



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



ESTABLISHMENT & FUNCTIONING OF ONE-STOP SHOP SERVICE (OSS) MANUAL

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ABBREVIATION AND ACRONYMS

RIPDC	Regional Industrial Parks Development Corporations
IAIPs	Integrated Agro Industrial Parks
RTCs	Rural Transformation Centers
ACPZs	Agro Commodity Procurement Zones
ACCs	Agricultural Commercialization Centers
OSS	One stop services
EIC	Ethiopian Investment Commission
EEP	U-Ethiopian Electric Power/ Utility
MOWS	Ministry of Works and Skills
ESLSE	Ethiopian Shipping and Logistics Services Enterprise
FDA	Food and Drug Agency
ERCA	Ethiopian Revenue and customs Authority
CATS	Customer account transaction services
IA	Investors Association
MOR	Ministry of Revenue
FBII	Food and Beverage Industry Institutes

DEFINITION OF KEY TERMS

An Investor- A person who invests in Ethiopia is an investor. The person may be local or foreign investor.

'Domestic investor' is defined as "an Ethiopian or a foreign national permanently residing in Ethiopia, who has made an investment, and includes the Government, public enterprises as well as a foreign national, Ethiopian by birth and desiring to be considered as a domestic investor.

Foreign investor is "a foreigner or an enterprise owned by foreign nationals, having invested foreign capital in Ethiopia, and includes an Ethiopian permanently residing abroad and preferring to be as a foreign investor.

"Investment Permit" means a permit issued by the Commission for IAIP Enterprise to carry out development related activities as an investor.

"Commitment form" means the force of cohesion among IAIP Enterprise, Consultant and Contractor on some course of action relevant to the attainment of one or more goals.

"Lease Agreement" means the "Lease Agreement of IP" executed by and between the Regional Industry Parks Development Corporation and Enterprise, for the lease of the Plot / Shed.

Work Permit: is the permission to be given by Ministry of Work and Skills to foreign expert or expatriate to take a job within Ethiopia (at the IAIP/RTCs Enterprises).

Residence Permit: A document given by Ethiopian Immigration and Nationality Affairs to foreign experts/expatriates after getting work permit and that allow to reside in Ethiopia for a fixed or indefinite length of time.

Enterprise/Tenant/Investor: is a registered company who is investing in the IAIP/RTCs for profit.

1. INTRODUCTION

RTCs and IAIPs are specially-designated areas designed to attract and promote industries in downstream agricultural processing. Among many easy of doing business strategies at IAIP and RTCs is a provision of fast, transparent, cost-effective, dependable services in relation to business startup, implementation/construction and operation in one place at “One Stop Service”.

One-Stop Service is an office where multiple services are offered to investors or all they need in starting and running their business in IAIP and RTCs at one stop. The building is located near the logistics gate. The key idea behind one-stop service is to bring agro-processing industries related investment start-up, implementation/construction and operation services together under one roof, both in order to share costs and to make it easier for investors to access a range of services in one place.

OSS enables domestic as well as foreign investors to get centralized execution of a number of regulatory, compliance, and value-added service in relation to startup, implementation/construction and operation of agro-processing industries through a single (physical or virtual) window. The investor submits regulatory documents at a single location and/or to a single entity, which in turn facilitates the investor in obtaining necessary clearances. Under the investment law, EIC has been empowered to implement OSS for investors along with other agro-industry investment promotion agencies like Ethiopia investment Commission, RIPDC operation and management, Ministry of Labor and social affairs, EEP/U (Ethiopian Electric Power/ Utility), Ethio- telecom, Banks, Immigration, Customs, ESLSE (Ethiopian Shipping and Logistics Services Enterprise), FDA (Food and Drug Authority), Food and Beverage Industry Institutes (FBII) and etc.

OSS shall ultimately serve as a single window and the only point of contact between government and investors for investment-related services who are operating in RTCs and IAIP that improve the investment facilitation services in RTCs and IAIP

2. SCOPE AND PURPOSE

This manual is applicable to both IAIP and RTCs. The purpose of the manual is to facilitate the operation of OSS by selecting government and private institutions required to provide legal, compliance, infrastructure and mandatory services required by investors, defining the procedural and documentation requirements in relation to startup, implementation/construction and operation of agro-processing industrial investments and use it in coordinating and integration of investment-related service providing institutions at OSS.

This One Stop Service manual is intended to:-

- Reduction of time to register a business and obtain a license and permit
- Reduction of business registration and licensing/permitting costs
- Increased transparency in the business registration and licensing/permitting process (reduction of corruption)
- Increased service quality
- Integrate and coordinate institutions at OSS

3. LIST OF GOVERNMENT DELEGATES EXPECTED AT IAIP OSS

Managing the investors/enterprises relation is the most important task of operation and management of RTCs and IAIP.

The major institutions shall enter to OSS to create suitable condition for investor preparation and after care service.

The criteria for choosing member institutions to be at OSS are to create ease of doing business by providing the following services easily: -

- Critical activities in business startup including work and residence permit,
- Implementation and operation related services required such as Construction, modification and maintenance permits requirement, infrastructural requirements such as telecom and electricity
- Regulatory, competency and compliance related services in relation to food safety, environment, safety and security, etc.
- Frequency of service required
- Ease of tax payment and access to credit mechanism
- Volume of work to be done by each institution

Accordingly, the following institutions are selected to be at OSS:

1. Ethiopian Investment Commission (EIC)
2. Immigration, Nationality and Vital Event Agency
3. Ministry of Labor and Social Affairs (MOLSA)
4. Ethiopian Customs Commission
5. Ethiopian Electric Power/ Utility (EEP/U)
6. Ethio- telecom
7. Ethiopian Shipping and Logistics Services Enterprise (ESLSE)
8. Food and Drug Agency (FDA)
9. Food and Beverage Industry Institutes (FBII)
10. Meat and Dairy Industry institute
11. Banks

Issues of RTCs and IAIP enterprises must be handled in a coordinated and effective way to attract and retain both local and foreign investors. One of the best organizational and communication channels for effective investors management is

through EIC and Investors Association (IA). The IA has an office at the OSS building of IAIP.

Enterprises at RTCs and IAIP shall take the initiative to established the Investors' Association (IA) and further strengthened it through the support of concerned public organ like EIC. The IA provides a platform for enterprises to raise issues for the RTCs and IAIP operation and management and services provided by government entities. The IA creates a platform for a smooth relationship between enterprises and IAIP developers/operators (RIPDC). Issues related to labor, transportation, employees' wage, employee turnover, logistics, construction defects, provision of uninterrupted utility service, OSS etc. are discussed at the monthly meeting. The meeting brings together investors, IAIP management, Government organizations, etc. together. The IA has served as an effective dialogue framework and helped to solve many issues raised by participants. The secretary of this meeting will be the IAIP representative assigned for the coordination of government institutions at OSS.

4. SERVICE DESCRIPTION AND PROCESS FLOW (BUSINESS STARTUP, CONSTRUCTION AND OPERATION)

4.1. Process of Potential Investor Marketing to Lease Agreement Execution

According to the new concept of diplomacy, quality investor attraction shall be done through business diplomacy by ministry of foreign affair and EIC. In this modality, RIPDC has limited access to meet to foreign anchor quality investors. More importantly, after IAIP development and operation commencement; marketing and promotion is very critical. Hence, to avoid duplication of efforts marketing and promotion need to be handled by EIC.

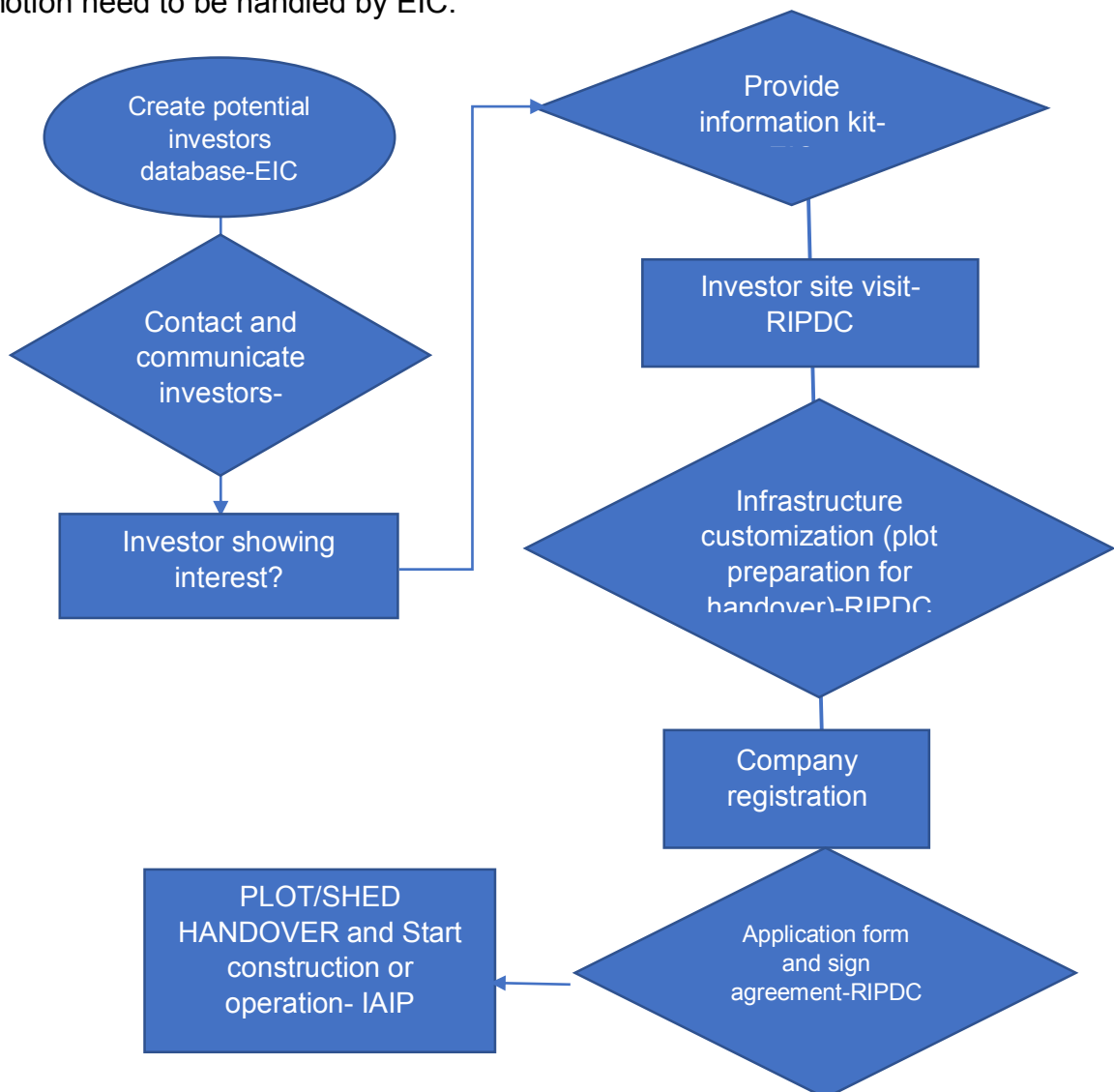


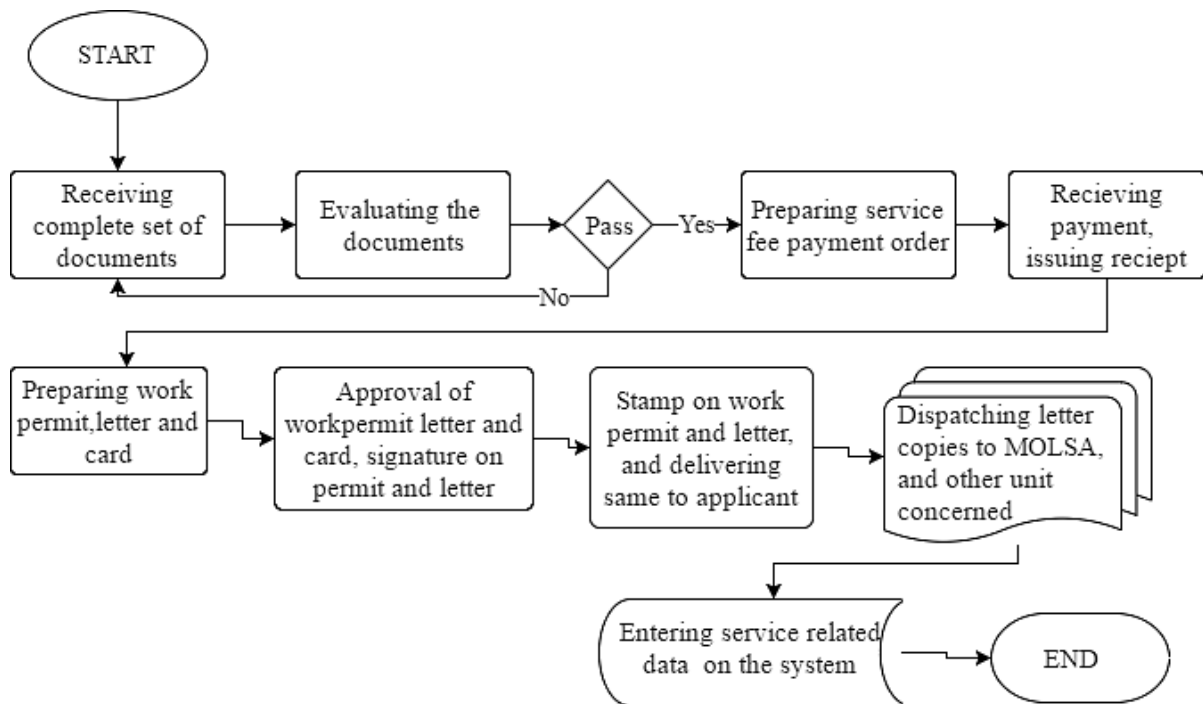
Figure 1: Process of Potential Investor Marketing to Lease Agreement Execution

4.2. Ethiopian Investment Commission

The main services provided by EIC include:

- Promoting the country's investment opportunities and conditions to foreign and domestic investors;
- Issuing investment permits, business licenses and construction permits;
- Notarizing memorandum and articles of association and amendments;
- Issuing commercial registration certificates as well as renewals, amendments, replacements or cancellations;
- Effecting registration of trade or trade name and amendment, as well as replacements or cancellations in collaboration with Ministry of Trade and Regional Integration;
- Issuing work permits in collaboration with MoLSA, including renewals, replacements, suspensions or cancellations;
- Grading first grade construction contractors;
- Registering technology transfer agreements and export-oriented non-equity-based foreign enterprise collaborations with domestic investors;
- Negotiating and, upon government approval, signing bilateral investment promotion and protection treaties with other countries; and
- Advising the government on policy measures needed to create an attractive investment climate for investors.

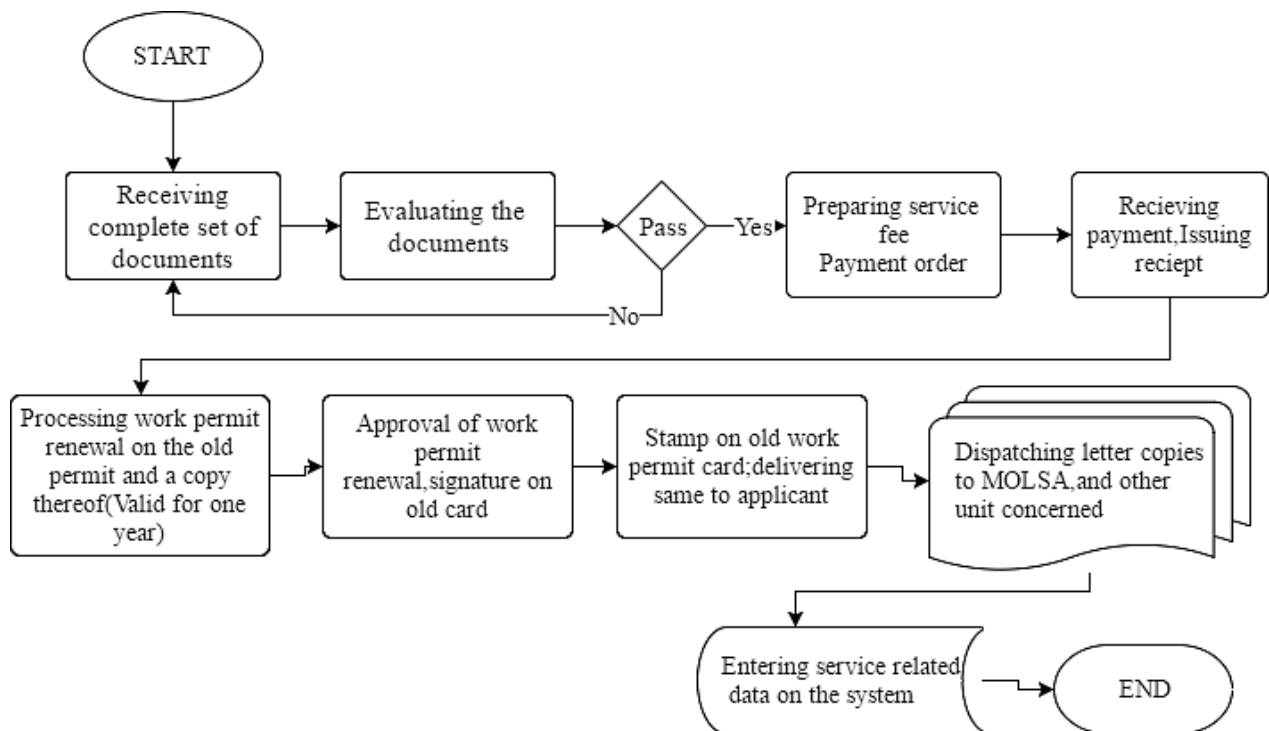
A. work flow for issuing work permit



Description:

1. EIC officer/ expert- receives completed set of required documents from customer
2. Evaluate the documents such as: verify employee's ID, nationality, projects sector, address, expatriate's temporary position, duration etc.
3. Take appropriate decision, that means if, employees cannot full fill the above requirements, will not pass to the next step.
4. If the customer full fills the required document, the service fee payment order will be prepared and receiving payment, and issuing of receipt is made.
5. After receiving payment, preparation of work permit letter and card is done
6. Then after approval of work permit letter and card, signature on the permit and letter.
7. Put Stamp on the new permit card and issue for the applicant.
8. In this case, the revised service fee is ----- Birr, and the time allotted for service delivery is 20 minutes.

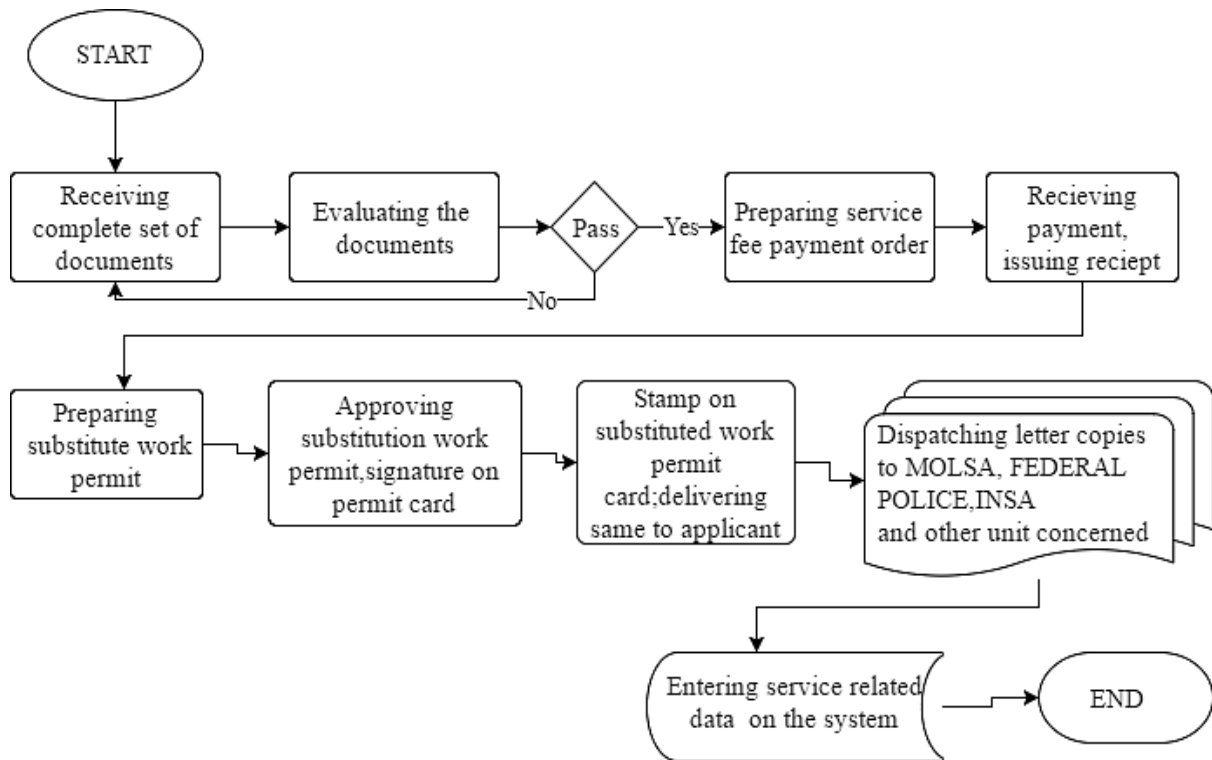
B. Work flow for renewal of work permit



Description:

1. EIC officer/ expert- receives completed set of required documents from customer
2. Evaluate the documents such as: verify employee's ID, nationality, projects sector, address, expatriate's temporary position, duration etc.
3. Take appropriate decision, that means if, employees cannot full fill the above requirements, will not pass to the next step.
4. If the customer full fills the required document, the service fee payment order will be prepared and receiving payment, and issuing of receipt is made.
5. After payment, processing work permit renewal, on the old permit and a copy thereof – is valid for one year.
6. Having prepared old permit, approval of work permit renewal, signature on old permit card is done.
7. Put stamp and issue the renewed work permit for customers
8. In this case, the revised service fee is ----- Birr, and the time allotted for service delivery is 20 minutes.

