

**DEPARTMENT OF ROADS AND TRANSPORT**

**COUNTY GOVERNMENT OF KAJIADO**



**POLICY FOR THE LEASE OF MOTOR VEHICLES AND HEAVY PLANT  
AND MACHINERY**

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## Glossary of Abbreviations and Acronyms

| Abbreviations | Name in Full                              |
|---------------|---|
| PPADA         | Public Procurement Asset and Disposal Act |
| FDI           | Foreign Direct Investment                 |
| SDG           | Sustainable Development Goals             |
| PFM           | Public Finance Management Act             |
| MTF           | Mechanical and Transport Fund             |
| FY            | Financial Year                            |
| CRF           | County Revenue Fund                       |
| CECM          | County Executive Council Member           |
| CO            | Chief Officer                             |
| LPO           | Local Purchase Order                      |

## **Executive Summary**

This policy has been developed by the Department of Roads and Transport to guide the implementation of the use of leased heavy plant machinery and motor vehicles in Kajiado County. The policy is anchored in the Constitution of Kenya 2010, County Government Act 2012, Public Procurement Asset and Disposal Act (PPADA) 2015 and national values and principles of governance.

The purpose of this policy is to increase the road network by opening up and grading new roads. On the same breath, the policy strives to enhance the collection of revenues and increasing compliance levels to county laws and legislation of the county wards by increasing mobilization efforts of county marshals and officers. These efforts shall go a long way in achieving the core objectives of the roads and transport unit whilst ensuring optimal service delivery to the residents of Kajiado County. It is intended to guide the department of roads and transport to align its leasing policy with the Public Procurement Asset and Disposal Act, 2015 and the Regulations 2006.

This policy document is divided into three sections:

**Section 1** provides the background to the policy and underscores County Government of Kajiado department of roads initiative in the implementation of roadworks.

**Section 2** provides the challenges each department faces and the policy statement that articulates how the policy addresses the aforementioned challenges.

**Section 3** provides the strategy and implementation of the policy by the department of roads. It describes in detail the methodology of approach as well as accountability measure put in place to ensure the success of the policy.

**Section 4** provides the samples of source documents to support the steps detailed in Section 2.

## 1.0 Introduction

### 1.1 Background

1. The Government of the Republic of Kenya is keen on infrastructure improvement and expansion as this contributes immensely to the economic growth of the country. Well paved and consistently maintained road network among other factors, increase the attractiveness of Kenya to the global markets as a Foreign Direct Investment (FDI) destination. The ninth goal of the Sustainable Development Goals (SDGs) of whom Kenya is a signatory to, emphasizes on the crucial role that infrastructure plays in the growth of economies. In 2008, Kenya designed a road map for the prosperity of the nation dubbed Vision 2030 broken down into three pillars. One of the fundamental enablers for the three pillars is improved and expanded road and railway networks to ensure that Kenya attains this vision.

2. In a bid to align itself accordingly, County Government of Kajiado is aiming with the aid of this policy is to drive the agenda of fostering vision 2030 at the county level as well as fulfilling the pledges of the county government to its people. The county covers a vast geographic area of 21,901 kilometers squared (km<sup>2</sup>) with a road network of 2,419.2 kilometers (km). Therefore, it is in the best interest of the county government to ensure that the residents of the region enjoy good road networks. Improved, well-maintained roads seek to position Kajiado County in the national and global markets as a region worthy and suitable for establishing key national projects and programs whilst drawing in foreign direct investors. Retrospectively, this shall ease and cause increased efficiency for the current residents and investors in moving their goods and services as well as expedited service delivery by the county government to their largest stakeholder, Kajiado county residents.

3. Further, this policy aims to increase supervision and monitoring across the county, revenue collection and enforcing county laws and regulations through increased mobilization of the county officers and marshals. For instance, to boost the revenue channeled through the national treasury from the national government, County Governments must seek means to increase netting in of revenues including but not limited, one hundred percent (100%) collection of county target revenues within a fiscal year. Efforts to provide an enabling environment lies in the availability and

empowerment of supervision, monitoring and enforcement of county laws and regulations of which collection of revenue is part of by mobilizing county officers/marshals throughout the vast county.

