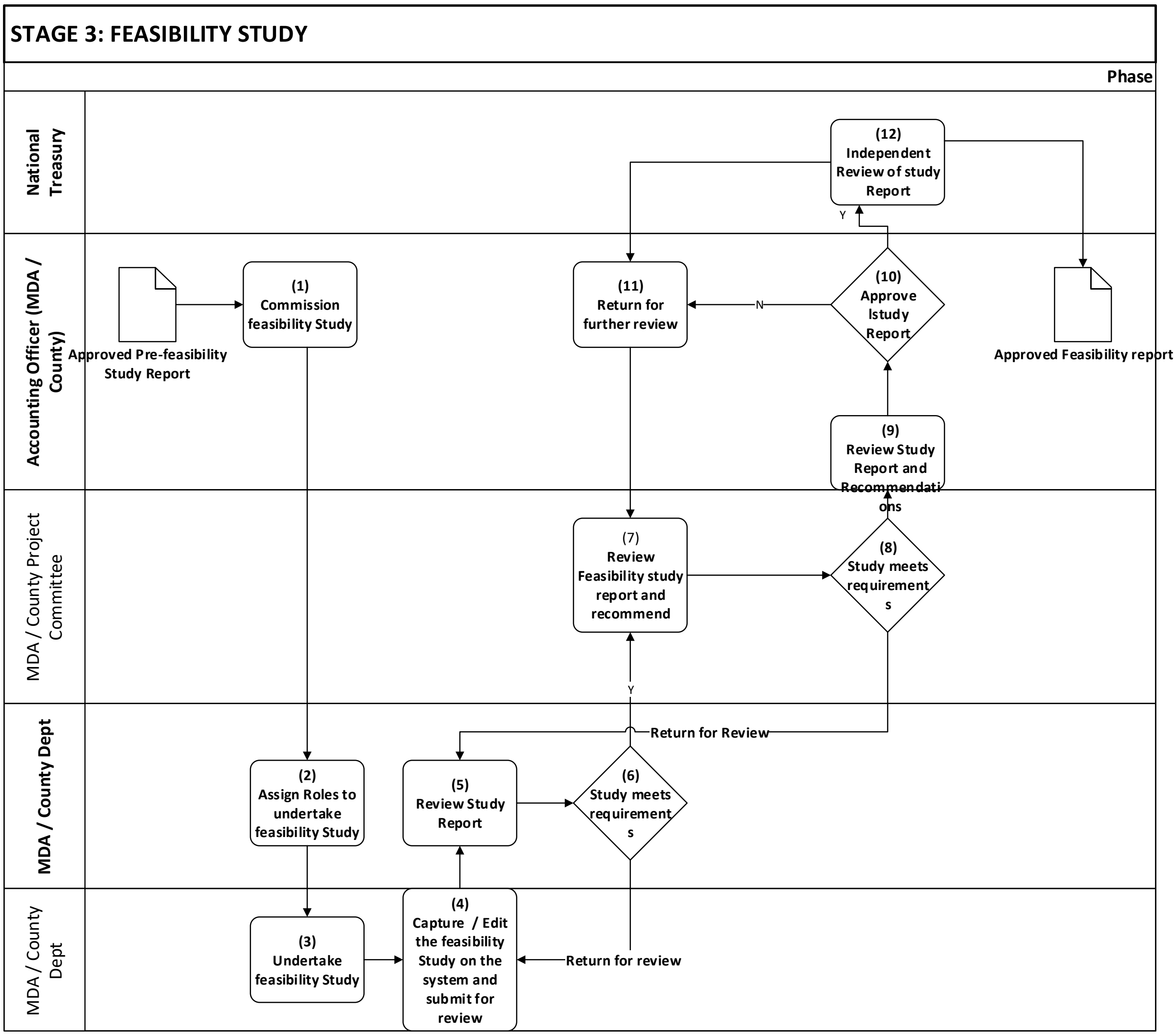
At this stage, the MDA / County carries out a detailed feasibility assessment of the project proposal examining the economic and social demand for it, environmental and social impact, and financial viability, among others. The feasibility study is the responsibility of each MDA or County. However, the National Treasury will have an opinion on it before it is approved. The end statement is a feasibility study report approved by the Accounting Officer of the respective Ministry or County. The decision to progress with the project or not is made by the Accounting Officer. Once a decision is made to implement the project, a project design document is prepared and the project is captured in the "pipeline" – a repository of new projects awaiting financing and implementation.

The Project Feasibility and Appraisal is based on;

1. Technical Feasibility
2. Financial and Economic Viability
3. Environmental and Social Impact
4. Fiscal and Risk analysis

Based on the above criterial TNT will either revise and ask for more information via comments to the MDAs, recommend for a Project budgeting, or reject the Project Feasibility and Appraisal with comments.

Below is a diagram showing the flow chart and decision options for Feasibility study.

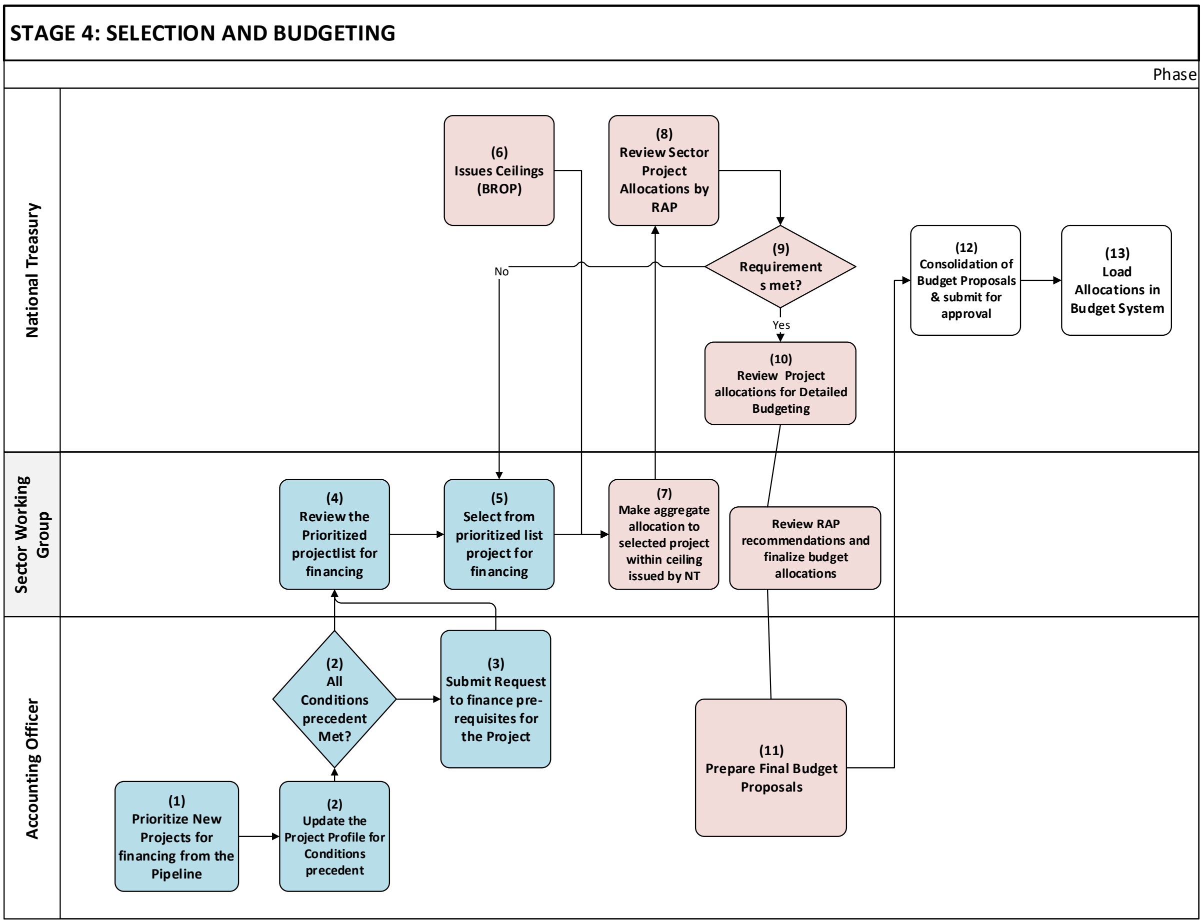


(4) Project Selection for Budgeting

During this stage, priority projects are selected from the pipeline and allocated budgets (appropriated budgets or donor commitments) for purpose of implementation. The process involves the Accounting Officer who prioritises projects from the pipeline.

It is at this stage that integration of PIMIS and IFMIS occurs; PIMIS provides the estimated project costs. IFMIS then provide PIMIS with the printed estimates/approved budget.

Below is a diagram showing the flow chart and decision options for project selection for budgeting.

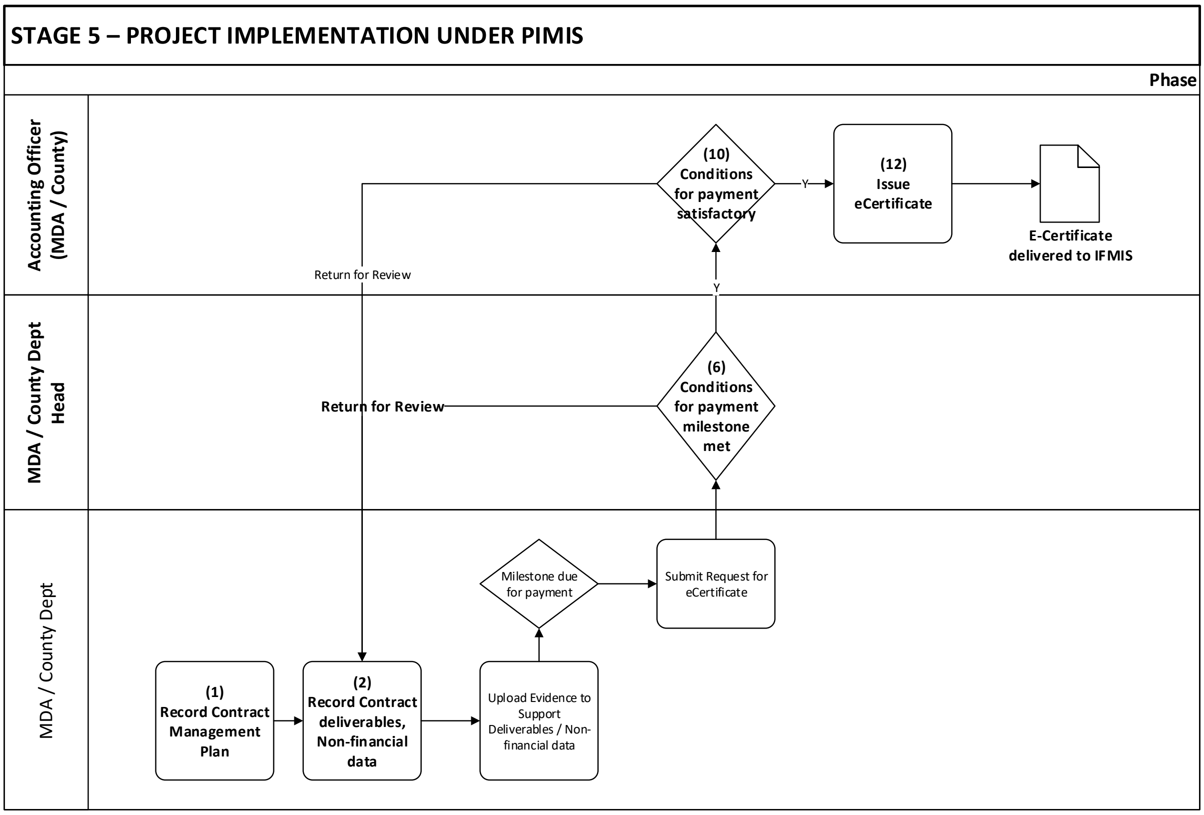


(5) Project Implementation, Monitoring, Evaluation and Reporting.

This stage is about project execution as well as monitoring and reporting. The MDA / County will receive budget releases or donor disbursements and apply funds to the purchase of goods and services to facilitate project implementation. Data collected on financial and non-financial progress is recorded and reported on. Annual and mid-term evaluation generate management information about project management. The stage involves the MDA / County in project execution and reporting, the National or Country Treasury in releasing funds towards projects activities and in examining reports of implementation.

Complete integration between PIMIS and IFMIS, IFMIS (HYPERION) provides actual project expenditure will be reported by PIMIS. E-procurement will link to workplans and procurements plans for Projects with PIMIS and KRA will integrate with PIMIS on duty exemptions made if any.

Below is a diagram showing the flow chart and decision options for project implementation under PIMIS.



(6) Project Closure, Sustainability and Ex-Post Evaluation

This is the final process in the cycle. Here a project that is completed or terminated is closed. Arrangements are made to transfer projects assets to the Accounting Officer and to implement measures to sustain project achievements. End project evaluations as well as ex-post evaluations are used to assess the effectiveness of the project in achieving its objectives

This stage consists of 3 main processes;

1. project closure,
2. Evaluation, and
3. Ex-Post evaluation

Project Closure: This stage includes preparation of the project completion report, once project implementation is completed, and handed over to the relevant Accounting Officer. The handover includes the assets acquired during the project implementation.

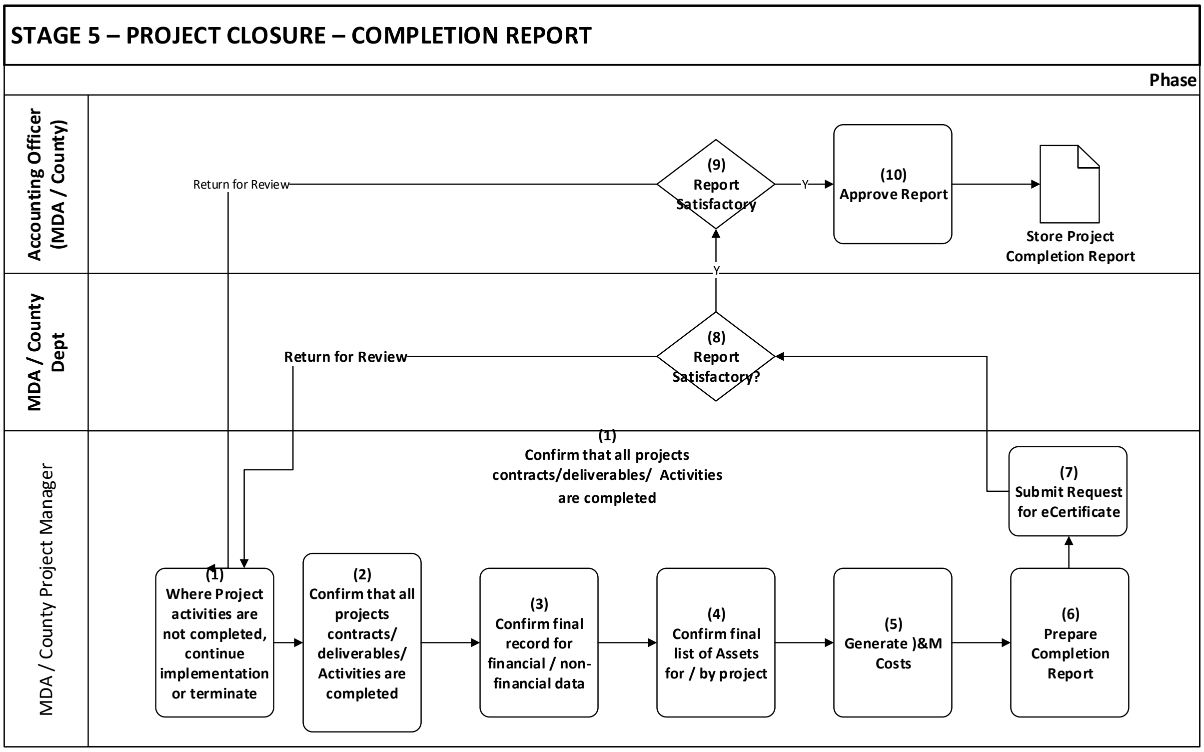
PIMIS will facilitate project closure activities by

- Demonstrating that the project implementation plan is completed and all contracts closed
- Recording final position on financial and non-financial data regarding project implementation
- Confirming the final list of assets acquired for or by the project

Project Evaluation: This stage includes summarising the findings and analysis of a project. Criteria include but are not limited to; the assessment of a Project performance, has it achieved its identified objectives, outcomes, outputs? Timely efficiency of the project?

Project Ex-Post Evaluation*:* This stage deals with the long-term evaluation of a project, its impact over an extended period of time.

Below is a diagram showing the flow chart of project closure -completion report.



3.1.2. PIMIS Overview

The Public Investment Management Information System (PIMIS) and all accompanying modules will be built on MYSQL platform. The following section will give a requirements specification overview of the entire system. The system will be discussed in this context to show how users will interact with the system, what features and functions will be available, and introduce the overall functionality. This will also describe what type of stakeholders will use the system and what functionality will be available for them. This section of the URS describes the general requirements that drive the design of the software system. The goal is not to state specific requirements, but rather to provide context to make those requirements easier to understand. Lastly, the constraints and assumptions for the system will be presented.

4. PROPOSED PIMIS SOLUTION

4.1. Proposed PIMIS Architecture

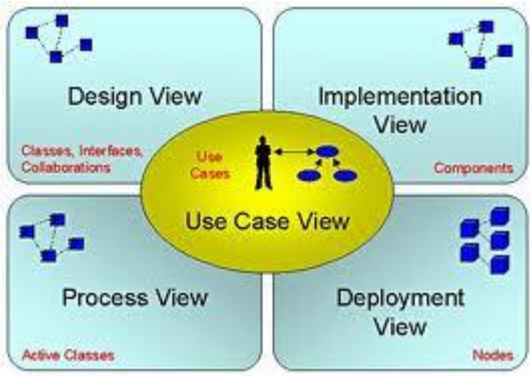
4.1.1. Objective of the PIMIS

The goal of the PIMIS is to strengthen management and control of Public investments in Kenya by automating the public investment management (PIM) process as prescribed in the PIM guidelines. PIMIS also aims to establish a one stop shop for public investment management and reporting across all levels of Government.

4.1.2. Software Architecture

The Software Architecture provides a comprehensive architectural overview of the Public Investment Management Information System (PIMIS). It presents a number of different architectural views to depict the different aspects of the system.

In order to depict the software as accurately as possible, the structure of this document is based on "4+1" model view of architecture.



The "4+1" View Model allows various stakeholders to find what they need in the software architecture.

The architecture of the Public Investment Management Information System is illustrated by the various aspects of the PIMIS system design that are considered to be architecturally significant. These elements and behaviours are fundamental for guiding the development of PIM Information System and for understanding the system as a whole. Stakeholders who require a technical understanding of the PIMIS system are encouraged to make reference to the following documents: -

1. PIMIS development - Terms of Reference
2. Guidelines on Public Investment Management for National government and its entities as per Treasury Circular No.16/2019

In order to document aspects of the architecture, the following shall be covered: -

1. Description of the use of each view
2. Description of the architectural goals and constraints of the system
3. Description of the login use-case realizations
4. Description of login logical view of the system including interface and operation definitions.

The views used to document the PIMIS system are:

I. Use Case view

Audience: all the stakeholders of the system, including the end-users.

Area: describes the set of scenarios and/or use cases that represent some significant, central functionality of the system. Describes the actors and use cases for the system, this view presents the needs of the user and is elaborated further at the design level to describe discrete flows and constraints in more detail. This domain vocabulary is independent of any processing model or representational syntax (i.e. XML).

Related Artifacts: Use-Case Model, Use-Case documents

II. Logical view

Audience: Designers.

Area: Functional Requirements: describes the design's object model. Also describes the most important use-case realizations and business requirements of the system.

Related Artefacts: Design model

III. **Data view**

Audience: Data specialists, Database administrators

Area: Persistence: describes the architecturally significant persistent elements in the data model as well as how data flows through the system.

Related Artefacts: Data model.

IV. **Deployment view**

Audience: Deployment managers.

Area: Topology: describes the mapping of the software onto the hardware and shows the system's distributed aspects. Describes potential deployment structures, by including known and anticipated deployment scenarios in the architecture we allow the implementers to make certain assumptions on network performance, system interaction and so forth.

Related Artifacts: Deployment model.

4.1.3. Architectural Goals and Constraints

There are some key requirements and system constraints that have a significant bearing on the architecture as listed below:

1. The system is meant as a proof of concept for a more complete project prediction system to be built in the future. Therefore, one of the primary stakeholders in this document and the system as a whole are future architects and designers, not necessarily users as is normally the case. As a result, one goal of this document is to be useful to future architects and designers.

2. The system will be written using dynamic web technologies but will use an open source RDBMS system (MySQL) for data persistence and will be deployed to a Microsoft webserver. These special deployment requirements require additional consideration in the development of the architecture.

3. The system must communicate with multiple third-party APIs. Defining how the system interfaces with these third-party systems is a primary concern of the architecture.

4. The system will have integration to other external systems, for instance IFMIS, KRA, e-Procurement and the National Asset Registry these external systems will influence the development processes of the system in various stages of its life cycle.

There are a number of anticipated changes that the application could face over time. One of the primary goals of the system architecture is to minimize the impact of these changes by minimizing the amount of code that would need to be modified to implement them. The architecture seeks to do this through the use of modularization and information hiding to isolate components that are likely to change from the rest of the system.

4.1.4. Use-Case View

The purpose of the use-case view is to give additional context surrounding the usage of the system and the interactions between its components. For the purposes of this document, each component is considered a use-case actor. and gives a brief description of each in the overall use context of the system. In the most common use-cases are outlined and illustrated using UML use-case diagrams and sequence diagrams to clarify the interactions between components.