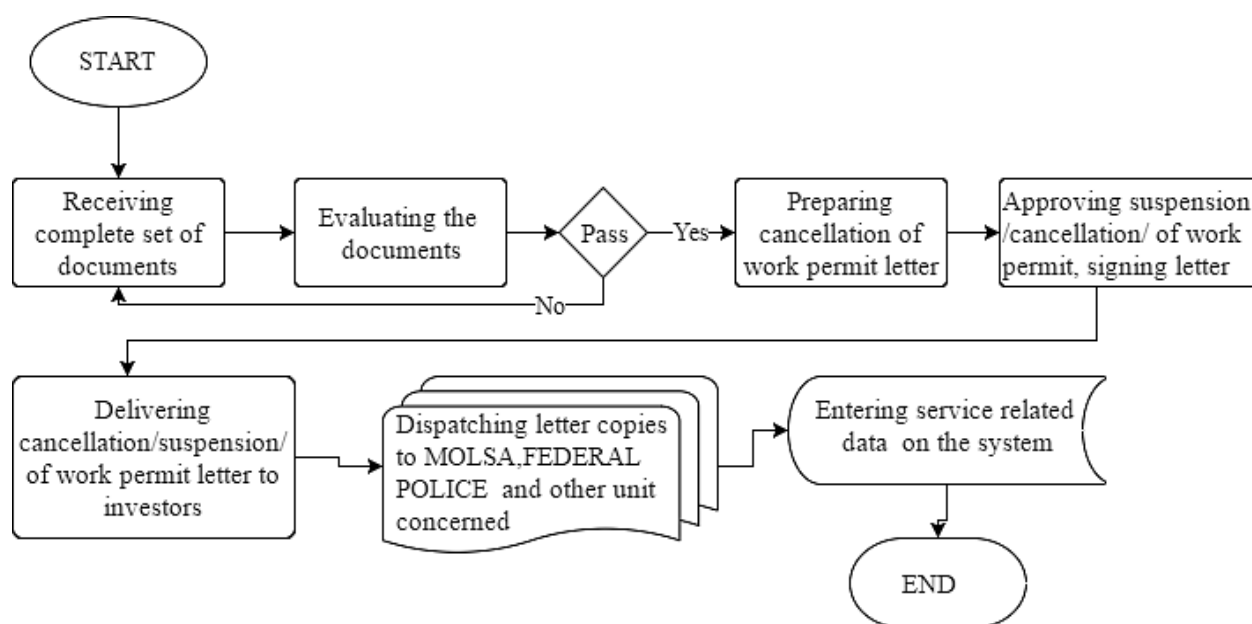
C. Workflow for substitution of work permit



Description:

1. EIC officer/ expert- receives completed set of required documents from customer
2. Evaluate the documents such as: verify employee's ID, nationality, projects sector, address, expatriate's temporary position, duration etc.
3. Take appropriate decision, that means if, employees cannot full fill the above requirements, will not pass to the next step
4. If the customer full fills the required document, including evidence from police station, service fee payment order will be prepared and receiving payment, and issuing of receipt is made.
5. After payment, preparing substitute work permit
6. Having prepared substitute work permit, approval and signature on the substitute work permit card is done.
7. Put stamp and issue the substitute work permit for customers
8. In this case, the revised service fee is ----- Birr, and the time allotted for service delivery is 20 Minutes.

D. Work flow for cancellation of work permit



Description:

1. EIC officer/ expert- receives completed set of required documents from customer
2. Evaluate the documents such as verify employee's ID, nationality, projects sector, address, expatriate's temporary position, and duration etc.
3. Take appropriate decision, that means if, employees cannot full fill the above requirements, will not pass to the next step.
4. If the customer full fills the required document, preparation of cancellation of work permit letter is done.
5. Having prepared cancellation work permit, approving suspension/ cancellation of work permit, signature latter.
6. After approval delivering cancellation of work permit letter to investors.
7. In this case, the service fee is free.

E. Documents required for work permit services (issuing, renewal, substitution and cancellation)

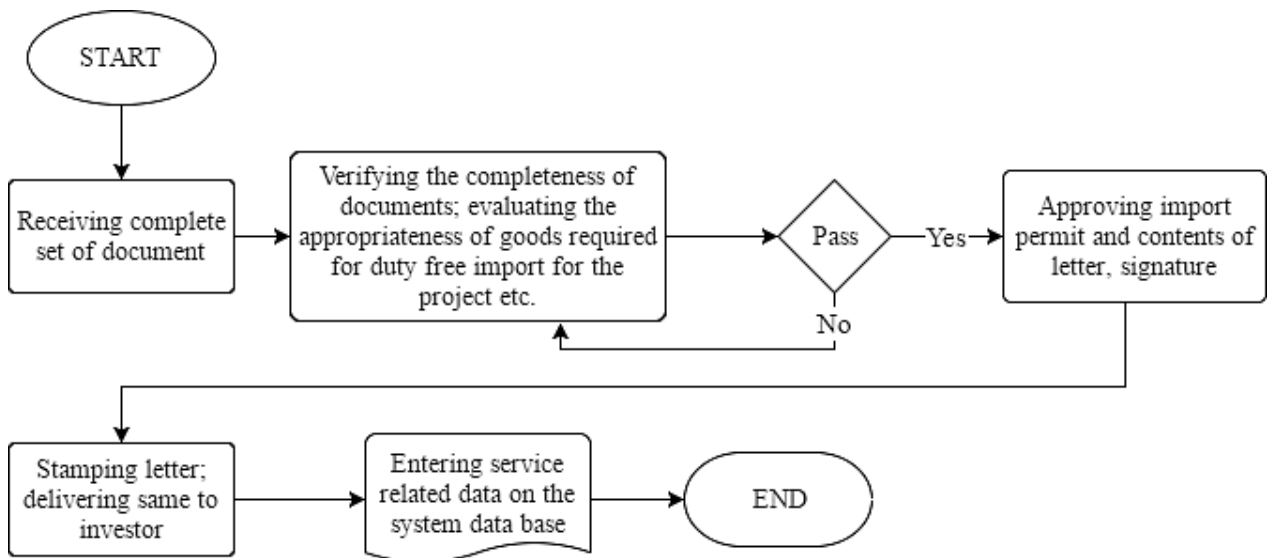
I. Application form

- a. To issuing new work permit- one original and three copies
- b. Renewal –one original and two copies
- c. For substitution and cancellation of work permit duly signed by employer, investor, general manager or legally authorized agent

d. If the request is to substitute a lost work permit, evidence from police station attesting such fact

1. Professional skill documents- optional, if the company agree to get him job.
2. Where application is submitted by agent, verified copy of power of attorney
3. An authentication- original and two copies
4. Work experience- original and two copies
5. Valid investment license- one copy
6. Business visa- original and two copies
7. Valid Passport- original and two copies
8. Five 3×4 size photographs of the expatriate employee taken with in the last six weeks
9. Service fee will be based on the revised price

F. Work flow for permission to import duty free Capital Goods and their accessories



Description:

1. EIC officer/ expert- receive completed set of required documents from customers/Tenants.
2. Verifying the completeness of document; evaluating the appropriateness of goods required for duty free import for the operation.
3. Approving import permit and contents of letter, then put signature
4. Stamping letter; delivering the letter to investor
5. Encode /enter service related data on the system data base
6. It Ends here

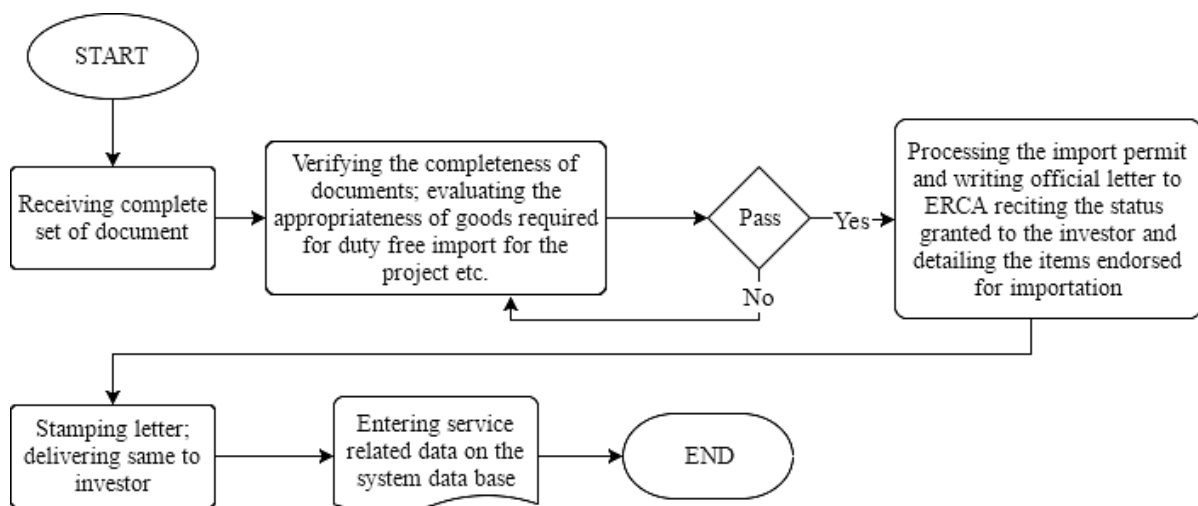
G. Work flow/process for permission to import duty free machinery, spare parts, and Motor vehicles

Description:

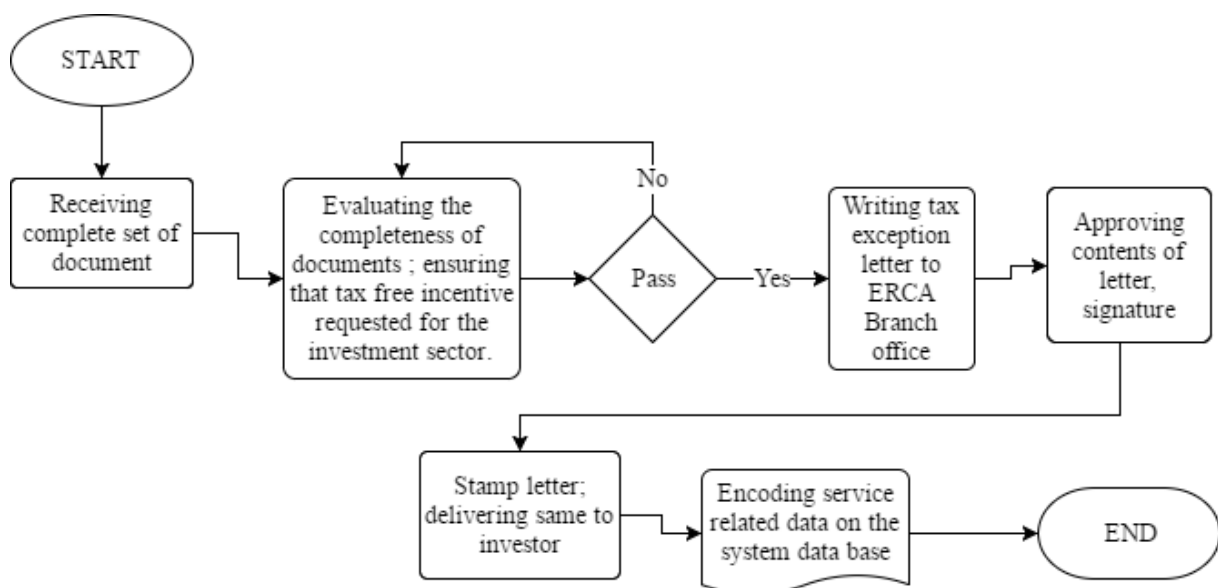
1. EIC officer/ expert- receive completed set of required documents from customers/Tenants.
2. Verifying the completeness of document; evaluating the appropriateness of goods required for duty free import for the operation.
3. Processing the import permit and writing official letter to MOR reciting the status granted to the investor and detailing the items endorsed for importation
4. Approving import permit and contents of letter, then put signature
5. Stamping letter; delivering the letter to investor
6. Encode /enter service related data on the system data base

H. Required documents for permission of import customs duty free capital goods, spare parts, motor vehicles, work shop machineries

1. Request/ application/ letter to import customs duty free
2. Duly completed customs duty free incentive request form
3. Copy of renewed investment or business license
4. Copy of TIN certificate
5. Copy of commercial invoice
6. Copy of packing list
7. Copy of Bill of loading/Air way bill, truck way bill
8. Copy of letter of credit; if the goods are imported through Franco-Valuta
9. Permission for motor vehicles is a maximum of two (2) cars.



I. Workflow/process for getting income tax exemption



Description:

1. EIC officer/ expert- receives completed set of required documents from customer
2. Verifying the completeness of document; Ensuring that tax free incentives requested for the investment sector corresponds with schedule provided under the tax-free incentives period.
3. Take appropriate decision, that means; if investors cannot full fill the above requirements, will not pass to the next step to get service. the company

required to full fill the documents needed and check whether it is within the tax- free incentives period or not.

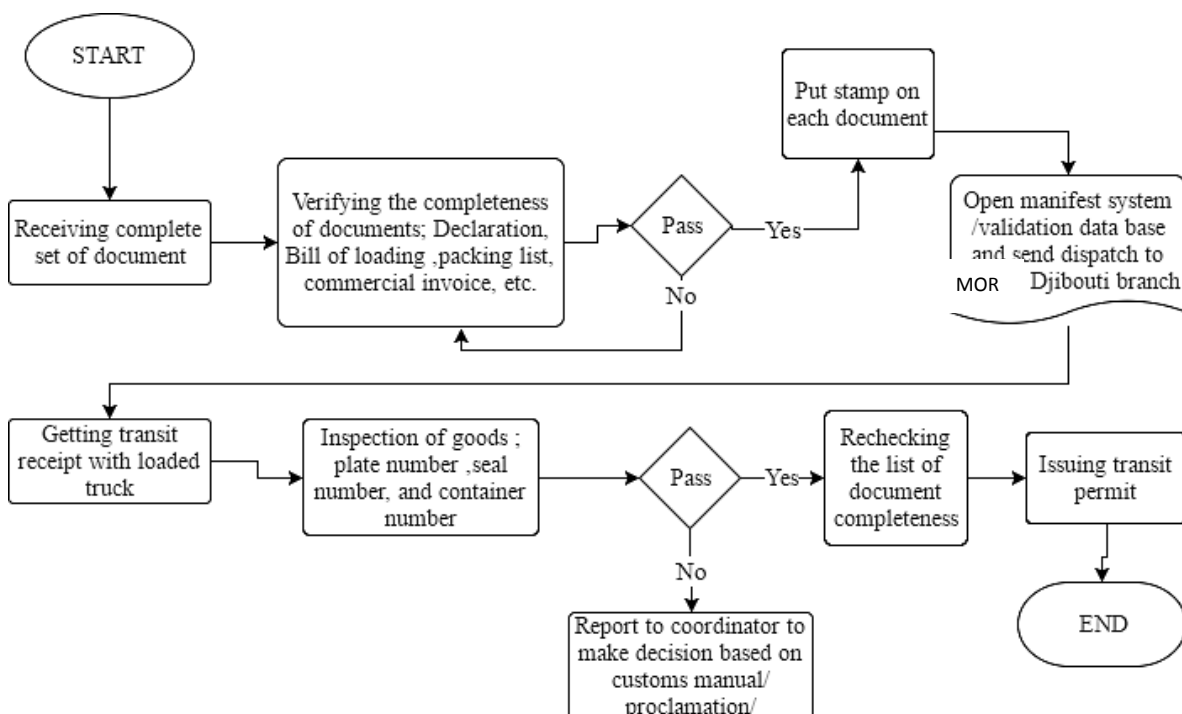
4. Then writing tax exception letter to Ministry of Revenue (MOR) branch office
5. Approving contents of letter and put signature
6. Stamping letter; delivering same to investor
7. Encoding service related data on system data base with in a day

Required documents for dispensing Income Tax exemption

1. Application for tax exemption duly signed by the investors, general manager or legally authorized agent
2. Where application is submitted by agent, verified copy of power of attorney
3. Copy of renewed investment permit or renewed business license
4. Copy of TIN number

4.3. Ministry of Revenue

A. Work flow/process for getting transit permit



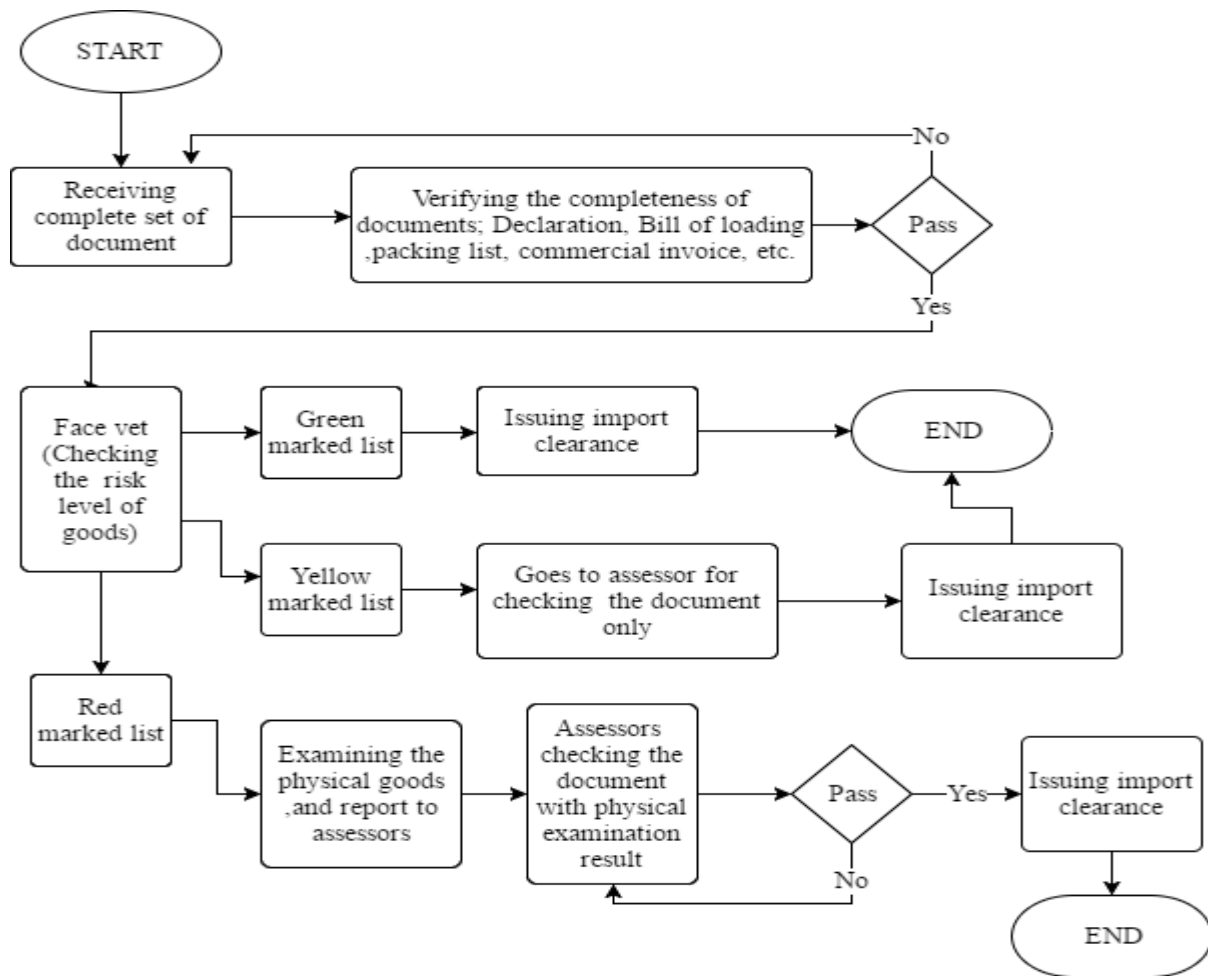
B. Description of the work flow of transit permits

1. Customs officer receives complete set of document from investors
2. Verify the completeness of documents (declaration, bill of loading, packing list, commercial invoice and the like.)
3. If the evaluated documents are complete, then putting stamp on each original and copies of documents.
4. Then open manifest system or validity system data base and send the dispatch to MOR Djibouti branch all information.
5. After getting the information MOR Djibouti branch release the loaded truck with transit receipt to IAIP
6. In IAIP customs officers make inspection of car plate number, seal number, and container number.
7. Here the decision is made, during inspection if there is anything missed when goods reach to IAIP, it will be reported to coordinator to make decision based on customs manual/proclamation. If the inspection result is good rechecking of completeness of the list of documents
8. Finally issuing transit permit /release / imported goods with in a day.

C. Required documents for customs transit permit

1. Declaration
2. Bill of loading
3. Packing list
4. Commercial invoice
5. Certificate of origin
6. Investment license
7. Duty free application letter/ Bank permit/ Franco valuta
8. Container guarantee letter

D. Work flow/process for getting import clearance



Description:

Customs officer receives complete set of document from investors

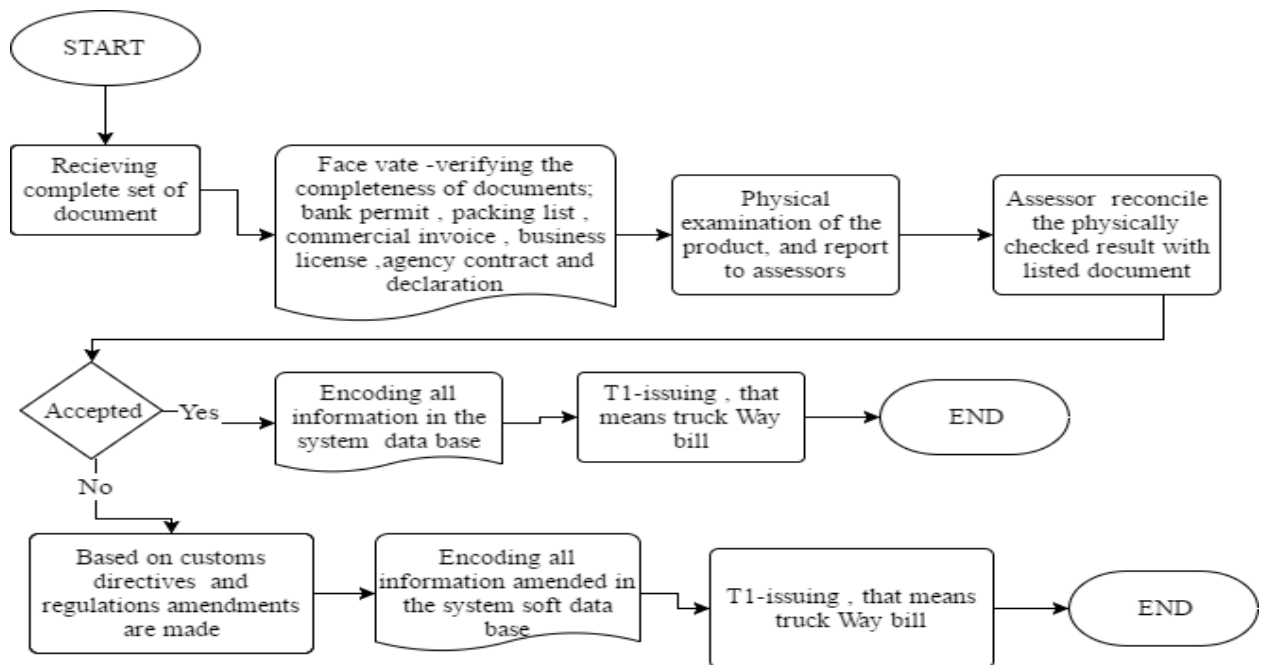
1. Verifying the completeness of documents (declaration, bill of loading, packing list, commercial invoice, and the like.)
2. If the evaluated documents are complete, then checking the risk level of goods: if the face vet shows
 - The green marked list - this implies the level of risk is low(safe) , so no need of examination and document rechecking , rather by encoding all the information in the data base issuing of import clearance(permit) is done.
 - The yellow marked list-implies the level of risk is medium, so no need of examination (physical) but needs to re check the document (assessors /officers/) perform this job.