4. Since the inception of devolution, there has been notable growth in roadworks across the country. Similarly, since the 2017 general election Kajiado County under the current regime has continued to endure good roads. The county department of roads has been at the forefront in leading with development in the county. There has been significant increment in roadworks such as grading and gravelling, tarmacking roads and opening up new roads that has fostered transportation in the region. Some of these road works have been both implemented through contracts with contractors and by the department of roads. However, the department is facing challenges in the implementation of roadworks with good workmanship as it lacks adequate equipment for roadworks and vehicles for supervision especially in a region as expansive as Kajiado County.

### 1.1.1 Roads and Transport in Kajiado County

5. Since the 2017 general elections, there has been notable increase in the maintenance of existing roads as well as opening up of new roads within Kajiado County. In the period FY2016/2017 and FY2017/18, the County Government of Kajiado through the department of roads has achieved grading of 974.46 km of road, 6,714m of culverts to improve road drainage system, tarmacking of 0.8kms and opening up of 1,100kms of roads throughout the county.

6. Because of the measures undertaken by the department of roads, the department of transport has benefitted immensely from these increased efforts and measures. Stakeholders of Kajiado County now enjoy seamless accessibility to markets, hospitals, schools and other vital facilities that the County Government offers to its residents. Movement of people, goods and services with efficiency and effectiveness has increased.

7. Kajiado County, largely being a semi-arid area is prone to sporadic rainfall and flash floods. These drastic climatic influences often result in impassable roads either due to the nature of the soil or terrain. In some instances, roads have been cut off as a result of severe floods experienced in the region. For instance, recently earlier in the FY2017/18, the heavy rainfalls that pounded the entire

country caused significant damage to the roads across the nation. This was no exception in Kajiado County leading to losses as roads were cut off, murrum and bridges washed away and gravelling works swept away by these floods. There lies a great task ahead to rebuild the road network in the county and boost transportation and other economic activities.

8. Owing to the vastness of the region, traversing Kajiado County could pose challenges. Majority (46%) of the roads within the county are earth roads whereas 39% constitute murrum roads and 16% bitumen roads. Consequently, the region would need to rely on off road vehicles to maneuver the terrain and access five (5) sub-counties serving twenty-five (25) wards. These vehicles are very few in number within the department and in other departments as well. This inadequacy has hampered effective supervision and revenue collection within the county.

9. Although the County had aimed to achieve 900million in revenue collection in the FY2016/17 and FY2017/18, this target was not achieved. Citing human resources challenges and weak enforcement team as part of the factors hindering achievement of the revenue collection target, the county resolved to recruit staff and introduce rapid response initiative teams to follow up on defaulters and ensure compliance within the County. Subsequently, as Kajiado County through the county treasury department geared to collect revenue and ensure compliance in order to realize their fiscal revenue collection targets, the department of transport ought to ensure that the initiative is adequately facilitated by providing transport to these teams.

10. County Government of Kajiado department of transport and roads is faced with the following challenges;

- i. vast county with rugged terrain,
- ii. high costs of maintenance of vehicles and heavy plant and equipment such as the slow rate of repair of equipment and vehicles, importation of spare parts not locally available,
- iii. budget constraints limiting the number of vehicles and machinery purchased within a fiscal year and in each department,
- iv. current shortage of motor vehicles for county officials whose number have increased following the restructuring of the county government,
- v. idle manpower capacity resulting in suboptimal utilization of qualified drivers,

- vi. low revenue collection leading to failure to achieve the annual revenue target collection in each fiscal year,
- vii. dilapidated assets resulting in administrative burden of asset disposal and/ or costly repair measures for the assets,
- viii. shortage in technical staff such as machine operators.

11. Through this policy, the County Government of Kajiado through the department of roads and transport aims to resolve the above-mentioned challenges by leasing of motor vehicles, heavy plant and machinery from suitable suppliers through the open tender method of procurement.