Actors

User

The user will drive all operation of the web application. No distinction is made at this stage in regards to type of user. The user interacts with all available interfaces to initiate and monitor all application operations.

Client Authentication

The client authentication serves to aid in user authentication and general system accessibility.

Database

The Data Store handles all storage and retrieval of saved information.

Web App

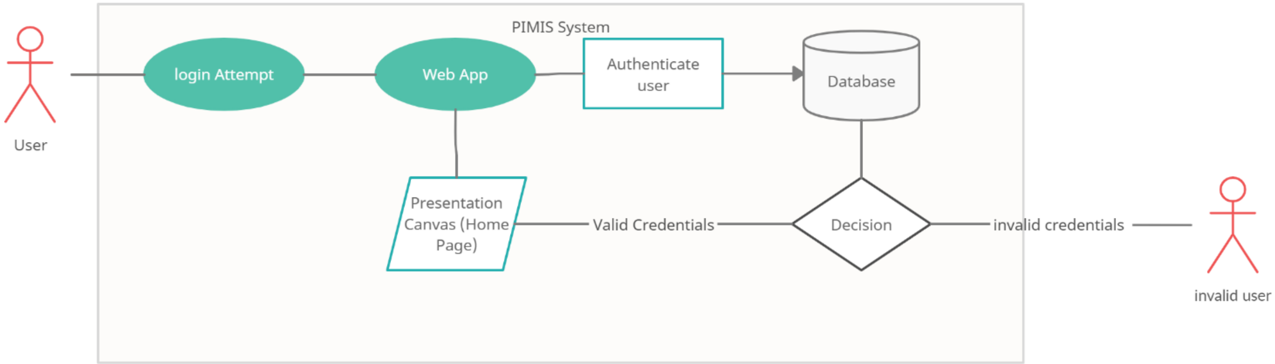
The web app is the main user interface for the system, presenting users with an HTML-based user interface accessible through a web browser.

Use-Case Realizations

Login

User credentials are authenticated and user is redirected to application home page.

Login Use Case Diagram UML



Login Sequence Diagram

Web App

Authentication

Database

Request access level

Access Level

<<Access Level>>

<<Access Level>>

4.1.5. Scope of the PIMIS

As per the PIM guidelines, PIM Information System shall automate all public investments (whether wholly of partially funded through public resources) procured and managed by National and County Governments, and their entities including constitutional commissions, independent offices and state organs. The guidelines also require projects implemented through Public Private Partnership to be monitored and managed through the PIMIS.

5. PIMIS General Requirements

The section here below lists the general requirements of the PIMIS.

5.1. Capability requirements

PIMIS will support the following capabilities to satisfy stakeholders.

- The system will have a functional and efficient DMS (Document Management System). The documents can be in any format like MS DOCS, PDF, JPEG or other file formats
- The system will have a reporting work flow and enable authorised users to generate reports
- The system will give each stakeholder their own custom dashboard
- The system will be web based and be available to the most commonly used web browsers such as Firefox, Mozilla, Google Chrome, Opera and Safari.
- The system will also be responsive (it will be available across a range of smart devices such as smart phones, tables, laptops and Desktop Computers).
- The system will give different analytical data on tasks to perform as well as project information
- There will be a minimum of 600 concurrent users at peak use times for the PIM Information system
- There will be a minimum of 50 concurrent users at peak use times for the PIM Information demo system
- There will be a minimum of 1500 concurrent users at peak use times for the PIM Information system web portal

5.2. Project Thresholds

Projects in the PIMIS will be classified into one of the following thresholds based on the estimated cost of the project

- **Small**: projects with an estimated cost of 100 million KES or less
- **Medium**: projects with an estimated cost over 100 million KES but no more than 500 million KES
- **Large**: projects with an estimated cost over 500 million KES but no more than 1 billion KES
- **Mega**: projects with an estimated cost over 1 billion KES

5.3. Threshold Routing

Projects classified as small will not go through the pre-feasibility and feasibility but head directly to the project pipeline after the approval of its PCN (Project Concept Note). Projects classified as either Medium, large or Mega at the PCN level will pass through the pre-feasibility and feasibility stages before reaching the project pipeline.

Exemptions can be applied to projects to route them from a PCN (Project Concept Note) to the project pipeline only by The National Treasury Cabinet Secretary.

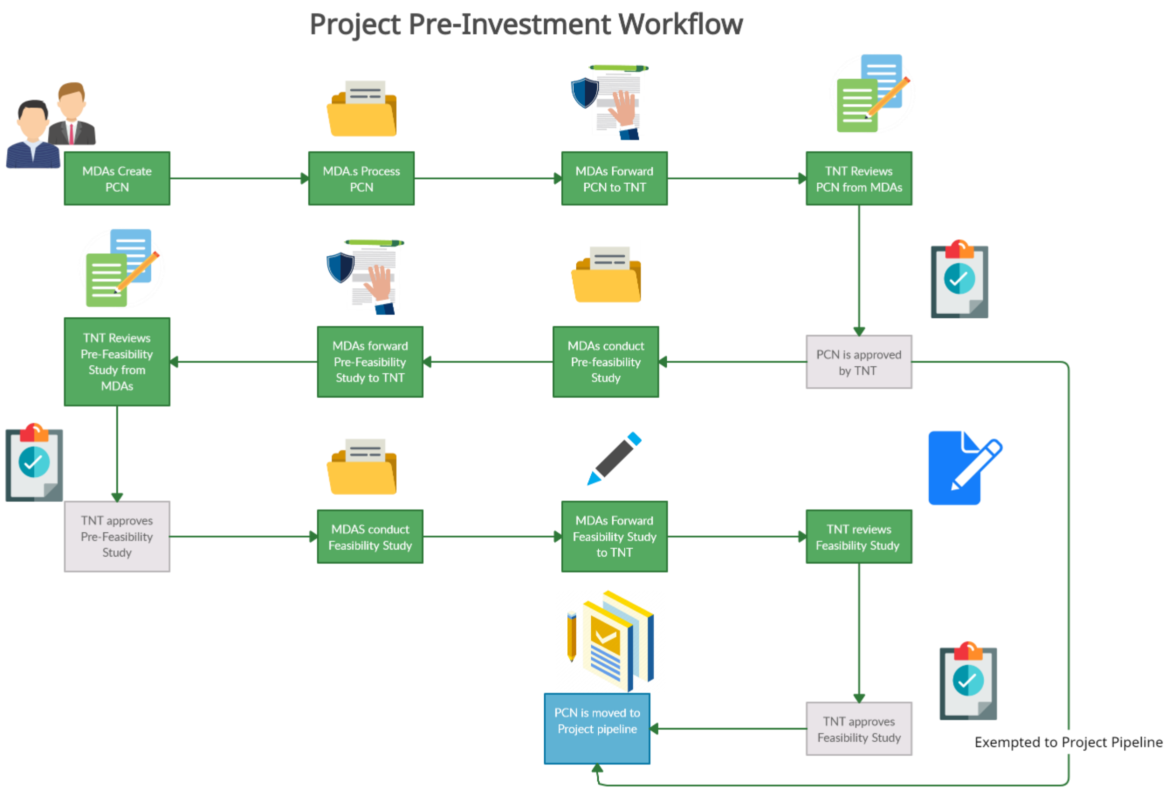
6. Functional Requirements

6.1. Project workflows

The following are the workflows for different stages of Project Implementation as contemplated in the design and development of the Public Investment Management Information System (PIMIS)

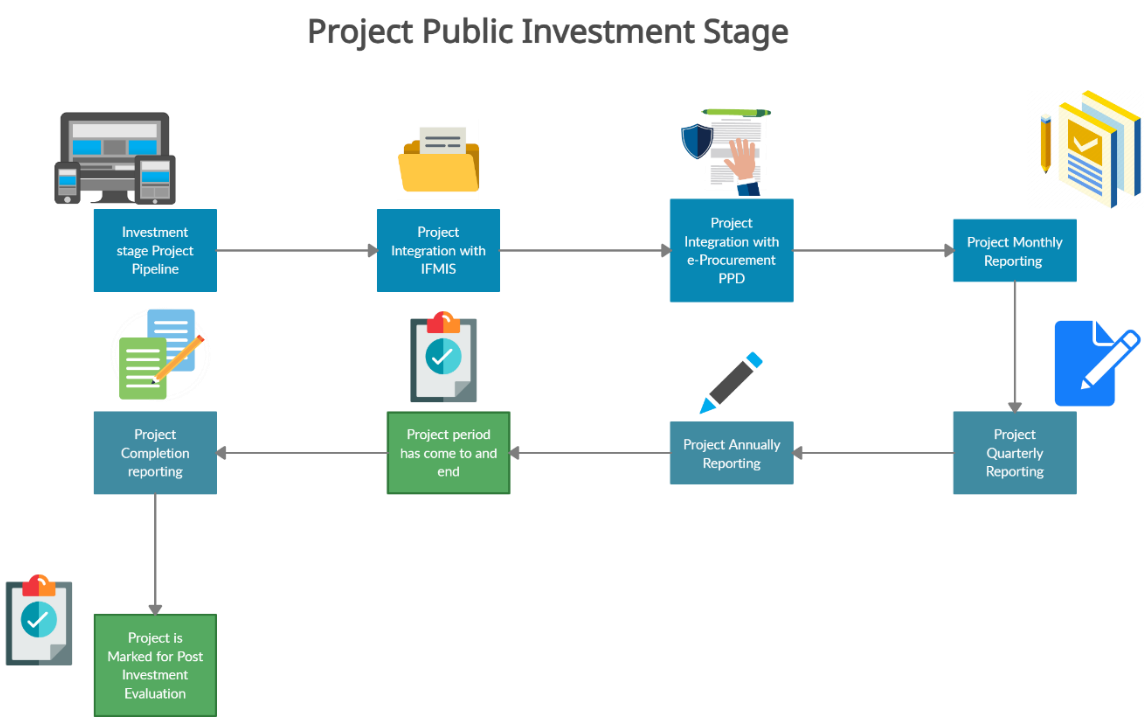
6.1.1. Project Pre-Investment Workflow

The diagram below shows the project pre-investment workflow, this covers the conceptualization of a project, going through the various qualifying stages in its lifecycle till it moved into the project pipeline



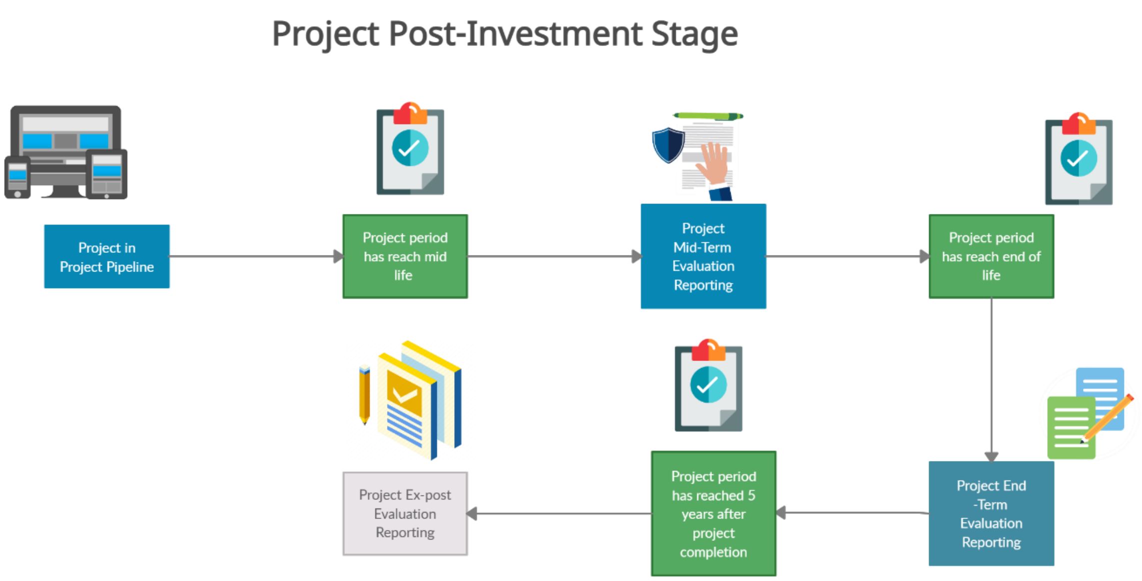
6.1.2. Project Public Investment Stage Workflows

The diagram below shows the project public investment stage workflow, this covers the stages a project marked for implementations moves through till it is marked for post investment evaluation



6.1.3. Project Post-Investment Workflow

After a project is completed or closed, it is marked for the stages of post investment, moving it through from the pipeline to its final ex-post evaluation.



6.2. Project Pre-investment stage

6.2.1. Project Concept Note (PCN)

The table below shows the workflow, tracking and document attachments for a project at conceptualization, in the National Government Ministries and County Governments.

Table 1: Department level PCN Conception in National Government Ministries and County Governments

PCN at National Government (NG) or County Government (CG) System Process Actors	PCN Document Attachments	Process Actions
Departmental Project Proposer (Head of Department/Section/Unit or Equivalent)	1. Internal Memo	Create, Edit or forward
Project Reviewer (Project Committee Chair Person/Secretary)	• PCN Committee minutes	Return or forward with Remarks
Project Approver (Accounting Officer)	1. PCN Approval Request Letter	Return or forward for TNT Review
Forward to The National Treasury (TNT)		

(a) PCN Dependencies at Conceptualization

Time Constraints

There are no time constraints in the PCN before it is forwarded to TNT from the National Government Ministries and County Governments.

The table below shows the workflow, tracking and document attachments for a project at conceptualization, in Agencies

Table 2: Agency level PCN Conception

PCN at Agencies System Process Actors	Agencies PCN document Attachments	Process Actions
Departmental Project Proposer (Head of Department/Section/Unit or Equivalent)	1. PCN Forwarding Memo	Create, Edit or forward
Project Reviewer (Project Committee Chair Person/Secretary)	1. PCN Committee minutes	Return or Forward with Remarks
Project Approver (CEO)	1. PCN Approval Letter to Line Ministry	Return or Forward to Line Ministry with Remarks
Line Ministry CS or CS Appointee	1. PCN Approval Request Letter from Line Ministry to TNT	Return or Forward with Remarks TNT Review
Forward to The National Treasury (TNT)		

(b) PCN Dependencies at Conceptualization

Time Constraints

There are no time constraints in the PCN before it is forwarded to TNT from the Agencies

The table below shows the workflow, tracking and document attachments for PCNs that have moved from the National Government Ministries, County Governments and Agencies to the TNT.

At this level optional remarks can be added at each stage of the workflow.

Table 3: TNT level PCN Conception Review Workflow

TNT PCN Review	Attachments	Process Actions	Remarks
TNT Appraiser (Director)	1. PCN Appraisal report	Return or Appraise	Yes or No
TNT Reviewer 1 (Director General)	1. PCN Review memo	Return or forward	Yes or No
TNT Reviewer 2 (PS)	1. PCN Review memo	Return or forward	Yes or No
TNT Approver (CS)	1. PCN Response Letter	Return, Approve or Reject	Yes or No
PCN Response by TNT			

(c) PCN Dependencies at Conception Review in TNT

Time Constraints

A PCN forwarded to TNT for review should be acted on within 30 working days by the Accounting Officer

Email alerts and dashboard notifications to the Accounting officer should be sent by the system on the count of the 15th day, 25th day and 30th.

6.2.2. Pre-Feasibility Study

After Projects with a project threshold **greater** than 100 million KES (Small) have had their PCNs approved, they may undergo a desktop review using all the guideline standards at the pre-feasibility study level. These are;

- Financial analysis
- Social economic analysis
- Preliminary environmental analysis
- Social impact assessment

The table below shows the workflow, tracking and document attachments for a project at pre-feasibility, for National Government Ministries and County Governments.

Table 4: Pre-feasibility study workflow on Projects from National Government Ministries and County Governments

Pre-Feasibility Study National Government (NG) and County Government (CG)	Attachments	Process Actions
Project Proposer (Head of Department/Section/Unit or Equivalent)	1. Pre-Feasibility Forwarding letter	Create, Edit or Forward with Remarks
Project Reviewer (Project Committee Chair Person/Secretary)	1. Pre-Feasibility Committee minutes	Return or Forward with Remarks
Project Approver (Accounting Officer)	1. Pre-Feasibility Approval Request Letter	Return or Forward with Remarks for TNT Independent Pre-Appraisal
Forward Pre-Feasibility for TNT Independent Pre-Appraisal		

The table below shows the workflow, tracking and document attachments for a project at the pre-feasibility study for Agencies.

Table 5: Pre-feasibility study workflow on Project from Agencies

Pre-Feasibility (Agencies)	Agencies Attachments	Process Actions
Project Proposer (Head of Department/Section/Unit or Equivalent)	1. Pre-Feasibility Forwarding Memo	Create, Edit or Forward
Project Reviewer (Project Committee Chair Person/Secretary)	1. Pre-Feasibility Committee minutes	Return or Forward with Remarks
Project Approver (CEO)	1. Pre-Feasibility Approval Request Letter to Line Ministry	Return or forward to Line Ministry with Remarks
Line Ministry CS or CS Appointee	Pre-Feasibility Approval Request Letter from Line Ministry	Return or Forward with Remarks for TNT Revie Independent Pre-Appraisal w
Forward Pre-Feasibility for TNT Independent Pre-Appraisal		

The table below shows the workflow, tracking and document attachments for the Pre-Feasibility Studies that have moved from creation to the review process, in either the National Government Ministries, County Governments and Agencies.

At this level optional remarks can be added at each stage of the workflow.

Table 6: TNT level Pre-feasibility study Review workflow on Project from all MDAs

TNT Pre-Feasibility Review	Attachment	Process Actions	Remarks
TNT Appraiser (Director)	1. Pre-Feasibility Appraisal report	Return or Appraise	Yes or No
TNT Reviewer 1 (Director General)	2. PCN Review memo	Return or forward	Yes or No
TNT Reviewer 2 (PS)	1. Pre-Feasibility Review memo	Return or forward	Yes or No
TNT Approver (CS)	1. Pre-Feasibility Response letter	Return or Respond	Yes or No
Pre-Feasibility Response by TNT			

(d) Pre-Feasibility Study Dependencies

Time Constraints

When a Pre-Feasibility study is sent to the Accounting Officer at the TNT, it should be reviewed within 30 working days.

Email alerts and dashboard notifications to the Accounting officer should be sent by the system on the count of the 15th day, 25th day and 30th day from the time of the Project Committee review.

6.2.3. Feasibility Study

After Projects have had their pre-feasibility approved, they may undergo a desktop review using all the guideline standards at the feasibility study level. These are;

- Technical feasibility
- Financial and Economic viability analysis
- Environment and Social impact analysis
- Fiscal and Risk analysis

The table below shows the workflow, tracking and document attachments for a project at feasibility, from National Government Ministries and County Governments.

Table 7: Feasibility study workflow on Projects from National Government Ministries and County Governments

Feasibility Study National Government (NG) and County Government (CG)	Attachments	Process Actions
Project Proposer (Head of Department/Section/Unit or Equivalent)	1. Feasibility forwarding Memo	Create, Edit or Forward with Remarks

Feasibility Study National Government (NG) and County Government (CG)	Attachments	Process Actions
Project Reviewer (Project Committee Chair Person/Secretary)	1. Feasibility Committee minutes	Return or Forward with Remarks
Project Approver (Accounting Officer)	1. Feasibility Approval Request Letter	Return or Forward with Remarks for TNT Independent Appraisal
Forward Feasibility for TNT Independent Appraisal		

The table below shows the workflow, tracking and document attachments for a project at the feasibility study for Agencies.

Table 8: Feasibility study workflow on Projects from Agencies

Feasibility (Agencies)	Agencies Attachments	Process Actions
Project Proposer (Head of Department/Section/Unit or Equivalent)	1. Feasibility Forwarding Memo	Create, Edit or Forward with Remarks
Project Reviewer (Project Committee Chair Person/Secretary)	1. Feasibility Committee minutes	Return or Forward with Remarks
Project Approver (CEO)	1. Feasibility Approval Request Letter to Line Ministry	Return or forward to Line Ministry with Remarks
Line Ministry CS or CS Appointee	1. Feasibility Approval Request Letter from Line Ministry to TNT	Return or Forward with Remarks for TNT Independent Appraisal
Forward Feasibility for TNT Independent Appraisal		

The table below shows the workflow, tracking and document attachments for the Pre-Feasibility Studies that have moved from creation to the review process, in either the National Government Ministries, County Governments and Agencies.

At this level optional remarks can be added at each stage of the workflow.

Table 9: TNT level Feasibility study workflow on Projects for all MDAs

TNT Feasibility Review	Attachment	Process Actions	Remarks
TNT Appraiser (Director)	1. Feasibility Appraisal report	Return or Appraise	Yes or No
TNT Reviewer 1 (Director General)	3. PCN Review memo	Return or forward	Yes or No
TNT Reviewer 2 (PS)	1. Feasibility Review memo	Return or forward	Yes or No
TNT Approver (CS)	1. Feasibility Response Letter	Return, Approve or Reject	Yes or No
Feasibility Response by TNT			

(e) Feasibility Study Dependencies

Time Constraints

When a Pre-Feasibility study is sent to the Accounting Officer at the TNT, it should be reviewed within 30 working days.

Email alerts and dashboard notifications to the Accounting officer should be sent by the system on the count of the 15th day, 25th day and 30th day from the time of the Project Committee review.

6.3. Project Pipeline

After a PCN has been approved or has been exempted from the pre-feasibility study and feasibility study, it is submitted to the project pipeline. At this stage any user who has had a processing action within the project's workflow is able to track and view its progress status.