- The Red marked list - implies the level of risk is high – so both the examination and document rechecking should be done by assessor. Then after, encoding all the information in the data base and issuing of import clearance (permit) work is done. The work process ends with in a day

E. Required documents for import clearance

1. Declaration
2. Transit receipt
3. Commercial invoice
4. Packing list
5. Bill of loading
6. Certificate of origin
7. Fright receipt: transportation cost
8. Insurance receipt with policy
9. Bank permit letter/ Franco valuta/ Duty free letter
10. Investment license/business license

F. Work process /process for getting export clearance



Description:

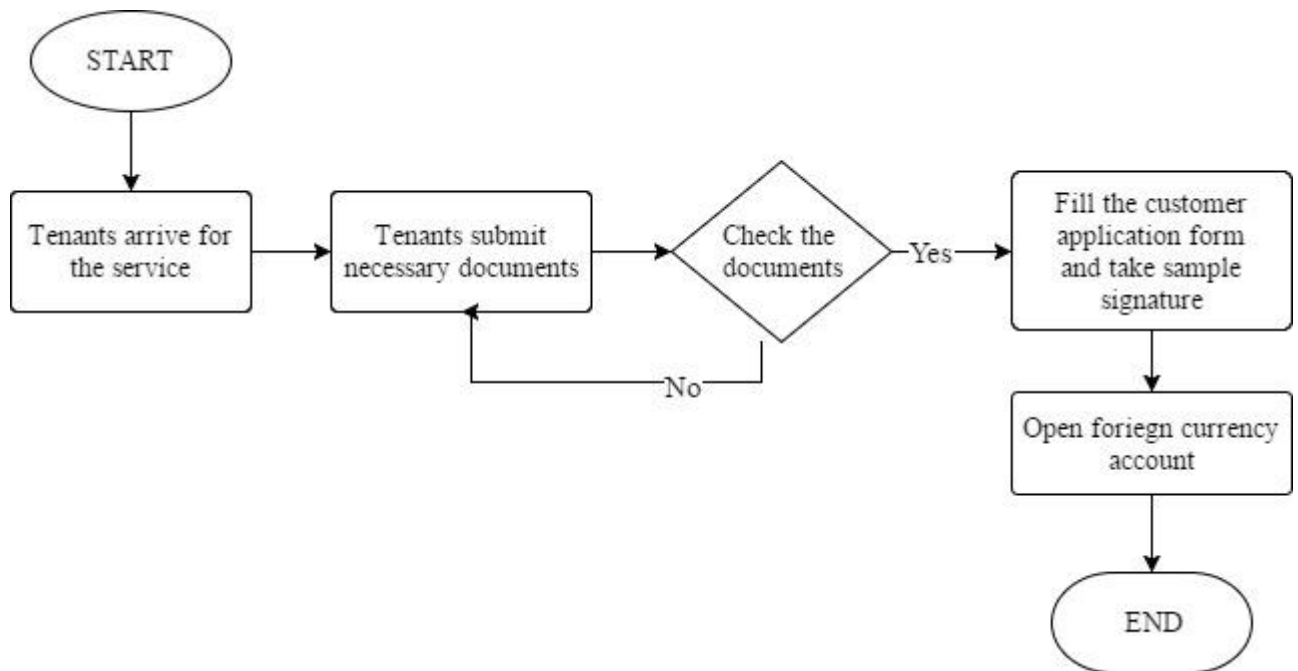
1. Receiving complete set of document
2. The Face-vet –checking the document completeness and encode the information in the system data base. Documents such as: Packing list, commercial invoice, Bank permit, Declaration, business license, and the like.

3. Physical examination of goods, and reporting the result to assessors
4. Assessors then counter check the physical examination result with documents listed.
5. If the assessor gets no variation of the examination result, then issuing of the T1 – (export clearance) is done.
6. If the examination is not in line with the document listed, based on the customs directives the amendment will be made.
7. After amending the documents, encoding of the whole information in the data base system and issuing of the T1 – means truck way bill or (export clearance) is done.

G. Required documents for export clearance

1. Packing list
2. Commercial invoice
3. Bank permit
4. Declaration
5. Business license
6. Investment license- optional
7. Agency contract

4.4. Bank Services



A. Maintaining foreign currency account (NRNT) and retention account

Description:

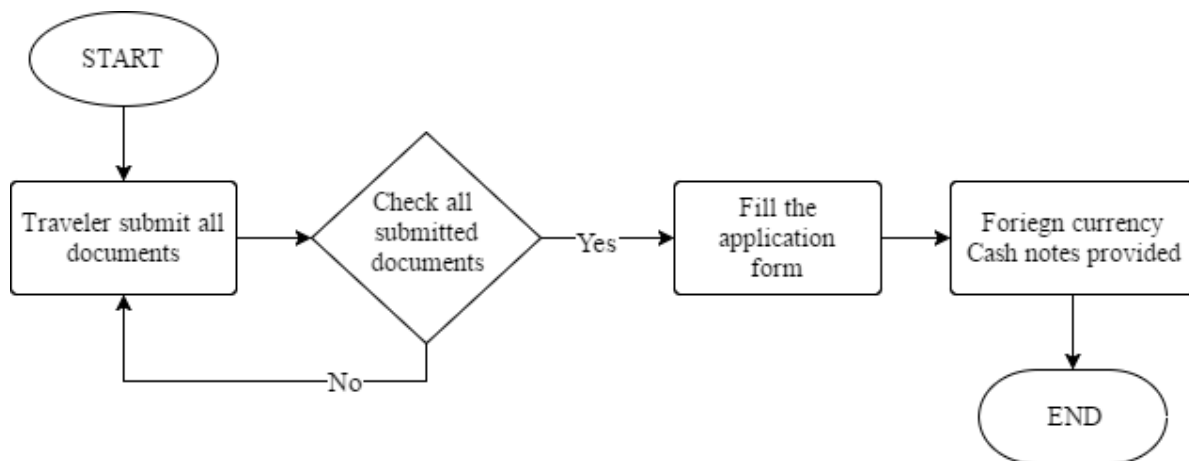
1. Plot/Shed owner's/ company's general managers should come up with all the necessary documents required to maintaining foreign currency and retention account.
2. They must submit all necessary documents to authorized personnel of the bank in order to create the foreign currency account. Here the bank personnel checked all the necessary documents submitted and checked whether the documents are genuine or not. All the documents need to be original. And the bank will take a copy of each document and returns back the original documents to the investors/assigned personnel. If plot/shed owners/ company are general managers don't submit the full documents as per bank requirement it is impossible to go through to the next step and fail to fulfill the requirement.
3. If all the documents are fully submitted as per requirement. The plot/shed owner's/ companies general managers allow to fill out customer application format of the Bank. And the bank personnel took sample signature of key personnel's' who has a power of attorney. This is because the accounts that will be opened managed by these key personnel's' and if one of the key personnel's' is not around by any means others will run the account.

4. After taking sample signature, the process finalized and the company secures foreign currency account within 15 to 20 minutes and notifies them with its own letter.

Mandatory list of documents

1. Letter of request (Application)
2. Letter of permission from the National Bank
3. Investment License
4. Renewed Trade license (Business License)
5. Tax Identification certificate
6. Resident Identification card (of the owner or the delegated personnel by the owner)
7. Memorandum of Association
8. Article of Association
9. Commercial Registration certificate
10. Resolution of shareholder if any (optional)

B. Providing foreign currency cash notes for travelers (permanent employees) who are working in IAIP



Description:

1. Travelers should come up with supporting letter from the company, airplane ticket, visa and passport. The travelers should be business travelers and all documents must be submitted in order to get the service.
2. All documents are checked by authorized personnel of the bank in order to get foreign currency cash notes. Here the bank personnel checked all the

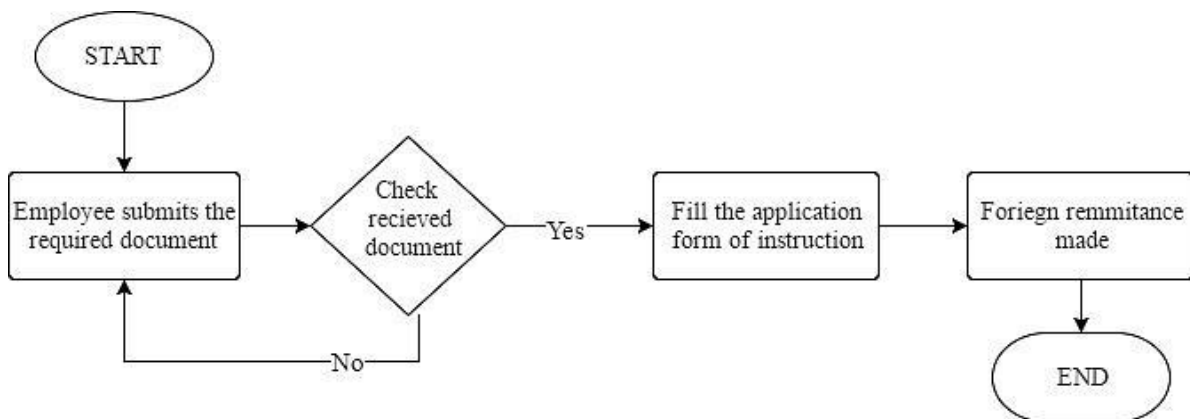
necessary documents are submitted and checked whether the documents are genuine or not. If tenants don't submit the full documents as per bank requirement it is impossible to go to the next step and fulfilling the requirement. In addition, the travelers should be permanent staffs.

- Travelers fill out application form to purchase foreign exchange from account or cash in ETB for holidays, business travel, and medical. If all necessary steps are completed the traveler can get foreign currency cash notes with in 15 to 20 minutes.

Mandatory list of documents

- Supporting letter from the company
- Passport
- Visa and
- Airplane ticket

C. Handling salary remittance for expatriate



Description:

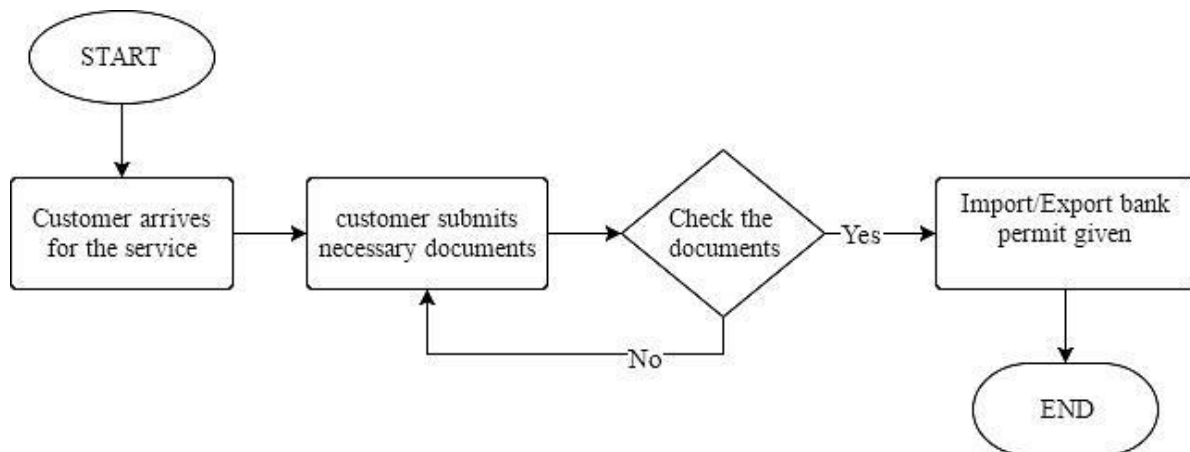
- Employee or Expatriate staffs are expected to come up with work permit and contractual agreement with the company.
- The submitted documents are checked by the assigned bank personnel. The expatriate expected to send money not greater than the salary. It should not be greater than his/her salary.

3. The Expatriate expected to fill out form of instruction to make foreign remittance. The process will be finished within 15 to 20 minutes.

Mandatory documents

1. Work permit
2. Contractual agreement with the company.

D. Providing bank permit for export and import of goods



Description:

1. Customer arrives for the service.
2. Customer should submit all mandatory bank related documents for import or export
3. All submitted documents are checked by authorized bank personnel
 - If all the necessary documents are submitted and checked accordingly, the bank will provide bank permit for export or import within 15 to 20 minutes.

Mandatory Documents

For Export:

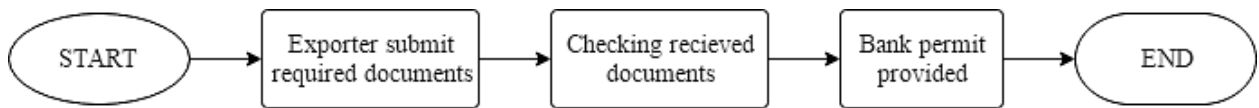
1. Filled permit request form
2. Sells contract /purchase order /Performa
3. Commercial invoice
4. Packing list
5. Business license
6. Export license
7. Export /import account number within NBE

8. Modality of payment between buyers and sellers
9. Tax identification Certificate

II. For Import:

1. Application Letter
2. Performa Invoice
3. Insurance Certificate
4. Filled permit request form
5. Import license /Investment license /Business license

E. Handling issues of small export items



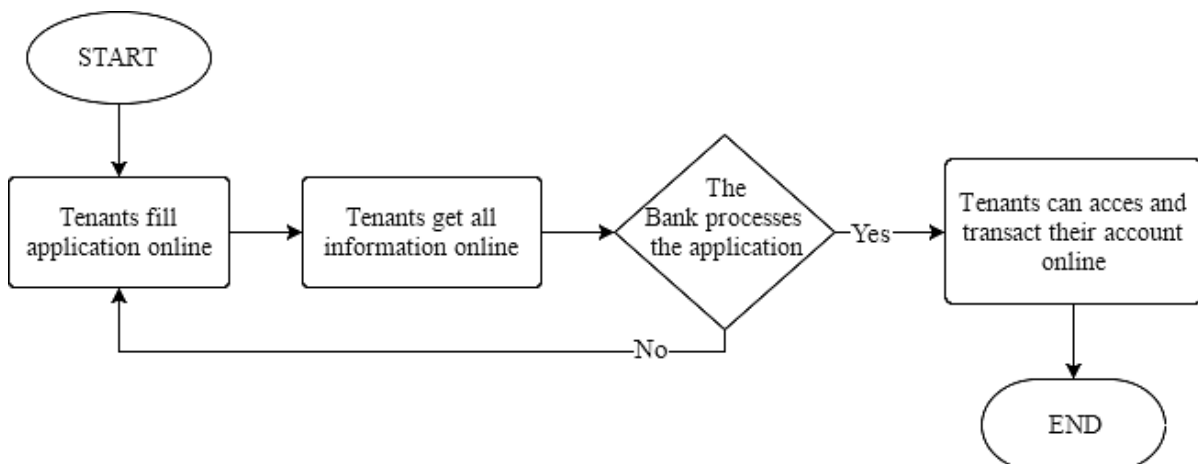
Description:

1. Exporter expected to submit Application letter, Visa, Airplane Ticket and Passport.
2. All the documents should be checked by authorized Bank personnel.
3. If all the necessary documents are submitted and checked accordingly, the bank will provide bank permit within 15 to 20 minutes.

Mandatory Documents

1. Application letter
2. Passport
3. Visa
4. Airplane ticket

F. E-banking service/online banking service



Descriptions:

1. Tenants expected to fill out the application online.
2. If the entire required information are filled out online, then tenants can get the information on how to transact the service online. The service includes accessing their bank account online as well as able to handle different payments including salary of the factory workers and other staffs.
3. The bank starts processing the application in order to provide the service. If something is going wrong on the application, it will not be processed thus the tenant must fill out the application again.
4. If the bank process is finished accordingly, the tenants can easily access their account online.

G. Customer relationship

Customer relationship department is the first contact window for customers who are requesting any of the bank services. This team of experts 'seat isolates from other bank staffs and at the first gate of the banks, which is accessible for all customers.

This department liaise all bank services captioned below: -

1. Customer account transaction services (CATS)
 - ✓ Account openings and check clearness and other payments.
 - ✓ Electronic payments (E- payments) which do not demand the physical appearance of the customers. It includes:
 - Internet Banking
 - Interface
 - Mobile Banking
 - ATM

The online system can help companies to fill information and rectify online which are wrongly filled out or missed by the customers. In addition, the customers can get feedback and can upload documents online.

2. Credit service (CR)

This service categorized in to two: -

2.1 Loan services

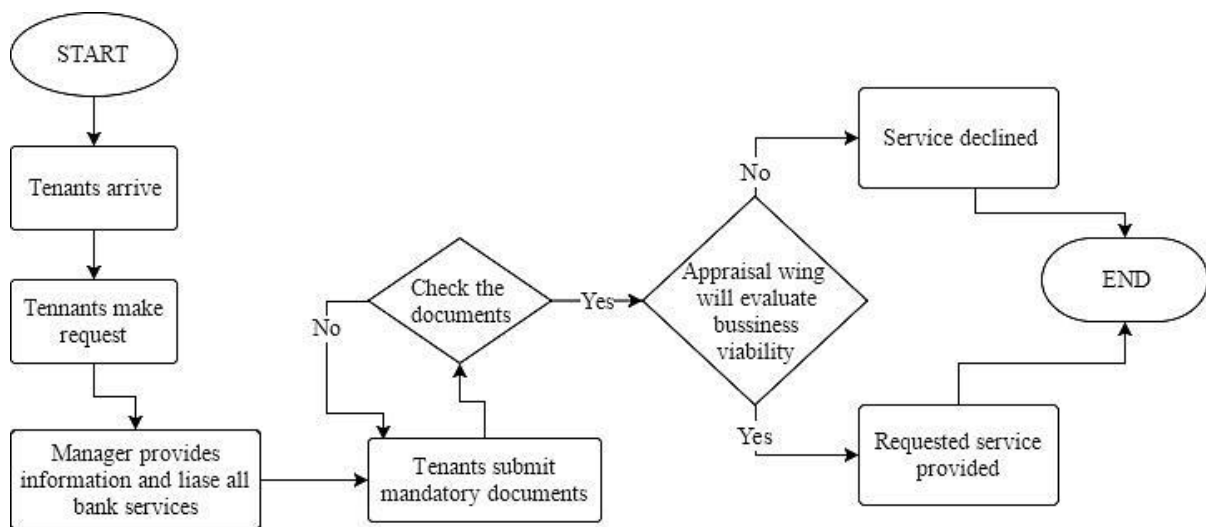
- 2.1.1 Project Loan; - These Loan facilities require 15 days from the date of the proposal submitted by the tenants. Because feasibility study of the project respects financial issues, Legal issues, socio economic benefit marketing and technical aspects of the project. In order to provide these loan facilities,

the bank demands equity from tenants in the form of either fixed assets or cash.

2.1.2 Working capital loan: - These Loan facilities require 5 days since the date of enquiries submitted.

Local LC: - This service transacted between input suppliers and food producers of companies.

2.2 Trade service (TS): - If the Investors need to import machinery the trade service team will finish all the process within 30 minutes.



Description:

1. Customers come to get any bank services
2. Tenants contact the customer relationship manager in order to have information about the details on how to get all bank services.
3. The customer relationship manager provides all the information and liaises all bank services.
4. Tenants must submit mandatory documents either hard / soft copy as per requested.
5. The manager checked all the documents.
6. Appraisal wing of the bank will evaluate the business viability of the proposed request. If it is not feasible the request will be declined.
7. If the request is feasible based on the parameters specified by the bank, the customer can get the requested bank service within the specified days.

Mandatory Documents

1. Financial documents

- ✓ Audited Financial statement/ provisional financial statement for operating business and Financial project for new entrants

2. Legal documents like: -

- ✓ Article of association
- ✓ Memorandum of association and
- ✓ Minutes (if the company made some amendments on articles of association and memorandum of association)

3. Business document

3.1 Feasibility study document: -This document is mandatory for project loans like to build buildings or purchase fixed assets such as machineries or vehicles. The feasibility study includes: -

- ✓ Technical analysis
- ✓ Technology- production capacity, location, utility
- ✓ Marketing analysis
- ✓ Human resource (organizational chart/analysis etc.)
- ✓ Financial analysis
 - Investment costs –sources of finance
 - Revenue
 - Expenses
 - And annexes like repayment period

3.2 Business plan document: - This document is requested for working capital like tenants may ask the bank to pay salaries for factory workers, to purchase raw materials and other expenses like utility

4. Collaterals: - Tenants expected to provide collaterals for working capital to facilitate the loan. These collaterals may be

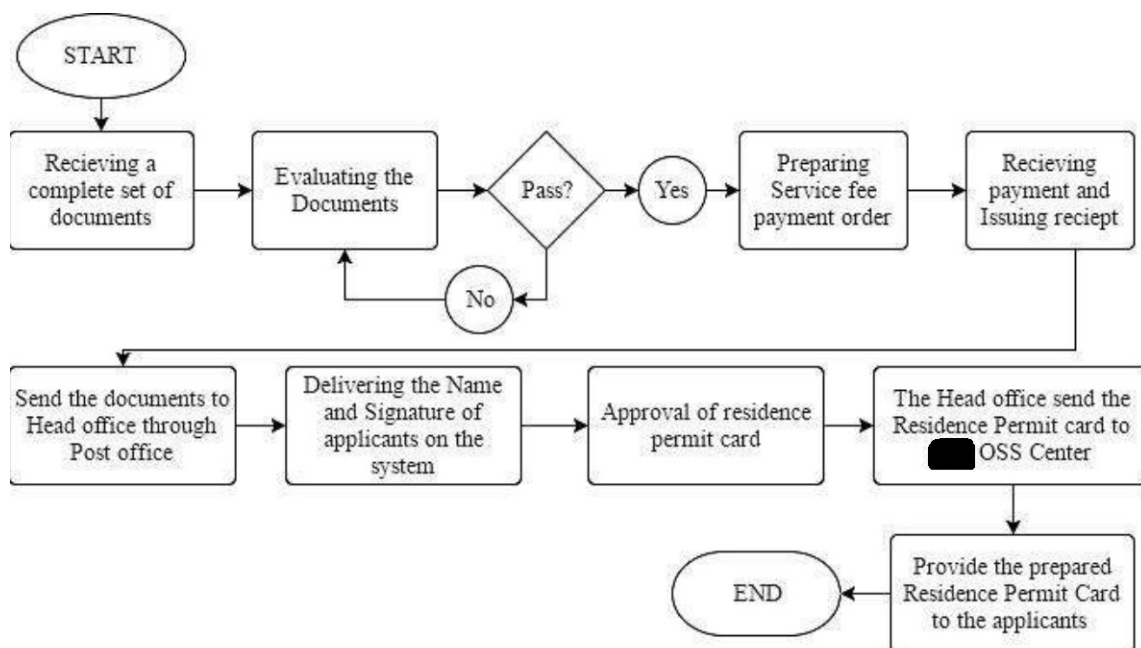
- ✓ Civil works: - Approved modification plan, receipt of prepaid rent of sheds (dawn payment).
- ✓ Machineries: - should bring proforma and commercial invoices and custom declaration.
- ✓ Vehicles: - Certificate of ownership, Performa and commercial invoices, and custom declares (for imported ones)

Note: - the customers don't require to present collateral for the following loan facilities:

1. L/C facility
2. Revolving reshipments credit facility used for exporting products and loan outstanding will be settled by foreign currency advances.