## 1.2 Rationale of the Policy

12. Following the promulgation of the current Constitution of Kenya on 27<sup>th</sup> August 2010, the devolved government system through a period of transition, was empowered to provide similar amenities and services to its stakeholders just as the national government had done under the former constitution. This meant that the county governments were tasked with providing amongst other services and amenities, good road networks and seamless transport at the county level. These counties were to receive equitable share of revenues collected nationally through the National Treasury including developments funds for maintenance and opening up of roads in the counties.

13. The demand for good road network within the county and as a nation at large has been on the increase. Well-maintained and improved roads increase accessibility, opening up regions to better opportunities Kajiado County being no exception. Since the implementation of the devolved system of governance in March 2013, counties continue to experience an upsurge in demand for additional amenities including heavy plant machinery for roadworks and off road motor vehicles for supervision of these roadworks and to also support other departments in enforcing compliance of county laws and regulations and overall supervision of the county.

14. Since the centralization of transport, the department of transport has performed sub-optimally in promoting the mobility of county staff officials within the county. The vehicle fleet owned and managed by the County Government of Kajiado cannot meet the current demand for



transport by county officials. There is a need to increase the number of off roads motor vehicles as this shall increase mobility of county staff across all departments. Kajiado County covers 21,292.7km<sup>2</sup> whereby most of the roads are earth roads, making off road vehicles the suitable option in order to maneuver the region's terrain.

15. Although the county has made strides in the centralization of transport and implementation of roadworks, the vastness of the county coupled with the heavy downpour that swept away and cut off some of the roads in the county have weighed in on the decision to lease heavy plant machinery and off road motor vehicles. These shall aid in expediting road works and mobilizing county staff in supervision while reducing the challenges associated with asset ownership.

16. In comparison to purchasing of these assets, leasing is cheaper, reduces the technical and administrative burden of the department of roads, transport and finance in regards to purchasing, maintenance and disposal of these assets. Similarly, unlike the cost of purchasing the vehicles and machinery, the cost of leasing is significantly lower. Thus, through the leasing arrangement, the department of roads and transport shall have more assets i.e. heavy plant machinery and off road motor vehicles at their disposal for their use. Fundamentally, the County Government of Kajiado through the roads and transport unit by means of vehicle and machinery leasing shall lower total costs of road development, rehabilitation and maintenance; transport services whilst optimize vehicle usage; develop the domestic vehicle and leasing industries; and in particular increase local content and value additions.

17. It is on this premise that a policy to address these challenges on expediting implementation and supervision of roadworks and enhancing compliance levels to county laws and regulations across the county has become imperative. This policy aims to create a durable, sustainable and cost-effective solution to the challenges that Kajiado County faces in the implementation and supervision of roadworks and mobilization of county officials within the region. The policy spells out the course of action to be adopted by the department of roads and transport to aid in increasing

1. the implementation rate of roadworks with good workmanship through intensified supervision and
2. mobility of county officials throughout the county in a bid to also increase compliance levels to county laws and regulations ultimately leading to increased revenue collection and service

delivery to the key stakeholders; Kajiado county residents.

18. This policy shall make cognizance of the requirements of the Public Procurement and Asset Disposal Act (PPADA) 2015, Constitution of Kenya 2010 Article 201 and 227, the Public Finance Management (PFM) Act 2012 Section 102 and the County Government Act. Subsequently, conflicts arising from the prescribed process and procedures shall be resolved as stipulated by the PPADA, 2015.

### 1.3 Objective of the Policy

19. The purpose of this policy is to fast track the implementation and supervision of road works and enhancing compliance levels to laws and regulations within Kajiado County. In detail County Government of Kajiado through this policy, intends to:

- a. Increase the rate of implementation of road works within the county by opening up and grading of new roads in remote locations across the county,
- b. Ensure adequate supervision by the county technical staff in order to ascertain that the roadworks undertaken are of good workmanship,
- c. Harness transport and enhance mobility of county officials across all departments within County Government of Kajiado in a bid to enforce compliance to county laws and regulations especially revenue collection,
- d. Reduce the administrative and technical burden of asset ownership, tracking and disposal,
- e. Optimize on manpower and fiscal resources at the county's disposal,
- f. Lower transport and road maintenance, rehabilitation and development costs in Kajiado County.