A unique Project Code is generated by the system, which is mapped to any user generated project code. The Project also retains its original PCN reference code. This system generated Project Code, uniquely identifies each project in the system, and is used as an integration identifier when the PIMIS interacts with other systems.

If a project remains in the pipeline for 3 years it will be flagged for re-appraisal. Once its marked for re-appraisal it will be ineligible for prioritization for budgeting. Reappraised projects will still be marked and archived in the system,

6.4. Investment Stage

A project in the pipeline that has been prioritized and budgeted is marked for implementation. Once a project is marked for investment, it will have a Project manager assigned to it. The project Manager is responsible for communicating the latest project updates to the team and stakeholders. You can also use project reports to mitigate risk, monitor budgets and timelines, and build more accurate project plans.

6.4.1. System Integrations

Within PIMIS project implementation phase, there shall be integration points with external Government systems. This integration with IFMIS, E-Procurement, and KRA using an integration middleware layer. The scope of integration of external systems includes IT systems already existing and functional as well as those under development. The integration is expected to be on-line real time where appropriate and shall operate in an automated fashion.

The scope of external integration will be;

I. IFMIS- Hyperion Module for financial information
   a. Project related Budget data
   b. Project related Disbursement data
II. E-Procurement
III. KRA Tax exemptions (ICMS and iTax)

The work flows to be used in integration related to KRA Tax exemptions are listed below with their respective actors, attachments and processing actions.

6.4.1.1. CASE BY CASE DA1 Form

The Donor agency has to specify if they are doing a Local or Import exemption. Based on their selection this will inform the system what types of attachments will be available to the users in the process work flow.

In this Case By Case DA1 form the attachments selection is based on an initial selection of either Local or Import type of exemptions.

Local exemptions mandatory attachments are either one of the following;

- Proforma Invoice
- Invoice

Import exemptions mandatory attachments are either one of following;

- Bill of lading
- Airway Bill

The Case By Case DA1

Table 10: Case by Case DA1 Form workflow for all MDAs

DA1 approval Process	Attachments are subjective in what is needed	Process Actions
Donor Agency	1. Invoice or proforma invoice 2. Bill of lading 3. Commercial invoice 4. Packing list, log book (for local) 5. TCC (Tax Compliance Certificate)	Create, Edit or forward (with remarks)

	6. Airway Bill	
Line Ministry	1. Invoice or proforma invoice 2. Bill of lading 3. Commercial invoice 4. Packing list, log book (for local) 5. TCC (Tax Compliance Certificate) 6. Airway Bill	Return or forward with remarks
Treasury (RMD)	1. Invoice or proforma invoice 2. Bill of lading 3. Commercial invoice 4. Packing list, log book (for local) 5. TCC (Tax Compliance Certificate) 6. Airway Bill	Return with remarks or Recommend for approval
Treasury (MFAD)	1. Invoice or proforma invoice 2. Bill of lading 3. Commercial invoice 4. Packing list, log book (for local) 5. TCC (Tax Compliance Certificate) 6. Airway Bill	Approve and forward or Rejects with option remarks
Forward to KRA	Exemption certificate or Credit Note	Exempts

If the DA1 form is a local exemption, once forwarded to KRA it goes to iTax. If it is an import exemption it goes to ICMS

Note time constraints or dependencies of validity periods

Dependencies

Time Constraints

Invoices are valid for 6 months from their invoice date. While **Proforma Invoices, Bill of Lading and Airway Bill** have a dynamic valid period from their proforma invoice date. An invoice that is exceeds or older than the current date (date of creation in the system) cannot be inserted in the system. An invoice date will be compared at each level of the work flow to ensure it is within the validity period threshold. If it exceeds this period before it is forwarded to KRA it will be marked as rejected and it cannot be processed.

A validity period reminder will be visible throughout the work flow till it is forwarded to KRA.

6.4.1.2. Master List

The Creation of the Master list is to aid in

In the Master list work flow, the Implementing Agency can be an Agencies or Line Ministries. The Master list generated in the system begins with a primary master list with supplementary master list added as need in the system and combined to the primary master list and any other supplementary master list that exist.

Table 11: Master List workflow for all MDAs

Master List approval Process	Attachments	Process Actions
Implementing Agency	1. Letter from the contractor 2. Relevant attachments	Create, Edit or forward with remarks
Line Ministry	1. Letter from the contractor 2. Relevant attachments	Return or forward with remarks
Forward To TNT		

Table : TNT level Master List workflow for all MDAs

TNT Master list Review	Attachment	Process Actions	Remarks
TNT Appraiser (Director)	1. Letter from the contractor 2. Relevant attachments	Return or Appraise	Yes or No
TNT Reviewer 1 (Director General)	1. Letter from the contractor 2. Relevant attachments	Return or forward	Yes or No
TNT Reviewer 2 (PS)	1. Letter from the contractor 2. Relevant attachments	Return or forward	Yes or No
TNT Approver (CS)	1. Letter from the contractor 2. Relevant attachments	Return, Approve or Reject	Yes or No
Master List Forwarded to KRA	Master list generated and Available	Viewable by all Actors	

6.4.1.3. Specific Request

i. Once the master list has been approved, the Accounting officer makes a specific request for tax exemptions separating local and imported goods

ii. The import and local purchases must be applied separately application must be separated

iii. Application is reviewed to ascertain whether the items in the specific request are among those approved in the master list. Copies of relevant documents of procurement and importation have to be attached (Copies of invoices, airway bills/bills of lading and parking lists)

iv. The PS/NT approves and recommends for clearance by KRA to communicate of the goods being exempted. A copy of the letter is sent to the relevant Ministry and the contractor.

Table 12: Special Request workflow for all MDAs

Specific request approval Process	Attachments	Process Actions
Implementing Agency	1. Letter from the contractor 2. Relevant attachments (Invoice, bill of lading, IDF, packing list)	Create, Edit or forward with remarks
Line Ministry	1. Letter from the contractor 2. Relevant attachments (Invoice, bill of lading, IDF, packing list)	Return with forward with remarks
Forward to TNT		Clear, return with recommendations

Table : TNT level Special Request workflow for all MDAs

TNT Specific Request Review	Attachment	Process Actions	Remarks
TNT Appraiser (Director)	1. Letter from the contractor 2. Relevant attachments (Invoice, bill of lading, IDF, packing list)	Return or Appraise	Yes or No
TNT Reviewer 1 (Director General)	3. Letter from the contractor 4. Relevant attachments (Invoice, bill of lading, IDF, packing list)	Return or forward	Yes or No
TNT Approver (PS)	5. Letter from the contractor 6. Relevant attachments (Invoice, bill of lading, IDF, packing list)	Return, Approve or Reject	Yes or No

TNT Specific Request Review	Attachment	Process Actions	Remarks
Specific Request Forwarded to KRA	Specific Request generated and Available Clearance Certificate	Clear or Return Specific Request	

Dependencies

Time Constraints

Invoices are valid for 6 months from their invoice date. While **Proforma Invoices, Bill of Lading and Airway Bill** have a dynamic valid period from their proforma invoice date. An invoice that exceeds or older than the current date (date of creation in the system) cannot be inserted in the system. An invoice date will be compared at each level of the work flow to ensure it is within the validity period threshold. If it exceeds this period before it is forwarded to KRA it will be marked as rejected and it cannot be processed.

A validity period reminder will be visible throughout the work flow till it is forwarded to KRA.

6.4.2. Implementation Reporting

Implementation reporting will be done to all projects marked for investment (projects that have had their actual project cost and contract details populated in PIMIS through integration with IFMIS and e-procurement). These reports will be done in the following periods.

- Monthly
- Quarterly
- Annually

A reporting module should provide a project manager with the ability to update the project status, generate and forward reports for review only on their respective projects.

Directors and PFM standing committee representatives will be able to advance or return a report with optional remarks in the workflow.

Accounting Officers will be able to approve or return a report with optional remarks in the workflow.

The table below shows the workflow and process actions for reporting on an investment project for National Government Ministries and County Governments

Table 17: Monthly/Quarterly/Annual Reporting workflow on Projects from National Government Ministries and County Governments

M/Q/A Report for National Government (NG) and County Government (CG)	Actions
project manager	1. Update Project status 2. Remark/Comment 3. Submit report
Head of Department/Section/Unit or Equivalent	1. Review report (remark/comment) 2. Return or forward report
PFM Standing Committee representative	1. Review report (remark/comment)

M/Q/A Report for National Government (NG) and County Government (CG)	Actions
	2. Return or forward report
Accounting Officer	1. Review report (remark/comment) 2. Return or approve report
Final Report viewable by (TNT)	Downloadable individual or cumulative reports

The table below shows the workflow and process actions for reporting on an investment project for Agencies

Table 18: Monthly/Quarterly/Annual Reporting workflow on Projects from Agencies

M/Q/A Report for Agencies	Actions
project manager	1. Update Project status 2. Remark/Comment 3. Submit report
Head of Department/Section/Unit or Equivalent	1. Review report (remark/comment) 2. Return or forward report
PFM Standing Committee representative	1. Review report (remark/comment) 2. Return or forward report
CEO	1. Review report (remark/comment) 2. Return or forward report to Line Ministry
Line Ministry CS or CS Appointee	1. Review report (remark/comment) 2. Return or approve and forward report to TNT
Final Report viewable by (TNT)	Downloadable individual or cumulative reports

Dependencies

Time Constraints

Email and notification alerts will be sent on the 15th day of every month notifying the report processors that reports are due at the end of the month.

In cases where a report is not submitted on time; that is at the end of the month, an alert is sent to notify the Accounting Officer which projects have their reports overdue.

6.4.3. Mid-Term Evaluation

Mid-term evaluation will be done to all projects marked for investment (projects with actual project cost and contract details inserted through integration with IFMIS and e-procurement). These reports will be done when project reaches its midlife.

A reporting module will provide a project manager with the ability to update the project status when a project has reached its half-life, generate reports and forward reports for review only on their respective projects.

Directors and PFM standing committee representatives should be able to advance or return a report with optional remarks in the workflow.

Accounting Officers will be able to approve or return a report with optional remarks in the workflow.

The table below shows the workflow and process actions for Mid-Term Evaluation reporting on projects for a MDAs.

Table 13: Mid-Term Evaluation reporting workflow on Projects from National Government Ministries and County Governments

Mid-Term Evaluation Report for National Government (NG) and County Government (CG)	Actions
project manager	1. Update Project status 2. Remark/Comment 3. Submit report
Head of Department/Section/Unit or Equivalent	1. Review report (remark/comment) 2. Return or forward report
PFM Standing Committee representative	1. Review report (remark/comment) 2. Return or forward report
Accounting Officer	1. Review report (remark/comment) 2. Return or approve report
Final Report viewable by (TNT)	Downloadable individual or cumulative reports

The table below shows the workflow and process actions for Mid-Term Evaluation reporting on a project for Agencies

Table 14: Mid-Term Evaluation reporting workflow on Projects from Agencies

Mid-Term Evaluation reporting workflow Report for Agencies	Actions
project manager	1. Update Project status 2. Remark/Comment 3. Submit report
Head of Department/Section/Unit or Equivalent	1. Review report (remark/comment) 2. Return or forward report
PFM Standing Committee representative	1. Review report (remark/comment) 2. Return or forward report
CEO	1. Review report (remark/comment) 2. Return or forward report to Line Ministry

Mid-Term Evaluation reporting workflow Report for Agencies	Actions
Line Ministry CS or CS Appointee	1. Review report (remark/comment) 2. Return or approve and forward report to TNT
Final Report viewable by (TNT)	Downloadable individual or cumulative reports

Dependencies

Time Constraints

Email and notification alerts will be sent three (3) months before the estimated half-life date of a project notifying the report processors that reports are due in three (3) months. Consecutive email and notification alerts will be sent as reminders at the beginning of every month after the initial alert until the half-life period is reach or the report is acted upon

In cases where a report is not submitted on time; that is at the half-life date of a project, an alert is sent to notify the Accounting Officer which projects have their reports overdue.

6.4.4. End-term Evaluation

End-term evaluation will be done to all projects marked for investment (projects that have had their actual project cost and contract details inserted through integration with IFMIS and e-procurement). These reports will be done when project reaches its estimate end of life.

A reporting module will provide a project manager with the ability to update the project status generate reports and forward reports for review only on their respective projects.

Directors and PFM standing committee representatives should be able to advance or return a report with optional remarks in the workflow.

Accounting Officers will be able to approve or return a report with optional remarks in the workflow.

The table below shows the workflow and process actions for end-term evaluation reporting on an investment project for a MDAs.

Table 15: End-Term Evaluation reporting workflow on Projects from National Government Ministries and County Governments

End-Term Evaluation Report for National Government (NG) and County Government (CG)	Actions
project manager	4. Update Project status 5. Remark/Comment 6. Submit report
Head of Department/Section/Unit or Equivalent	3. Review report (remark/comment) 4. Return or forward report
PFM Standing Committee representative	3. Review report (remark/comment) 4. Return or forward report

End-Term Evaluation Report for National Government (NG) and County Government (CG)	Actions
Accounting Officer	3. Review report (remark/comment) 4. Return or approve report
Final Report viewable by (TNT)	Downloadable individual or cumulative reports

The table below shows the workflow and process actions for End-Term Evaluation reporting on a project for Agencies

Table 16: End-Term Evaluation reporting workflow on Projects from Agencies

End-Term Evaluation reporting workflow Report for Agencies	Actions
project manager	4. Update Project status 5. Remark/Comment 6. Submit report
Head of Department/Section/Unit or Equivalent	3. Review report (remark/comment) 4. Return or forward report
PFM Standing Committee representative	3. Review report (remark/comment) 4. Return or forward report
CEO	3. Review report (remark/comment) 4. Return or forward report to Line Ministry
Line Ministry CS or CS Appointee	3. Review report (remark/comment) 4. Return or approve and forward report to TNT
Final Report viewable by (TNT)	Downloadable individual or cumulative reports

Dependencies

Time Constraints

Email and notification alerts will be sent six (6) months before the actual end of life date of a project notifying the report processors that reports are due in six (6) months. Consecutive email and notification alerts will be sent as reminders at the beginning of every month after the initial alert until the half-life period is reach or the report is acted upon

In cases where a report is not submitted on time; that is at the actual end of life date of a project, an alert is sent to notify the Accounting Officer which projects have their reports overdue.

6.4.5. Project completion reporting

Project completion reporting will be done to all projects marked for investment (projects that have had their actual project cost and contract details inserted through integration with IFMIS and e-procurement). These reports will be done the completion of a project.

A reporting module will provide a project manager the ability to update the project status, generate reports and forward reports for review only on their respective projects.

Directors and PFM standing committee representatives will be able to advance or return a report with optional remarks in the workflow.

Accounting Officers will be able to approve or return a report with optional remarks in the workflow.

Completed projects are marked within the systems as an asset, for future integration to the Assets management system

The table below shows the workflow and process actions for project completion reporting on an investment project for a National Government Ministries and County Governments

Table 19: Project Completion reporting workflow on Projects from National Government Ministries and County Governments

Project Completion Report for National Government (NG) and County Government (CG)	Actions
project manager	1. Update Project status 2. Remark/Comment 3. Submit report
Head of Department/Section/Unit or Equivalent	1. Review report (remark/comment) 2. Return or forward report
PFM Standing Committee representative	1. Review report (remark/comment) 2. Return or forward report
Accounting Officer	1. Review report (remark/comment) 2. Return or approve report
Final Report viewable by (TNT)	Downloadable individual or cumulative reports

The table below shows the workflow and process actions for completion reporting on projects for Agencies

Table 20: Project Completion Reporting on Projects from Agencies

M/C/A Report for Agencies	Actions
project manager	1. Update Project status 2. Remark/Comment 3. Submit report

M/C/A Report for Agencies	Actions
Head of Department/Section/Unit or Equivalent	1. Review report (remark/comment) 2. Return or forward report
PFM Standing Committee representative	1. Review report (remark/comment) 2. Return or forward report
CEO	1. Review report (remark/comment) 2. Return or forward report to Line Ministry
Line Ministry CS or CS Appointee	1. Review report (remark/comment) 2. Return or approve and forward report to TNT
Final Report viewable by (TNT)	Downloadable individual or cumulative reports

Dependencies

Time Constraints

Email and notification alerts will be sent Six (6) months before the estimated end-date notifying the report processors that reports are due in six (6) months.

6.5. Post-Investment Stage

6.5.1. Ex-Post Evaluation

Ex-Post Evaluation will be done to all projects marked for investment (projects that have had their actual project cost and contract details inserted through integration with IFMIS and e-procurement). These reports will be done when project reaches five (5) years after its project completion.

A reporting module will provide a project manager with the ability to update the project evaluation generate reports and forward reports for review only on their respective projects.

Directors and PFM standing committee representatives will be able to advance or return a report with optional remarks in the workflow.

Accounting Officers will be able to approve or return a report with optional remarks in the workflow.

The table below shows the workflow and process actions for end-term evaluation reporting on an investment project for a MDAs.

Table 21: Ex-Post Evaluation reporting workflow on Projects from National Government Ministries and County Governments

Ex-Post Evaluation Report for National Government (NG) and County Government (CG)	Actions
project manager	1. Update Project status 2. Remark/Comment 3. Submit report

Ex-Post Evaluation Report for National Government (NG) and County Government (CG)	Actions
Head of Department/Section/Unit or Equivalent	1. Review report (remark/comment) 2. Return or forward report
PFM Standing Committee representative	1. Review report (remark/comment) 2. Return or forward report
Accounting Officer	1. Review report (remark/comment) 2. Return or approve report
Final Report viewable by (TNT)	Downloadable individual or cumulative reports

The table below shows the workflow and process actions for Ex-Post Evaluation reporting on a project for Agencies

Table 22: Ex-Post Evaluation reporting workflow on Projects from Agencies

Ex-Post Evaluation reporting workflow Report for Agencies	Actions
project manager	1. Update Project status 2. Remark/Comment 3. Submit report
Head of Department/Section/Unit or Equivalent	1. Review report (remark/comment) 2. Return or forward report
PFM Standing Committee representative	1. Review report (remark/comment) 2. Return or forward report
CEO	5. Review report (remark/comment) 6. Return or forward report to Line Ministry
Line Ministry CS or CS Appointee	5. Review report (remark/comment) 6. Return or approve and forward report to TNT
Final Report viewable by (TNT)	Downloadable individual or cumulative reports

Dependencies

Time Constraints

Email and notification alerts will be sent fourth (4^{th}) year before the after completion of a project, notifying the report processors that reports are due in fifth (5^{th}) year. A consecutive email and notification alerts will be sent as reminders on the sixth (6^{th}) month after the initial alert.

In cases where a report is not submitted on time; that is at on the fifth (5^{th}) year after the actual end of life date of a project, an alert is sent to notify the Accounting Officer which projects have their reports overdue.