4.5. Immigration and Nationality Affairs

A. Work flow for Issuing Residence permit



4.6. Fire and Emergency Prevention Department

Description:

Fire and emergency prevention department provides proactive (preventive) and emergency response (reactive) services to the IAIP and tenants. The proactive services are inspection of facilities, giving training and certification.

Certification is awarded to tenants when all safety standards have been fulfilled and up on successful completion of training.

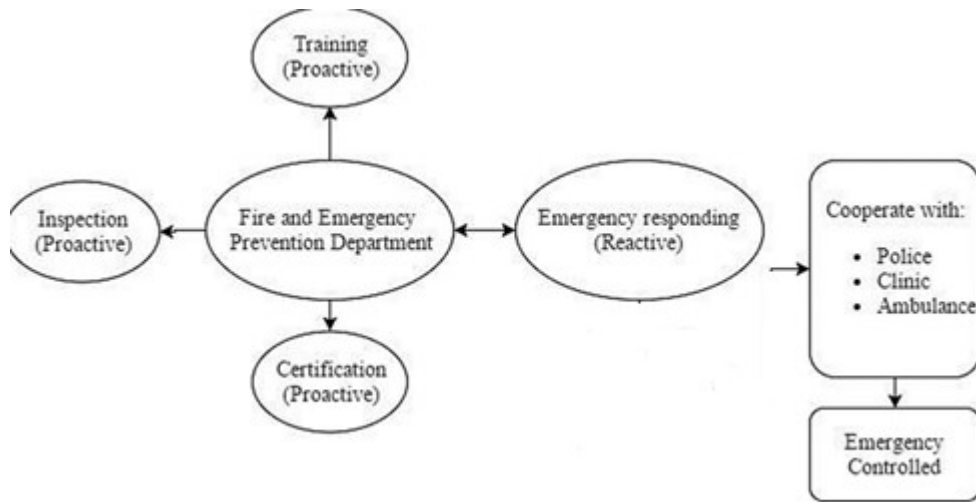
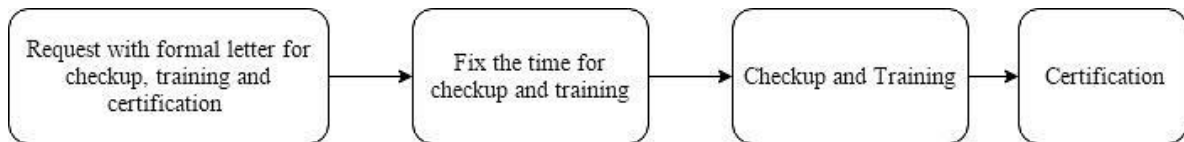


Chart for the services of checkup, training and certification



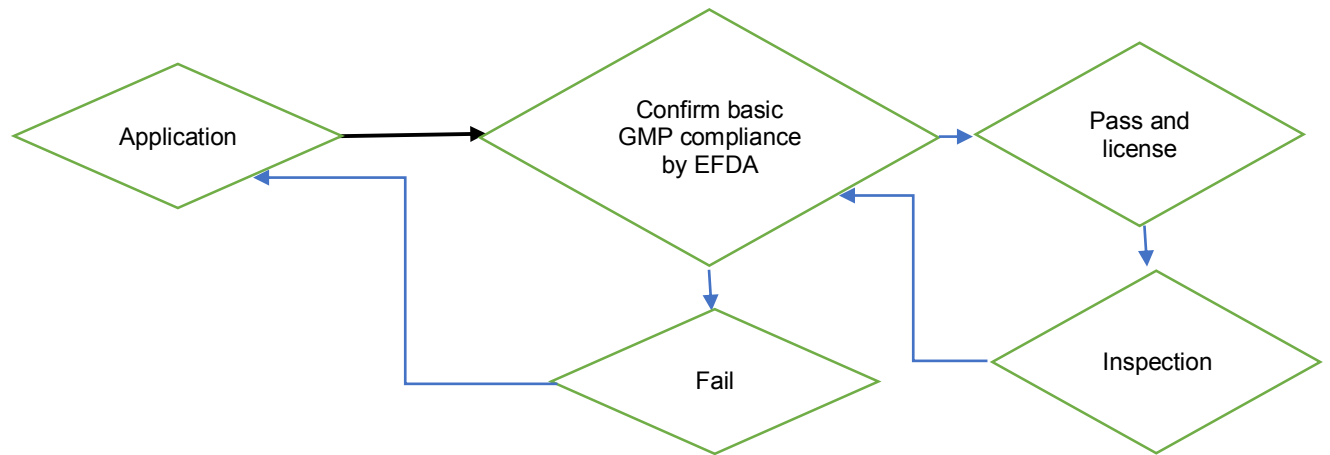
4.7. EFDA

Only the holder of a manufacturing authorization must manufacture and market food products to ensure that they are fit for their intended use, comply with the requirements of the Marketing Authorization and do not place the user at risk due to inadequate safety, quality or efficacy.

Regular, periodic or rolling quality reviews of all food products, including export-only products, should be conducted with the objective of verifying the consistency of the existing process, appropriateness of current specifications for starting materials and finished product to highlight and to identify product and process improvements. Such reviews should normally be conducted and documented annually, taking into account previous reviews, and should include at least:

- starting materials and packaging materials
- critical in-process controls and finished product results
- all changes made to the processes or analytical methods
- all quality-related returns, complaints and recalls

To fulfill such mandatory requirements, the investor shall follow the following charts:

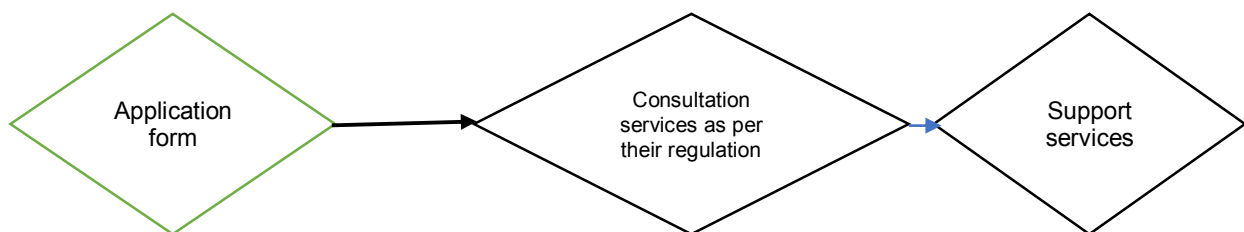


Necessary document for licensing and inspection:

- competency license from authorized body
- facilities sanitary design
- production flow diagram and installation design
- site plan
- area sensitivity analysis
- materials of construction for the facilities
- all necessary requirements stated in the GMP

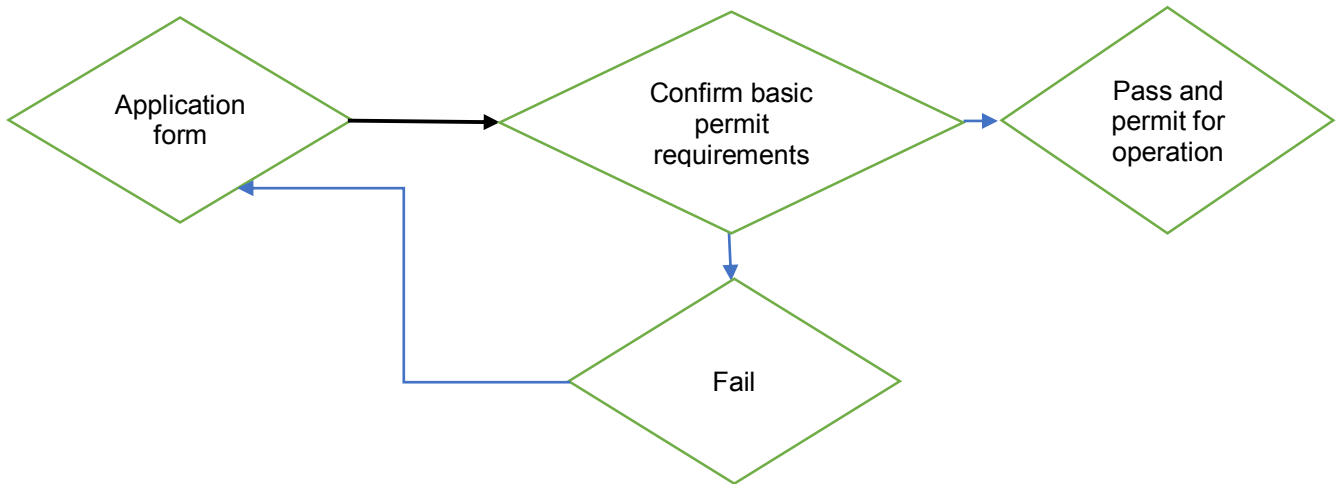
4.8. Food and Beverage and Meat And Dairy Industry Development Institute

The main function of this institution is to support tenants as per international and national good manufacturing practices. Basically, this institution is considered as a consultant in the OSS.



4.9. Respective Environmental Protection Offices

In each IAIP/RTC the federal and regional environmental legal frameworks are applicable. IAIP/RTC Environmental and Social Management Plan shall be approved individually for each tenant and IAIP/RTC shall submit for respective offices for approval. Regular inspection and monitoring services shall be done by regulatory body on a daily basis.



5. ADMINISTRATION PROCEDURES AND RULES AND REGULATIONS

There are two components of administrative procedures at OSS. One is individual institution rules and procedures need to be complied and the second is OSS collective service level standards shall also be as per the food and beverage standards mentioned in the good manufacturing standards mainly:

- Quality assurance procedures
- Sanitation and hygiene protocols
- Premises adequacy and safety standards
- Advanced and robust Technological
- Good material and raw material management
- Competent workforce
- Good production practices
- Product recall procedures
- Self-inspection and quality audits
- Product and procedure validation

5.1. Management Model

The facilitator (EIC) must think through the pros and cons of each management model before deciding on a model suitable for IAIPs. In this regard as a concept of OSS, stakeholders shall do together with EIC as facilitator and IAIP as secretary.

In this model of OSS, there are two sections: the front desk and the back office. The front desk is usually located inside the IAIPs premises and is responsible for receiving an investor's applications for different permits. Government representatives who work from the back office then process these permits. An investor is usually not expected to interact with these representatives – the front desk is responsible for notifying the investor on their application in a stipulated period of time. The government representatives are asked by their respective organ to work at the IAIPs and are authorized to approve the relevant permits on behalf of the government organ.

Since no back office employees need to be hired, fewer resources are required to set up such an OSS. Resources need to be spent only on the physical office of the OSS, hiring of the front office staff, and on any incentives that are given to the government representatives to work at the IAIPs.

The models can be victim to bureaucratic hurdles that IAIPs are trying to circumvent because some government representatives could either be unwilling or unequipped to implement SOPs in an IAIPs that are different from the ones they implement outside the IAIPs.

Hence, to reduce the disadvantages:-

- Enhance organizational capabilities of the stakeholders
- Ensure sustainable services for the investors and services seekers
- Develop in house capacity of quality services
- Ensure financial sustainability of the service providers

- Establish monitoring and controlling system for service providers
- Keep different records

5.2. Organizational Governance, Staffing and Motivation Mechanism

Those institutions which are going to enter OSS at IAIP shall have separate policies to handle both services and their staff. Conventional services provision procedure can't fit with this new arrangement at OSS. Basically, service providers who are going to be in OSS shall be empowered for fast decision on the requested services. Additionally, the institutions shall also have separate motivation mechanisms for their staff who are going to be in IAIP. For improved service provision, RIPDC shall have incentives for OSS workers in each park such as house in the park, provision of service, etc.

Governance Framework for OSS

- Operational reporting For OSS management Committee (MC) (EIC as coordinator) and IAIP as secretary
- Financial reporting for BM
- All service provision including Verification/ Audit and provision by OSS staffs
- Verification/ Audit service provision outsourced by competent auditor
- Due diligence and Quality assurance of external services by MC

Scope of Function OSS

- Can influence the park management to incentivize investors and coordinate with agencies
- Planning will be under the IAIP in consultation with external service providers.
- Can design and outsource additional service provisions

Funding for OSS

- Receive annual budget from the respective organ
- Can receive grants from government
- Has access to development funds

Authority of OSS

- The service center acts as One Stop Shop
- External service provider has price setting authority

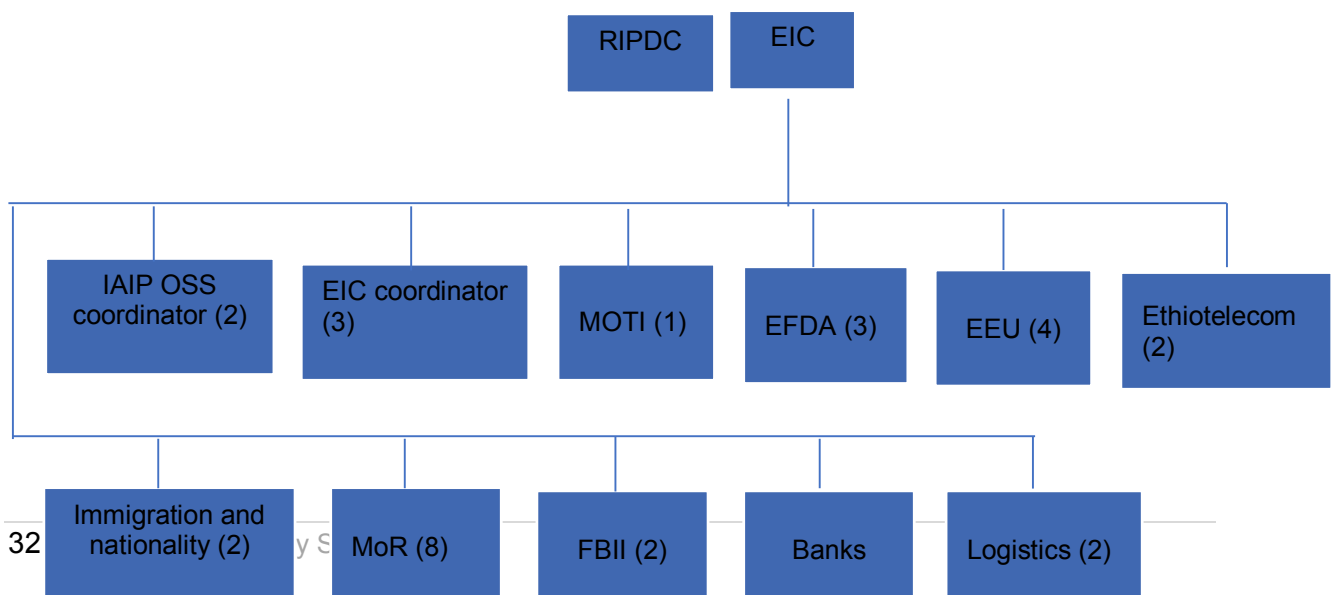
The Management committee

- All member stakeholders representative

Revenue

- Derives revenue from services (Training, Verification and project implementation)

5.2.1. Proposed Organizational governance



6. OFFICE EQUIPMENT AND FURNITURE REQUIREMENT

6.1. OSS Office Layout

The OSS office layout recommended is process layout which bases on the flow of information. All information need to be started from the IAIP OSS secretary-IAIP investor relation department. Hence, after arrival of any interested body shall start visiting OSS service coordinator from RIPDC/IAIP for further inquiries. As it was stated in the above organogram, the OSS member institutions can be positioned in sequence. For those who have confidential documentation like banks and customs, separate offices can be arranged. An average space of 10m² is allocated to each institution at OSS. A model layout based on the above consideration is given below in the figure but shall be flexible to fit into the available space.

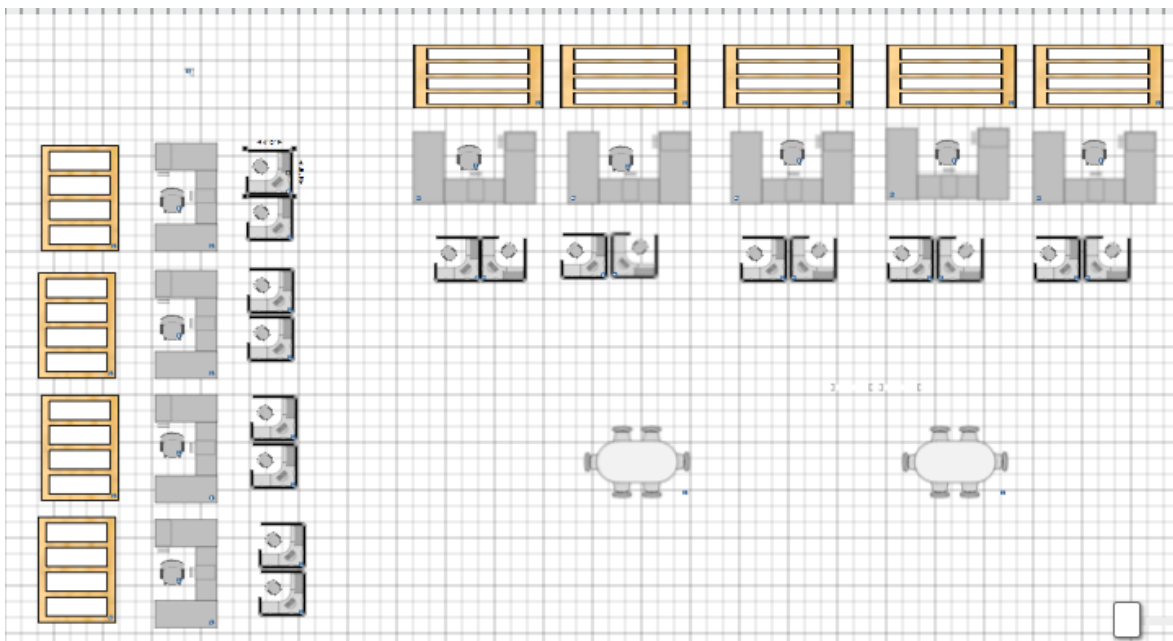


Figure: - Model office layout of OSS

6.2. Office Furniture and Equipment

OSS needs office furniture and equipment to facilitate the service quality it intends to provide. The following office furniture and equipment are basic for the operation of OSS.

- Tables (each institution)
- Chairs (each institution)
- Shelf (each institution)
- Computers (own property of institutions)
- Scanner (own property of institutions)
- Printers (color and normal) (own property of institutions)
- Copy machines (can be used in pool)

7. COMPLAINT HANDLING PROCEDURE

A procedure will ensure complaints are dealt with the same way, every time. The procedure should be easy to understand and follow by all staff. Basically, from current challenges faced in other area, complaints and claim shall be submitted for IAIP OSS coordinator (sometimes investor association is dealing with this staff).

The procedure could include the following steps.

A. Listen to the complaint

IAIP as secretary shall receive all forms of complaints using standard complaint handling form as registrar and thank the customer for bringing the matter to your attention. Apologize and accept ownership, don't blame others and remain courteous.

B. Record details of the complaint

Go through the complaint in detail so you can understand exactly what the problem is. Keep records of all complaints in one central place or register. This will help to identify any trends or issues.

C. Get all the facts

Check that you have understood and recorded the details of the complaint correctly. Ask questions if necessary.

D. Discuss options for fixing the problem

Ask the customer what response they are seeking; it could be a repair, replacement, refund or apology. Decide if the request is reasonable.

E. Act quickly

Aim to resolve the complaint quickly. If you take a long time they tend to escalate.

F. Keep your promises

Keep the customer informed if there are any delays in resolving their request. Don't promise things that you can't deliver.

G. Follow up

Contact the customer to find out if they were satisfied with how their complaint was handled. Let them know what you are doing to avoid the problem in the future.

N.B: Make sure all OSS staff are trained to follow your procedure when handling complaints and that they have the power to resolve issues as quickly as possible. Encourage your customers to provide feedback and complaints so that they let you know when there is a problem and give you the opportunity to resolve it.

8. COORDINATION AMONG SERVICE PROVIDING INSTITUTIONS

The institutions shall have Regular Management committee review meeting every 15 days to facilitate ease of doing business. Investor association and all OSS member institutions shall participate in the meeting. Management committee review meeting minutes shall be recorded on time. EIC is going to chair and RIPDC/IAIP shall act as secretary.

So to avoid bureaucratic service delays, Coordination among service providers can be automated. Automated customer service, sometimes also called call center automation or contact center automation, is customer support that relies on technology to complete tasks instead of human agents. Entire processes or just parts of processes can be automated for better OSS services.

N.B:- The Ethiopian Investment commission will be coordinator of the OSS system.

9. PROPOSED SAMPLE LEAFLETS

A leaflet has to be prepared and distributed among investors to give short, clear and concise information on the types of services to be provided by OSS at IAIP. OSS will use this leaflet as advertisement for the services it provides. The following sample leaflet is given for such purpose.



[master plan of the IAIP]

What is rational to enter to IAIP OSS?

The criteria for choosing member institutions to be at OSS are to create ease of doing business by providing the following services easily: -

- Construction, modification and maintenance permits complexity,
- Registration and renewal frequency
- Number of frequent competency requirements for safety and quality assurances
- Ease of tax payment and access to credit mechanism.

About Us

WHAT IS OSS?

Easy of doing business strategy at IAIP is provision of **transparent, efficient, and** dependable services in one place as “one stop service”. One Stop Service is an office where multiple services are offered to investors. And it is set up to enable investors obtain one-stop private and government services in one center. It mainly incorporates both private and governmental office.

What are the major OSS services?