### 1.4 Scope of the Policy

20. This is a policy on the leasing of heavy plant and machinery and off road motor vehicles by County Government of Kajiado. It shall take effect upon the approval of both the County Executive Committee and County Assembly of Kajiado County. However, the policy may be amended with

approval at any time and as may be deemed necessary by the implementing department with the approval of the County Executive Committee and that of the County Assembly.

## **2.0 Challenges and Policy Statements**

21. This section seeks to elaborate in detail the challenges that the department of roads and transport is facing with regards to increasing the rate of implementation road works and mobilization of county officials under constrained and unlevelled departmental budgets. A policy statement which shall accompany each challenge, shall seek to rejoin how this policy, by means of leasing shall aid in overcoming the aforementioned hurdles.

### **2.1 Challenges and Policy Statement for the Department of Roads**

#### **Dilapidated assets**

##### **Challenge**

22. The County government of Kajiado owns very few heavy plant and machinery. However, the equipment are in deplorable state and cannot be relied upon to serve the department of roads in the opening and grading of new roads. They are prone to breaking down frequently and these results in delays in implementation of road works. Furthermore, their spare parts are not locally available and the technical capacity to repair the equipment is lacking within the department. This results in further delays and failure to achieve the goals of the department.

##### **Policy Statement**

23. Through leasing, the department of roads shall ensure that efforts are concentrated in the implementation of road works. The cost of wear and tear of the heavy plant and machinery, shall be responsibility of the lessor as well as their disposal, service and/or maintenance. Meanwhile, the department of roads shall requisition for a replacement of equipment be it that while on duty, the designated plant or machinery breaks down. Furthermore, the extra grading and dozing capacity realized shall boost opening of new roads whilst increasing the road network in Kajiado County and fostering economic activities in the county.

#### **Insufficient manpower for machine operations**

##### **Challenge**

24. Currently, the department of roads and transport lacks skilled machine operators to run the heavy plant and equipment currently held by the department of roads. Purchasing of heavy plant

and machinery would require that the county government hires skilled full-time machine operators in tandem. Besides the financial burden of acquiring new plant and machinery, hiring of machine operators would result in an increase in the wage burden to the County Government of Kajiado.

25. Further, in instances whereby the machine break down and are out of service, the county shall be required to compensate the machine operators on a monthly basis as stipulated in the contracts regardless of productivity. Based on experience, current capacity of the transport department and unavailability of spare parts in the local market, repair of the plant and machinery tends to be time consuming and costly.

### **Policy Statement**

26. Although leasing of the heavy plant and machinery shall require that the lessor also provides machine operators, instances of idle capacity and low utilization of the operators shall be eliminated. The cost of leasing shall be deemed to be directly proportional to the utilization levels of equipment since the lessor shall be liable to provide functional machinery at all times. Payments to the lessor shall be based on actual plant and machinery hours realized as encompassed in the leasing agreement.

## **2.2 Challenges and Policy Statement for the Department of Transport**

### **Scarcity of off road motor vehicles**

#### **Challenge**

27. Departments within the County Government of Kajiado, based on their priorities, include a budget line to cater for transport. However, currently this is not uniformly adopted across all departments as some have a budget line for transport while others lack. Further, the amounts allocated are not sufficient to purchase motor vehicles as the level of prioritization vary within various departments therefore limiting the funds reserved for transportation.

28. Subsequent to the restructuring of the County Government of Kajiado following the last general elections held in August 2017, there has been an increase in positions within various departments. For instance, the number of directors in the department of finance rose from zero (0)

to eight (8). This has increased the demand for motor vehicles within the county departments.

29. Lastly, the general terrain within Kajiado County is rough and requires off road vehicles to maneuver and deliver efficiently and effectively to its residents. The number of off road vehicles within the departments in Kajiado County are very few. The departments are therefore, hampered in their supervision and monitoring exercises, as the vehicles available besides being few in number, and cannot maneuver the tough terrain.