7. PIMIS USER ROLES

SN	ACTOR	ROLE
1	Project Committee	A project Committee is appointed by Accounting officer of respective MDAs and County. The functions includes; to review project Concept Notes and make recommendations to the Accounting Officer for decision making within twenty-one days; review project Re-feasibility and Feasibility studies and make recommendations to the Accounting Officer; Identify project risks and mitigation measures not covered in project concept note, pre-feasibility or feasibility studies; Prioritize projects based on National Government Ministries, departments and Agencies or County Government Ministries departments and Agencies Strategic plan, Medium Term Plan and National and County development plans; to recommend mode of project financing; provide guidance on any changes in the project design.
2	Project Proposer	Project proposer is the initiator of Project Concept Note (PCN). The major roles include Conceptualize Idea to address specific needs together with development Goals; Conduct Stake holder consultations; Come up with Project Conceptual Designs and finally prepare Concept Note preparation
3	County Executive Committee Member (CEC)	County Executive Committee Member roles in Public Investment process includes: provide strategic leadership and interventions during implementation of public investment; provide necessary approvals for projects emanating from State or County corporations; issue policies required for proper, efficient and effective processes
4	County Department of Planning	The role of planning department at County level as far as Public Investment Process includes: Convene public participation and stakeholder consultation forums in order to identify County sectoral and strategic priorities to be included in the County Integrated Development Plan; Coordinate development of County, sectoral and strategic plans; Building and strengthening the capacity of county government and its entities on the use of Public Investment processes, tools and techniques; Provide adequate and skilled staff for units responsible for project Planning and Monitoring in County Government
5	Project Manager	Project Manager is an office given responsibility of managing a particular project within planned time frame and planned resources updates project progress report in the system at every required stage i.e., Monthly, Quarterly and Annually
6	Chief Executive Officer	The Chief Executive is the in charge of Agencies and Independent Commissions, his role is approval of Concept Notes; forming of Project Committees at the Agency Level
7	Cabinet Secretary of Line Ministry	Cabinet Secretary roles in Public Investment process includes: provide strategic leadership and interventions during implementation of public investment; provide necessary approvals for projects emanating from State or County corporations

8	Cabinet Secretary (National Treasury)	Cabinet Secretary or County Executive Committee Member roles in Public Investment process includes: provide strategic leadership and interventions during implementation of public investment; provide necessary approvals for projects emanating from State or County corporations
9	Accounting Officer	An accounting officer plays a very central role in Public Investment Process these includes; approve and facilitate resources necessary for project pre-investment activities and effective implementation; be accountable for successful implementation of projects based on key performance indicators; build and strengthen the capacity of their respective entities on the use of public Investment Management processes tools and techniques; responsible for efficient and effective utilization of Resources that will be expanded in project execution; monitor ,track and report on financial and no-financial status of projects and programmes; responsible for all procurements to ensure the success of the project on time, on schedule and within budget; ensure that project agreements or contracts are consistent with the financing agreements for effective and efficient implementation of the project; declare all projects within their jurisdiction which are funded by development partners to the National Treasury or County Treasury as the case maybe; Provide the Primary link and enhance collaboration between the relevant stakeholders, including Government, coordinate implementation to ensure efficient and effective delivery of the project objectives; ensure emerging issues are addressed to attain effective implementation of the project; responsible for monitoring, evaluation and reporting of the project including uploading and updating project monitoring and evaluation data in the system; responsible for successful project closure and transfer of assets and liabilities in accordance with the provisions of the project agreement and any other relevant laws; update their respective website with details of approved projects from the pipeline module of the Public Investment Management Information System; responsible for carrying out end-term project evaluation upon completion of the project; ensure that projects emanating from the state or County corporation, or autonomous or semi-autonomous government agency are cleared by the board of respective corporation or County Executive Committee Member before submission to the National Treasury or County Treasury; may appoint public officers who are immediately in charge of implementation of a project or program to be the holders of authority to incur expenditure on his or her behalf; promote information sharing and coordination in public investment projects in accordance with the Inter-governmental Relations Act,2012 which includes i). participate in Sector Working Groups in both National and County levels ii). Submit a status report to the Intergovernmental Budget and Economic Council for coordination on all ongoing and project pipeline iii). Constitute joint committee in accordance with Section 23 of the Intergovernmental Relations Act,2012; Receive recommendations from the project committee and make appropriate decision
10	Parliament and County Assembly	Role of Parliament and county Assembly includes: to provides oversight over the budgeting process and appropriate budget estimates of revenue and expenditure for by the Act; ensure that appropriation for public investments is only for prioritized pipelined projects
11	National treasury	Responsible for developing and maintaining a framework for project planning conceptual design and implementation; reviewing project concept notes for medium, large and mega projects and recommending whether or not pre-feasibility and feasibility studies should be

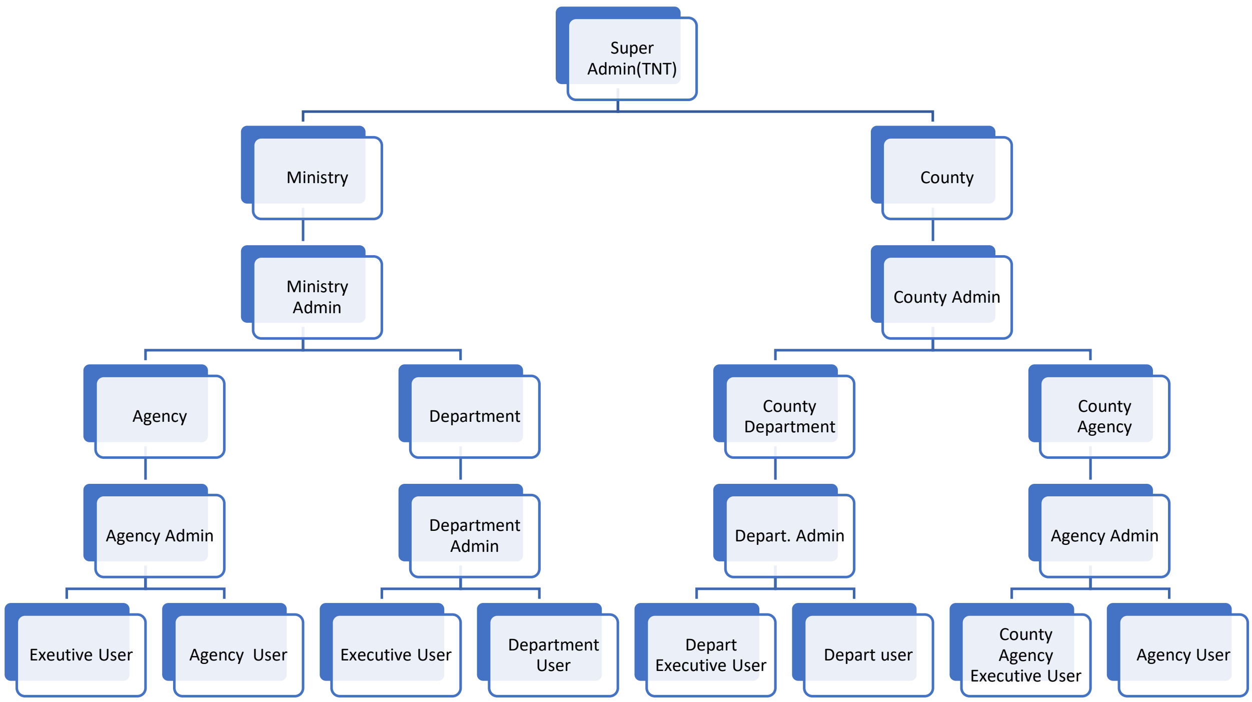
		undertaken; reviewing pre-feasibility and feasibility studies and recommending the projects for inclusion in the project pipeline; monitor the use of Public Investment projects in the pipeline, which have been approved by accounting officers; approve new projects prioritize by accounting officers for funding where there is fiscal space; reporting on all ongoing projects that do not receive funding in the succeeding year to Cabinet and the National Assembly when submitting budget estimates; preparing analytical reports based on project data in the public Investment management information System to inform decision making on policy planning and budget execution; Sharing project analytical reports during the intergovernmental budget and economic Council for Coordination; organizing annual public Investment forums for knowledge sharing
12	County Treasury	County Treasury have the following role in Public Investment Process includes: Establish Public Investment Management Unit at the County Treasury, which shall be the focal point for public investment management for the County Government; review project concept note for medium, large and mage projects, and recommending whether or not pre-feasibility and feasibility studies should be undertaken; build and strengthen the capacity of County Government and its entities on the use of public Investment Management processes and systems; ensure where applicable, that financing agreements with development partners are entered into for projects that have been approved and uploaded in the public Investment Management Information System; review feasibility studies and management information system to ensure that approved projects pipelined; Report on all ongoing projects that do not receive funding in the succeeding year to County Executive Committee and County assembly when submitting budget estimates; consolidate portfolio of public investment projects in pipeline, which have been approved by accounting officers; approve new projects prioritize by the accounting officer for funding where there is fiscal space; prepare analytical reports based on project data in the public Investment Management Information System to inform decision making on policy planning and budget execution; share project analytical reports with the National Treasury during the Intergovernmental Budget and Economic Council for coordination; organize annual public investment forums for knowledge sharing

8. PROPOSED PIM SYSTEM ADMINISTRATION STRUCTURE

PIMIS will provide administration module with capabilities to define user roles and profiles in order to grant access privilege to only the authorized users. This is to ensure documents are handled with the highest security levels and that only the right people have the right access level to the right information

The system will be role based, such that users can only perform tasks associated to the role/user group he/she belongs to.

Below is the system admin structure



8.1. System Administration Users and User Roles

SN	USER	USER ROLES
1	Super User (TNT)	• Creates super users • Creates Ministries and Counties • Creates Ministry and County Admins • Assign Rights and roles to Ministry and County admins • Suspends, edit, delete, freezes super users, county admin users and ministry admin users • Manages Audit Trail at the Super level, Ministries, Counties, Agencies levels
2	Ministry Admin	• Creates Ministry Users • Creates department admins and assign rights and roles • Creates ministry users • Assign user rights and roles • Suspends, edit, delete, freezes specific Ministry user accounts • Manage Audit trail at ministry level
3	Department Admin	• Creates department users • Assign user rights and roles • Suspends, edit, delete, freezes specific Department user accounts • Manages Audit trail at department level
4	Department Executive User	• Perform policy and decision-making roles in the system

5	Department User	• Performs business processes in the system according to roles and rights
6	Agency Admin	• Creates Agency users • Assign user rights and roles • Suspends, edit, delete, freezes specific Agency user accounts • Manages Audit trail at Agency level
7	Agency Executive User	• Perform policy and decision-making roles in the system
8	Agency User	• Performs business processes in the system according to roles and rights
9	County Admin	• Creates County Users • Creates department and Agency admins and assign rights and roles • Creates County department and County Agency admins • Assign user rights and roles • Suspends, edit, delete, freezes specific County user accounts • Manages Audit trail at County level
10	County Department Admin	• Creates County department users • Assign user rights and roles • Suspends, edit, delete, freezes specific County user accounts • Manages Audit trail at County department level
11	Department Executive User	• Perform policy and decision-making roles in the system
12	Department User	• Performs business processes in the system according to roles and rights
13	County Agency Admin	• Creates County Agency users • Assign user rights and roles • Suspends, edit, delete, freezes specific County Agency user accounts • Manages Audit trail at Agency level
14	Agency Executive User	• Perform policy and decision-making roles in the system
15	Agency User	• Performs business processes in the system according to roles and rights

9. Non-functional Requirements

The following requirements describe how the system will run/work properly as per limitations on timing, limitations on the development process and standards. These requirements are not applied individually to each function but on the whole system. Each requirement must be objective and quantifiable. There will be some measurable way to assess whether the requirement has been met.

9.1. Accessibility

- The System will be a web-based application and hence will be easily accessed from any standard operating system if the supported browser is installed. It will also allow access on mobile devices.
- The access to the system via the internet will ensure enhanced security of Data using authenticated data access and activity Logs.
- The system will have GIS capabilities with a user-friendly interface to locate project activities and investments. The GIS data will be exportable to enable MDAs and Counties to analyse the GIS data.

9.2. Availability

- The entire system shall be available for use 24 hours a day, 7 days a week.
- The maintenance weekends are allowed but must be announced 2 weeks in advance. The maintenance weekends mean that the system is off-line during 48 hours for maintenance activities.

9.3. Capacity and Performance

- The PIMIS will have the ability to receive and store data and information in large volumes without compromising its performance.
- Notwithstanding the storage volume, the system will have the capacity to perform and withstand any kind of loading that comes with the demand on system resources. The capacity includes but is not limited to the following areas:
  - I. Data Storage and Data Backup: The system data storage shall provide authorised user ability to perform an automatic periodic backup of the system data and to restore the system data from the backup in case of system failure. The system data storage shall provide the authorised user the ability to Add/update/remove data in the data storage as well as Perform periodic clean-up and update of data.
  - II. Disk space consumption: The client applications of the system shall consume not more than 500MB of disk space. The host part (system image and data) shall consume not more than 1TB of disk space
  - III. Memory consumption: The host part of the system shall not at any point in time consume more than 2000MB (2GB) of RAM for load generated by one user on average. The client part of the system shall consume not more than 500MB of RAM at any point in time. The average memory consumption must not be higher than 1GB.
  - IV. Number of concurrent users: Under the condition that the host system fulfils the hardware requirements, the system shall support concurrent work of at least 6000 users that are logged on to the system. The response time must not exceed 30 seconds. The DBMS for the data storage must be available to ensure full functionality.

9.4. Documentation

- The system documentation shall be sufficient to instruct a basic user on how to start using the functionality of the system immediately. The documentation shall describe all implemented system functionality. The advanced user roles will be able to start using all functionality of the system after instructor-based training. All technical guidelines will be provided as part of the user manuals.
- The system shall provide the on-line user documentation and a help subsystem within the client application. The on-line user documentation provides context-dependent help for all user interface functionality and will include a Frequently Asked Questions (FAQ) section. The help subsystem includes the description of all entities and functionality.
- The documentation shall contain table of contents and index. The user will be able to perform search in both on-line user documentation and help subsystem.

9.5. Disaster recovery

- Adequate Procedures for system maintenance, backup management, and disaster recovery shall be set up and followed.
- The proposed system has mechanism for remote data transfer for geo-separated redundant server for disaster recovery and business continuity and is designed to be replicated over heartbeat link with every transaction instantly replicated in the co-located back-up server.
- Additionally, the delta of the data will be replicated every 1 hour to a geographically separated server for disaster recovery.
- Participation in Disaster Recovery Planning exercise will be held at least twice yearly for the system

9.6. Error handling and recovery

- The System should explicitly alert the user of errors through error messages in a clear and concise way.
- The system data and configuration should be able to be fully restored when the system recovers from an error or malfunction.
- The system must support functionality for back up of data and application software covering, at minimum:
    - scheduling back-up processing.
    - automating back-up processing.
    - data and system recoveries.
    - Support for enterprise copy and hot backups.

9.7. Effectiveness and Efficiency

- The PIMIS shall be competent in performance and will be able to accomplish all required tasks with the least time utilised and minimum effort deployed.
- It will enhance performance by providing simple steps for each process to produce the intended/expected result within the intended timeframe.

9.8. Extensibility

- The upgrade of the PIMIS shall fulfil the same functional and quality standard requirements and preserve all user data: projects, tasks, resources and project portfolios.
- The development of the PIM system will be cognizant to the future conditions or occurrences and be able to adapt to the dynamic world of computing.

- The PIMIS will provide version control and source code management. Comprehensive system documentation and provision of source code is an integral part of business continuity planning.

9.9. Inter-operability

- PIMIS will Implement APIs and an import-export feature for secure integration with other systems and/or departments through upload of data Maintainability. This feature also enables transfer of data to other forms of "soft" copies relevant to the users.

9.10. Privacy

- The PIM system shall protect sensitive data and computation at the server environment.
- The National Treasury shall maintain full regulatory compliance while also protecting institutional and partners'/customers' data.

9.11. Quality

- The system shall come with a high-quality source code that is clean and that is able to stand the test of time. This means that it does what it should, follows a consistent style, is easy to understand, has been well-documented and can be tested.

9.12. Security Requirements

- The PIMIS shall protect the data and services from unauthorised access. The system shall also provide authentication and secure transaction.
- The PIMIS shall ensure secure and tamper proof data exchange between parts of the system and the user. All data send over network (LAN or WAN) WILL be encrypted.
- The system shall support both IPv4 and IPv6 protocols to cater for future network standards
- The system shall support the use of the Internet Protocol Security (IPsec) to secure communication with other systems such as the IFMIS.
- The system shall employ the latest official version of the Transport Layer Security (TLS) protocol to secure web communication between the portal and systems that utilise a web-enabled device such as a web browser on desk workstations and mobile devices.
- All users will have a login ID and a password to connect to System via Web Application.
- Users will be divided into User Groups / Roles so that different types of access will be given based on the form of authentication the user belongs to. The system shall provide a mechanism of user authentication to unambiguously identify a user. User groups / Roles will have privileges based on their requirements and authority. The system shall implement Role based Authorization / Access control model.
- The PIMIS shall audit all business activities performed by users. All audit entries will at least contain User name that has performed an action, Time stamp, Action description, Activities that are audited, global events such as logon, logoff, password changes, creation, editing, deletion of user or user role, assigning and reassigning permissions to users including all security exceptions.
- The System shall conform to all security requirements for web applications listed in the OWASP guidelines.
    - Web authentication
    - Session management
    - Web access control
    - Web input validation
    - Web error handling and logging

    - Web service security
    - Web data protection
- The system shall have and securely store user authentication credentials using industry acceptable hashing algorithms and standards.
- The system shall time stamp all information uploaded onto the system upon saving of the information onto the system

9.13. Testability

The first month after deployment of the 'draft system' is for testing and the system should allow use of test databases. The subsequent four months of handholding period for system's usage should allow for optimization and a reasonable time to implement any change requests.

The following methodologies of testing are used to ensure successfully operation of PIMIS is dynamic in its operations. These testing practises are either functional or non- functional methods.

9.13.1. Functional Testing

These tests will be used to validate PIMIS against its functional requirements

9.13.1.1. Unit Testing

Unit testing is the first level of testing that Kingsway business Systems Ltd Consortium will perform. It is the process of ensuring individual components of the system at the code level are functional and work as they were designed to.

9.13.1.2. Integration Testing

After each unit is thoroughly tested, it is integrated with other units to create modules or components that are designed to perform specific tasks or activities. These will then be tested as group through integration testing to ensure whole segments of an application behave as expected (i.e., the interactions between units are seamless).

9.13.1.3. System Testing

System testing is used to evaluate the completed and integrated system, as a whole, to ensure it meets specified requirements. The functionality of the system will be tested from end-to-end.

9.13.1.4. User Acceptance Testing

User acceptance testing is the last phase of functional testing and is used to assess whether or not the final piece of system is ready for delivery. It involves ensuring that the system is in compliance with all of the original business criteria and that it meets the end user's needs.

9.13.2. Non-functional testing

Non-functional testing methods incorporate all test types focused on the operational aspects of the system.

The Non-functional methods are as follows;

9.13.2.1. Performance Testing

Performance testing will be used to determine how the system will behave under various conditions. The goal is to test its responsiveness and stability in real user situations. Performance testing will be done through the following processes;

- **Load testing** is the process of putting increasing amounts of simulated demand on the system to verify whether or not it can handle what it's designed to handle.
- **Stress testing** takes load testing a step further and will be used to gauge how the system will respond at or beyond its peak load. The goal of stress testing will be to overload the system on purpose until it breaks by applying both realistic and unrealistic load scenarios, with the aim of finding the failure point of the system.
- **Endurance testing** will be used to analyse the behaviour of the system under a specific amount of simulated load over longer amounts of time. The goal is to understand how PIMIS will behave under sustained use, making it a longer process than load or stress testing (which are designed to end after a few hours). A critical piece of endurance testing is that it helps uncover memory leaks.
- **Spike testing** will be used to determine how PIMIS will respond to substantially larger bursts of concurrent user or system activity over varying amounts of time. This will help us understand what will happen when the load is suddenly and drastically increased.

9.13.2.2. Security Testing

Security testing is a non-functional software testing technique used to determine if the information and data in a system is protected. The goal is to purposefully find loopholes and security risks in the system that could result in unauthorized access to or the loss of information by probing the application for weaknesses. There are multiple types of this testing method, each of which aimed at verifying six basic principles of security:

1. Integrity
2. Confidentiality
3. Authentication
4. Authorization
5. Availability
6. Non-repudiation

9.13.2.3. Usability Testing

Usability testing is a testing method that measures the systems ease-of-use from the end-user perspective and is will be performed during the user acceptance testing stages. The goal is to determine whether or not the visible design and aesthetics of an application meet the intended workflow for various processes, such as logging into PIMIS.

9.13.2.4. Compatibility Testing

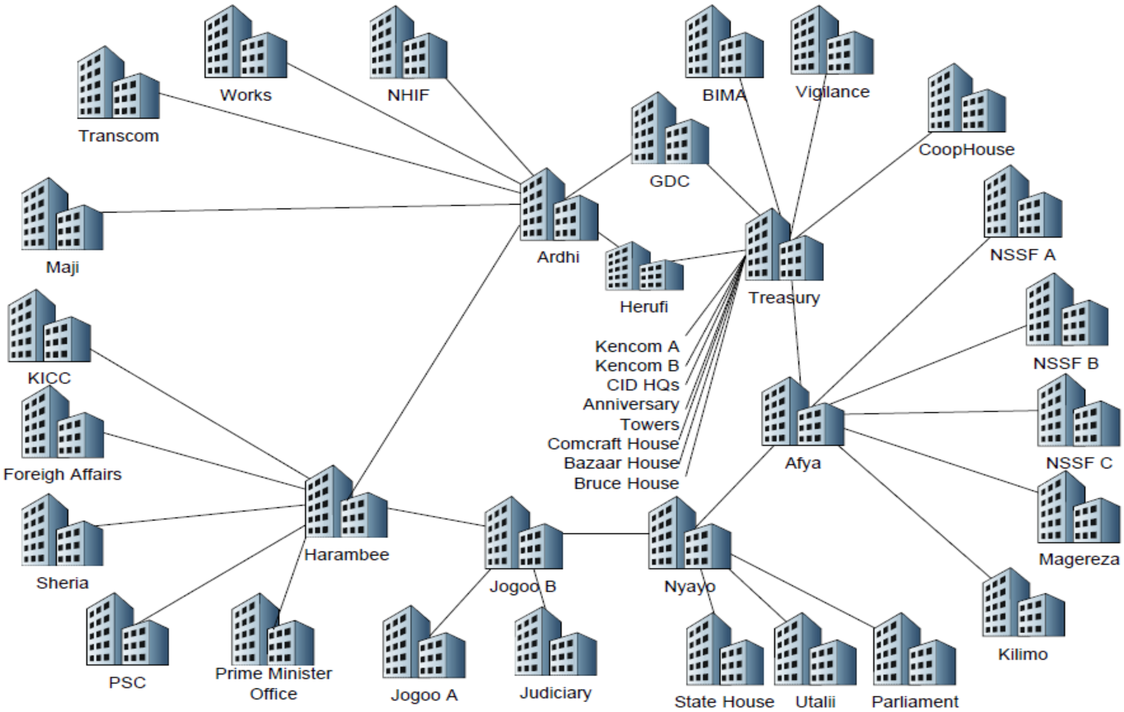
Compatibility testing will be used to gauge how the system will work in different environments. Checking if PIMIS is compatible with multiple operating systems, platforms, browsers, or resolution configurations. The goal is to ensure that PIMIS functionality is consistently supported across any environment we expect the end users to be using.