- Processing & issuance of investment permits
- Issuance of business licenses
- Commercial registration certificates
- Issuance of work permits
- Registration of trade or firm name
- Issuance of tax identification number
- Signing of MoU
- Issuance of customs duty exemptions
- Customs clearance
- Banking services,
- Investment support, utility services provision, infrastructure management

Contact Us

Phone: [Telephone]
 Email: [Email address]
 Web: [Web address]

Governance Framework for OSS

- Operational reporting For management (MC) (EIC as facilitator) and IAIP as secretary
- Financial reporting for BM
- All service provision including Verification/ Audit and provision by OSS staffs
- Verification/ Audit service provision outsourced by competent auditor
- Due diligence and Quality assurance of external services by MC

Scope of Function OSS

- Can influence the park management to incentivize investors and coordinate with agencies
- Planning will be under the IAIP in consultation with external service providers.
- Can design and outsource additional service provisions

Funding for OSS

- Receive annual budget from the respective organ
- Can receive grants from government
- Has access to development funds

Authority of OSS

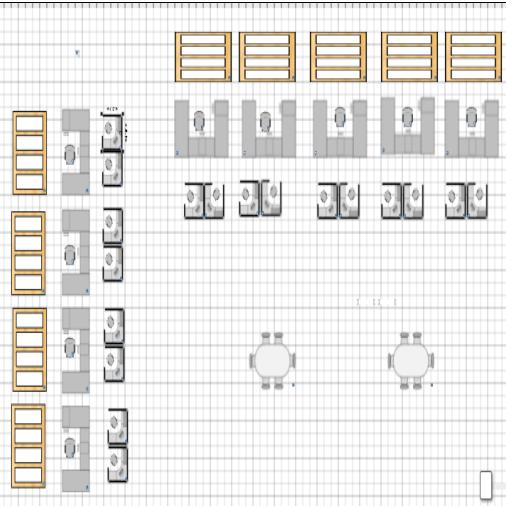
- The service center acts as One Stop Shop
- External service provider has price setting authority

Management Committee

All member stakeholder's representative

Revenue

Derives revenue from services (Training, Verification and project implementation)



Office Layout of OSS

What is OSS mission?

This manual is to facilitate legal and mandatory services required by investors and customers with low cost within a short period of time.

This One Stop Service manual is intended to:-

- Reduction of time to register a business and obtain a license and permit
- Reduction of business registration and licensing/permitting costs
- Increased transparency in the business registration and licensing/permitting process (reduction of corruption)

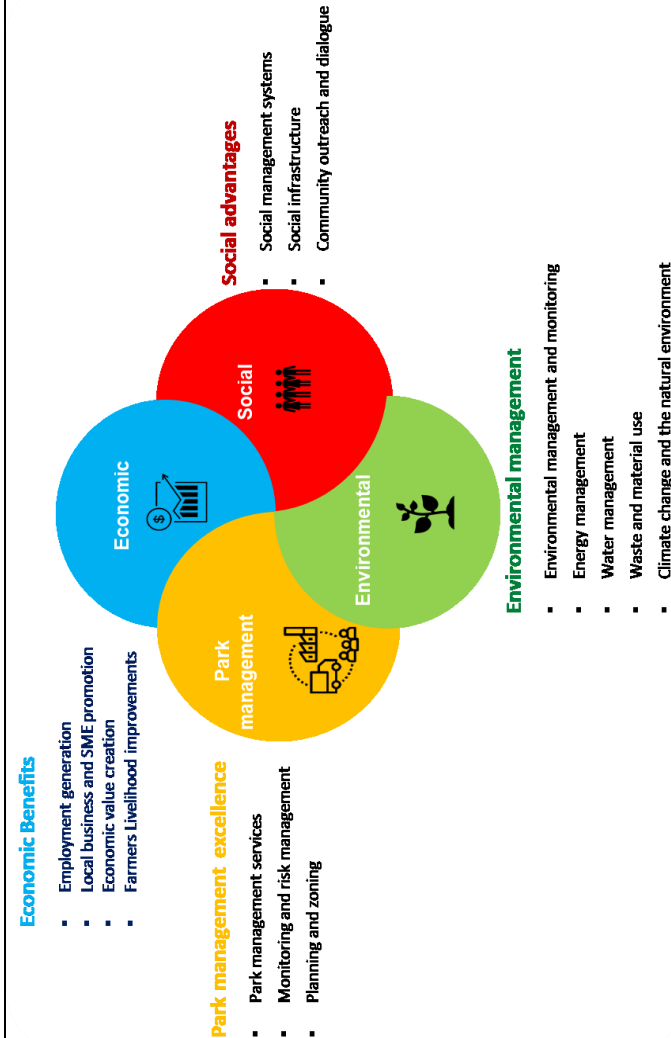
Whom to be IAIP OSS?

- ✓ EIC (Ethiopian Investment Commission)
- ✓ EEP/U (Ethiopian Electric Power/ Utility)
- ✓ Ethio- telecom
- ✓ Banks
- ✓ MOWS
- ✓ Immigration and Nationality affairs
- ✓ Ministry of Revenue (MoR)
- ✓ ESLSE (Ethiopian Shipping and Logistics Services Enterprise)
- ✓ FDA (Food and Drug Agency)
- ✓ Food and Beverage Industry Institutes (FBII)
- ✓ Meat and Dairy Industry institute
- ✓ RIPDC/IAIP Coordinator

key benefits being in IAIP

- ✓ Fast and Reliable OSS services
- ✓ Ha available land free of legal encumbrances, platted and surveyed with an accurate legal description and must have a single owner.
- ✓ projected zoning and land use plan compatible with Food production
- ✓ Ideally, the site plan is fairly leveled with some topographic relief that can provide an opportunity for facility expansion
- ✓ Fair Proximity to urban area/region
- ✓ proximate utilities network
- ✓ good enough Roadway capacity and safety

Common Goals of OSS member institutions



10. MONITORING AND GOVERNANCE MODEL

The main purpose of implementing this monitoring system in OSS is to achieve comprehensive result based on monitoring that drives performance of the stakeholders. It is to ensure the staff to be professional, polite and helpful whether they are dealing with customer or carry out their duties. Checking their day-to-day work helps them anticipate and minimize problems.

Each authorized representative of respective institution is responsible for the performance of his/her team. The team representative is expected to effectively manage the performance and behavior of his team. For this purpose, the team representative is responsible for monitoring his team members and making timely corrections. Each team or institutional representative has a power to give any correction as per institutional rules of operation.

More importantly, all issues shall be raised in the OSS coordinating committee and solved timely and it is the main tool for monitoring of services effectiveness and efficiency.

11. ANNEXES

Annex A: Site Handover Format LAND (PLOT) TO INVESTORS

1. Date of Handover_____
2. Name of IAIP/RTC_____
3. Name of Enterprise (Investors)_____
4. Title Deed Number_____
5. Location of Plot (Block)_____
6. Coordinate of Plot

PLACE	X	Y

7. Area of the plot_____
8. Zoning_____
9. for Manufacturing of _____
10. Underground Utility Lines and Manholes
 - 10.1 Branch Storm Drainage Line with Rectangular concrete cover Manhole
 - 10.2 Branch Sewage Drainage line with Circular concrete cover Manhole
 - 10.3 Branch Waste drainage with Circular concrete cover Manhole
 - 10.4 Power supply lines with circular steel cover Manhole
 - 10.5 Telecom line with Circular steel cover Manhole
11. Water supply line
12. Location of Entrance Gate _____
13. Bench Mark_____
14. RMU_____
15. Walkway _____
16. Landscape of the Plot _____

Representative of Lessor (RIPDC)

Representative of Lessee (Investor)

Name_____	Name_____
Signature_____	Signature_____
Date_____	Date_____



January 2022

VISITORS' MANAGEMENT SYSTEM MANUAL



HAMEN Consultancy Services PLC

✉ mengistubirhanu@yahoo.com

☎ +251 911 786 463 / +251 930 011 914

☎ +251 911 786 463 / +251 930 011 914

📍 CMC Road, Near St.Michel Church,
TAZ Building, 5th Floor, 5B

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ABBREVIATION

DBMS	Database Management System
GMPs	Good Manufacturing Practices
IAIP	Integrated Agro Industry Park
ID	Identification Card
RTCs	Rural Transformation Centers
SSH	Security and Safety Head
UI	User Interface
VMS	Visitor Management System

1. DEFINITION OF KEY WORDS

Visitor refers to any non-employee who is visiting for any reason. It includes clients, vendors, security officers, job candidates, contractors and their workers, service providers and their workers, investors, consultants, tourists, educational visitors, etc.

Visitor management is the process of welcoming visitors into the premises and tracking the people who come and go from IAIP/RTC. The sign-in part is only a small percentage of the process. There are other elements to consider like visitor safety and security, evacuation management, notifying employees of visitor arrival, etc. A visitor is expected to comply with an entry agreement that is unique to the facility.

A visitor management system represents all the processes and activities an organization puts in place to manage the flow of visitors, from start to finish, as a part of the bigger picture—the visitor experience.

Visitor Badges is a colour-coded name tag that allows visitors to have temporary access into the specific area of premises of IAIP/RTC and also helps to identify the person wearing it.

Escort- is A person escorting visitors into the exact location within the premises of IAIP/RTC.

Visitors Logbook: - It is a record book that keeps track of the visitors on site, their identity, the company they represent, who they come to visit, the purpose of the visit, and their coming in and coming out.

Visitors Book: - A comment book in a public organization on which people write their comments about IAIP and RTCs.

2. SCOPE AND PURPOSE OF MANUAL

A large number and type of temporary visitors comprising a customer, a delivery person, job applicant, contractor, a consultant, industrial study tour team/delegate, senior government officials, recreational tour team, wedding ceremonies, and events/workshop/training participants, etc. shall access IAIP and RTCs daily. These large number and diversified visitors have to be managed properly mainly from a security point of view and image of IAIP and RTCs, meeting compliance requirements and income generation.

This manual applies to all types of visitors and includes activities such as preregistration and authorization, entry of visitors to the IAIP /RTCs, visit a specific area, exit from the IAIP/ RTCs, and documentation of details of the visit of the IAIP and RTCs.

The visitor management system described in this manual allows IAIP and RTC to streamline the visitor management process through preregistration, ID verification, visitor identification with color-coded badges, and customizable notifications for hosts and security. It guides the whole process of tracking visitors who enter the premises of the IAIP and RTC in a modern way and has the following purposes::

- Assure simplified and easy entry of visitors but without compromising security
- Control, Identify, and authenticate visitors,
- Record accurate information about visit and easy retrieval when needed
- Track Visitors and their activities as far as they are in the premises of IAIP/RTC
- Ensure the safety of the visitor by knowing who is in IAIP/RTCs and easy notification during emergency
- Ensure employee safety, increase facility security and meet compliance requirements of interested parties
- Provide a minimally intrusive experience to the visitor and the host and which in turn build the company image and brand
- Facilitate the fee collection and audit.

3. VISITOR MANAGEMENT SYSTEM DESCRIPTION

3.1. Types of Visitors

Defining the type of visitors and visits happening in IAIP and RTCs is the foundation for the establishment of the visitor management system. It will help to know the location, specific needs, and situation of visitors that come up to the access gate of IAIP and RTCs. Accordingly, the following list of visitors are identified:

- Government Officials
- Appointments and business meeting attendees to park operators and enterprises in the park
- Job applicants and Candidates for job interviews
- Messengers or delivery people
 - Office
 - Raw materials and other supplies to industries in the park
 - Consumable supplies to supermarkets, cafeterias, etc. (water, food, cleaning, etc.)
- Consultant, Contractors, service providers
- Auditors or regulatory professionals
- Educational visitors
- Leisure and ceremonial visitors

Visitors are also categorized based on their stay, relationship, and frequency of visit. It includes:

- People who are there full time and temporarily e.g. contractors, consultants
- People who are there part time and frequently e.g. vendors, private service providers, regulatory body inspectors, delivery persons, etc.
- People who are there infrequently or just once e.g., higher officials, job seekers, tourists, experience sharing and educational visitors, entertainment visitors

3.2. Visitor Management System Technology

There are two types of system to manage visitors coming to IAIP and RTCs. These are manual and technology-aided visitor management systems.

The manual system: Documentation of the information of the visitors was done manually. wherein, when the visitors were entering the IAIP/RTCs premises they were making entries in the register wherein the check-in and checkout timing was captured to determine the presence of the visitors within the premises. Typical information found in an entry includes the visitor's name, the reason for the visit, date, check-in, and checkout times. Even though this type of visitor management system is easy to understand and uses as well as economical, there are many drawbacks such as taking longer time, not being flexible, being prone to personal error, quick retrieval of information is not possible, not suitable for a large organization, difficult to identify, authenticate, account and control visitors, etc.

Technology-aided system: the process of documentation of the information is done by using an automation system. Basic computer or electronic visitor management systems use a computer network to monitor and record visitor information. As

computer processing power, digital video, and information gathering technology have improved, electronic visitor management systems have added photo ID capability, database searching, automatic door access, and other functions. Software is used in Visitors Management System. This technology is recommended for the visitor management system of IAIP/RTC since it will solve the drawbacks stated in the manual system.

3.3. Procedures

The VMS is an online simplification of the present system of internal emails and paperwork that accompanies the setting up of such a visit. The visitor management system comprises four major processes namely; Pre-registration and authorization, entry, actual visit, and exit. The procedure for each of the processes that make up the visitor management system is given below.

3.3.1. Preregistration and Authorization of Visit

The pre-registration and authorization of visits depend on the type of visitors. The first category i.e., who are there full time and temporarily e.g., contractors, consultants will present the list and full information of their employee to the client that receives the service (construction and consultancy). The service receiver applies online for a temporary ID/badge for these employees and the HR Head shall provide an ID card/badge to these employees for the period they will involve in the project. By doing this it will avoid daily check-in at the access gate.

The host of the second group i.e., who are there part-time and frequently should apply online ahead of the visit time by filling in the necessary information about the visitor and visit and getting approval from the customer service head. While a VMS's tracking capability lets IAIP and RTCs know who is (or isn't) in their facility now, its recordkeeping and reporting function should tell IAIP and RTCs who was in their facility, as well as when, how often, and who they visited. This helps complete a visitor's background (was there any trouble last time?) and provides evidence for liability or confidentiality issues. A "watch list" can help identify potential custodial issues. These frequent visitors are in the database of visitors and when they arrive will be checked for any trouble previously and in the watch list by the receptionist using the VMS.

The third group i.e., who are there infrequently or just once e.g., higher officials, job seekers, tourists, experience sharing and educational visitors, entertainment visitors can be classified into business visitors who have a host and who have no host.

Visitor with host such as business visitors shall follow the following procedure for pre-registration and authorization

- The visitor shall arrange with the host by communicating the detail of visit and visitors
- The host shall apply on line to get approval from the safety and security department ahead of time.

Visitors who have no host includes educational visitors, experience sharing, government officials, potential investors, etc. (RIPDC/IAIP/RTC shall be host). The pre-registration and authorization procedure for these types of visitors will be:

- The visitors shall apply on line and get approval from the customer service and safety and security section

- The approval of the visit shall be after getting the consent of the host and the visit shall be arranged in the convenient time to the host and same shall be communicated to the visitor.
- Responsible person shall be assigned for the visit and visit detail shall be communicated
- The visit shall be communicated to security at access gate

Visitors who have no host and coming to IAIP/RTCs for recreational and ceremonial purpose shall follow the following preregistration and authorization procedure:

- These visitors are only required to have government issued Photo ID.
- In case of Group visit, the team leader will be responsible to sign in.

Visitors and groups requesting tours of the facility will be referred to the office of the customer service for handling as an exception. These groups will be handled by a single form, to be signed by a designated group leader or representative.

3.3.2. Entry into the premises of IAIP/RTCs

The entry procedure is described below:

- The security receives the visitor and asks about the visit details and ID
- Scans the ID and enter all the necessary information about the visit
- Check for visit approval supported with VMS
- If approved, the VMS checks the integrity of the visitors against:
 - Potential watch lists – like a database of local robbers and criminals.
 - Banned list created by IAIP/RTC
- The system will alert the security in charge if the ID of someone matches the above list and provide additional details like a criminal detail and so on.
- Issue color coded badges according to zone of visit (office, industry, recreation area, commercial area, etc.) and type of visitor (interview, meeting, delivery, etc.)
- Provide instructions to wear it as far as he/she is inside the compound.
- In the process of the visitor signing in at the entrance, the visitor management system sends a notification to the intended host that the visitor he/she expects arrived so that the visitors are not kept waiting long.
- When visitors check in, they might need certain instructions in order to stay safe. This may include clarification of emergency exit procedures or other safety protocols either in written or in video form. Make these a standard part of the check-in procedure.
- If appointment does not exist, Information / message is sent via SMS and e mail to the host by sending visitor details & photo, and wait for his approval.
- Host decides to meet or forward or refuse the appointment or ask to wait.

3.3.3. Actual Visit

Once permission to access IAIP and RTCs has been granted, entry to the facility shall follow the entry procedure described below:

- Security staff must then escort the visitor/s to the host.

- Most of the visit such as educational visit, investors, experience sharing, government officials will pass through the display center which shall be organized with model of the IAIP/RTCs. Audio-Video and profile of IAIP/RTC and enterprises in IAIP/RTC, especially when the host is not willing to accept visitors.
- The host ensures that visitor/s follow all the company rules/procedures regarding GMPs, safety, dress code, entry & exit procedures/restrictions, movements within the department, confidentiality of information (if applicable) etc.
- Appropriate dress and other accessories such as shoe cover, head cap, mask, safety devices etc. must be provided to the visitor/s if necessary.
- During the presence of visitor/s within the department/enterprise, one person from the concerned department/enterprise must always accompany the visitor/s (unless decided otherwise by department/enterprise manager).
- When visitors need to visit more than one department/enterprise, the manager of the department/enterprise visited first must coordinate & arrange with manager of the department/enterprise that the visitors need to go next department/enterprise.
- Once a visitor completes the sign in process and start the visit, you can begin tracking him in real time. You know his/her:
 - Name
 - Have his picture (you can set up a camera with your visitor management software)
 - Information fetched from ID/driving license
 - Details of the host
 - The current location of a visitor and his duration of stay
- The system shall automatically notify the visitor in case of emergency situation in the place he/she is visiting
- The system also alerts you in case any guest has over extended his permitted stay limit.

3.3.4. The Exit Procedure

- Upon completion of visit/work, the visitor/s must be guided/escorted to the security area with instructions to hand over the visitor's badge to the security personnel.
- The security personnel must collect the badge from the visitors and record the time & date of departure of the visitors with remarks (if any) and sign in the logbook.
- Feedback shall be collected

3.4. Types of Records and Record Keeping Procedure

The following information about the visit has to be recorded:

- Collect the following information about visitor
 - Name of visitor
 - Job title
 - Organization the visitor belongs to
 - Place and Purpose of visit
 - Nationality
- Collect the following information about the visit
 - Who at IAIP/RTCs they visit?

- The time and date of check in and check out
- Define the responsible body to be notified when visitors arrive
- Behavior/confidentiality agreement and/or waiver of liability (signed by the visitor)

3.5. Visiting Time Limit

The time limit for business visit is working hour while leisure and ceremonial visit is up to 8:00 PM in the evening.

3.6. Infrastructure And Software Requirements

VMS shall be effective if it is supported with the necessary infrastructures and software:

3.6.1. Software

The system requires a software that can satisfy the above-mentioned features of the visitor management system. There are abundant types of software in the market that can be used such as PouchNATION, HID, Villo, SignInsafe, FateHarbor, Sine, Proxyclick, etc.

3.6.2. Sign in and Out

Provides a user-friendly UI sign-in tools abound online. Choose one that's well-established and secured to establish your trustworthiness.

3.6.3. Data Storage

A program that has sufficient field to feed information and to store your visitor data electronically with the following features:

- Generate reports and filters data
- Exportability and scheduling
- Auto erase

3.6.4. Staff Notification

A visitor management software that creates staff notifications automatically when the visitor signs in. SMS or e mail can be used depending on the employee and visit type.

3.6.5. Badge Printing

Badge printer will be connected to visitor management software so that process is automated and save time. A regular badge contains:

- First and last name of the visitor
- RIPDC's logo
- A custom text labelling the person as a "visitor", "contractor", "interviewee", "Delivery" etc.
- The name of the host
- Date and time of the check-in
- Additional icons such as "no camera", "no smoking"
- Number to call in case of emergency

3.6.6. Scanner

It scans IDs like driving license, passports, and verify the identity of each person walking in.

3.6.7. Badge hole-punch tool and a badge holder

It punches hole on the badge holder

3.6.8. Shuttle transport service (bus, vans and open cars)

provide visitors on demand tour service to different sites of the park in a controlled and safe manner in short time period. Visitors can enjoy this smooth, personalized and comfortable travel experience. Controlled Memorial photo service can be integrated with the visit that can be collected at the end of the visit on payment.

3.6.9. Display center

The display center which can be integrated with the training center shall be equipped with different audio video system, videos of the compound, its facilities and services, video of production system of enterprise in IAIP/RTCs, power point presentation of profile of IAIP/RTCs

3.7. Manual Option of The System

The envisaged VMS is automatic, online, and technology supported. But In case of failure of this system, there should be a manual option that comprises the registration log book-which the visitor fills out on entering IAIP/RTC. The logbook includes details such as name, company name, date, time of sign-in, time of sign-out, and name of the host. A general colour-coded badge depending on the place to be visited and labelled "Visitor" is also required.

Upon completing the sign-in process, the visitor is handed over a badge with their credentials and the company's logo on it. This badge has to be worn by the visitor at all times while on the premises. Later, the badge is returned to the front desk upon exit and the visitor book is signed again with their sign-out time. The booking for the visit shall be made through telephone.

4. MANAGEMENT MODEL

IAIP and RTCs get lots of visitors each day and also have sensitive security concerns or more complicated check-in procedures. Hence, a dedicated, full-time receptionist force and guides under the customer service head or public relations will manage the VMS. Any visitor has to be authorized by the customer service department

The roles and responsibilities of those involved in the VMS are given hereunder:

Employees/enterprise arranging visits (Host)

- To notify the IAIP and RTCs administration team by email of all planned visits, the email must contain the visit date, time and the name of the visitor. If the visitor's registration is not communicated in advance, they will not be allowed to enter the premises and the person expecting the visitor will be notified soon to give alternative visit arrangement right away.