### **Policy Statement**

30. Recently, the County government of Kajiado centralized the transport function of all departments shifting it from a department's responsibility to that of the department of transport. This shift in approach has aided in identifying gaps, matters transport, for all departments. In a bid to create uniformity, efficiency and effectiveness of service delivery, the department of road by leasing off road vehicles shall strive to match supply of off road vehicles to their demand across all departments within the county government. Accompanied with the resolution to consolidate funds designated for transport by each department, this policy shall aid in establishing a sustainable approach to increasing the mobility of county officials.

31. Similarly, instances whereby the restructuring of County Government of Kajiado may result in downsizing, reducing the demand for off road vehicles, through this leasing policy, the department of roads shall readjust the capacity offered by the assets to suit the existing demand. This means that if demand for transport shifts downwards, the supply shall shift downwards in equal measure and vice versa. Leasing of off road vehicles creates flexibility and reduces the administrative burden.

### **Availability of Idle Capacity/ Resources**

#### **Challenge**

32. As with devolution, job creation has been on the high especially within county governments and Kajiado is no exception. Over time, there had been employment of drivers for the increasing county officials. However, the number of vehicles has not increased in the same proportion as the

number of county officials requiring transport. This has led to availability of drivers who are not fully utilized and their services sub-optimized.

### **Policy Statement**

33. Leasing of off road vehicles shall ensure that extra capacity is utilized. The additional vehicles besides increasing the mobility of county officials shall put into use the current supply of drivers in the department of roads.

## **2.3 Cross-Cutting Challenges and Policy Statement for the Departments of Road and Transport**

### **Vastness and Terrain within Kajiado County**

#### **Challenge**

34. Kajiado County covers an area of approximately 21,292.7km<sup>2</sup> with an estimated population of 999,819 people. Significantly, it forms part of the great Nairobi metropolis while stretching to the border of Kenya and Tanzania. It borders Nairobi, Machakos, Makueni, Narok, Taita Taveta and Kiambu Counties. The main physical features are plains and valleys hence the terrain is rough and occasioned by sporadic rainfall. Although significant administrative towns are within Nairobi metropolis and are urbanized, the road infrastructure is not developed in equal measure and majority of the roads are earth roads. Similarly, the vastness of the county demands for good road network to allow for and increase ease of accessibility with an aim to avail government amenities and services to its residents.

#### **Policy statement**

35. Owing to the fact that the county faces challenges with scarcity of off road vehicles and heavy plant and machinery, the vastness and terrain of the county further complicates the implementation of road works and monitoring across the county. Leasing of off road vehicles shall aid county officials to maneuver the vast county in the rough terrain and increase monitoring and supervision. Similarly, leasing of heavy plant and machinery shall enable the county government to open up new roads in the rural areas and increase accessibility fostering economic activities within the county. Through leasing, the county's capacity for mobility of county officials and

implementation of road works shall increase improving service delivery to its residents.

## Maintenance and tracking of vehicles and heavy plant and machinery

### **Challenge**

36. Possession of assets such as off road vehicles and roadworks equipment necessitates that the department of transport is capable of maintaining, repairing and tracking the assets. Whereas this may be realized;

- Maintenance of roadwork equipment shall require specialized workforce who are currently unavailable at the county level thus resulting in either hiring of qualified mechanics or outsourcing of the maintenance function. Nonetheless, this shall have a positive adjustment to the wage bill and transport expenses.
- Due to the bureaucratic nature of governments, the approval processes of acquiring and/ or maintenance of assets may be time consuming. The rate of supervision, implementation of roadworks and monitoring shall be delayed.
- Spare parts especially, for heavy plant and equipment may not be readily available in the local market requiring that they are imported. This shall ultimately delay the repairing and maintenance processes as indicated above.
- Acquisition of assets calls for additional administrative burden, decreasing focus on the core functions of the department of road development, maintenance and rehabilitation. This shall impact service delivery to the stakeholder.

### **Policy Statement**

37. This policy shall aid the departments of road and transport to focus on their core functions in delivery of services to the residents of Kajiado through creating an enabling environment. By leasing vehicles, the county is able to increasing the mobility of county officials across the county to enforce laws and regulations, collect revenue and monitor activities. Similarly, implementation and supervision of multiple road projects shall be undertaken simultaneously due to the availability of off road vehicles and heavy plant and machinery.