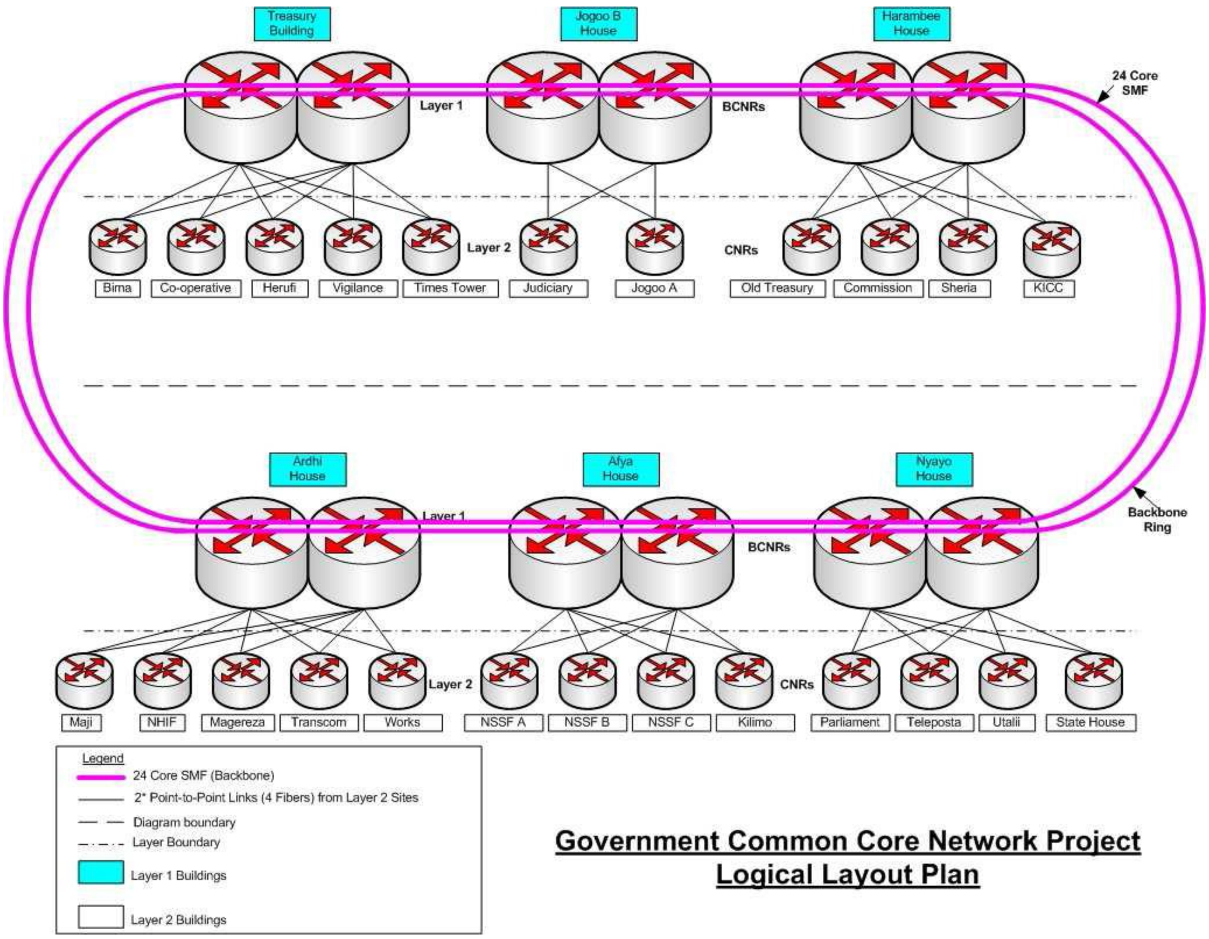
10. Hardware Requirements

10.1. Current Network Setup

There is an existing functional network at The National Treasury where the PIMIS servers will be hosted. The network is part of the larger wide area network dubbed the Government Common Core Network (GCCN). The GCCN provides a shared government-wide ICT architecture that enables Ministries, Departments and Agencies be able to integrate work processes and be able to share databases and exchange information. Further, the GCCN has been extended to the Counties through the National Optic Fiber Backbone Infrastructure (NOFBI) to deliver key services like Internet and IFMIS to the counties.

The GCCN topology is as in the figure below:





Government Common Core Network Project
Logical Layout Plan

The network at the National Treasury building comprises of cables, access points, switches, routers, servers, firewalls, PCs, laptops and handheld devices. The network is divided into several VLANs and has a DMZ zone.

10.2. Proposed Hardware Specifications

It is envisaged that the National Treasury will deploy the developed PIM Information System on hardware to be procured with the following minimum specifications: -

SN	FEATURE	KEY DESCRIPTION AND SPECIFICATIONS	OUR OFFER & RESPONSE DELL SERVER POWEREDGE R940
1.	Form Factor	3U Rack Mountable Server	3U Rack Mountable Server
2.	Chassis	2.5" Chassis with 8 hard disk slots	2.5" Chassis with 8 hard disk slots
3.	Processor	4x Intel® Xeon® Gold 6252 2.1G, 24C/48T, 10.4GT/s, 35.75M Cache, Turbo, HT (150W) DDR4-2933	4x Intel® Xeon® Gold 6252 2.1G, 24C/48T, 10.4GT/s, 35.75M Cache, Turbo, HT (150W) DDR4-2933
		Provision for 3rd and 4th Processor	Provision for 3rd and 4th Processor , HT (150W) DDR4-2933 Provision for 3rd and 4th Processor
4.	Processor Thermal Configuration	2 CPU Heatsink expandable to 4 processors	2 CPU Heatsink expandable to 4 processors
5.	Memory DIMM Type and Speed	4TB 2666MT/S RDIMMs Dual rank	4TB 2666MT/S RDIMMs Dual rank
6.	Memory Configuration Type	Performance Optimized	Performance Optimized
7.	Operating System Certified	Support Microsoft®Windows Server® or 2016	Support Microsoft®Windows
		Microsoft Windows Server 2016 SP1, x64 (includesHyper-V®v2) •CentOS®Linux Enterprise Server •SUSE®Linux Enterprise Server •Red Hat®EnterpriseLinux®Virtualization options	Microsoft Windows Server 2016 SP1, x64 x64 •CentOS®Linux Enterprise Server •SUSE®Linux Enterprise Server •Red Hat®EnterpriseLinux®Virtualization options
8.	Front	2 x USB 3.0 port	2 x USB 3.0 port
		1 x VGA port	1 x VGA port
9.	Rear	2 x USB 3.0 ports 1 x VGA port 1 x hdmi port	2 x USB 3.0 ports 1 x VGA port 1 x hdmi port

SN	FEATURE	KEY DESCRIPTION AND SPECIFICATIONS	OUR OFFER & RESPONSE **DELL SERVER POWEREDGE R940**
10.	RAID'	C7, Unconfigured RAID for HDDs or SSDs (Mixed Drive Types Allowed)	C7, Unconfigured RAID for HDDs or SSDs (Mixed Drive Types Allowed)
11.	RAID/Internal Storage Controllers	PERC H330+ RAID Controller, Adapter, Full Height with support for RAID 0, 1, 5, 6, 10	PERC H330+ RAID Controller, Adapter, Full Height with support for RAID 0, 1, 5, 6, 10
12.	Storage	2x1TB 7.2K RPM SAS 12Gbps 512n 2.5in Hot- plug Hard Drive, CK	2x1TB 7.2K RPM SAS 12Gbps 512n 2.5in Hot- plug Hard Drive, CK
13.	Storage	Dual FC Card with	Dual FC Card with
	Network	2xSFP modules	2xSFP modules
	Connectivity	Fiber Patch Cables 3meters (LC/LC SC/SC LC/SC LC/FC)	Fiber Patch Cables 3meters (LC/LC SC/SC LC/SC
14.	Embedded	iDRAC9, Express	iDRAC9, Express
	Systems Management		
15.	Network	Intel Ethernet I350 QP 1Gb Server Adapter Dual port,	Intel Ethernet I350 QP 1Gb Server Adapter Dual port,
	Daughter Card	Full Height, CusKit able to support 10/100/1000gbps	Full Height, CusKit able to support 10/100/1000gbps
16.	Additional	Broadcom 57414 (or alternative) Dual Port 25Gb,	Broadcom 57414 (or alternative) Dual Port 25Gb,
	Network Cards	SFP28, PCIe Adapter, Full Height.	SFP28, PCIe Adapter, Full Height.
17.	Optics & Cables	SFP28 SR Optic, 25GbE, 85c High Temperature,	SFP28 SR Optic, 25GbE, 85c High Temperature,
	for Network	Broadcom 57414 rNDC (or alternative) and Mellanox	Broadcom 57414 rNDC (or alternative) and Mellanox
	Cards	LX 25Gb (or alternative)	LX 25Gb (or alternative)
18.	Power Supply	Dual, Hot-plug, Redundant Power Supply (1+1), 1100W	Dual, Hot-plug, Redundant Power Supply (1+1), 1100W
19.	Power Cords	2 X (C13 to C14, PDU Style, 12 AMP, 2 Feet (2m)	2 X (C13 to C14, PDU Style, 12 AMP, 2 Feet (2m)
		Power Cord, North America)	Power Cord, North America)

SN	FEATURE	KEY DESCRIPTION AND SPECIFICATIONS	OUR OFFER & RESPONSE DELL SERVER POWEREDGE R940
		2 X (C13 to C14, PDU Style, 12. AMP, 6.5 Feet (2m)	2 X (C13 to C14, PDU Style, 12. AMP, 6.5 Feet (2m)
		Power Cord, North America)	Power Cord, North America)
20.	BIOS and Advanced System Configuration Settings	Performance BIOS Setting	Performance BIOS Setting
21.	Advanced System Configurations	UEFI BIOS Boot Mode with GPT Partition	UEFI BIOS Boot Mode with GPT Partition
22.	Rack Rails	Ready Rails™ Sliding Rails With Cable Management Arm	Ready Rails™ Sliding Rails With Cable Management Arm
23.	System Documentation	Open Manage DVD Kit	Open Manage DVD Kit
24.	Virtualization	Support for VMware vSphere Enterprise Plus, VSAN,	Support for VMware vSphere Enterprise Plus, VSAN,
	Solution	vCenter Server RecoverPoint 4 Virtual Machines,	vCenter Server RecoverPoint 4 Virtual Machines,
	Support	Kernel-based Virtual Machine (KVM), Oracle VM Server, XenServer etc.	Kernel-based Virtual Machine (KVM), Oracle VM Server, XenServer etc.
25.	Sliding rackmount monitor	Supports 19" - 22" LCD with a VESA mount Compatible with any KVM switch Articulated cable management included	Supports 19" - 22" LCD with a VESA mount Compatible with any KVM switch Articulated cable management included
26.	Warranty	2 Years Basic Hardware Warranty Repair: 5x10 HW- Only, 5x10 NBD Onsite	2 Years Basic Hardware Warranty Repair: 5x10 HW- Only, 5x10 NBD Onsite

10.3. Proposed now how the setup will connect within system (proossed hardware and connectivity)

10.4. Proposed Networking Requirements

Load Balancing - Application Servers and Database servers must be load balanced at the application level to ensure maximum stability and availability.

Remote Support - It should be possible for help desk, support, and training to be provided remotely

Get into more specifics (How will network requreiments cater for the other users using internet)

11. OTHER REQUIREMENTS

11.1. Database Requirements

The system database will provide for an automatic, highly secure system audit and trailing management to ensure any changes are accurately documented. The database will allow for frequent communication and seamless integration with existing databases (see integration requirements). It will allow development of custom reports in line with requirements as may be demanded by the various users, i.e., Management, Programme Staff, Development Partners and other stakeholders.

11.2. Legal Requirements

The system will be the property of the National Treasury. The Kenya Copyright law will be used to protect this software and its source codes as an original idea that will not be copied without authorization from the National Treasury.

11.3. Data Reconciliation

The system will ensure a verification phase is undertaken during data migration where the new database is compared against the original source of data to ensure that the migrated data architecture has been transferred correctly. This will avoid missing records, missing values, incorrect values, duplicated records, badly formatted values and broken relationships across databases or systems.

The data reconciliation process will be undertaken through the following methods: master data reconciliation, transactional data reconciliation and automated data reconciliation which is a critical part of the process.

11.4. Data Migration

Data may be migrated from the National Treasury legacy systems (e-ProMIS) and databases as per requirements. The data to be migrated will be cleansed, rationalized, transformed (if required) and reconciled. Queries, scripts or conversion programs will be written to handle this task.

The total data migration scope will be finalized by the National Treasury with the Kingsway Consortium. The following is the indicated list of the type of data to be migrated from the legacy/ manual systems.

I. All Master Data – Must be migrated
II. All transactions in the current financial year – Must be migrated
III. Historical Transactions captured within e-ProMIS

12. SYSTEM DEVELOPMENT, TESTING, CUSTOMIZATION AND PILOTING

The system shall be developed following a phased approach as follows.

During the Phase 1, the proposed SRS shall be translated into an executive design. The latter shall include the definition of architectures, design of the system wireframes, the definition of testing procedures and design of scaling procedures. Once all details of the design are well defined and approved, the system development shall proceed to Phase 2.

During Phase 2, the system code will be written or customised, beginning with Project System (Step 1), Work plan system (Step 2) and Office automation (Step 3). Priority must be given to the Project Management module, as the delivery of other steps will be contingent on successful delivery and demonstration of an effective project management system.

Under this phase the test system and requested documentation will also be developed. The National Treasury shall evaluate the deliverables of Phase 2 for compliance with the executive design and using the test procedure agreed to in Phase 1. Successive investment programmes will be tested through the system and feedback for further improvement implemented. After the successful completion of Phases 1 and 2, the development will proceed to Phase 3.

Under Phase 3, tasks include piloting, applicable data migration and user acceptance testing. The system will then be fully deployed for the current TNT programmes during the financial year within which the system is completed. This will be accompanied by training.

In Phase 4, Kingsway Business System shall provide for a six months handholding period that shall include System maintenance such as fixing bugs, customizing additional required dashboards and reporting formats and completing non- compliant System features discovered after the User System Acceptance Testing.

The deliverables for all phases shall include detailed documentation and the source code of the product that will be handed over in an appropriate format to the TNT during the system handover.

It will also provide the TNT with a fall-back plan in case of bottlenecks in the system as well as provide possibility of future improvements in the system and agility in required reviews further enhancing the system's shelf life.

12.1. Deployment Strategies

The system shall be deployed using the cut-off strategy. Under this strategy, upon completion of the user testing and acceptance, the National Treasury shall communicate a cut-off date where any further programme investments and activities will require to be undertaken in the system.

Constant monitoring will be required at this point to address any emergent system implementation challenges as well as technical backstopping to all the stakeholders.

12.2. Integration Requirements

All required external and internal systems shall be integrated on a continuous basis using an integration middleware layer. The scope of integration of external systems includes IT systems already existing and functional. The integration is expected to be on-line real time where appropriate and shall operate in an automated fashion.

The scope of external integration will be, but not limited to:

I. IFMIS- Hyperion Module for financial information sharing both as a project input and budgeting modules

II. E-Procurement integration in the work planning/ procurement planning

III. KRA (ICMS/iTax) for tax exemption information

The integration middleware shall be open architecture based. Transactional as well as standing or master data to and from the offered system will require to be interfaced.

Data to be integrated must be validated by the developed interfaces. The data to be integrated will be mapped, transformed (if required) and reconciled automatically.

All interfaces are to be self-checking so that any exceptions or data validation errors are reported by the system. In addition, integration logs will be maintained that confirm the success or otherwise of the interface, complete with control totals.

12.3. Knowledge Transfer Requirements

Implementation of new or changed business processes will affect the use of the system in the PIMIS. During implementation, the PIMIS implementation project manager will be supported to create and maintain effective communication and knowledge transfer strategies vital to the successful implementation of the project.

Onsite and offsite training and knowledge transfer sessions will be undertaken to ensure that the TNT staff have adequate technical capacity to effectively and efficiently manage the system.

To initiate a cascade of skills and knowledge, Training of Trainers (ToT) workshops for all types of users in the MDAs will be undertaken in order to build a pool of competent champions and instructors, who can then teach and coach other users in their respective MDAs.

User-friendly operations manuals shall be developed and embedded in PIMIS for ease of reference by the users. These will be provided for in a separate module in the system. The manuals will be updated regularly after every system update for continued suitability in application.

12.4. Managing Change Requests

It is expected that during the handholding period, functional requirements change requests to the system might be received from the users. Once these are received, the TNT PIMIS implementation project manager will track these and compile them for passing on to Kingsway Business System and agreeing on a delivery period.

13. System Rollout and Handover

13.1. System Rollout

To have an effect implementation of PIMIS the following activities will be undertaken

1. **PIMIS Awareness and The National Treasury Approval**

The National Treasury will be responsible for creating awareness to all MDAs on PIMIS after a "Go Live" date has been established by Kingsway Business Systems Ltd Consortium. It is the responsibility of the National Treasury to update key stakeholders and leadership on the PIMIS and policy in Project Implementation Management.

The National Treasury (TNT) will identify and nominate key stakeholders to be participants in the capacity building and training in the implementation plan as follows;

- Ten (10) Ministries representatives
- Five (5) County representatives

2. **Training Documents and Training Materials Procurement**

   Before engaging with the nominated key stakeholders in training, Kingsway Business Systems Ltd Consortium will develop training forms and communication materials and share them with TNT where necessary.

   Kingsway Business Systems Ltd Consortium will work on these training materials managements to have necessary posters, roller banners, attendances registers for the training. Kingsway Business Systems Ltd Consortium will also handle logistical operations during training

13.2. System Handover

After the training provided to the users and administrators, the system will be handed over to the client. During training change requests by the users are accepted before the UAT sign-off. After which the following deployment requirements will have to be met to fulfil the final system hand over

1. A User Acceptance Testing sigh off
2. Project Payment finalization

13.3. System Warranty

Important dates for warranty and issues covered under warranty are as below.

Server Hardware Parts Warranty	**Date**
Start of 24 months Warranty	
End of 24 months Warranty	

Server Hardware Service Warranty	**Date**
Start of 12 months Warranty	
End of 12 months Warranty	

14. Maintenance, support and sustainability

A one-year Maintenance and support will be provided by KBSL to the client at no extra cost. This …refer to previous maintenance and support. Kingsway Business Systems Ltd Consortium will assign point persons in maintenance, support and service for the PIMIS.

Covered Under Maintenance, Support and Sustainability

3. Any bug fixes and troubleshooting with email, online support and on-site support.
4. All Support Activity will end on Date of Expiry.

Service Level Agreements (SLAs) can be finalized in mutual discussion between TNT and CONSORTIUM based on the nature of calls and their past history such occurrences. The SLAs would be applicable only for support issues and not for enhancements and developments for which the estimated efforts would be published in advance and execution would commence post concurrence to the proposed estimation. The classification of issues for their severity and the desired SLA by Client for each of such severity is given below. Applicability of SLAs to the proposed support will be based on the following broad guidelines

- All the SLA's would be applicable only for Production environment and not for Test and Development instances.
- SLAs would be application for only Bugs and issues and not for enhancements.

- All the SLA's would not be applicable for the problems derived from Hardware, Operating System, Network, third-party products (excluding Oracle) and other external systems.

15. Annex I: PIM Schedules

FIRST SCHEDULE

[Guideline 14(q), 22(3)(j) & 26(1)]

PROJECT EVALUATION REPORT TEMPLATE

a) Project Basic Data		
Project Name		
Project Reference Number:	Contract(s):	
Project Threshold:	Sector:	
Commencement date:	Total Project Cost:	Completion Date:
b) Executive Summary		
Section 1: Introduction		
c) Background		
Briefly describe the background of the project in terms of the overall developmental objectives.		
d) Scope of evaluation		
Briefly describe what will be covered by the evaluation and what will not be covered.		
e) Evaluation approach or methodology		
Brief describe the approach that will be used in doing the evaluation.		
f) Limitations of the evaluation		
Briefly describe the limits of the evaluation.		
Section 2: Summary of the findings related to the following		
a) **Project performance assessment**:		
Did the project achieve the objective that it was set to achieve? Describe this by enumerating the progress towards achieving the overall objective of implementing the project.		
b) **Relevance of the project design:**		
Did the project as conceptual design address/respond to the identified problem or made use of the advantages brought in by the opportunity? Show how this was done?		
c) **Effectiveness in the achievement of outcomes and outputs:**		
Did the project achieve the objective it was meant to achieve? Provide a brief description of the Project, the context in which it was designed and implemented. State the project development objective or the project purpose as set out in the PCN and assess progress. Unanticipated outcomes should also be accounted for. The consistency of the assumptions that link the different levels of the results chain in the PCN should also be considered Explain how?		
d) **Efficiency in terms of timelines and resource use**:		
Were the desired results achieved in time, budget and the right quality? Explain how using appropriate analysis.		
e) **Impact and progress towards the achievement of the developmental objective**:		

What are the effects occurring during implementation, completion, and during utilization of the project outputs (this could be intended or un-intended effects)? Did the project cause the effects (contributory or attributable)? Explain.
f) **Sustainability in terms of financial, institutional and technical capacities, partnerships with stakeholders, environmental and social sustainability:**
Describe the measures that have been in place to ensure that the project benefits continue to be enjoyed after the project implementation is completed. This can be shown be reviewing the operational costs, human resource and institutional arrangements in place to foster project sustainability. How will emerging issues addressed?
g) Any other findings in terms of unanticipated or additional outcomes.
Section 3: Summarize the lessons learnt and recommendations related to the following:
a) Relevance of the project design.
b) Effectiveness in the achievement of outcomes and outputs
c) Efficiency in terms of timelines and resource use
d) Impact and progress towards the achievement of the developmental objective
e) Sustainability in terms of financial, institutional capacities, partnerships with stakeholders, environmental and social sustainability.
f) Other findings in terms of unanticipated or additional outcomes

SECOND SCHEDULE

[Guideline 18(3),18(7)(a) & 18(7)(c)]

PROJECT CONCEPT NOTE TEMPLATE

<table>
<tr><td colspan="4">SECTION 1: PROJECT PROFILE</td></tr>
<tr><td colspan="2">Project Name:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Project Reference Number:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Ministry:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Implementing Agency (MDA):</td><td colspan="2"></td></tr>
<tr><td colspan="2">Initiating Department / Division / Section / Unit:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Budget Vote (where applicable):</td><td colspan="2"></td></tr>
<tr><td colspan="2">Estimated Project Cost:</td><td colspan="2"></td></tr>
<tr><td colspan="2">MTEF Sector:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Accounting Officer:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Official Contact Details (Provide email, telephone number, postal and physical address):</td><td colspan="2"></td></tr>
<tr><td colspan="2">Project Threshold:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Project Geographic Location (Provide GPS Coordinates here) :</td><td colspan="2"></td></tr>
<tr><td>County :</td><td>Sub-County:</td><td>Ward:</td><td>Village:</td></tr>
<tr><td colspan="2">Planned Start Date:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Planned End Date:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Date of Submission:</td><td colspan="2"></td></tr>
<tr><td colspan="4"></td></tr>
<tr><td colspan="4">SECTION 2: PROJECT BACKGROUND</td></tr>
<tr><td colspan="4">1. Situation Analysis</td></tr>
<tr><td colspan="4">Provide a background of the project:

a) Briefly describe the current situation that rationalizes the project
b) Briefly describe past and on-going interventions to address the situation; quote official statistics including past trends to support your narrative, where applicable.</td></tr>
<tr><td colspan="4">2. Problem Statement</td></tr>
<tr><td colspan="4">Provide details of the problem to be addressed in terms of challenges, constraints and gaps:

1. Nature of the problem
2. Scope of the problem (How widespread or the magnitude of the problem)
3. State the likely causes and effects of the problem both direct and indirect.
4. Provide any alternative options that may be available to address the problem.</td></tr>
<tr><td colspan="4">3. Relevance of the Project Idea</td></tr>
<tr><td colspan="4">Justify the need for the proposed project by:

a) Linking the project to the National / County Development Plan strategic goals and objectives that the proposed project is expected to contribute to;</td></tr>
</table>

b) Linking the proposed project to Sector strategic objectives and strategies by describing the sector outcomes that the project is expected to contribute to;
c) Show the need for the project by analyzing and describing the quantitative indicators of demand for the services or goods to be delivered by project using readily available information.
d) Describe the rationale for the government to intervene through the project, whether or not the private sector can deliver the project objectives and the consequences of not implementing the project.
e) Describe the compatibility between the project and the timeframe for achieving the strategic goals and objectives that it is intended to serve.