- To explain to all visitors what is expected of them, both on arrival and on leaving the IAIP and RTCs premises
- To accept full responsibility for the visitor whilst in the IAIP and RTCs including direct supervision throughout the visitors' stay.
- To ensure that the visitor badge is retrieved and returned to the reception

Visitor

- Present any form of Valid Identification with photo (ID card, driving license, passport, etc.) to the security/receptionist
- To register their attendance at the reception office before entering to the visit area
- To wear an openly visible, authorization badge which is issued on arrival and dated appropriately
- To return visitor badge to the reception before leaving the IAIP and RTCs site.
- To comply with all health and safety policies and procedures as directed by the employee supervising their visit

Receptionist responsibilities

- Should enter information into the visitor log
- Visits can only be booked on receipt of an email from an IAIP and RTC member of staff acting as the visit supervisor
- On receipt of an email requesting a visit to be booked in, log all planned visits on the visitors Outlook calendar i.e., date, time, visitors name and supervisor's name
- Act as a point of contact in hours, for all visitors who arrive at reception to book in or check out
- On arrival of a visitor, check the Outlook calendar to confirm the visit is planned and booked appropriately
- For all booked and confirmed visits, issue a color-coded visitor badge and notify the supervisor of the visitor's arrival
- If the visit is not booked, confirm to the visitor that they will not be allowed admission to IAIP and RTCs premises. The reception staff member will advise the visitor that they should contact the person they were expecting to meet, and arrange the visit same day or agree an alternative date

Responsibilities of employees and security patrol

- Employees/security patrol who see unauthorized visitors or guests who fail to adhere to our policies should alert a supervisor or office manager. Guests who violate our workplace policies will be asked to leave the premises.
- Employees who violate our workplace policies will face disciplinary consequences. Minor violations may result in an verbal or written warning.

5. MONITORING AND EVALUATION MECHANISM

The whole exercise of monitoring and evaluation process is to help IAIP/RTCs in knowing the current state and continually improve the Visitor Management System and has to combine a data collection and analysis. The monitoring and evaluation mechanism of the visitor management system against the system objectives to be used by IAIP/RTC is built on the key components discussed hereunder.

5.1. Defining Service Objective

The objective of the Visitor Management System is to create:

- Fast entry of visitors
- Secure
- Collect accurate data
- Minimizing number of visitors returning without getting what they want to meet
- Complaint free
- Generate sufficient fund from visitors

5.2. Identifying KPI

Identification of key performance indicators for tracking the progress towards achieving the system objective identified as above. The following key performance indicators are identified for IAIP/RTC.

- Time taken for visitor to enter premises of IAIP/RTC
- Number of visitor under the watch list entered the premises unidentifid
- Number of incidents
- Income generated
- Number of complaint
- Number of unserved visitors

5.3. Defining Data Collection Method and Time Line

Once monitoring KPIs identified then comes collection of data in relation to these monitoring KPIs continuously by identifying their source and selecting method of collection. IAIP/RTCs shall establish a compliant handling procedure and collect accurate data about visitor using the established system and create a data base for future retrieval and analysis.

5.4. Creating Analysis Plan and Reporting Template

Once the data have been collected, compilation and analysis to compare with the set objective and use as input for review by the management of IAIP/RTC. The output of this review meeting will be used for improvement of the visitor management system.

The role and responsibility of compiling, analysis and reporting is the supervisor for customer service.

The monitoring and evaluation plan is given in Table 5.1.

Table 5.1 MONITORING AND EVALUATION PLAN

S/N	KPI Description	Data source/method of collection	Responsible person	Frequency/schedule	Data Analysis
1	Time taken for visitor to enter premises of IAIP/RTC	System data	Customer service supervisor	Monthly, Quarterly, biannually and annually	At the management review
2	Number of visitor under the watch list entered the premises unidentified	Incident report or log book data	Security patrol/supervisor	Monthly, Quarterly, biannually and annually	At the management review
3	Number of incidents	Incident report	Security patrol/supervisor	Monthly, Quarterly, biannually and annually	At the management review
4	Income generated	Financial report	Finance head	Monthly, Quarterly, biannually and annually	At the management review
5	Number of complaint	Review of complaint registration logbook	Customer service supervisor	Monthly, Quarterly, biannually and annually	At the management review
6	Number of unserved visitors	System data	Customer service supervisor	Monthly, Quarterly, biannually and annually	At the management review

6. PRICING

A significant number people are expected to visit the IAIPs for the purpose of leisure and ceremony such as wedding. Accordingly, in order to contribute to the up keeping cost of the facilities the IAIPs are recommended to charge leisure and ceremonial visitors an entrance fee.

Accordingly, based on the benchmarking of the price charged by facilities used for leisure and ceremony, the following one-time entrance fees for Ethiopian nationals for a period of two hours are recommended;

- Individuals ----- Birr 15
- Couples ----- Birr 20
- Group (up to ten persons) ----- Birr 100
- Group (between ten and twenty persons) ----- Birr 250
- Group (above twenty persons) ----- Birr 300

In addition, foreign visitors shall pay a one-time entrance fee of 10USD or equivalent.

The following visitors will be exempted from paying an entrance fee:

- Government officials
- Educational and research institutions
- Regulatory bodies such as EPA, EFDA, etc.
- Ministry of Industry workers
- RIPDC workers
- Law Enforcement bodies



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ICT AND COMMUNICATION NETWORKS MANAGEMENT MANUAL



HAMEN Consultancy Services PLC

✉ mengistubirhanu@yahoo.com

☎ +251 911 786 463 / +251 930 011 914

☎ +251 911 786 463 / +251 930 011 914

📍 CMC Road, Near St.Michel Church,
TAZ Building, 5th Floor, 5B

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ABBREVIATION

BSc	Bachelor of Science
CCTV	Closed Circuit Television
FQDN	A Fully Qualified Domain Name
IAIP	Integrated Agro Industry Park
NOC	Network Operations Centre
RIPDC	Regional Industrial Parks Development Corporation
RTCs	Rural Transformation Centers
SME	Small and Micro Enterprise
UNIDO	United Nation Industrial Development Organization
ICT	Information Communication Technology
IFGICT	International Federation of Global and Green Information Communication Technology
CCTV	Closed Circuit Television
NGOs	Non-Governmental Organizations
GOs	Government Organizations

1. DEFINITION OF KEY WORDS

Data center: A data centre is a building, a dedicated space within a building, or a group of buildings used to house computer systems and associated components, such as telecommunications and storage systems.

Preventive Maintenance: PM is a type of maintenance task or action that is usually performed before equipment failure

Corrective Maintenance: is a type of maintenance task or action is usually performed after equipment failure.

A mail exchanger: record (MX record) specifies the mail server responsible for accepting email messages on behalf of a domain name.

A domain Name: Refers to your website address.

Information and communications technology: is an extensional term for information technology that stresses the role of unified communications and the integration of telecommunications (telephone lines and wireless signals) and computers as per IFGICT, as well as necessary enterprise software, middleware, storage and audio-visual, that enable users to access, store, transmit, understand and manipulate information as per the international federation of ICT.

Backup and Restore: Backup and restore refers to technologies and practices for making periodic copies of data and applications to a separate, secondary device and then using those copies to recover the data and applications—and the business operations on which they depend—if the original data and applications are lost or damaged due to a power outage, cyber-attack, human error, disaster, or some other unplanned event.

2. SCOPE AND PURPOSE OF THE MANUAL

ICT includes all digital technology that assists organizations in using information. It covers all electronic products that deal with information in a digital form. Therefore, ICT is concerned with digital data storage, retrieval, and transmission.

The operation and management of IAIP and RTCS will involve different resources such as CCTV camera, visitor management system, access control, fire and safety, online payment and collection system, data centre, etc; needs to get and give information from/to different sources such as investors, customers, suppliers, NGOs and GO, farmers, global open sources, etc.; generate huge data and need to analyse these data to the improvement of its services. RIPDC has established various ICT and communication network infrastructures to operate IAIP and RTCs efficiently, effectively, and promptly respond to customers' needs. Hence, RIPDC requires professional & detailed manuals, guidelines, directives, etc. to manage the ICT and communication network infrastructure and tap the benefits of ICT.

The purpose of the manual is to ensure acceptable use of resources and promote effective usage and operations of the ICT-based system in the IAIP and RTC.

This ICT and Communication Networks Management Manual will serve both IAIP and RTC and outline:

- Advise the system required to manage the entire IAIP/RTC,
- Size and scope of central data base
- Recommend the possible management options
- Antivirus & anti-spam policy to ensure that the park has adequate protection System
- Data backup and restoration procedure to ensure no loss of information and successful recovery of data in the event of equipment failure
- User support and maintenance procedures
- Website use & update procedure
- Staffing
- ICT training policy

3. ICT AND COMMUNICATION NETWORK SERVICES IN IAIP/RTCS

The ICT and communication network services to be available in RIPDC, IAIPs and RTC levels includes:

3.1. Internet Services

Internet Service allows the community of RIPDC, IAIP and RTCs can share information and communicate from anywhere in the world with an Internet connection. It helps to access huge amount of information such as text, graphics, sound and software from anywhere all over the world. Internet Service plays vital role for the effective usage and operations of the ICT based system in all RIPDC, IAIP and RTC in the today's era of information and technology.

At RIPDC, we recommend to have at least 100Mb fiber internet and with SLA with Ethio-telecom. It is also recommended to install back up internet line at IAIPs and RTC in addition to the main internet line.

In addition to the above wired internet service infrastructure, we recommend 4G Lte modems (Portable Wifi) to the managements and mission critical staffs/departments.

3.2. Email Services

Email is one of the most widely used features of the Internet on the web. It is helpful to send and receive messages to and from anyone with an email address everywhere across the world. Email services offer user-friendly features to manage mailing lists, email design, and metrics to monitor once successful.

This service should be used by a unique corporation email which is recommended to be on the RIPDC domain name. Such as someone@ripdc.gov.et

This service should be managed by the internal staff of the IT department and all staff of RIPDC, IAIPs and RTCs should have this corporation email.

3.3. Website Services

Having a website and online presence strategy allows RIPDC to promote and market its products and services online. It makes both local and international investors find RIPDC easily, know about RIPDC, IAIP and RTCs, discover what you do, and answer a bunch of questions on services of RIPDC, IAIP, and RTC.

A good website is paramount for business in today's world. RIPDC will have to design a professionally made visually appropriate and easy to navigate website, hosted with a web server, and update the information on the site continually.

The Website will centra belly administered by RIPDC and be available for all RIPDC, IAIPs, and RTCs.

3.4. Hardware Services

Hardware is the most visible part of the information system to be established as RIPDC, IAIP, and RTCs. It includes equipment such as computers, copiers, UPS, scanners,

printers, etc. that are used to capture data, transform, and present it to the user as output. The hardware service involves all hardware installations and maintenance.

3.5. Network Infrastructure Services

Network infrastructure comprises hardware and software, systems and devices, and it enables computing and communication between users, services, applications, and processes. Anything involved in the network, from servers to wireless routers, comes together to make up a system's network infrastructure.

Network infrastructure services involve the design, installation, and administration of Computer networks, CCTV cameras, and Data centres.

The Size and Scope of the data centre should be well enough at least to support 100Mb fibre internet with mail exchange servers at RIPDC. The size and scope of the data centre at IAIPs and RTC are better which accommodate wireless LAN and the backup internet line.

Datcentre at IAIPDC and RTC

The Scope of services better to be provided in the IAIPs and RTC Data Centre are

- Telecom Services for IAIP
 - Internet services
 - Virtual Private Network(VPN) Service
- Operation services for IAIP itsels
 - CCTV
 - Fire brigade system
 - Any system to be hosted in this IAIP server
- Collocation services for investors

A collocation center is a type of data centre where equipment, space, and bandwidth are available for rental to retail customers. Colocation facilities provide space, power, cooling, and physical security for the server, storage, and networking equipment of other firms and also connect them to a variety of telecommunications and network service providers with a minimum of cost and complexity.

N.B To determine the size of the data centre it needs the services required by the manufacturers in IAIP and even the kinds of systems which they are going to use within their businesses.

3.6. Training Services

RIPDC, IAIP, and RTCs staffs in general and IT team, in particular, to effectively and efficiently utilize the ICT and communication network infrastructure requires training on the basics of using the established ICT infrastructure such as word processing, spreadsheets, databases, PowerPoint, search engines, creativity, and analytical skills to apply the right skill to an activity, software, hardware, etc.

3.7. Software Development Services

This service involves understanding the activities and workflow involved in the operation and management of RIPDC, IAIP, and RTCs and considering automating them to improve the speed and quality of service delivery.

3.8. System Administration

System administration involves the installation of new hardware or software developed internally or acquired from an external source, creating and managing user accounts, maintaining computer systems such as servers and databases, planning and properly responding to system outages, and various other problems. A team of IT experts with a team leader has to be formed at the RIPDC level who is in charge of administering the ICT system.

3.9. Social Media Services

These kinds of services shall be mainly provided by communication or promotion-related departments but IT departments at the RIPDC level only are expected to give technical support during the creation and maintenance of these media. Facebook, Twitter, and YouTube are some of the well-known social media.

3.10. ICT Procurement Services

This service includes all engagements of ICT goods, services and works procurements from requests up to approving the Items or services. The service includes the following major technical activities:

- Preparing technical specifications or TOR for hardware, software and system procurement during Purchase request
- Undertaking technical evaluation for any ICT procurement
- Inspecting ICT devices during delivery
- Test and commissioning

We highly recommend that RIPDC to provide this service for uniform and standardize services.

3.11. User Support Services

This service involves the process of providing support to all kinds of ICT-related issues such as maintenance, network set up, data management, hardware, software, infrastructure services to make sure that all ICT-related functions are working seamlessly. These services shall be provided by IT department internal staff at RIPDC, IAIPs, and RTC levels.

3.12. Management of ICT Projects

RIPDC, IAIP, and RTCs may implement ICT and communication network-related projects to improve the efficiency and effectiveness of its operations based on different initiators. These projects have to be managed professionally from their inception to the start of their operation and evaluation of their impact.

3.13. Intranet Services

An intranet service allows RIPDC to build a private, secure network that can only be accessed by RIPDC's employees. This intranet serves as the portal for employees to access internal and external resources and enables workers of RIPDC, IAIP, and RTCs to communicate, blogs for departments, memo track system, collaborate and share

documents and other information. The portal shall be located at and be managed by RIPDC.

The summary of at what level (RIPDC, IAIP and RTCs) all the listed ICT and communication services required is given in Table 3.1.

Table 3.1: Summary of ICT and Communication Network Services

No.	Services	At the RIPDC level	At the IAIPs level	At the RTCs level
1	Email services	✓	✓	✓
2	Website services	✓	x	x
3	Hardware services	✓	✓	✓
4	Network Infrastructure Services	✓	✓	✓
5	Training services	✓	✓	✓
6	System administration	✓	x	x
7	Software development services	✓	x	x
8	Social media services	✓	x	x
9	ICT procurement Services	✓	✓	x
10	User support services	✓	✓	✓
11	Management of ICT projects	✓	x	x
12	Intranet services	✓	x	x
13	Internet Services	✓	✓	✓

4. MANAGEMENT MODEL

There are three models for managing the above listed ICT and communication network services required by RIPDC, IAIP and RTCs. These are:

- Completely managing by own staff
- Outsourcing all the services
- Outsourcing some of IT services

Certain ICT services require specialized skills and are not required frequently. In addition, the experts involved in the provisions of these services are highly professional, costly, unstable, and are not easily found in the market as far as employment is concerned. Hence, it is recommended to outsource these ICT services. The ICT services recommended to be outsourced are:

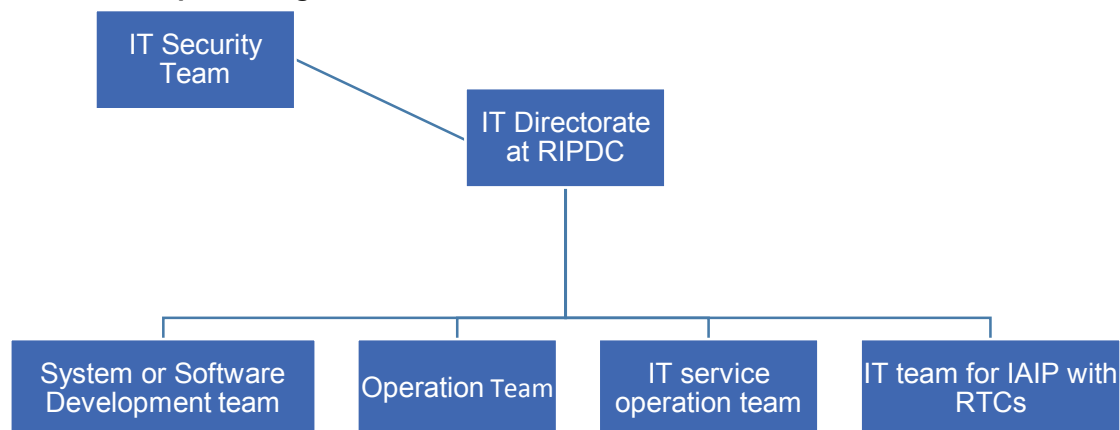
- Maintenance of hardware
- ICT training
- Certain ICT projects that require large amount of IT experts
- Website design and development

The rest of the ICT and communication networks services listed in section 4 of this manual were recommended to be managed by internal staff. Hence the ICT and communication services management model recommended for RIPDC is partial outsourcing.

5. ORGANIZATIONAL STRUCTURE AND STAFFING PLAN

The recommended organization structure organization structure for the management of ICT and communication network services is given in Figure 5.1.

Table 5.1: Proposed Organisational Structure for ICT Services in IAIP and RTC



An independent IT directorate at least directly responsible to the CEO with the following teams is recommended:

- System or Software development team
- Operation team that comprises
 - Network administration and
 - system administration
- IT service operation team
 - Technical team (which prepare specifications for hardware, software, and evaluates)
 - ERP team
 - ICT project team
- IT team at IAIP and RTCs
- IT Security team (will check the security issues and undertake periodical IT audit services)
 - Responsible to CEO of RIPDC, and better from/to Information Network Security Agency (INSA)

The detail of staffing plan of ICT department comprising job positions, specification and job description is given in Annex 1.

6. POLICIES AND PROCEDURES

6.1. Antivirus and anti-spam policy

6.1.1. Anti-Virus Policy

The purpose of the Anti-Virus policy is to prevent infection of RIPDC, IAIPs, and RTC computers and computer systems by computer viruses and other malicious code. This policy is intended to prevent major and widespread damage to user applications, files, and hardware and to prevent the financial losses resulting from such damage. The RIPDC email server has virus protection software set up to:

- inspect every incoming and outgoing message;
- automatically delete all email attachments that include, but are not limited to the following extensions: exe, pif, bat, and, if possible, any virus recognized;
- delete the infected message if it cannot clean the virus.

6.1.2. Anti-Spam Policy

RIPDC has the authority and responsibility to manage, control, and delete junk mail to prevent the unnecessary or inappropriate use of bandwidth and to also ensure that illegal, unwanted, and unsolicited advertisements are not received on the RIPDC owned network. This policy establishes appropriate procedures to prevent email from known spammers from entering the RIPDC email system.

- Spam, or junk mail, is unsolicited commercial email sent in bulk over the Internet. Spam puts both a cost and a burden on recipients by clogging up network bandwidth, consuming disk space, and wasting people's time with the nuisance of unwanted email.
- To reduce this cost to RIPDC, the email system shall use control measures, which may include but will not necessarily be limited to filters and subscription SPAM identification systems.
- RIPDC IT shall take all reasonable steps to utilize methods which minimize the blocking of email which is not spam, but reserves the right to put into effect measures to avoid the financial and personnel costs of spam emails.

7. DATA BACKUP AND RESTORATION PROCEDURE

Data backup and recovery system are essential parts of running a successful RIPDC since any of its computer system can crash. Anyone at RIPDC can make errors; and disasters seem to happen at RIPDC when you least expect it or least prepared for it.

It's important for RIPDC to plan ahead and put data backup systems into place in case the worst happens, well before it happens. Successful data backup systems are accomplished by using an offsite server or separate drives to store your massive amounts of information. Without putting these systems in place, data recovery becomes difficult resulting in loss of information when the worst happens. The following procedure is used by RIPDC to data back up and recover:

7.1. Backup Plan

- Server backups will be performed every business night, excluding holidays.
- Backups performed on Friday will be kept for a month before recycling.
- The last backup of every month will be considered the monthly backup and kept for a year before recycling.
- Monthly backup tapes will be stored in a fireproof safe.
- The last two monthly tapes will be stored off-site in a fireproof safe.
- Backups will be performed and monitored by a fulltime IT staff member.
- Backups will be automated using Veritas Backup Exec, Arcserve or similar software product.
- Tapes will be inserted routinely every night before leaving work.
- Backup failures will be reported to the director of information technology and action will be taken quickly to fix the problem.
- Backups will always be performed before upgrading or modifying a server.

7.2. Loss of Data

- If loss of data is discovered, evaluation and investigation by IT staff is immediately dispatched.
- In most cases, loss of data is related to file corruption, virus, security or human error.
- If loss of data is related to data corruption, IT Staff must troubleshoot and determine if the problem is hardware or software related to prevent addition file corruption.
- If the loss of data is related to a virus, IT Staff must determine the extent of the virus and remove it to prevent further loss of data.
- If the loss of data is related to security or a compromised system, IT Staff must determine the extent of the compromise and fix the vulnerability quickly to prevent further loss of data.
- If the loss of data is related to human error, IT Staff must immediately inform and train the appropriate personnel to avoid further loss of data.
- Once the problem has been determined and loss of data minimized, IT Staff should proceed to restoration of data from backup media.

7.3. Restoration of Data

- Once loss of data is discovered, evaluated and minimized, IT Staff will proceed to restoration of data from backup media.
- IT Staff will determine the time and date of the lost data.
- IT Staff will determine the appropriate backup media to restore the data.
- IT Staff will insert the backup media into the appropriate server.
- IT Staff will invoke the Backup/Restore software, such as Veritas Backup Exec or Arcserve.
- IT Staff schedule the restore of the appropriate data within the Backup/Restore software.
- IT Staff monitor the restore of data.
- Upon restore, IT Staff evaluate the integrity of the restored data.
- IT Staff will contact the end-user of the data to finalize restore.
- Upon approval from the end-user, the restore is considered finished.

7.4. Disaster Recovery

- If a disaster is discovered, IT Staff will determine the extent of the problem and proceed accordingly.
- If the disaster is hardware related, IT Staff will replace the failed hardware and restore according to the steps outlined above.
- If there is a natural disaster, such as water, fire, tornado, earthquake, etc., the hardware will be replaced and the server will be restored using the offsite backup media according to the steps outlined above.
- Upon restoration of data, IT Staff will check the data for integrity and validity.
- IT Staff will contact the end-user of the data to finalize restore.
- Upon approval from the end-user, the restore is considered finished.

8. USER SUPPORT AND MAINTENANCE PROCEDURES

8.1. Personal Use

- RIPDC Help Desk services may not be used for personal purposes or personally owned devices (computers, tablets, phones, etc.)

8.2. Confidentiality and Security

- RIPDC IT support Services protects the security of all information. Any electronic information gathered in the attempt to meet customer support needs is protected by security practices.

8.3. Help Desk Service Provided

- The help desk service provided are desk side PC support, telephone-based PC support, telecommunications, network support, hardware support and software application support.