38. The lessor as stipulated in the lease contract shall handle maintenance and repair of the vehicles and heavy plant and machinery on the agreement. This shall save the department of roads and transport on asset downtime because of machine or vehicle breakdown as the lessor shall be required to replace the indisposed asset with one that is functional immediately.

39. The lessor shall administer asset tracking, maintenance and repair being the responsibility of the lessor. County Government of Kajiado shall not be required to maintain an asset register as the ownership of the vehicles and heavy plant and machinery is that of the lessor. This shall save the departments of road and transport the administrative burden of asset maintenance. However, it is the function to ensure that each asset is utilized optimally and its expenses adequately supported.

#### Budget constraints on purchase of vehicles and heavy plant and machinery

##### **Challenge**

40. Heavy plant and machinery as well as off road vehicles are costly to purchase. In addition, the funds allocated to procurement of vehicles in a department are inadequate whereas in other departments, they have a transport budget to allow for this procurement. Those departments deemed to have a sufficient budget for procurement of vehicles would not otherwise achieve efficiency and effectiveness, as the vehicles procured cannot handle the rough terrain present in Kajiado County. This either would cause the vehicles to breakdown often or restricted for use in areas with better infrastructure hampering supervision and monitoring exercises within the county.

41. Insurance of assets such as motor vehicles and plant and equipment is another cost associated with asset ownership. Procurement of these assets would necessitate insurance costs adding to the financial burden of owning the assets.

##### **Policy statement**

42. Through this leasing policy, the County Government of Kajiado stands to achieve value for money through competitive procurement process. The cost of leasing is remarkably low and the impact and benefits are realized faster. Consequently, the department of roads and transport shall have available a larger pool of heavy plant and machinery as well as vehicles in a fiscal year for

their deployment. This shall expedite project implementation in Kajiado County. The county shall then offer better services and improved amenities to its residents.

### **3.0 Strategy and Implementation of the Policy**

#### **3.1 Overall Strategy**

43. County Government of Kajiado department of roads and transport intends to address the objectives of this policy leasing both:

- i. Heavy plant machinery for roadworks and
- ii. Off road motor vehicles to be used for both supervision of the road works and county inspections by all county departments

#### **3.2 Implementation of Policy**

44. This section provides the manner in which this policy shall be executed by the department of roads and transport.

#### **3.3 Funds Accountability**

##### **3.3.1 Funding source**

45. The leasing of heavy plant machinery alongside machine operators and motor vehicles shall be funded from the County Revenue Fund (CRF) account. This shall be as follows;

- i. Funds designated for road development, maintenance and rehabilitation under the infrastructure development vote shall cater for leasing of heavy plant and machinery,
- ii. Funds allocated for transport in each of the departments budgets, shall be consolidated and used to cater for the leasing of off road motor vehicle.

46. Expenditure shall be incurred as stipulated by the Public Finance Management Act, 2012 section 102 and 105 that stipulate the county government's responsibilities in public finance and powers of county treasury respectively. Further, at the onset of each fiscal year, the unit of roads and transport shall inform the funds to be set aside for leasing of both heavy plant and machinery as well as off road motor vehicles.

#### **3.4 Leasing of Equipment**

##### **3.4.1 Approval to lease heavy plant and machinery for road works**

47. The leased heavy plant and machinery may be engaged in any road works rehabilitation, maintenance and development as may be deemed necessary. When a decision has been arrived at to engage the leased heavy plant and machinery for road works, a memo to engage the lessor shall be

drafted and approved by the following;

- i. CECM roads and transport
- ii. Procurement officer
- iii. Engineer (roads department) & Transport Officer (transport department)

### 3.4.2 Documentation of leasing of equipment

48. The memo must contain, but not restricted, the following information;

- i. Name of the project
- ii. Details of the project including;
  - a. distance to cover,
  - b. location of the project,
  - c. date of commencement and
  - d. expected duration of the project, specific works to be executed, type of machine. *See sample of memo in Appendix A*

## 3.5 Cost of Leasing Equipment

49. The cost of equipment that shall be charged and paid for shall constitute;

- i. Cost of leasing of equipment as evidenced by authorized work tickets,
- ii. Reimbursement for fuel consumed by the equipment as per the duly authorized fuel tickets,
- iii. Daily subsistence allowances paid to the equipment operators, supervisor, casuals and any other authorized person(s) working on the projects.