4. Needs Assessment

Identify the target final beneficiaries (i.e. the end users of the services to be provided by the project) and give approximate assessment of their likely demand for the services provided by project by providing the following information:

a) Specific target group of final beneficiaries intended to benefit from the proposed project.
b) Approximate estimate of how many end-users there will be for the services provided by the project, indicating the units of measurement (individuals, households, business)
c) Estimate the physical demand for the services provided by the project on completion and its growth rate, indicating the unit(s) of measurement (e.g. cubic metres of water per day, vehicles per day; and
d) Proposed physical capacity of the proposed facilities, indicating the unit(s) of measurement e.g. cubic metres of water per day, or square metres of usable space.
e) Identify potential benefits and make a preliminary qualitative assessment by providing the following information:
    i) The main benefits of the asset that will be created to the end-users;
    ii) Any significant external benefits or negative effects for non-users; and
    iii) Any significant differences in benefits between alternatives if any, with brief explanations.

SECTION 3: SCOPE OF THE PROJECT

Describe the scope of the project by defining the boundaries of the proposed project in terms the outputs or deliverables of the project or the statement of work that needs to be accomplished to deliver the product, service or result required.

SECTION 4: LOGICAL FRAMEWORK

This section will show intervention logic or the result chain in a logical manner with a detailed description of the project goal, objectives, outcomes, outputs and inputs

a) Goal

State the goal in the Medium-Term Plan/County Integrated Development Plan that the project intends to achieve. Also define the indicator that will be used to measure success of the project against the goal and briefly explain how information on this indicator shall be obtained.

b) Project Objectives/Outcomes

Define the project objectives and the corresponding outcomes. These include the effects that will follow from the utilization of products or services (outputs) delivered by the project. These could be the eventual benefits to society that the project interventions are intended to achieve and are reflected in terms of what people will be able to do better, faster, or more efficiently, or what they could never do before.

For each project outcome identified, define at least one indicator that will be used to measure performance of the project against the relevant outcome and briefly explain how information on this indicator (s) shall be obtained

c) Proposed Project Outputs

Describe the direct outputs that the project is expected to deliver. Outputs are the immediate and concrete deliverables of the implemented activities and resources used. For each project output identified, define at least one indicator that will used to track progress and the means of verification.

d) Project Activities and Inputs

For each output identified describe the major activities that should be implemented together with the inputs or resources required to deliver the planned results. To obtain the results of a project a number of activities have to be implemented using various resources or inputs. A table in the following format is sufficient.

e) Project Logical Framework Matrix

Narrative	Indicators	Sources/Means of verification	Assumptions
Goal (MTP/CIDP)			
Project Purpose Project Outcomes			
Key Output			
Key Activities			
NB: Add additional rows for outcomes, outputs and activities as necessary			

SECTION 5: INSTITUTIONAL ARRANGEMENTS

1. Institutional Mandate

Describe how the project is linked to the mandate of the institution. Briefly explain the mandate of the institution while linking it to the objectives of the project. Explain how the project outcomes will assist the institution deliver on its mandate.

2. Management of the Project

Demonstrate the technical, managerial and financial capacity of the implementing agency to deliver the project. Describe the institutional arrangements in place within the Implementing agency that will assist in managing and controlling the project to completion. Also describe the human resources available in the institution showing how this will be harnessed to deliver on the project. Explain how shortfall in expertise will be handled and sources of funding to do that. This can also be better expressed by showing previous experience in handling projects of the same magnitude.

3. Monitoring and evaluation arrangements

Describe how the project will be monitored and evaluated in order to ascertain the progress towards achieving its intended objectives. Describe the M&E mechanisms in place to monitor and evaluate the project to completion. Briefly describe the resources, both budgetary and manpower, available including the sources for monitoring the project. Describe who is responsible to track the project and how data on projects will be gathered, the reporting channels within the implementing agency and how lessons learnt will be recorded, analyzed and used to improve future interventions.

4. Risk and Mitigation Measures

Describe the potential risks that can derail the project, the likelihood of occurrence, the impact of such risks and strategies for mitigating them. A simple table in this format will be sufficient.

Risks	Likelihood/Probability	Risk Impact	Mitigation Strategy
	(High, medium or low as categories)	(High, medium or low as categories)	

5. Project Stakeholders Management

Describe the stakeholders that the project has to constantly engage and their level of influence and interest among others. List all the government agencies, utilities or regulatory institutions that will need to be involved in the planning and implementation of the proposed project including any legal issues that will need to be addressed. A simple table in this format will be sufficient.

Stakeholder	Level of influence	Engagement Strategy

6. Project Readiness

Describe how prepared the implementing agency to deliver the project by providing the following information:

a) Have the project preliminary and detailed designs been prepared and approved?
b) Whether the land been acquired or site readiness?
c) Have necessary regulatory approvals been obtained?
d) What government agencies and stakeholders will be involved in the preparation of the Project and what roles they will play in project development and approval?
e) Have you undertaken consultations with other Government agencies in order to improve synergy and avoid duplication of effort?

If the answer is no to any of the above questions, then confirm whether this is part of the project implementation plan.

Conform whether the project can be phased or scaled down.

SECTION 6: FINANCIAL INFORMATION

A. Capital Cost (Kshs.) to complete the project:

Estimate the capital costs required to implement the project as follows:

a) Consultancy,detailed design and legal fees:..

b) Land Aquisition Costs: ....

c) Site Access, Preparation and Utility ....

d) Construction ....

e) Plant and Equipment ....

f) Fixtures and fittings:..

g) Other capital costs ....

B. Recurrent Costs (Kshs.) to complete the project:

Estimate the recurrent costs required to implement the project as follows:

a) Labour cost………………………………………………………………………….

b) Operating Costs……………………………………………………………………..

c) Maintenance Costs……………………………………………………………….

d) Others……………………………………………………………………………...

C. Total Cost Breakdown in Financial Year

FY 1	FY 2	FY 3	FY 4	FY 5
Total (KShs.)	Total (KShs.)	Total (KShs.)	Total (KShs.)	Total (KShs.)

D. Proposed Source of Financing

a) Government of Kenya only
b) Development partner only
c) GoK and Development Partner
d) Public-Private Partnership
e) Private Sector Only

E. Cost implications to other Related Projects

Provide a breakdown of estimated cost for other related projects that have to be implemented in order for the benefits from the project to be realized. For this related project, is land expropriation required? (Yes / No) If <Yes> state the total expenses required to achieve this? Is compensation also required (compensation / legal costs etc). What other costs are attendant on this?

SECTION 7: OPERATIONAL SUSTAINABILITY

Describe how the project will continue providing the intended services and benefits to the beneficiaries after the project is completed. Describe how ownership will be fostered among stakeholders including:

a) The organization(s) that will own and operate the asset created by the project, including whether it maintains an updated asset register;
b) Adequacy of the technical, managerial and financial capacity within the organizations responsible for operating and maintaining the capital asset once completed and any measures required to create that capacity where necessary; and
c) Coverage of anticipated post implementation operating costs including depreciation by providing estimates for:
    a) Average annual personnel or labour cost,
    b) Annual operation and maintenance cost,
    c) Other cost.
d) Sources of revenues for operating the complete assets where applicable indicating whether the operational costs can be covered completely by revenues or whether exchequer will be required to fund some operational expenses. This can be attached in detail as an annex.

SECTION 8: PROJECT IMPLEMENTATION PLAN

<table>
<tr><td colspan="17">Describe the schedule of key tasks that can be used to track the success or failure including timelines, resources required, operational performance metrics and key responsible persons that can be used to track the overall project progress across the project cycle.</td></tr>
<tr><td>Activity ID</td><td>Activity Name</td><td>Duration</td><td>Activity Cost</td><td>J</td><td>F</td><td>M</td><td>A</td><td>M</td><td>J</td><td>J</td><td>A</td><td>S</td><td>O</td><td>N</td><td>D</td><td>Responsibility</td></tr>
<tr><td></td><td></td><td></td><td></td><td colspan="12"></td><td></td></tr>
</table>

THIRD SCHEDULE

[Guideline 18(6) and 19(5)]

PRE-FEASIBILITY STUDY TEMPLATE

<table>
<tr><td colspan="4">SECTION 1: PROJECT PROFILE</td></tr>
<tr><td colspan="2">Project Name:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Project Reference Number:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Date of Approval of the Concept Note:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Ministry:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Implementing Agency(ies) (MDA):</td><td colspan="2"></td></tr>
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<tr><td colspan="2">Budget Vote (where applicable):</td><td colspan="2"></td></tr>
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<tr><td colspan="2">Project Threshold:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Project Geographic Location (Provide GPS Coordinates here):</td><td colspan="2"></td></tr>
<tr><td>County:</td><td>Sub-County:</td><td>Ward:</td><td>Village:</td></tr>
<tr><td colspan="2">Planned Start Date:</td><td colspan="2"></td></tr>
<tr><td colspan="2">Planned End Date:</td><td colspan="2"></td></tr>
<tr><td colspan="4"></td></tr>
<tr><td colspan="4">SECTION 2: PROJECT BACKGROUND</td></tr>
<tr><td colspan="4">1. Situation Analysis</td></tr>
<tr><td colspan="4">Provide a background to the project idea:
a) Briefly describe the current situation that rationalizes the project
b) Briefly describe past and on-going interventions to address the situation; quote official statistics including past trends to support your narrative where applicable.</td></tr>
<tr><td colspan="4">2. Problem Statement</td></tr>
<tr><td colspan="4">Provide details of the problem to be addressed in terms of challenges, constraints and gaps:
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c) State the likely causes and effects of the problem both direct and indirect.</td></tr>
<tr><td colspan="4">3. Relevance of the Project Idea</td></tr>
<tr><td colspan="4">Justify the need for the proposed project by:
a) Linking the project to the National / County Development Plan strategic goals and objectives that the proposed project is expected to contribute to;
b) Linking the proposed project to Sector strategic objectives and strategies by describing the sector outcomes that the project is expected to contribute to;
c) Show the need for the project by analysing and describing the quantitative indicators of demand for the services or goods to be delivered by project using readily available information.</td></tr>
<tr><td colspan="4">SECTION 3: STRATEGIC OPTION ANALYSIS</td></tr>
<tr><td colspan="4">a. Analysis of Options</td></tr>
</table>

a) Potential Alternative Options

List all potential options for solving the problem identified. Then complete the following sections for each alternative option:

i) Alternative Option 1 <Name-of-Option>

a) Description

Provide a detailed description of the option and list its core components. Describe the the option and explain how it can address the problem identified.

b) Assessment

Describe the methods used to determine the likelihood that the option will meet all the requirements or solve the identified problem. For each method, describe how it was or will be undertaken and the quality of the result.

c) Results

Use the following table to score the results of the assessment and describe the methods used:

Requirement	Pre-Feasibility Score	Assessment Method

d) Risks

Describe any risks associated with implementing this option by completing the following table:

Risk Description	Risk Likelihood	Risk Impact	Actions Required to Mitigate Risk

e) Issues

Describe any issues associated with implementing this option by completing the following table:

Issue Description	Issue effect/Impact on the project	Actions Required to Resolve Issue

f) Assumptions

List any assumptions made when assessing the pre-feasibility of this Option. Repeat the above process for each potential option

ii) Alternative Option 2 <Name-of-Option>

iii) Alternative Option 3 <Name-of-Option> Repeat as appropriate for options 4,5,6 etc.

SECTION 3: PRE-FEASIBILITY RANKING

a) Pre-Feasibility Ranking

Rank the overall results of the pre-feasibility assessment by completing the following sections.

b) Ranking Criteria

List the criteria used to rank the identified options and describe the scoring/weighting mechanism used to produce an overall result.

c) Ranking Scores

List the criteria, scores, weights, and total scores for each solution in the following table

	Option 1			Option 2			Option 3		
Criteria	**Score**	**Weight**	**Total**	**Score**	**Weight**	**Total**	**Score**	**Weight**	**Total**
Total Score									

Repeat this for option 4, 5,6 etc.

b. Evaluation of the best alternative options

From the results of the ranking above select the 3 alternative options with the highest score then:

a) Compare these alternatives using qualitative and quantitative listing of advantages and disadvantages using a multi-criteria analysis including technical, environmental, social, legal and administrative analysis among others; and

b) Undertake a cost benefit or cost effectiveness analysis for the identified alternatives.

SECTION 4: FEASIBILITY OPTION

Based on the results of the assessment above, identify the option with the highest score and positive evaluation results using net present value/net present costs as the option that is most likely to solve the problem identified to proceed for a full feasibility study. For the selected option:

a) PPP Candidate

Based on the results of the assessment above identify whether the project is a potential PPP candidate.

b) Update Costs

Update estimates of the project's capital costs. The estimates of the project's total capital cost should be as updated to reflect the realities of the pre-feasibility study. Please provide the source of information and justification for the amount stated

c) TORs on Feasibility Study

From the findings of the pre-feasibility study develop the terms of reference for the preparation of the feasibility study

SECTION 6: APPENDIX

Supporting Documentation. Attach any documentation you believe is relevant to the Pre-Feasibility Study, including:

a) Market research documents and statistics
b) Detailed problem analysis and documentation of requirements
c) Risk assessment reports
d) Other relevant information or correspondence

FOURTH SCHEDULE

[Guideline 18(6) and 20(4)]

FEASIBILITY STUDY TEMPLATE

SECTION 1: PROJECT PROFILE			
Project Name:			
Project reference number:			
Date of Approval of the Pre-Feasibility:			
Ministry:			
Implementing Agency (MDA):			
Initiating Department / Division / Section / Unit:			
Budget Vote (where applicable):			
Estimated Project Cost:			
MTEF Sector:			
Accounting Officer:			
Official Contact Details (Provide email, telephone number, postal and physical address):			
Project Threshold:			
Project Geographic Location (Provide GPS Coordinates here):			
County:	Sub-County:	Ward:	Village:
Planned Start Date:			
Planned End Date:			
Executive Summary			
In this section of the template, describe any key headline information from the components of the feasibility assessment the options evaluated, key results and recommendations.			
Section 1: Introduction			
Describe the following: a) Project Background: Rationale and genesis, b) Objectives of the feasibility study c) Approach and methodology of the feasibility study d) Organization of the feasibility study			
Section 2: Market/ Demand Analysis			
This section assesses the need for public investment which will involve the elements listed below: a) **Problem Statement.** Describe the problem to be addressed in terms of challenges, constraints and gaps giving the (a) Nature of the problem;(b) Scope of the problem (How widespread or the magnitude of the problem) and (c) State the likely causes and effects of the problem both direct and indirect. b) **Relevance of the Project Idea**. Justify the need for the proposed project by:(a) Linking the project to the National / County Development Plan strategic goals and objectives that the proposed project is expected to contribute to;(b) Linking the proposed project to Sector strategic objectives			

and strategies by describing the sector outcomes that the project is expected to contribute to;(c)Show the need for the project by analysing and describing the quantitative indicators of demand for the services or goods to be delivered by the project using empirical data.

c) **Proposed Project Interventions.** Describe the project investments / outputs that need to be undertaken to address the problem as per recommendations of the pre-feasibility study

d) **Stakeholders.** Identify the key stakeholders that are likely to be affected by the interventions.

e) **Demand analysis.** Identify the need for public investment by assessing:

1. Current demand (based on statistics provided by service suppliers/ regulators/ ministries / national and County statistical offices for the various types of users);
2. Future demand (based on reliable demand forecasting models) in both the scenarios with and without the project; and
3. The factors that constrain demand including government guidelines, technological developments etc.

Section 3: Technical or Engineering Analysis

A summary of the proposed project solution shall be presented with the following headings

a) **Location:** provide the geographical coordinates of the location of the project including a graphical illustration (map). Availability of land is a key aspect: evidence should be provided that the land is owned (or can be accessed) by the beneficiary, who has the full title to use it, or has to be purchased (or rented) through an acquisition process. In the latter case, the conditions of acquisition should be described. The administrative process and the availability of the relevant permits to carry out the works should also be explained.

b) **Technical design:** description of the main works components, technology adopted, design standards and specifications. Key output indicators, defined as the main physical quantities produced (example kilometres of pipeline, number of overpasses, number of trees planted, etc.), should be provided.

c) **Production plan:** description of the infrastructure capacity and the expected utilization rate. These elements describe the service provision from the supply side. Project scope and size should be justified in the context of the forecasted demand.

d) **Costs estimates:** estimation of the financial needs for project realization and operations. Provide the basis for cost estimates. What financial contingencies are expected?

e) **Implementation timing:** a realistic project timetable together with the implementation schedule should be provided including, for example, a Gantt chart (or equivalent) with the works planned. A reasonable degree of detail is needed in order to enable an assessment of the proposed schedule.

Section 4: Environmental and Social Impact Analysis

Describe and specify the economic effects of environmental norms and possible compensations for ecological damages. Key questions to address:

a) What are the likely environmental impacts from undertaking project?
b) What is the cost of reducing or mitigating the negative impacts?

c) Evaluation of the environmental impacts and risks with and without the project.
d) Technical measures are taken to reduce these impacts?
e) Are there alternative ways of delivering the required service or the good without incurring these environmental costs?
f) What are the costs of these alternatives?
g) What is the cost of an environmental impact assessment?
h) What are the costs of permits and approvals required from environmental protection agencies?

i) What contractual provisions are needed to reset the project in cases of environmental effects escalating beyond control?
j) What is the cost of resettlement?
k) What are the non-market costs and benefits that need to be taken into account in the viability analysis?
l) How will the project impact Small and Micro Enterprises, local community income, health, land value and social welfare including job creation prospects?

Section 5: Human Resources and Administrative Support Analysis

Point out the human resource requirements for implementation and operation, in terms of quantities and specialties; identify the sources of the work force. Determine the management capacity and the functional structure of the operating entity. Key issues to be addressed:

a) What are the managerial and labour needs of the project?
b) Does organization have the ability to get the managerial skills needed?
c) What are wage rates for labour skills required?
d) Are manpower requirements by category reconciled with availabilities and project timing?

Section 6: Institutional and Legal Analysis

This studies the legal restrictions that may obstruct or impede project implementation or operation. Factors to consider include;

a) What are the legal or regulatory issues that could be detrimental or assist the project?
b) Is the entity that is supposed to manage the project properly organized and its management adequately equipped to handle the Project?
c) Are the capabilities and facilities being properly utilized?
d) Is there a need for changes in the policy and institutional set up?
e) Outside this entity, what changes may be needed in policies of the National and County Governments?
f) What are the legal and regulatory requirements expected before the project is implemented?
g) What are the risks, legal and regulatory obligations that could increase costs or decrease the benefits?
h) Does the institution have requisite skills and capacity in line with the project requirements?
i) Are there suitable incentives or penalties in place to ensure project delivery is on time and within the budget?
j) Are there critical governance issues that may affect implementation?

Section 7: Financial or Private evaluation Analysis.

Describe the financial costs and benefits at market prices and state alternative financial leverage methods;

What is done

a) Integration of financial and technical variables from demand, technical, and management analysis
b) Construct cash flow profile of project
c) Identify key variables for doing economic and social analysis.

Key questions:

a) What is relative certainty of financial variables?
b) What are sources and costs of financing?

c) What are minimum cash flow requirements for each of the stakeholders?
d) What can be adjusted to satisfy each of the stakeholders?
e) What is the financial internal rate of return and financial net present value?
f) What is the probability of getting a negative return?
g)

Section 8: Economic or Social Evaluation Analysis

Economic adjustments from financial data using conversion factors; after that costs and benefits are appraised from the point of view of the entire economy.