8.4. Contacting the RIPDC, IAIPs and RTC user support

- An end user's first point of contact should be the departmental Computer Support Contact "CSC". If the CSC cannot resolve the issue they should then contact the Help Desk.
- All IT Departments including the Help Desk can be reached by telephone at additionally you may mail the Help Desk.
- There could also be "walk-in" service

8.5. Supported Operating Systems

- Windows 10
- Macintosh OS X El Capitan and Yosemite.
- UNIX, Linux, all other operating systems, and previous versions of Windows and Macintosh operating systems will be considered a "best effort" support situation and are not fully supported.

8.6. Cellular Mobile Devices, Smartphones, Tablets

- All cellular mobile devices and tablets must comply with RIPDC ICT standards for Encryption and password requirements.
- Smartphones and tablets are supported by staff to the best of abilities.

8.7. Personally Owned Computers and Equipment

Please be advised that personally owned devices such as laptops/smartphones/iPads/tablets including those purchased with professional development funds, cannot be used to store confidential.

8.8. Changing Passwords

Password changes will be made through the user support staffs only. If further assistance is needed, please contact the helpdesk regarding any questions or technical difficulties.

8.9. Backing Up Data

- It is the user's responsibility to backup any data on equipment before user support service provider staff works on it.
- It will be advised users in the best way to back up their data.
- It will not assist in the backup of MP3's / Music Files, Movies, etc.
- User support service provider staff is not responsible for any lost data on personal equipment.

8.10. Use of copy right Protected Software

Illegally file sharing copyrighted material is not allowed (Bittorrent, Limewire, Kazaa, Bear share, etc.) on the RIPDCs, IAIPs and RTC networks.

- If file sharing software is found to be an issue while working on a user's computer it will be removed by User support service provider.
- If any software is found to be causing the problem on the computer or known to be Spyware, Adware, or Malware, it will be removed by the user support service provider.

9. WEBSITE USE AND UPDATE PROCEDURE

The RIPDC website is considered a critical resource to daily operations and as such is subject to change management procedures to ensure that the content is accurate and appropriate. Below are general guidelines and procedures for submitting approved changes to the RIPDC website.

9.1. General Guidelines

- All changes to the RIPDC website require prior approval from the appropriate content owners.
- The content owners are responsible for reviewing, approving, and submitting all related content for their respective areas of the RIPDC website via email to helpdesk.
- Individuals responsible for developing content should, if necessary, consult the RIPDC IT service support staff when recommending major content changes so that the changes can be made and tested in the RIPDC website test environment.
- Content developers are to provide content changes in a digital form that can be effectively copied from the source to the RIPDC website content management system
- Content changes are to be submitted via a word or text document as an attachment to a work order.
- Hardcopy marked up pages are not acceptable and will not be accepted as approved changes.
- For accuracy and appropriate content management reasons, the RIPDC technical staff will not be responsible to retype content for any reason.

9.2. Procedures

- Once the content developers have developed the proposed content, the developers are to forward the changes in digital form to the respective content owners for review and approval
- Content owners are to review the proposed content for accuracy and appropriateness
- Content owners are to work directly with the content developers to finalize the proposed digital content
- Once the content owners have approved the digital content for posting, the content owner is to submit the digital content to the Technology Services help desk via email and attachment to helpdesk@ripdc.gov.et detailing all approved changes.
- The RIPDC technical staff will work directly with the content developers and content owners to the website changes.

10. ICT TRAINING POLICY

A variety of products and services are developed or procured by the ICT Department in response to the business requirements of RIPDC. Upon production, these products and services are distributed (or made available) to users. Thereafter, continuous and tailored training is necessary for the users to fully exploit them. The policy shall clarify guidelines for such training.

The objective of this policy is to outline the guidelines applicable when planning for, organizing, and conducting ICT training at RIPDC, IAIP, and RTCs.

10.1. ICT Literacy

It is desirable that all RIPDC staff be literate users of ICT services, the level of literacy being in line with the demands of their job functions. Training shall therefore focus on building skills in users making them effective in exploiting ICT resources, products and services.

10.2. Mode of Training

- External ICT training shall be organized by the ICT department in response to need as may be assessed from time to time when training is not possible within RIPDC.
- Internal ICT user training targeting the RIPDC, IAIP, and RTCs community shall be scheduled on a continuous basis and shall be conducted both in the RIPDC facility and at the training centre at IAIP and RTCs.

10.3. Trainees

The ICT Department shall jointly with user departments nominate trainees for external ICT training when the need arises.

10.4. Training Resources

The ICT Department in liaison with the user department shall identify the appropriate trainers for the training as required by the needs of the scheduled training. The ICT department jointly with the user departments shall provide necessary resources to facilitate the training.

10.5. Training Needs and Curriculum Development

Project Leaders and service developers shall establish ICT training needs in liaison with user departments and service consumers. In cases where the ICT Department is not well placed to train in a given area, the ICT Department will identify and recommend appropriate training and work out the requirements of the training.

- The ICT Department shall develop curricula for all training including development of source material. To this end, the ICT Department shall where possible recommend curriculum for all external training, provide training materials on-line via the RIPDC website, conduct on-line assessment tests and examinations
- Where external training is outsourced, the ICT Department shall jointly with the external training agent, customize the content to meet the training needs of the users.

10.6. Acknowledgement of Training

The ICT Department shall issue certificates on successful completion of training and examination.

ANNEX 1: STAFFING PLAN OF ICT DEPARTMENT

No.	Position and Number of Posts	Educational Background and Experience	Job Descriptions or Tasks for the positions	Remarks
1	IT Directorate at RIPDC	8/6 years relevant experience in ICT / Computer Science BSC/ MSC.	<ul style="list-style-type: none"> ✓ Plan, organize and monitor demands of ICT of the corporation ✓ Enables the efficient use of modern information technology by the Corporation. ✓ Ensures that the software and database development work is provided with the necessary support. ✓ Using state-of-the-art IT resources to streamline network operations and hardware maintenance in a time-saving and labor-intensive way. 	
2	ERP team leader	6/4 years relevant experience in ICT / Computer Science BSC or BA/ MSC or MA.	<ul style="list-style-type: none"> ✓ Responsible for overall implementation of ERP ✓ Plan, organize and monitor ERP team 	
3	Senior Finance module expert	4/2 years relevant experience in ICT / Computer Science BSC or BA/ MSC or MA. (Accounting Experience is preferable)	<ul style="list-style-type: none"> ✓ Responsible to the implementation of Finance module of the ERP ✓ Facilitate the support for financial module of ERP support requests 	
4	Senior Supply Chain Expert	4/2 years relevant experience in ICT / Computer Science BSC or BA/ MSC or MA. (Procurement Experience is preferable)	<ul style="list-style-type: none"> ✓ Responsible to the implementation of Procurement module of the ERP ✓ Facilitate the support for Procurement module of ERP support requests 	
5	Senior Human Capital Management Expert	4/2 years relevant experience in ICT / Computer Science BSC or BA/ MSC or MA. (Human Resource Experience is Preferable)	<ul style="list-style-type: none"> ✓ Responsible to the implementation of HRM/HCM module of the ERP ✓ Facilitate the support for HCM/HRM module of ERP support requests 	
6	System or Software Development team leader	6/4 years relevant experience in ICT / Computer Science BSC / MSC.	<ul style="list-style-type: none"> ✓ coordinates Software development projects ✓ To lead the software development team(s) within the Corporation. ✓ Ensure The software delivered to customers and project teams should be developed with the right level of quality, to schedule and in accordance to the Company standards when applicable. ✓ The software delivered is 	

No.	Position and Number of Posts	Educational Background and Experience	Job Descriptions or Tasks for the positions	Remarks
			<ul style="list-style-type: none"> fully tested and documented. ✓ Researching, designing, implementing, and managing software programs ✓ Developing quality assurance procedures 	
7	Senior software Developer	4/2 years relevant experience in ICT / Computer Science BSC / MSC.	<ul style="list-style-type: none"> ✓ Managing project timelines and tasks. ✓ Attending and contributing to company development meetings. ✓ Assisting the Software Development team leader with all aspects of software design and coding. ✓ Conducting feasibility studies for upgraded software systems. ✓ Writing advanced programming code. 	
8	Software Developer	2/0 years relevant experience in ICT / Computer Science or related fields BSC / MSC.	<ul style="list-style-type: none"> ✓ Writing reports. ✓ Responding to requests from the development team. ✓ Testing and evaluating new programs. ✓ Identifying areas for modification in existing programs and subsequently developing these modifications ✓ Writing and implementing efficient code ✓ Determining operational practicality ✓ Deploying software tools, processes, and metrics ✓ Maintaining and upgrading existing systems ✓ Training users 	
9	Junior Software developer	0 years experience in ICT / Computer Science or related fields BSC	<ul style="list-style-type: none"> ✓ Gathering information from consumers about program functionality. ✓ Learning the code base and improving coding skills. ✓ Writing and maintaining code. ✓ Working on minor bug fixes. ✓ Monitoring the technical performance of internal systems. ✓ Conducting development tests. 	
10	Operation Team/Network & System Admin team	6/4 years relevant experience in ICT / Computer Science BSC /	<ul style="list-style-type: none"> ✓ Plan, organize and monitor the Network infrastructures and developed systems 	

No.	Position and Number of Posts	Educational Background and Experience	Job Descriptions or Tasks for the positions	Remarks
	/ Team leader --- 1	MSC.	<ul style="list-style-type: none"> ✓ Leads the Network infrastructures and developed systems staffs 	
11	Senior Network Admin --1	4/2 years relevant experience in ICT / Computer Science BSC / MSC.	<ul style="list-style-type: none"> ✓ Manage Network Infrastructures (Design, configuration) ✓ Manage Servers ✓ Oversee IAIP networks 	
12	Senior System Admin ---1	4/2 years relevant experience in ICT / Computer Science BSC / MSC.	<ul style="list-style-type: none"> ✓ Manage website ✓ Manage email ✓ Manage any ICT Developed or outsourced systems 	
13	Network and system Admin Expert ----2 in members	0 years experience in ICT / Computer Science or related fields BSC	<ul style="list-style-type: none"> ✓ Facilitate and install the physical installation of Computer networks ✓ Maintain The Network ✓ Fix minor Bugs 	
14	IT service operation team	6/4 years relevant experience in ICT / Computer Science BSC / MSC.	<ul style="list-style-type: none"> ✓ Facilitates ICT device and service procurements from evaluation up to inspection ✓ Communicates with external bodies Regarding ICT services or consultations ✓ Facilitates Performs any ICT activities except ERP, Network and system admin tasks. 	
15	Senior ICT expert	4/2 years relevant experience in ICT / Computer Science BSC / MSC.	<ul style="list-style-type: none"> ✓ Identifies ICT infrastructure that cannot be developed internally, and implements its implementation by following the appropriate procurement process. ✓ Managing any ICT projects from Kick of up to post- Go-live ✓ IT services related with stakeholders (both NGO and Government Organizations) ✓ Produces IT assessment report 	
16	ICT Expert	2/0 years relevant experience in ICT / Computer Science or related fields BSC / MSC.	<ul style="list-style-type: none"> ✓ Hardware services ✓ Training services ✓ ICT procurement Services ✓ User support services ✓ Consultation Services for other Organizations 	
17	Junior Network and Computer technician --3 in no.	10+3 IT diploman from Technical and Vocational school	<ul style="list-style-type: none"> ✓ Gives user support activities ✓ Maintain computer hardware, software 	
18	IT team for Each IAIP and RTC			
18.1	Senior Network Admin --1	4/2 years relevant experience in ICT / Computer Science BSC / MSC.	<ul style="list-style-type: none"> ✓ Manages Datacentre of at IAIP/RTC ✓ Manages CCTV or NOC room ✓ Produce reports to both 	This position is for IAIP

No.	Position and Number of Posts	Educational Background and Experience	Job Descriptions or Tasks for the positions	Remarks
			IAIPs and RIPDC IT directorate (If it is)	
18.2	ICT expert---1	2/0 years relevant experience in ICT / Computer Science or related fields BSC / MSC.	<ul style="list-style-type: none"> ✓ Hardware services ✓ Training services ✓ ICT procurement Services ✓ User support services ✓ Produce reports to both IAIPs and RIPDC IT directorate (If it is) 	This position is for IAIP
18.3	Network Admin --1	2/0 years relevant experience in ICT / Computer Science BSC / MSC.	<ul style="list-style-type: none"> ✓ Manages Datacenter of at IAIP/RTC ✓ Manages CCTV or NOC room ✓ Produce reports to both RTC manager IAIP 	This position is for RTC
18.4	Computer and Network -Technician ----1	10+3 IT diploma from Technical and Vocational school	<ul style="list-style-type: none"> ✓ Gives user support activities ✓ Maintain computer hardware, software ✓ Produce reports to both RTC manager and IAIP 	This position is for RTC



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Facilities Maintenance Procedure Manual



HAMEN Consultancy Services PLC

✉ mengistubirhanu@yahoo.com

☎ +251 911 786 463 / +251 930 011 914

☎ +251 911 786 463 / +251 930 011 914

📍 CMC Road, Near St.Michel Church,
TAZ Building, 5th Floor, 5B

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ABBREVIATION

ALARA	As Low As Reasonably Achievable
CAFM	Computer Aided Facility Management
CMMS	Computerized Maintenance Management System
EHS	Environment Health and Safety
EPM	Enterprise Performance Management
FM	Facility Maintenance
HVAC	Heating, Ventilation, Air Conditioning
IEEE	Institute of Electrical and Electronics Engineers
NEMA	National Electrical Manufacturers Association
NETA	International Electric Testing Association
NFPA	National Fire Protection Association
NFP	National Fire Protection
OSHA	Occupational Safety and Health Administration
PM	Preventive Maintenance
UPS	Uninterrupted Power Supply
RTC	Rural Transformation Center
RMU	Ring Main Unit
IAIP	Integrated Agro Industry Park

1. DEFINITION OF KEY WORDS

Maintenance - a series of activities intended to ensure that the equipment, systems, and facilities are able to perform as intended or to provide an environment conducive to effective the work. Two types of maintenance tasks are identified to be carried out by maintenance teams; namely preventive and breakdown maintenance.

Preventive maintenance is the actions that performed on a regular schedule to keep equipment or structures operating effectively and to minimize unforeseen failures. These actions consist of inspections and/or maintenance tasks.

Breakdown maintenance is actions performed to either repair or restore malfunctioning equipment or structures to effective operating conditions through either scheduled or unscheduled work. These actions may result from problems discovered during preventive maintenance or as a result of failures during operation.

Facility maintenance is a professional discipline focused on efficient and effective delivery of support services for the organization it serves

Electrical maintenance is the upkeep and preservation of equipment and systems that supply electricity to a residential, industrial or commercial building

Mechanical maintenance is planned or unplanned maintenance and repair activities on wide range equipment like pumps, engines, turbines.

Ring Main Unit is a factory assembled; metal enclosed set of switch gear used at load connection point of a ring type distribution network

2. SCOPE AND PURPOSE OF THE MANUAL

Facility Maintenance management is the people and processes that help IAIP/RTC get maximum utility from their facilities, which can include both the assets and equipment inside and around the structure. The goal is to ensure everything is safe, looks good, and is in working order. This includes routine maintenance to prevent failures and extend the lifespan of infrastructures and buildings as well as responsive repairs to address any problems.

Facility Maintenance management takes up a significant part of a company's operational budget, so it's important that this investment goes toward quality services. Proper facilities maintenance management which help in achieving quality service, efficiency and cutting costs is important for any industrial facility to be successful.

This Facility Maintenance Management Manual serves as guidance at the management level for the maintenance of systems and components important to smooth operation of IAIP and RTCs. It describes what facilities demand maintenance, what type of maintenance, facilities required for maintenance service, what are the maintenance services and actors, organizational structure, maintenance procedures and guideline for maintenance plan preparation of facilities in an IAIP and RTC. The purposes of the manual are:

- Provides maintenance personnel with the information necessary to maintain the system effectively.
- Provide procedures to operate and maintain a facility's various systems and equipment.
- To analyze and evaluate a facility from the system level
- Envelop procedures to attain the most efficient systems integration, based on built-in information and the Maintenance Program philosophy
- Provides some of the details necessary about a physical plant as well as individual pieces of equipment to help the maintenance staffs keep everything running smoothly.

3. SCOPE OF FACILITY MAINTENANCE MANAGEMENT SERVICE

3.1. Facilities That Require Maintenance

The major facilities in IAIP and RTCs that require proper maintenance include:

- Building structures and in-built equipment (shed, stores, residential buildings, general amenities, HVAC, etc.)
- Infrastructures
 - Fire and safety infrastructure
 - Water supply system
 - Electric power supply system
 - ICT and telecommunication
 - Waste water treatment
 - Roads including loading/unloading, sewage system, street and traffic control lighting, traffic signs and surface markings, etc.)
 - Fire and safety system (fire extinguishers, fire brigade, CCTV, access control system, visitor management facility)
 - Fence
- Office furniture and equipment
- Vehicles

Hence, facility maintenance management at IAIP and RTCs involves a multi-disciplined professionals, material and maintenance infrastructure. The facility maintenance management services are categorized into five major disciplines for the simplicity of its management.

3.1.1. Building and Road Facility Maintenance

The maintenance of building and road facility covers all buildings (sheds, residential building, general amenities buildings), roads (internal, circulation, parking, loading/unloading areas and associated civil works), civil works of water supply system, electric power supply system, ICT and telecom system, waste water treatment system, etc. It mainly involves roads, masonry works, plumbing, sanitary works, painting, roof and gutter, carpentry, glass works, etc.

3.1.2. Electrical Maintenance

Electrical maintenance covers power supply infrastructure (substation, RMU, distribution board, cables, generator, etc.), waste water treatment and water supply system motors and associated electromechanical works, lighting and its fixtures (road, traffic, fence, all buildings), etc. In an industrial facility, the electrical maintenance department may be in charge of inspecting, diagnosing fault, servicing and repairing fault, and replacing electrical equipment.

3.1.3. Mechanical Maintenance

Mechanical maintenance covers all the mechanical works of buildings (locksmith, roof and roof truss, window and door, partition frame works, stair cases and fences, steel structures, etc.), waste water treatment and water supply system (piping, tanks and reservoirs, mixers, valves, mechanical part of motors and moving parts, centrifuges, clarifier drive, compressor, etc.).

3.1.4. ICT Maintenance

ICT facility maintenance covers all ICT infrastructure and telecom infrastructure at IAIP and RTCs. This includes computers, printers, scanners, network cables, data center, server, CCTV camera and record system, IDS, access control and visitor management systems, etc.

3.1.5. Automotive Maintenance

It covers both the mechanical and electrical system maintenance of vehicles of IAIP/RTCs.

3.2. Facility Maintenance Management Service

An effective, high quality facility maintenance management is required for the safe and reliable operation of IAIP/RTC facilities. To achieve the objectives of such a facility maintenance management, there should be highly dedicated and motivated management and technical staff to perform high quality work at all levels.

The objectives of the facility maintenance management are (in decreasing order of priority):

- To preserve adequate safety
- To enhance IAIP/RTC services availability
- To minimize plant costs due to failures in plant systems and components
- To make the most effective use of available resources

The facility maintenance management includes:

- Establishing background data on physical parameters of facilities of IAIP/RTC. This includes:
 - As built drawing
 - Manufacturer, model, serial number and equipment class and type
 - Associated costs and codes
 - Location and position
 - Associated documentation, video and images such as repair manuals, safety procedures and warranties
- Recording, planning and controlling of maintenance activities by establishing history card for each asset.
- Reporting of all the reactive, planned and cyclic maintenance work of facilities

- Selecting, appointing and monitoring service providers of outsourced maintenance services
- Establishment of a maintenance organization with a description of technical and supervisory functions and definitions of the responsibilities and authority of each maintenance position
- Establishment and implementation of administrative and control procedures
- Selection, training, and qualification of personnel to perform maintenance
- Establishment and implementation of preventive maintenance
- Establishment and implementation of remedial maintenance (some use the term 'corrective maintenance')
- Establishment and implementation of surveillance and testing
- Establishment and implementation of in-service inspections
- Establishment and implementation of functional and performance testing
- Provision and maintenance of facilities and equipment for maintenance
- Planning and scheduling of all maintenance activities
- Procurement and management of stores and spare parts necessary for maintenance
- Approval and implementation of plant modifications
- Development and management of maintenance records
- Establishment and maintenance of liaisons and/or interfaces with designers, vendors, subcontractors, any off-site maintenance group, the construction group, and other on-site and off-site groups in the Operating Organization such as the plant operating group

3.3. Maintenance Types

Facility Maintenance includes reactive, planned and cyclic maintenance work activities:

- **Reactive maintenance** is unplanned repair work carried out in response to service requests and management/supervisory directions. Reactive Maintenance itself subdivided into emergency, urgent, and routine maintenances.
- **Planned maintenance** – the actions performed to retain an item or asset in its original condition as far as practicable by providing systematic inspection, detection and prevention of incipient failure. Preventive maintenance is normally programmed.
- **Cyclic maintenance** is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc. This work generally falls below the capital threshold. General requirement and procedures for preventive and cyclic work is given as follows

4. FACILITY MAINTENANCE MANAGEMENT

4.1. Facility Maintenance Management Model

The scope of facility maintenance service is described in section three of this manual. There are three management models that can be applied to facility maintenance services. These are:

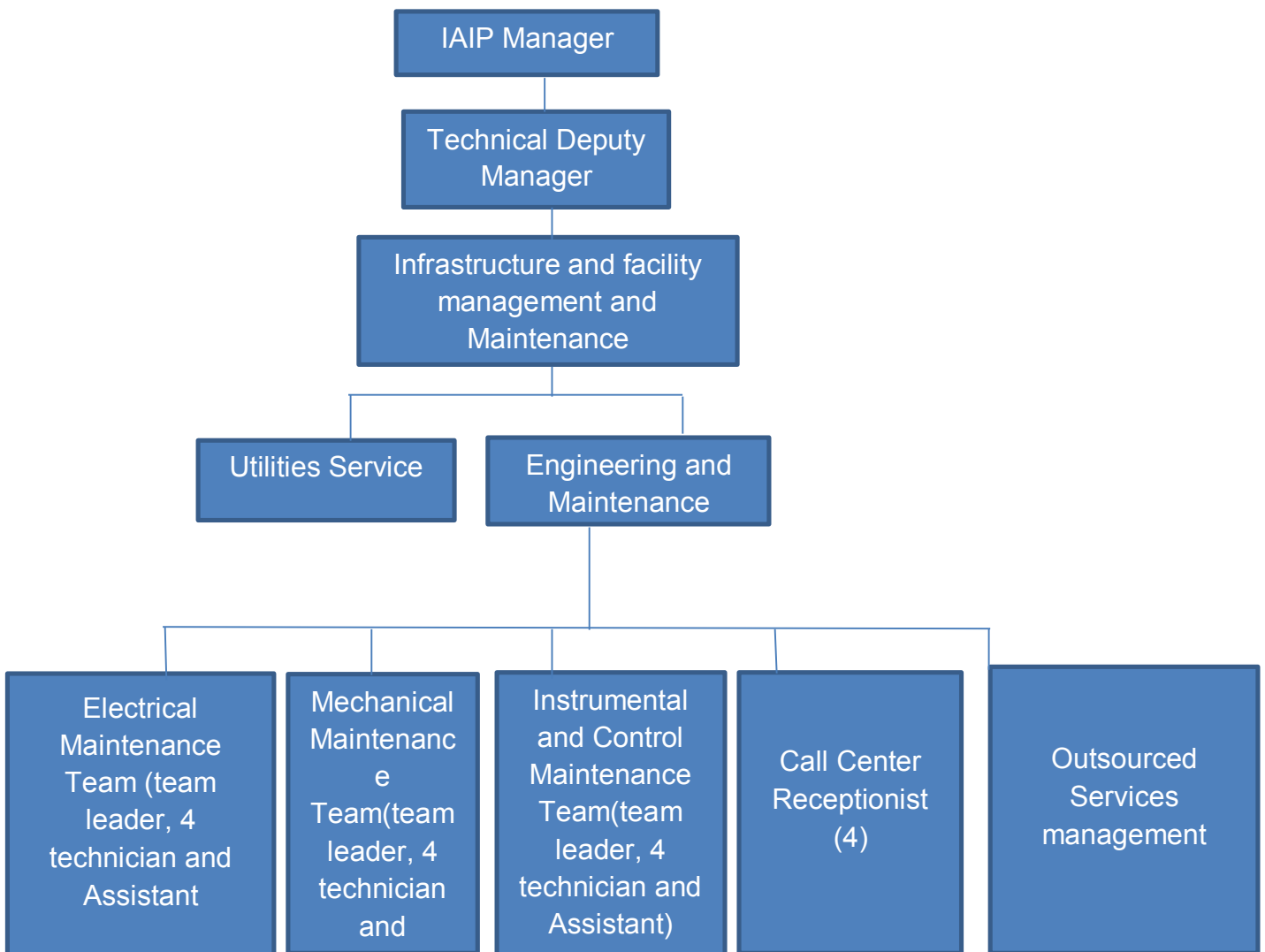
- Complete outsourcing to maintenance service providers: this option is outsourcing all the facility maintenance services to specialized facility maintenance service providers and focusing on other core functions of the park. But this is not practicable since there are no such organized facility maintenance service providers in the market.
- Own management of the facility maintenance services is to be done by employing necessary professionals. But this is not practicable since it requires specialization in some areas of maintenance and high investment and human resources which will be underutilized.
- Doing the majority of the maintenance service(minor and emergency break down maintenance, planned maintenance, selection and monitoring outsourced maintenance service provider) in house by establishing a maintenance workshop (see annex 1) organizing a maintenance team and outsourcing part of the facility maintenance service that needs specialization such as CCTV camera and intruder detection system, fire suppression system, vehicle, motor winding, major building and civil work maintenance, etc.