## 3.6 Approval for the costs involved

### 3.6.1 Review of the cost of leasing heavy plant and machinery

50. The cost of leasing shall be based on

- i. Number of hours the machine is in use per day

ii. The unit cost per hour as prescribed in the contract and/or published by MTF

51. The hours of running of the machinery shall be recorded daily in machine operation working ticket. (Sample in **Appendix B**). The hours shall be recorded from the hour-meter of the machine both at the commencement of the day and at the end of the day if the machine in question has a functional odometer reading. The time of the day when the machine commences working and stops working for the day shall also be recorded on the work ticket.

52. The work ticket ought to be approved by the Engineer in charge (supervising engineer) on a daily basis.

### 3.6.2 Fuel to be utilized by the equipment and motor vehicles

53. An LPO shall be drafted and approved in the normal approval process by the procurement department.

54. At the commencement of the day, the machine and vehicles shall be loaded with fuel purchased from a list of the approved fuel stations.

55. For grading machines/back hoe and other relevant road construction machines, the hours when the fueling is being done shall be recorded in a fuel ticket (See **Appendix C** with a sample of fuel ticket)

56. For trucks and off road motor vehicles, the mileage of the vehicle as per the odometer reading shall be recorded before any fueling of the trucks and motor vehicles.

57. To assess the reasonability of the fuel consumption, on a weekly basis a fuel consumed reconciliation shall be prepared. See sample of the reconciliation in **Appendix D**.

58. The fuel reconciliation shall be prepared end of every week indicating the litres of fuel consumed by the machine/truck and motor vehicles and the fuel per unit (how many hours running per litre of fuel for grading machines and kilometers covered per litre of fuel for the trucks for motor vehicles). A standard rate of fuel litres per hour consumption rate shall be established by the County and the actual consumption shall be assessed against the established rate of consumption. If the discrepancy is above 5%, an anomaly shall be raised. The anomaly is then investigated and resolved.

59. Finance department in the normal approval for payment shall obtain the reviewed summary sheet and the fuel receipts as part of support for the expenditure.

### 3.6.3 Allowances for operators of heavy plant and machinery

60. The price of leasing the heavy plant and machinery shall factor allowances for machine operators working on the road projects.

61. Daily when there is work being done, an attendance sheet shall be prepared and updated with the recording of hours worked by each machine operator.

62. Every operator involved in the road works performed shall sign on a daily basis their name, time of commencement and ending of work and the registration number of the heavy plant and machinery, they operated.

63. The Supervising Engineer shall approve on the attendance sheet clearly showing the hours worked by each machine operator and the registration number of the heavy plant and machinery operated.

See **Appendix E** on a sample of such attendance sheet.

### 3.7 Approval of payment

64. The procedure for payment shall be that adopted by the County Government of Kajiado as prescribed by the Constitution of Kenya, 2010 and the Public Finance Management Act, 2012. All the documents in the above process must be attached and forwarded for payment to the head of the relevant department prior to any payment being effected.

### 3.8 Motor Vehicles for Supervision and Inspections

65. Leasing of off road motor vehicles shall be allowed for the use of road works supervision (engineers and road overseers), law enforcement (county council) and for collection of revenue (for travelling to the towns to enforce revenue collection).

66. The leasing of motor vehicles shall be from eligible suppliers acquired through a thorough procurement process as prescribed in PPAD Act 2015.

#### **4.0 Appendices**

This section contains source documentation required to be printed on County Government of Kajiado's letterheads that shall be used in tracking the usage of the equipment and motor vehicles. These documents shall be in the custody of the Kajiado County department of roads and transport. They shall support expenditure incurred with regards to leasing of equipment and motor vehicles and **MUST** be attached to the payment voucher always.