What is done:

a) Examine the project using the whole country as the accounting entity
b) Evaluate externalities including environmental.

Key Questions

a) What is the difference between financial and economic values of variables?
b) What Causes these differences?
c) With what degree of certainty do we know the values of these variables?
d) What is the probability of positive economic feasibility?
e) What is the expected value of economic net benefits?
f) What is the economic net present value in (KShs.)?
g) What is the Economic Internal Rate of return?

Section 9: Distributional Analysis

The project is appraised from the point of view of stakeholders receiving economic benefits or costs. Economic externalities have to be calculated and distributed among different actors (stakeholders)

What is done:

a) Identification and quantification of extra-economic impacts of project
b) Distributive Appraisal
c) Income, Cost, and Fiscal Impacts on various stakeholders
d) Poverty Alleviation and Political Necessities
e) Basic Needs: Evaluate the impact of project on achieving basic needs objectives.

Key Questions

a) In what ways does project generate beneficial and cost impacts on stakeholders?
b) What stakeholders could the project impact?
c) Who benefits and who pays the costs?
d) What are the basic needs of the society that are relevant in the country?
e) What impact will the project have on basic needs?
f) What alternative ways are there to generate desirable social impacts?
g) Is project relatively cost effective in generation of desirable social impacts?

Section 10: Risk (Uncertainty) and Sensitivity Analysis

The flow of costs and benefits throughout the project life is uncertain. Given that uncertainty, consideration has to be given to the costs that those risks imply. The objective of this module is to simulate various scenarios and generate guidance on how to reduce the risk exposure through relevant contractual clauses:

The questions that need to be answered are: a) What are the major risks that may affect project? b) How will the project be affected if the risk event materializes? c) What are the possible mitigation measures needed? d) How sensitive are the assumptions used in the financial and economic models in an environment that differs significantly? e) What are the political risks involved?
Section 11: Updated Project Costs:
Update the projects costs to reflect the realities of the feasibility study and provide the detailed cost estimates in this section. Provide a detailed cash flow plan per year for the entire life of the project.
Section 12: Annexes Attach detailed technical and engineering designs, plant prototypes designs etc, financial and economic models and any supporting documents.

FIFTH SCHEDULE

[Guideline 24(3)]

PROJECT COMPLETION REPORT TEMPLATE

Section 1: General Project Information				
a) Basic Data				
Project Name:				
Project Reference Number:	Contract(s):			
Project Threshold:	Sector:			
Commencement date:	Total Project Cost:		Completion Date:	
Financing source	Disbursed amount (Ksh)	Percentage disbursed (%):	Undisbursed amount (Ksh):	Percentage undisbursed (%):
Donor:				
GoK:				
Other				
TOTAL				
b) Background Summary				
Briefly describe or review in summary the objectives, scope, expected outputs, outcomes and goals of the project as per the project concept note.				
c) Post-implementation review by implementation team				
Evaluation reviewed by	Name	Date reviewed	Comments	
Accounting Officer				
Director				

Project Coordinator or Manager			

Section 2: Project Performance Findings

a) Management effectiveness

Briefly describe the effectiveness of the project implementation team as objectively as possible

b) Quality of outputs

Output indicators (as specified in the PCN)	Achievement (At Completion)	End target (at inception)	Percentage Completion	Remarks (on quality)
Output 1:				
Output 2:				
Output 3:				

c) Cost efficiency

Planned project cost (Kshs. as per PCN)	Actual project cost (Kshs. at completion)	Percentage of Actual over planned	**Remarks**

d) Schedule/ Timeliness

Planned project duration (Months as per PCN)	Actual duration (months from commence to completion)	Percentage of actual over planned duration	Remarks

e) Unplanned or unanticipated side-effects

Description of unplanned side effectS	Type (environmental, social, others)	Positive or Negative	Impact on project (High, Medium, Low)

f) Residual risks

Briefly describe any residual risks that can affect the realisation of the project objectives in the following format.

Residual Risk	Likelihood or probability	Impact on the project	Mitigation Measures

Section 3: Administrative Closure and Accomplishments

a) Performance metrics

Briefly describe the performance standards of the completed asset using statistics from final acceptance tests or trials runs at completion.

b) Completion criteria, customer or end user satisfaction

Briefly describe whether the project completion criteria have been satisfied as follows:

Completion category	Completion Criteria	Customer or end user satisfaction.

Section 4: Pending /Outstanding Issues/Open Issues

Briefly describe the outstanding issues/open issues and actions required addressing them. The actions needed to close the project shall include but not limited to the following:

a) Closing all open contracts in accordance with their terms and conditions.
b) Handing over project deliverables to relevant end users.

c) Handing over project documentations including copyrights, intellectual property, manuals, administrative rights and source codes among others. d) Handing over technical designs where applicable. e) Payments of contractors, suppliers and consultancies. f) Handing over or surrender of remaining financial and non-financial resources. g) Communications actions required to be done to project stakeholders on project closure.
Section 5: Lessons Learned and Recommendation
Briefly describe the lessons learnt and recommendations going forward.

SIXTH SCHEDULE

[Guideline 23 (2)]

QUARTERLY/ANNUAL PROJECT PROGRESS REPORT TEMPLATE

Project Code & Title	Project Timelines			Estimated Cost of the Project			Total Allocations to Date	Actual cumulative Expenditure (As at 30th June FYN-1	Outstanding Balance as at 30th June FYN-1	Actual Physical Progress			Approve Budget for the FY N	Actual Expenditure FY N	Target Expected outputs for FY N	Achieved Outputs as at (Date-of-Report)	Project Completion Rate as at (Date-of-Report)	Projected Risks	Challenges/Emerging Issues	Project Status (ongoing, stalled)	Recommendations	Projections		
	Start Date	End Date	% of Time Elapsed	Total Project Cost (a)	Foreign	Gok		(b)	(a-b)	Expected Outputs at inception	Actual achieved Outputs as 30th June FYN-1	Project Completion Rate as at 30th June FYN-1										FY N+1	FY N+2	FY N+3

SEVENTH SCHEDULE (a)

[Guideline 23 (7)]

PROJECT TAX EXEMPTION SCHEDULE (LETTER BASED)

(As per guidelines/Framework circular No. 9 of 2018)

Fields	**Description**
Project under implementation:	Project Title………………… Financing Agreement/Memorandum of Understanding……. Date signed by The National Treasury………. Project start Date…… Project End Date……
Project Implementing Agency/MDA Contacts:	Project Implementing Agency…….. Implementing agency KRA PIN……… Postal address…….. Email address…… Telephone number……
Project Contractor/Agent Contact:	Contractor name…. Contractor KRA PIN….

Fields	Description
	Postal address… Email address… Telephone number…… Office location……..
Ministry Responsible:	Responsible Ministry name…. Accounting Officer recommendation…………… Designation of recommending officer if not Accounting Officer …. Reference of Authority letter…………. Postal Address….. Email Address… Telephone Number…. Date of recommendation ………………………..
Funding	Funding Source Name………. Funding type…………………(Loan/Grant) Funding Mode……………..(Revenue/AIA) Repaying Agency……………….

Fields	Description
Project Master list (The National Treasury):	Master list number………………… Approval date……………… Approving authority……………… Commencement date…………………… Expiry date……………………………………….. List of goods/Services……………
Consignment:	Name of the consignee…… Consignment number… Port of origin of the goods…… Country of origin of the service providers…. Description of the goods…….. Bill of lading/invoice/airway bill….. Value of consignment…….. Port of entry……… Supplier's Name…….. Confirmation that goods/services in the master list……… (Yes or No)

Fields	Description
	Explanation if consignee is different from contractor/Agent………..
Tax exemptions for imported goods/services:	Import duty………. Exercise duty……… IDF fees ………. VAT………. Warehouse rent penalties……………. Railway Development Levy (RDL)…………. Others? (specify)………
Tax exemptions for domestic goods/services:	VAT………. Income tax ……. Stamp duty……
Approval by The National Treasury:	Approved……………………………………… (Yes or No) Not Approved comments……………………………. Approving officer………………………. Designation of approving officer…………… Date of approval……………………………… Project duration (years)…………………..

Fields	Description
	Project end date…………………….
Execution:	Date forwarded for implementation to KRA…………. KRA Feedback ………………………….

SEVENTH SCHEDULE (b)

[Guideline 23(7)]

DOMESTIC

TAX EXEMPTION SCHEDULE (CASE BY CASE)

APPLICATION TO PURCHASE EQUIPMENT/ MATERIALS/MOTOR VEHICLES/GOODS/SERVICES FOR PROJECTS OR PROJECT PERSONNEL ON A DUTY AND VALUE ADDED TAX-CUSTOMS WAREHOUSE RENT AND IDF FREE BASIS

S/No	ITEM DESCRIPTION
1.	DA1(Donor Assistant Form 1) Form Application Number……….. Name of the Development Partner Agency……….. i. Address……….. ii. Date…………
2.	Title of the Project/Agreement/Exchange of notes………..

S/No	ITEM DESCRIPTION
	i. Quote the article and session giving exemption………. ii. Date of agreement/Exchange of notes…………
3.	Project Identification Number……..
4.	Project Name…….
5.	Name of Consignee………
6.	Description of the items being locally purchased………..
7.	Invoice No./Logbook No………..
8.	Name of local Supplier…………..
9.	Local Supplier PIN No…………
10.	Full name of the Applicant and Designation………….
11.	Signature………..
12.	Official stamp…………..
13.	**Implementing Ministry/ Agency…………** i. Recommendation………….. ii. Full Name………….. iii. Designation………….. iv. Signature of authorized officer and official stamp………….. v. Date………….
The National Treasury	

S/No	ITEM DESCRIPTION
14.	**Resource Mobilization Department** i. Recommendation………… ii. Full Name………….. iii. Signature of authorized officer and official stamp……… iv. Date……………
15.	**Macro and Fiscal Affairs (Authorization)** i. Approved/not Approved………… ii. Full Name……….. iii. Designation……….. iv. Signature of authorized officer and official stamp……….. v. Date…………
Kenya Revenue Authority	
16.	**Value Added Tax Department** i. VAT free purchase approved………… ii. Full Name…………… iii. Designation………….. iv. Signature of Authorized Officer………… v. VAT Free Entry No………… vi. Date………..
17.	**Customs and Excise Department (Head Office)** i. Remarks………… ii. Approved/Not Approved……….. iii. Signature of Authorized Officer………… iv. Full Name………….. v. Designation…………..

S/No	ITEM DESCRIPTION
	vi. Date…………..
18.	**Customs and Excise Department (Port of Entry)** i. Signature of the officer releasing goods……… ii. Duty Free Entry No……….. iii. Full name……….. iv. Designation………… v. Date………..

EIGHTH SCHEDULE

[Guideline 24(2)]

{INSERT IMPLEMENTING AGENCY}

FINAL COMPLETION CERTIFICATE (END OF DEFECTS LIABILITY)

CONTRACT NAME:…………………………………………………………

CONTRACT NO:…………………………………………………………..

EMPLOYER {Insert Employer}	ENGINEER {Insert Engineer}	CONTRACTOR {Insert Contractor}

Works Complete:	
Contract Sum:	

Revised Contract Amount:	
Revised Construction Period:	
Commencement Date:	
Completion Date:	
End of Defects Liability Period:	
Date of Final Completion:	

Pursuant to Clause ……. of the Conditions of Contract it is hereby certified that the Contractor has completed the Works detailed above to the satisfaction of the Engineer/Architect. Final Inspection of these works was carried out on ……………………………….(dd/mm/yyyy) by representatives of the Employer, the Engineers/Architect Representative and the Contractors Representatives.		
CONTRACTOR	ENGINEER/ARCHITECT*	EMPLOYER
Signed:	Signed:	Signed:
Date:	Date:	Date:
{Insert Name and Address}	{Insert Name and Address}	{Insert Name and Address}

*Note that for Buildings the responsible person is the Architect while for civil works the responsible person is the Engineer.

*Note that for Buildings the responsible person is the Architect while for civil works the responsible person is the Engineer.

16. Annex II: Consolidated Stakeholder Remarks

16.1. Workshop 1 User Requirements Consolidated PCN Feedback

PCN WORKFLOW FOR MINISTRIES AND COUNTIES WORKSHOP 1

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
1.	**PCN FOR MINISTRIES OR COUNTIES**				
1.1.	**PCN ACTORS**				
1.1.1.	Project Proposer	Head of Departments/Chief officers in Counties	Directorate or Department heads	Head of Department/ Section/Division	Head of Department/Section/Unit or Equivalent
1.1.2.	Project Reviewer	Project Committee	Project Committee	Project Committee	Project Committee Chair Person/Secretary
1.1.3.	Project Approver	Accounting Officer/CEO	Accounting Officer/CEO	Accounting Officer/CEO	Accounting officer
1.2.	**PCN ATTACHMENTS**				
1.2.1.	Project Proposer	1. Department Minutes 2. Forwarding letter*	1. Department Minutes 2. Forwarding letter*	1. Internal Memo*	1. PCN Forwarding Memo*
1.2.2.	Project Reviewer	1. Committee minutes* 2. Signed Attendance register*	1. Committee minutes	1. Committee minutes*	1. PCN Committee Minutes*

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
			2. Memo-serialized memo		
2.1.1.	Project Approver	1. Approval Letter*	1. Approval Letter*	1. Approval Letter*	1. PCN Approval Request Letter*
1.3.	**PROJECT PROCESS**				
1.3.1.	Project Proposer	Create, Edit or Forward	Create, Edit or Forward	Create, Edit or Forward	Create, Edit or Forward
1.3.2.	Project Reviewer	Return or forward with comments/Recommendations	Return or Forward for Approval	Return or Forward for Approval	Return or forward with Remarks
1.3.3.	Project Approver	Return or Forward for TNT Approval	Return or Forward for TNT Approval	Return or Forward for TNT Approval	Return or Forward with Remarks for TNT Review
1.4.	**FORWARD TO TREASURY**				

PCN WORKFLOW FOR AGENCIES WORKSHOP 1

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
1.	**PCN FOR AGENCIES**				
1.1.	**PCN ACTORS**				
1.1.1.	Project Proposer	HOD/ Chief Officers in counties	Directorate or Department heads	Head of Department/Division/Section	Head of Department/Section/Unit or Equivalent
1.1.2.	Project Reviewer	Project Committee	Project Committee	Project Committee	Project Committee Chair Person/Secretary
1.1.3.	Project Approver	Accounting Officer/CEO	Accounting Officer/CEO Remove Board	Accounting Officer/CEO Remove Board	CEO
1.1.4.	Project Approver 2	Remove Board	PS to forward to CS	Remove Board	Remove Board user in system
1.1.5.	PS/CS	PS/CS	CS	CS	CS or CS Appointee
1.2.	**PCN ATTACHMENTS**				
1.2.1.	Project Proposer	1. Department Minutes 2. Forwarding letter*	1. Department Minutes 2. Forwarding letter	1. Department Minutes 2. Internal Memo* 3. Other Relevant Documents	1. PCN Forwarding Memo*
1.2.2.	Project Reviewer	1. Committee minutes*	1. Committee minutes 2. Memo-serialized memo	1. Committee minutes*	1. PCN Committee Minutes
1.2.3.	Project Approver	1. Approval Letter* 2. Board paper	1. Board Minutes 2. Resolution of Board Meeting – with appointment of signatory to board resolution	1. Approval Letter*	1. PCN Approval Request Letter (to Parent Ministry)

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
1.2.4.	Project Approver 2	N/A	1. Letter requesting for facilitation for approval	N/A	No Board level user in the system
1.2.5.	PS/CS	1. Concurrence letter*	1. Concurrence letter	1. Concurrence letter	1. PCN Approval Request Letter (From Parent Ministry to TNT)
1.3.	**PROJECT PROCESS**				
1.3.1.	Project Proposer	Create, Edit or Forward	Create, Edit or Forward	Create, Edit or Forward	Create, Edit or Forward
1.3.2.	Project Reviewer	Return or Forward for Approval	Return or Forward for Approval	Return or Forward for Approval	Return or forward with Remarks
1.3.3.	Project Approver 1	Return or Forward for Approval	Return or Forward for Approval	Return or Forward for Approval	Return or forward to Parent Ministry with Remarks
1.3.4.	Project Approver 2	N/A	Return or Forward for Approval	N/A	N/A
1.3.5.	PS/CS	Return or Forward for TNT Review	Return or Forward for TNT Review	Return or Forward for TNT Review	Return or Forward with Remarks for TNT Review
1.4.	**FORWARD TO TREASURY**				

16.2. Workshop 2 User Requirements Consolidated PCN Feedback

PCN WORKFLOW FOR MINISTRIES AND COUNTIES WORKSHOP 2

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
2.	**PCN FOR MINISTRIES OR COUNTIES**				
2.1.	**PCN ACTORS**				
2.1.1.	Project Proposer	Director/ Dept. Head/ Manager	Head of departments, Director General, director	Drop down to select the position one is in	
2.1.2.	Project Reviewer	Project Committee	Project Committee	Project Committee	
2.1.3.	Project Approver	Accounting Officer/CEO	Accounting Officer/CEO	Accounting Officer/CEO	
2.2.	**PCN ATTACHMENTS**				
2.2.1.	Project Proposer	3. Department Minutes 4. Forwarding letter*	3. Department Minutes 4. Forwarding letter*	1. Forwarding letter* 2. Department Minutes	
2.2.2.	Project Reviewer	3. Committee minutes*	3. Committee minutes	2. Committee minutes*	
3.1.1.	Project Approver	2. Approval Letter*	2. Approval Letter*	2. Approval Letter*	
1.5.	**PROJECT PROCESS**				
1.5.1.	Project Proposer	Create, Edit or Forward	Create, Edit or Forward	Create, Edit or Forward	
1.5.2.	Project Reviewer	Return or forward with comments/Recommendations	Return or Forward for Approval	Return with recommendations or forward with Recommendations	
1.5.3.	Project Approver	Return or Forward for TNT Approval	Return or Forward for TNT Approval	Return with recommendations or forward with Recommendations	
1.6.	**FORWARD TO TREASURY**	**Return with recommendations or Approval**	**Processing and feedback**	**Return with recommendations**	

PCN WORKFLOW FOR AGENCIES WORKSHOP 2

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
2.	**PCN FOR AGENCIES**				
2.1.	**PCN ACTORS**				
2.1.1.	Project Proposer	Director/ Dept. Head/ Manager	Head of departments, Director General, director	Drop down to select the position one is in	
2.1.2.	Project Reviewer	Project Committee	Project Committee	Project Committee	
2.1.3.	Project Approver	Accounting Officer/CEO	Accounting Officer/CEO	Accounting Officer/CEO	
2.1.4.	Project Approver 2	Board	Board	Board	
2.1.5.	PS	N/A	PS	PS	
2.1.6.	PS/CS	PS/CS	CS	CS	
2.2.	**PCN ATTACHMENTS**				
2.2.1.	Project Proposer	3. Department Minutes 4. Forwarding letter*	3. Department Minutes 4. Forwarding letter	2. Department Minutes 3. Forwarding letter	
2.2.2.	Project Reviewer	2. Committee minutes*	3. Committee minutes	2. Committee minutes*	
2.2.3.	Project Approver	3. Board letter* (After Approval	3. Board Paper	1. Approval Letter*	
2.2.4.	Project Approver 2	1. Board Resolution	2. Board Minutes* 3. Approval letter*	1. Board Minutes* 2. Board papers 3. Forwarding letter	

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
2.2.5.	PS	N/A	1. Forwarding letter	1. Project committee Minutes 2. Forwarding letter	
1.2.5.	PS/CS	2. Concurrence letter*	1. Concurrence letter	2. Concurrence letter	
1.5.	**PROJECT PROCESS**				
1.5.1.	Project Proposer	Create, Edit or Forward	Create, Edit or Forward	Create, Edit or Forward	
1.5.2.	Project Reviewer	Return or Forward for Approval	Return or Forward for Approval	Return with recommendations or Forward for Approval	
1.5.3.	Project Approver 1	Return or Forward for Approval	Return or Forward for Approval	Return with recommendations or Forward for Board Approval	
1.5.4.	Project Approver 2	Return or Forward for Approval	Return or Forward for Approval	Return with recommendations or Forward for Approval	
1.5.5.	PS			Return with recommendations/ recommend for Rejection and Forward or Forward (Submit) for Final Approval	
1.5.6.	PS/CS	Return or Forward for TNT Review	Return or Forward for TNT Review	Return with recommendations/ Reject or Forward for TNT Approval	
1.6.	**FORWARD TO TREASURY**	**Return with recommendations or Approval**	**Processing and feedback**	**Approve or Return with recommendations**	

16.3. Workshop 1 User Requirements Consolidated Pre-Feasibility and Feasibility Feedback

PRE-FEASIBILITY STUDY WORKFLOW FOR MINISTRIES AND COUNTIES WORKSHOP 1

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
3.	**PRE-FEASIBILITY STUDY FOR MINISTRIES OR COUNTIES**				
3.1.	**PRE-FEASIBILITY ACTORS**				
3.1.1.	Project Proposer	HOD/ Chief Officers in counties	Directorate or Department heads	Head of Department/Division/Section	Head of Department/Section/Unit or Equivalent
3.1.2.	Project Reviewer	Project Committee	Project Committee	Project Committee	Project Committee Chair Person/Secretary
3.1.3.	Project Approver	Accounting Officer/CEO	Accounting Officer/CEO	Accounting Officer/CEO	Accounting Officer
3.2.	**PRE-FEASIBILITY ATTACHMENTS**				
3.2.1.	Project Proposer	5. Department Minutes 6. Forwarding letter*	5. Department Minutes 6. Forwarding letter*	2. Department Minutes 3. Internal Memo* 4. Other Relevant Documents	1. Pre-feasibility Forwarding Memo
3.2.2.	Project Reviewer	4. Committee minutes*	4. Committee minutes 5. Memo-serialized memo	2. Committee minutes*	1. Pre-feasibility Committee Minutes
4.1.1.	Project Approver	3. Approval Letter*	3. Approval Letter*	2. Approval Letter*	1. Pre-Feasibility Approval Request Letter
1.7.	**PROJECT PROCESS**				

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
1.7.1.	Project Proposer	Create, Edit or Forward	Create, Edit or Forward	Create, Edit or Forward	Create, Edit or Forward with Remarks
1.7.2.	Project Reviewer	Return or Forward for Approval	Return or Forward for Approval	Return or Forward for Approval	Return or Forward with Remarks
1.7.3.	Project Approver	Return or Forward for TNT Approval	Return or Forward for TNT Approval	Return or Forward for TNT Approval	Return or Forward with Remarks for TNT Approval
1.8.	**FORWARD TO TREASURY**				

PRE-FEASIBILITY STUDY WORKFLOW FOR AGENCIES WORKSHOP 1

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
3.	**PRE-FEASIBILITY STUDY FOR AGENCIES**				
3.1.	**PRE-FEASIBILITY ACTORS**				
3.1.1.	Project Proposer	HOD/ Chief Officers in counties	Directorate or Department heads	Head of Department/Division/Section	Head of Department/Section/ Unit or Equivalent
3.1.2.	Project Reviewer	Project Committee	Project Committee	Project Committee	Project Committee Chair Person/Secretary
3.1.3.	Project Approver	Accounting Officer/CEO	Accounting Officer/CEO Remove Board	Accounting Officer/CEO Remove Board	CEO
3.1.4.	Project Approver 2	Remove Board	PS to forward to CS	Remove Board	Remove Board user in system
3.1.5.	PS/CS	PS/CS	CS	CS	CS or CS Appointee
3.2.	**PRE-FEASIBILITY ATTACHMENTS**				
3.2.1.	Project Proposer	5. Department Minutes 6. Forwarding letter*	5. Department Minutes 6. Forwarding letter	4. Department Minutes 5. Internal Memo* 6. Other Relevant Documents	1. Pre-feasibility Forwarding Memo

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
3.2.2.	Project Reviewer	3. Committee minutes*	4. Committee minutes 5. Memo-serialized memo	2. Committee minutes*	3. Pre-Feasibility Committee Minutes
3.2.3.	Project Approver	4. Approval Letter* 5. Board paper	4. Resolution of Board Meeting – with appointment of signatory to board resolution	2. Approval Letter*	1. Pre-feasibility Approval Request Letter (to Parent Ministry)
3.2.4.	Project Approver 2	N/A	4. Letter requesting for facilitation for approval	N/A	No Board level user in the system
3.2.5.	PS/CS	3. Concurrence letter*	2. Concurrence letter	2. Concurrence letter	1. Pre-feasibility Approval Request Letter (From Parent Ministry to TNT)
1.7.	**PROJECT PROCESS**				
1.7.1.	Project Proposer	Create, Edit or Forward	Create, Edit or Forward	Create, Edit or Forward	Create, Edit or Forward
1.7.2.	Project Reviewer	Return or Forward for Approval	Return or Forward for Approval	Return or Forward for Approval	Return or forward with Remarks
1.7.3.	Project Approver 1	Return or Forward for Approval	Return or Forward for Approval	Return or Forward for Approval	Return or forward to Parent Ministry with Remarks

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
1.7.4.	Project Approver 2	N/A	Return or Forward for Approval	N/A	N/A
1.7.5.	PS/CS	Return or Forward for TNT Review	Return or Forward for TNT Review	Return or Forward for TNT Review	Return or Forward with Remarks for TNT Approval
1.8.	**FOWARD TO TREASURY**				

16.4. User Requirements Consolidated Reporting Workflow

M/Q/A REPORTING WORKFLOW WORKSHOP 1

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
1.	**M/Q/A REPORTING WORKFLOW**				
1.1.	**M/Q/A ACTORS**				
1.1.1.	Project Manager	No Changes	No Changes	No Changes	Project Manager
1.1.2.	Director	No Changes	Directorate/HoD	No Changes	Head of Department/Section/Unit or Equivalent
1.1.3.	PFM standing committee representative	No Changes	No Changes	No Changes	PFM standing committee representative
1.1.4.	Accounting Officer	No Changes	No Changes	No Changes	Accounting Officer (**CEO at Agencies)**
1.1.5.					Accounting Officer (**CS Appointee at Parent Ministry)**

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
1.2.	**M/Q/A ACTION**				
1.2.1.	Project Manager	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status 2. Remark/Comment 3. Submit report
1.2.2.	Director	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report
1.2.3.	PFM standing committee representative	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report
1.2.4.	Accounting Officer	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	**CEO at Agencies to** 1. Review report (remark/comment) 2. Return or Approve and Forward report to Parent Ministry
1.2.5.					**CS Appointee** 1. Review report (remark/comment) Return or Approve and Forward report to TNT

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
1.3.	**FORWARD TO TREASURY**	Downloadable documents, individual and cumulative	Final report viewable by (NT) and PS and CS for Line Ministry		**Downloadable reports** **As per project status, PIM stage, MDA's,** **Include visualization tools based on Project data captured**

MID-TERM REPORTING WORKFLOW WORKSHOP 1

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
2.	**MID-TERM REPORTING WORKFLOW**				
2.1.	**MID-TERM ACTORS**				
2.1.1.	Project Manager	No Changes	No Changes	No Changes	Project Manager
2.1.2.	Director	No Changes	Directorate/HoD	No Changes	Head of Department/Section/Unit or Equivalent
2.1.3.	PFM standing committee representative	No Changes	No Changes	No Changes	PFM standing committee representative

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
2.1.4.	Accounting Officer	No Changes	No Changes	No Changes	Accounting Officer (**CEO at Agencies)**
2.1.5.					**CS Appointee** 1. Review report (remark/comment) 2. Return or Approve and Forward report to TNT
1.4.	**MID-TERM ACTION**				
1.4.1.	Project Manager	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status Remark/Comment 2. Submit report
1.4.2.	Director	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report
1.4.3.	PFM standing committee representative	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report
1.4.4.	Accounting Officer	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	**CEO at Agencies to** 1. Review report (remark/comment) 2. Return or Approve and Forward report to Parent Ministry

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
1.4.5.					**CS Appointee** 1. Review report (remark/comment) Return or Approve and Forward report to TNT
1.5.	**FORWARD TO TREASURY**	Downloadable documents, individual and cumulative	Final report viewable by (NT) and PS and CS for Line Ministry		**Downloadable reports** **As per project status, PIM stage, MDA's,** **Include visualization tools based on Project data captured**

END-TERM REPORTING WORKFLOW WORKSHOP 1

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
3.	**END-TERM REPORTING WORKFLOW**				
3.1.	**END-TERM ACTORS**				
3.1.1.	Project Manager	No Changes	No Changes	No Changes	Project Manager

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
3.1.2.	Director	No Changes	Directorate/HoD	No Changes	Head of Department/Section/Unit or Equivalent
3.1.3.	PFM standing committee representative	No Changes	No Changes	No Changes	PFM standing committee representative
3.1.4.	Accounting Officer	No Changes	No Changes	No Changes	Accounting Officer (**CEO at Agencies)**
3.1.5.					**CS Appointee** 1. Review report (remark/comment) 2. Return or Approve and Forward report to TNT
1.6.	**END-TERM ACTION**				
1.6.1.	Project Manager	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status Remark/Comment 2. Submit report
1.6.2.	Director	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report
1.6.3.	PFM standing committee representative	1. Review report (remark/comment)	1. Review report (remark/comment)	1. Review report (remark/comment)	1. Review report (remark/comment)

SN NO	ITEM DESCRIPTION	GROUP 1	GROUP 2	GROUP 3	RESOLUTION TNT/KINGSWAY
		2. Return or advance report	2. Return or advance report	2. Return or advance report	2. Return or Forward report
1.6.4.	Accounting Officer	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	**CEO at Agencies to** 1. Review report (remark/comment) 2. Return or Approve and Forward report to Parent Ministry
1.6.5.					**CS Appointee** 1. Review report (remark/comment) **2.** Return or Approve and Forward report to TNT
1.7.	**FORWARD TO TREASURY**	Downloadable documents, individual and cumulative	Final report viewable by (NT) and PS and CS for Line Ministry	PIMIS to allow for upload of associated project completion evident (completion report, certificate, commissioning report, DLP report)	**Downloadable reports** **As per project status, PIM stage, MDA's,** **Include visualization tools based on Project data captured**

M/Q/A REPORTING WORKFLOW WORKSHOP 2

SN NO	ITEM DESCRIPTION	GROUP 4	GROUP 5	GROUP 6	RESOLUTION TNT/KINGSWAY
4.	**M/C/A REPORTING WORKFLOW**				
4.1.	**M/C/A ACTORS**				
4.1.1.	Project Manager	No Changes	No Changes	No Changes	Project Manager
4.1.2.	Director	No Changes	Directorate/HoD	No Changes	Head of Department/Section/Unit or Equivalent
4.1.3.	PFM standing committee representative	No Changes	No Changes	No Changes	PFM standing committee representative
4.1.4.	Accounting Officer	No Changes	No Changes	No Changes	Accounting Officer (**CEO at Agencies)**
4.1.5.					Accounting Officer (**CS Appointee at Parent Ministry)**
1.8.	**M/C/A ACTION**				

SN NO	ITEM DESCRIPTION	GROUP 4	GROUP 5	GROUP 6	RESOLUTION TNT/KINGSWAY
1.8.1.	Project Manager	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status Remark/Comment 2. Submit report
1.8.2.	Director	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report
1.8.3.	PFM standing committee representative	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report
1.8.4.	Accounting Officer	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	**CEO at Agencies to** 1. Review report (remark/comment) 2. Return or Approve and Forward report to Parent Ministry
1.8.5.					**CS Appointee** 1. Review report (remark/comment) 2. Return or Approve and Forward report to TNT
1.9.	**FORWARD TO TREASURY**	Downloadable documents, individual and cumulative	Final report viewable by (NT) and PS and CS for Line Ministry		**Downloadable reports** **As per project status, PIM stage, MDA's,**

SN NO	ITEM DESCRIPTION	GROUP 4	GROUP 5	GROUP 6	RESOLUTION TNT/KINGSWAY
					Include visualization tools based on Project data captured

MID-TERM REPORTING WORKFLOW WORKSHOP 2

SN NO	ITEM DESCRIPTION	GROUP 4	GROUP 5	GROUP 6	RESOLUTION TNT/KINGSWAY
5.	**MID-TERM REPORTING WORKFLOW**				
5.1.	**MID-TERM ACTORS**				
5.1.1.	Project Manager	No Changes	No Changes	No Changes	Project Manager
5.1.2.	Director	No Changes	Directorate/HoD	No Changes	Head of Department/Section/Unit or Equivalent
5.1.3.	PFM standing committee representative	No Changes	No Changes	No Changes	PFM standing committee representative
5.1.4.	Accounting Officer	No Changes	No Changes	No Changes	Accounting Officer (**CEO at Agencies)**
5.1.5.					**CS Appointee**

SN NO	ITEM DESCRIPTION	GROUP 4	GROUP 5	GROUP 6	RESOLUTION TNT/KINGSWAY
					1. Review report (remark/comment) 2. Return or Approve and Forward report to TNT
1.10.	**MID-TERM ACTION**				
1.10.1	Project Manager	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status Remark/Comment 2. Submit report
1.10.2	Director	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report
1.10.3	PFM standing committee representative	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report
1.10.4	Accounting Officer	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	**CEO at Agencies to** 1. Review report (remark/comment) 2. Return or Approve and Forward report to Parent Ministry
1.10.5					**CS Appointee**

SN NO	ITEM DESCRIPTION	GROUP 4	GROUP 5	GROUP 6	RESOLUTION TNT/KINGSWAY
					1. Review report (remark/comment) **2.** Return or Approve and Forward report to TNT
1.11.	**FORWARD TO TREASURY**	Downloadable documents, individual and cumulative	Final report viewable by (NT) and PS and CS for Line Ministry		**Downloadable reports** **As per project status, PIM stage, MDA's,** **Include visualization tools based on Project data captured**

END-TERM REPORTING WORKFLOW WORKSHOP 2

	ITEM DESCRIPTION	GROUP 4	GROUP 5	GROUP 6	RESOLUTION TNT/KINGSWAY
6.	**END-TERM REPORTING WORKFLOW**				
	END-TERM ACTORS				
	Project Manager	No Changes	No Changes	No Changes	Project Manager

	ITEM DESCRIPTION	GROUP 4	GROUP 5	GROUP 6	RESOLUTION TNT/KINGSWAY
	Director	No Changes	Directorate/HoD	No Changes	Head of Department/Section/Unit or Equivalent
	PFM standing committee representative	No Changes	No Changes	No Changes	PFM standing committee representative
	Accounting Officer	No Changes	No Changes	No Changes	Accounting Officer (**CEO at Agencies)**
					CS Appointee 1. Review report (remark/comment) 2. Return or Approve and Forward report to TNT
	END-TERM ACTION				
	Project Manager	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status 2. Generate report	1. Update Project status Remark/Comment 2. Submit report
	Director	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report

	ITEM DESCRIPTION	GROUP 4	GROUP 5	GROUP 6	RESOLUTION TNT/KINGSWAY
	PFM standing committee representative	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or advance report	1. Review report (remark/comment) 2. Return or Forward report
	Accounting Officer	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	1. Review report (remark/comment) 2. Return or approve report	**CEO at Agencies to** 1. Review report (remark/comment) 2. Return or Approve and Forward report to Parent Ministry
					CS Appointee 1. Review report (remark/comment) **2.** Return or Approve and Forward report to TNT
	FORWARD TO TREASURY	Downloadable documents, individual and cumulative	Final report viewable by (NT) and PS and CS for Line Ministry	PIMIS to allow for upload of associated project completion evident (completion report, certificate, commissioning report, DLP report)	**Downloadable reports As per project status, PIM stage, MDA's, Include visualization tools based on Project data captured**

17. ANNEX III: WORKSHOP STAKEHOLDER ATTENDANCE LIST

THE NATIONAL TREASURY

STAKEHOLDER ENGAGEMENT RETREAT TO GATHER USER NEEDS FOR DEVELOPMENT OF PIMIS

Date: 30th August to 3rd September 2021.

Venue: Lake Naivasha Resort

Attendance Register

SN	FULL NAME	ORGANIZATION/DEPARTMENT
1	Jane Kamau	Kenya Airports Authority
2	Zipporah Kabi	The National Treasury
3	Kenneth Kadenge	Kingsway Business Systems Ltd
4	George Muia	Kenya Railways
5	Mary Emuria	The National Treasury
6	George Juma	Kenya Roads Board
7	John Maira	Kenya Railways
8	Clement Tony	Kenya Power & Lightening Co
9	Christopher Bwire	North Rift Valley Water Works
10	Rosemary Ngenga	CDC
11	Joab Ngugi	Tana Water Work Development Agency
12	Eunice Wambui	RGREC
13	Richard Munyithya	The National Treasury
14	Grace Wanderi	The National Treasury
15	Margaret Muinde	Kenya Roads Board
16	Viviene Simwa	Ministry of Energy
17	David Kiprop	The National Treasury
18	Samuel K Gitau	The National Treasury
19	Dorothy Mwatele	Kingsway Business Systems Ltd
20	Wycliffe Achila	Kingsway Business Systems Ltd
21	Elly Ochere	Water Sector TRVST Fund
22	Berly Oyuke	Water Resource Authority
23	Brenda Netayalepure	Ministry of Water Sanitation & Irrigation
24	Allan Watoro	Kingsway Business Systems Ltd
25	Bright M.Wekesa	The National Treasury
26	Apphis Kaluku	MWSI (NWHSA)
27	Fredrick Muluka	Kenya Airports Authority
28	Janet Kimethu	ICT
29	Caroline Mwew	The National Treasury
30	Timothy Ndekere	The National Treasury
31	Anthony Mukiria	The National Treasury
32	Charles Kombo	KCAA
33	David. O.Mwango	TANATHI WWDA

SN	FULL NAME	ORGANIZATION/DEPARTMENT
34	Sadiq Abdi	NWWDA
35	Naboth Otao	MWS&I
36	George Mwia	GDC
37	Elizabeth Ndami	The National Treasury (PIM)
38	Mary Munyingi	The National Treasury (PIM)
39	Emmanuel Towett	Ministry of Health
40	George Odede	LVNWWDA
41	Henry Ochure	NDA
42	Wachuka Gakuo	RMD
43	Elizabeth Chepkemboi	RMD
44	Wifred Amwita	Ministry of Water
45	Robert Ojwang'	UWWDA
46	Janet Mwende	The National Treasury
47	Moses Irungu	The National Treasury
48	Abraham Ondeng	The National Treasury
49	Erick Kirisu	KBS
50	Allan Masese	SDOT
51	David Wambete	The National Treasury
52	Thomas Kiviwa	KCAA
53	Muchiri Geoffery	TWWDA
54	Humphery Mutwivi	SDOT
55	Lucy Mbugua	The National Treasury
56	Christine Chimayi	The National Treasury
57	Vincent Inganji	Central Rift Valley Water Works Development Agency
58	Simon K. KIvindyo	The National Treasury
59	Patrick Mugo	The National Treasury (PIM)
60	Alexander N. Riithi	The National Treasury (Budget)

THE NATIONAL TREASURY

STAKEHOLDER ENGAGEMENT RETREAT TO GATHER USER NEEDS FOR DEVELOPMENT OF PIMIS

Date: 1st September to 3rd September 2021.

Venue: Lake Naivasha Resort

Attendance Register

SN	FULL NAME	ORGANIZATION/DEPARTMENT
1	Eng Taddes Mwaura	KENTRACO
2	Kiprono Nwetich	Ministry Of Health
3	Catherine Matara	Ministry Of Education
4	Dahura Ayego	Ministry of Health
5	John Nyangena	SDVER
6	Erick Kibisu	Kingsway Business Systems Ltd
7	Zipporah Kibi	The National Treasury
8	Susan Ngigi	Ministry of Education
9	Chris Okoth	Ministry of Education
10	Richard Limo C.	Ministry of Education
11	Samuel Nthenge	SDVER
12	Patrick Mugo	The National Treasury (PIM)
13	Simon Kivindyo	The National Treasury
14	Agnes S.Kiteme	Ministry of Education HQS
15	David K. Ndung’u	SDSP
16	Joyce C. Sanga	SDSP
17	Mary Emwiria	The National Treasury
18	Elizabeth Ndami	The National Treasury (PIM)
19	Rosemary Obare	Ministry of Education
20	Ernest Lukayu	SD-Labour
21	Njuguna David	Ministry of Health
22	Timothy Ndekere	The National Treasury (PIM)
23	David Kiprop	The National Treasury (PIM)
24	A. Ondeng’	The National Treasury
25	Allan Watoro	Kingsway Business Systems Ltd
26	Kennedy Ogola	MOICT
27	Timothy Macharia	MOICIT
28	Bright N. Wekesa	The National Treasury (Exemptions)
29	Benigna Wanzala	Ministry of Education
30	Wachuka Gakuo	The National Treasury (RMD)
31	Caroline Mweni	The National Treasury (RMD)
32	Elizabeth Chepkemboi	The National Treasury (RMD)
33	Pauline Mwalali	Ministry of Education
34	Wycliffe Achila	Kingsway Business Systems Ltd
35	Kenneth Kadenge	Kingsway Business System Ltd
36	Janet Kimethu	The National Treasury (ICT)

SN	FULL NAME	ORGANIZATION/DEPARTMENT
37	Evans Atambo	Ministry of Education
38	Darius Mogaka	Ministry of Education
39	Moses Irungu	The National Treasury (PIM)
40	Dorothy Mwatel	Kingsway Business Systems Ltd
41	Grace Wanderi	The National Treasury (PIM)
42	Ambrose Ogongo	SDL
43	Mary Munyingi	The National Treasury (PIM)
44	Alexander N. Riithi	The National Treasury (Budget)
45	Anthoni Mukiria	The National Treasury (PIM)
46	Janet Mbugua	State Department ELBE
47	Dan Ipais	SDVE&R
48	Nickson Kimono	SDVE&R
49	Faith Wakungu	SDVE&R
50	Joyce Ngure	SDVE&R
51	Gideon Kiveyee	SDVE&R
52	Frida Makena Kigambi	Ministry of Education (SDUER)
53	James N. Kiburi	Ministry of Education (SDUER)
54	Christine Chimayi	The National Treasury
55	Stephen Matiba	Ministry of Health
56	Douglas Machore	Correctional
57	Susan Musau	Correctional
58	Joyfrida Chepchumba	Ministry of Health
59	Emmanuel Towett	Ministry of Health
60	Janet Mwende	Ministry of Health
61	David Wambete	The National Treasury (PIM)
62	Beth Kitoo	Ministry of Education
63	Jeanne Patrick	Ministry of Health
64	Robert Momanyi	The National Treasury (IFMIS)
65	Zacharia Lamati	The National Treasury (IFMIS)
66	Richard Mwanyithya	The National Treasury (PIM)

Annex V: Lake Naivasha Stakeholder Group Photo

Workshop 1 Group Photo

Workshop 2 Group Photo