Appendix A – Sample of memo approving use of MTF Machines

**Logo [ ]**

**County Government of Kajiado**

---

**Memorandum**

To: .....

From: .....

Date: .....

Subject: .....

Include in the memo the below;

- Name of the project
- Description of the works
- Date of commencement and expected duration
- Type of machine to use

CC: .....

Approved: .....

Date: .....



Appendix B – Sample of machine operation working ticket

[Logo]

County Government of Kajiado

Machine work sheet

Project title and Location: .....

| Date | Type of Machine | Machine Operator Name | Hours worked |          |                        | Odometer / Hour meter Readings |     |                               | Supervisor Initials |
|------|-----------------|-----------------------|--------------|----------|------------------------|--------------------------------|-----|-------------------------------|---------------------|
|      |                 |                       | Start Time   | End Time | Number of Hours worked | Start                          | End | Distance covered/Hours worked |                     |
|      |                 |                       |              |          |                        |                                |     |                               |                     |
|      |                 |                       |              |          |                        |                                |     |                               |                     |
|      |                 |                       |              |          |                        |                                |     |                               |                     |
|      |                 |                       |              |          |                        |                                |     |                               |                     |
|      |                 |                       |              |          |                        |                                |     |                               |                     |
|      |                 |                       |              |          |                        |                                |     |                               |                     |
|      |                 |                       |              |          |                        |                                |     |                               |                     |
|      |                 |                       |              |          |                        |                                |     |                               |                     |

Machine Operator: .....

County Supervisor: .....

ID No. ....

Signed: .....

Signed: .....

Signed: .....

Appendix C – Fuel ticket sample

[Logo]

County Government of Kajiado

Fuel Consumption

| Date | Machine Type | Odometer /<br>Hour meter |     |                |                  | Supervisor Signature |
|------|--------------|--------------------------|-----|----------------|------------------|----------------------|
|      |              | Start                    | End | Litres Fuelled | Fuel receipt no. |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |
|      |              |                          |     |                |                  |                      |

Supervisor: .....

Sign: .....

Date: .....

Appendix D – Weekly Fuel Consumption Reconciliation

[Logo]

County Government of Kajiado

Fuel Consumption reconciliation

| Week of (1 <sup>st</sup> date of the week to be quoted) | Machine Type | Hours worked (a) | Fuel consumed (in litres) – (b) | Litres consumed per hour worked (c) = (b) / (a) | Standard consumption rate established (d) | Anomaly (Actual Vs Standard Consumption with +/- 5% (Y/N)) | Reason for any anomaly raised | Supervisor Signature |
|---|--------------|------------------|---------------------------------|---|---|--|-------------------------------|----------------------|
|   |              |                  |                                 |   |   |  |                               |                      |
|   |              |                  |                                 |   |   |  |                               |                      |
|   |              |                  |                                 |   |   |  |                               |                      |
|   |              |                  |                                 |   |   |  |                               |                      |
|   |              |                  |                                 |   |   |  |                               |                      |
|   |              |                  |                                 |   |   |  |                               |                      |
|   |              |                  |                                 |   |   |  |                               |                      |
|   |              |                  |                                 |   |   |  |                               |                      |
|   |              |                  |                                 |   |   |  |                               |                      |
|   |              |                  |                                 |   |   |  |                               |                      |
|   |              |                  |                                 |   |   |  |                               |                      |

Supervisor: .....

Sign: .....

Date: .....

Appendix E – Machine Operator’s Timesheets

[Logo]

County Government of Kajiado

Time sheet

| Date | Name | ID No | Vehicle Registration No | Hours worked |     |                                | Sign |
|------|------|-------|-------------------------|--------------|-----|--------------------------------|------|
|      |      |       |                         | Start        | End | Cumulative No. of Hours Worked |      |
|      |      |       |                         |              |     |                                |      |
|      |      |       |                         |              |     |                                |      |
|      |      |       |                         |              |     |                                |      |
|      |      |       |                         |              |     |                                |      |
|      |      |       |                         |              |     |                                |      |
|      |      |       |                         |              |     |                                |      |
|      |      |       |                         |              |     |                                |      |

Supervisor: .....

Sign: .....

Date: .....