The third management model which is using both own maintenance team and facility and outsourcing specialized maintenance services is recommended. This is the cost-effective management model and enables IAIP/RTC and enterprises to get quality maintenance service since there are competent service providers in those area planned to be outsourced as well as their controlling mechanism is well established. Hence, the focus area of management of IAIP through the maintenance team to be organized under the engineering and maintenance department including receptionist at customer service department shall be asset registry and establishment of maintenance record, management of breakdown maintenance services calls made by enterprises and service users, preventive maintenance, identification of maintenance service to be outsourced scheduled inspection and controlling the outsourced maintenance service.

4.2. Organization Structure and Responsibilities

The IAIP management shall establish a maintenance group on site to implement the maintenance program. The responsibility of the maintenance group shall be defined in writing by the higher official management. The organizational structure of the maintenance group will vary, depending on a number of conditions, but in every case the engineering and Maintenance department shall take on primary responsibility for implementing the maintenance program. The assumption here is IAIP/RTC shall organize a maintenance team and workshop to handle most of the maintenance services of its facilities as well as enterprises in IAIP/RTCs on payment basis. On the other hand, some of maintenance activities that needs specialization both in human

resource and maintenance facility shall be outsourced. The organization structure for facility maintenance management is given in Figure 4.1.



The details of roles and responsibilities and associated job specification of major categories of maintenance team is given in Annex 2.

4.3. Educational Qualification and Training Of Maintenance Personnel

4.3.1. Educational Qualification

All maintenance personnel shall have educational qualification and training in accordance with their level of responsibility in the structure of the maintenance group. Whatever the different qualifications and training practices of different Operating Organizations, the competence of maintenance personnel for their position in the engineering and Maintenance group shall be established, preserved and verified.

Depending on the size of the space, the number of people and assets that need to be maintained many hard and soft facility maintenance services can have their

separate teams consisting of a deputy technical manager, maintenance department head, and several maintenance technicians and mechanics. The following groups of positions can be distinguished in the maintenance team:

- Supervisors (at the professional level) and Engineering and maintenance department head, these people are in charge of directing, coordinating and controlling the work of others.
- Technical positions at the professional, technician and assistance technician, these people are generally employed as specialists and have no supervisory responsibilities.

A qualitative evaluation of each of the elements of competence of these groups for all supporting function positions (including maintenance) is summarized in Table 4.1.

Table 4.1: Qualitative Elements of Competence for Positions in Industrial Parks Maintenance Team

Positions	Elements of competence			
	Manual skills	Information	Intellectual skills	Social skills
Manager		Broad, descriptive/profound	Evaluation	Leadership Personal authority Persuasion Communication Conciliation
Engineering and maintenance head	Significant	Broad, Descriptive	Application/evaluation	Leadership Personal authority Persuasion Communication Conciliation
Shift supervisor	Important	Broad, Descriptive	Application/evaluation	Leadership Personal authority Persuasion Communication Conciliation
Technician	Important	Specialized, profound	Application/evaluation	Communication Persuasion Responsiveness Teamwork
Assistance Technician	Important	Specialized, Descriptive	Recall/comprehension	Communication Persuasion Responsiveness Teamwork

4.3.2. Training

The means of establishing competence are education, training and experience. Education provides general knowledge and intellectual skills. The main purpose of training is to impart specific knowledge of the industry, of the particular tasks and of a particular position and to teach specific skills. After successful training, a person will be competent to execute a task. However, by practice his skill and knowledge will normally increase; that is to say his competence will increase with experience. Three general objectives can be defined for training:

- To complement education in the areas of general technology and science

- To impart knowledge of maintenance technology
- To develop specific skills.

The extent to which each of these objectives is relevant to particular positions in an IAIP/RTC maintenance team is discussed in the following subsections.

4.3.2.1. General technical knowledge

The depth of general technical knowledge depends on the position of the personnel. It should cover general aspects of how maintenance works should be handled such as:

- need for maintenance activities
- maintenance principles
- general principles of systems important to safety
- Importance of high standard of quality of maintenance activity.

4.3.2.2. Specific IAIP/RTC maintenance knowledge

Specific maintenance type, procedure and checklists knowledge required for the competence of personnel shall be given as desired for success of the whole IAIP/RTC.

The training which should be given to all personnel is:

- classroom instruction and practical work as appropriate to develop knowledge of maintenance type, procedure, checklists and industrial safety, including fire protection
- instruction to impart knowledge of the regulations, standards and procedures of the safe maintenance operation, including emergency conditions
- instruction to give a general understanding of quality assurance and quality requirements in maintenance
- classroom instruction in technology and science to the extent required by the preceding elements

The technical educational qualifications of maintenance personnel are closely related to the tasks and duties of their positions in maintenance functions. In addition to the training in safety described above, personnel in maintenance functions should be given the following training:

- classroom instruction and guided activities on the plant to develop a knowledge of the plant layout, systems, components and operating characteristics of the whole industrial park at a level and in a degree of detail related to the position
- classroom instruction and guided activities in the relevant part of the maintenance issues to develop the specific knowledge
- classroom instruction in general technology and science to the extent maintenance technology
- Special training, both at manufacturer's facilities and on the site, during construction, fabrication and testing of particular items important to safety.

4.3.2.3. Specific skills

The level of specific skills of the maintenance personnel at all times should be in commensurate with their position in the structure of the maintenance group.

Manual skills are most relevant for technicians and assisting technical positions and can be developed by training and job experience. The social skill of being able to follow instructions and procedures in a disciplined manner should be developed by training and experience. The intellectual skills gained partly by training and experience should be evaluated during recruitment and periodically during employment.

4.3.2.4. Experience

Experience covers the knowledge gained and skills developed during the occupation of a position; working in the plant under guidance is considered a part of training (on the job training). For maintenance, an important element of experience is detailed knowledge of a particular plant or activity, which can only be obtained by day-to-day work in a particular position. The knowledge not directly connected with the duties of a particular position, including knowledge of interfacing activities and wider knowledge of the plant (breadth of experience), is also important for maintenance activity. Arrangements should be made for maintenance personnel to participate in maintenance, inspection and testing during the construction and commissioning stages.

4.3.3. Preserving Competence

Maintenance personnel competence, once established, is not necessarily constant, owing to changes of hardware and software, the gaining of experience, or deterioration of information and skills. In order to maintain high individual competence and to cope with changes in the competence required for a position in the maintenance group, measures should be taken to preserve and to update the competence of personnel by training in the following areas:

- emergency procedures and their exercise
- radiation protection and industrial safety, including fire protection
- regulations, standards and procedures important to safety and their changes
- plant hardware and software changes
- tasks which occur infrequently

The extent of formal verification of competence of maintenance personnel varies according to the practice of the operating organization and the requirement of the regulatory body. Certain assisting technicians, such as welders, require periodic requalification to demonstrate that the individual continues to possess the necessary skills.

It is the operating organization's and plant management's responsibility to establish its requirements on maintenance personnel and to provide any necessary formal verification of competence and authorization of the persons involved in the maintenance program.

4.4. Establishment of The Maintenance Program

The Engineering and Maintenance head shall be responsible for developing the maintenance program and shall be experienced in building and civil works, electrical, ICT, mechanical and automotive maintenance practices.

Development of the maintenance program shall be initiated early in the design phase. The primary reason for this is that the requirements of the maintenance program can be incorporated into the design and construction details of the plant. The maintenance program shall be based upon and shall preserve the design assumptions and intent. During the design phase, the interaction between design and maintenance should take into account the following:

- Location, size, layout, habitability and personnel safety features of maintenance workshops
- Location, size and layout of storage facilities
- Maintainability characteristics, arrangement, location, environment, shielding, sheltering and access of systems and components
- System and component area habitability factors (noise, illumination, radiation, temperature, humidity, personnel safety)
- Plant features (elevators, cranes, lifting and hoisting provisions, personnel safety, and communications)
- Working Staffs health condition and physical strength
- Need for proper and unambiguous labeling and coding

During plant construction and commissioning, a maintenance program shall be established and implemented to cover maintenance on all equipment subsequent to delivery to the plant, i.e., stored systems and components prior to installation, installed systems and components before they are operational, and installed systems and components after they are operational. Upon commencement of operation, the maintenance program shall continue to cover maintenance on all systems and components delivered to the plant, i.e., stored or installed.

The performance of some or all maintenance activities for various systems and components during construction or commissioning may be the responsibility of the vendor or constructor. However, the maintenance group of the operating organization shall be responsible for ensuring that those maintenance activities are adequately performed and that the appropriate records are transferred to the operating organization.

The maintenance group shall also ensure that all appropriate records such as built drawings, manufacturers' system and component manuals, materials certification etc. are transferred to the station file in an up-to-date version and maintained according to quality assurance requirements. The maintenance activities as a function of time during design, construction, commissioning and operation shall be determined and routinely updated. These activities should include the preparation of procedures, the equipping of maintenance facilities, and the checking out of maintenance equipment as appropriate. The maintenance group personnel shall be hired, trained, and qualified to the extent required by the magnitude of these maintenance activities at any time.

4.5. Facilities and Services Requirement to Maintenance Team

4.5.1. Facilities

To implement the maintenance program, the operating organization shall ensure that building, electrical, mechanical and instrument workshops are provided with adequate equipment. The extent to which facilities are provided on and off the site is a matter of policy, but proper attention should be paid to give proper maintenance facility for the whole IAIP/RTC facilities (**See Annex 1**). These will need active workshops, specific maintenance facilities for particular components, and maintenance equipment.

The general layout and particulars of the plant should be checked to ensure adequate provision has been made for:

- Access to components
- Space for dismantling and storage of components during maintenance
- Lifting devices of appropriate capacity
- Transportation devices and the appropriate routes to workshops, stores and plant components
- Special equipment necessary for repairs and inspection
- Electrical, steam, water, compressed air and other services.

4.5.2. Services

In order to get high level of maintenance work, maintenance team should get some services from IAIP/RTC like free or less expense home, car service, soap, safety clothes, milk and etc.

4.6. Stores

4.6.1. Responsibilities

Suitable arrangements are required for procuring, receiving, storing, and issuing the materials, spare parts and components used in maintenance. The on-site maintenance group may not have direct responsibility for all those areas but it must ensure that adequate spares, components and materials in the correct condition are available for achieving the objectives of the maintenance program.

4.6.2. Procurement

The maintenance group shall specify the type and quantity of spare parts, components and materials to be held in storage after consultation with vendors and taking into account relevant maintenance experience. Procurement of all items and services for maintenance shall be in accordance with safety guides. Spares shall meet the same technical standards and quality assurance requirements as equivalent installed items. It shall be the responsibility of the maintenance group to ensure that these requirements are correctly established and specified to the

purchasing unit. Low stock limits and re-ordering levels should be specified by the maintenance group, with account taken of:

- postulated plant failure frequency and importance of the item to safety and availability
- any special manufacturing features
- certainty of future supplies
- estimated duration of repairs
- shelf life of components
- Anticipated delivery times.

4.6.3. Receipt and storage

Receipt is usually the responsibility of the stores group but management shall establish procedures to ensure that adequate expertise is available for inspection and verification of the delivered items.

The maintenance group shall ensure that proper storage procedures are established, taking into account the following:

- Adequate access and handling to prevent damage
- Correct environment and fire precautions
- Periodic examinations and special storage conditions if necessary
- Retention of identification and documentation
- Prevention of unauthorized access or unauthorized issue of stores.

4.6.4. Issue

The maintenance group shall ensure procedures are established so that stores are issued only to authorized personnel on production of appropriate documentation. The method of issue should not contravene arrangements for the security of the stores or the maintenance of correct environmental conditions. If stores are not manned continuously, then arrangements are required for issue under the control of the shift supervisor with the same standards maintained as when the stores are normally operated.

4.6.5. Records

The stores records provide part of the evidence that the maintenance program is being correctly implemented and are a necessary input to a continuing review of maintenance effectiveness. The maintenance group has a responsibility to check that the stores records provide the information required by the maintenance program and in particular that all quality assurance requirements are fully implemented.

5. FACILITY MAINTENANCE SERVICES PROCEDURE

There are two broad categories of maintenance, namely breakdown or reactive maintenance and preventive maintenance. The procedures to be followed for carrying out these two broad categories of maintenances is briefly discussed hereunder.

5.1. Breakdown/Reactive Maintenance

The procedure of handling breakdown/reactive maintenance is given hereunder.

- IAIP/RTC shall receive maintenance request through e mail, text message, and call center receptionist, using Maintenance Request Form (MRF).
- The service call receptionist will receive service call requests during regular working hours or (off regular working hours if necessary) and classify each call. Hence the service call receptionist should have the required skill to understand the requester's information given through telephone and based on this information, classify each service call as emergency, urgent and routine. A requested maintenance work shall be transmitted to the facility maintenance supervisor using the service call work authorization form containing the time and date of transmission. Calls shall be considered received by the maintenance personnel at the time and date of this transmission. If the call is classified as emergency, service call receptionist will notify the concerned maintenance personnel by phone that an emergency call has been received and that a service call work authorization is being transmitted. Hence service call receptionist has to be conversant with the maintenance works.
- The maintenance crew of IAIP/RTCs shall have procedures for receipt of service call, work authorizations from the service call receptionist during regular working hours, and receiving and responding to emergency and urgent service within the specified response time seven days a week, including weekends and holidays. The response time by the maintenance crew shall vary depending on the type of service calls; Emergency, Urgent or Routine calls.
- Within one working day after completion of each service call, add the following information to the service call work authorization form and return to the call center receptionist:
 - Description of work actually completed.
 - Brief description of material and parts used, including quantities.
 - Date and time work began.
 - Date and time work were completed.
 - Hours of labor (by technician) expended.
 - Signature or initials of the maintenance personnel performing the work (or supervisor), indicating the work has been completed.

5.2. Preventive Maintenance

Preventive maintenance work includes preventive maintenance inspections and fixing it timely when failure or potential failure is observed. This activity shall be performed by maintenance crew. The maintenance crew shall maintain sufficient parts, materials, and equipment on hand to perform all recurring work as specified. Lack of availability of parts, material, or equipment will not relieve the maintenance team from the requirement to complete work within the time limits and quality standards stated. Preventive works are small maintenance and correction work including cleaning, lubrication, tightening bolts, alignment check, etc. that is being done based on the results of periodic inspection (using inspection checklist) in the premise.

If the in-house maintenance crew can't solve the problem themselves, they should forward the maintenance request form to the senior expert for maintenance management, who will prepare tender document, collect three bids from external maintenance service providers and issue a purchase order to the winning external maintenance service provider after getting approval of the engineering and maintenance department head.

External maintenance service provider bid a fixed unit price to perform one occurrence or a given quantity of each contract line item. Payment for this type of work is calculated by multiplying the unit price with the number of units performed. Because each order for indefinite quantity work is paid for separately, each task order must be inspected and accepted as being satisfactorily completed before payment can be made. Two distinct categories of indefinite quantity work can be included in this system, namely:

- **Unit Priced Tasks:** Bid prices for unit priced tasks include all labor, material, and equipment for performing a given quantity of work, such as painting one square meter of gypsum wallboard or replacing one square meter of floor tile. The unit prices bid is multiplied by estimated quantities of units to be ordered during the contract term, but for the purpose of bid evaluation; payment is made only for work as ordered and satisfactorily completed.
- **Unit Priced Labor:** This type of indefinite quantity work, which is also referred to as "level of effort work", should be used only in connection with maintenance, repair, and alteration of facilities, and then only when such work cannot be identified in advance in sufficient detail to be included in the unit priced tasks portions of the contract. The labor hour unit prices bid includes all costs to perform the work required, except for material and equipment related costs. The external maintenance service provider is reimbursed for the direct cost of materials and equipment, plus a mark-up (fixed burden rate) to allow for material handling costs.

5.3. Maintenance Schedule

A comprehensive schedule of maintenance activities to be performed shall be developed during the establishment of the maintenance program. This schedule shall be routinely updated and implemented throughout the plant life (including

decommissioning). Maintenance activities shall be scheduled in accordance with two sets of criteria. The first set of criteria in decreasing priority, is:

- To preserve adequate safety
- To enhance plant availability
- To minimize costs due to system and component failures
- To make the most effective use of available resources.

The second set of criteria in decreasing priority, is

- Mandatory preventive maintenance
- Remedial maintenance
- Discretionary preventive maintenance.

The schedule for mandatory preventive maintenance shall be based on requirements in applicable regulations, vendor warranties, insurance agreements, operating license conditions, and other plant safety specifications. These documents shall be systematically reviewed for preventive maintenance requirements during the establishment of the maintenance program. A procedure shall be established to ensure that any changes in these requirements are incorporated into the maintenance program and maintenance schedule.

The maintenance schedule shall be modified to incorporate remedial maintenance in the event of a system or component failure. An evaluation of the failure shall be performed to determine if the system or component may be restored or replaced in accordance with previous specifications or if modified specifications need to be developed.

The purpose of discretionary preventive maintenance is to minimize the impact of system or component failures and of the associated remedial maintenance on plant availability and costs. Therefore, only those discretionary preventive maintenance activities that are cost effective should be scheduled. Discretionary maintenance may be identified and scheduled on the basis of the experience and engineering judgment of the Maintenance department head, shift supervisor and plant management.

The maintenance schedule shall include, as appropriate, the following details of each maintenance activity:

- Identification of the system or component
- Type of activity and classification
- Identification of the maintenance instruction
- Frequency and date of implementation
- Responsibility for implementation
- Prerequisites
- Resources
- Any requirement for data and acceptance criteria
- Verification and approval
- Reporting requirements.

5.4. Planning

The detailed implementation of the maintenance program requires the establishment of a planning subgroup. This may be set up within the maintenance group. Many maintenance activities involve co-ordination with operations, radiation protection and possibly other groups on and off the site. For this reason, many Operating Organizations establish a separate planning group to provide a planning service to the maintenance group.

The planning group should provide a service to the station covering the following maintenance aspects:

- Implementation of the maintenance program
- Medium and long-range planning
- Planning for all work done during major plant outages
- Contingency planning
- Short term day to day work scheduling and co-ordination.

The resources which have to be matched to the work schedule include personnel, materials, spare parts and equipment. It is essential that, while a control planning group may schedule personnel resources, the actual allocation of engineers and assistances to each activity remains the responsibility of the maintenance group. Similarly, plant condition monitoring activities may be covered by many station groups, but, while the planning group may be responsible for the collection of data, specified individuals shall be responsible for analysis of the data and initiation of changes to the maintenance program or test program.

The detailed planning may be assisted by many proprietary planning systems and is readily combined with a records system for incorporation into a computer program.

To this end, the following aspects need special consideration:

- Scheduling of work and allocation of priorities
- Specification and timely provision of required manpower, tools, materials, spares, test equipment and services
- Preparation, review, approval and authorization of any special procedures that will be required for the work
- Administrative controls and procedures to meet licensing requirements or approval of modifications
- Specification of quality control and assurance requirements and the preparation of appropriate documents
- Planning of sequence of plant system and component release from service, work permit preparation and issue, compatibility with planned work on adjacent plant systems and components, retesting and restoration to service
- Special provisions, as required, for augmenting maintenance shifts during the outage
- Establishment of safe working environments
- Provision of intergroup liaison and support
- Provision of a dynamic planning organization with sufficient personnel to check work progress, identify deviations from objectives, specify remedial actions and re-plan to minimize downtime.

5.5. Work Control and Administration

5.5.1. Applicability

Preparation and execution of maintenance work, replacements, repairs and modification of systems and components in the plant shall be done in accordance with maintenance work control procedures. These procedures authorize specified work on specified systems and components and, where safety of personnel and plant is involved, provide assurance that safe conditions will be maintained during the work.

The maintenance work control procedure need not be used for routine work which is normally within the workers' ability to perform without work permission.

Examples include the following:

- stopping small leakages
- cleaning strainers
- routine monitoring during rounds

In the case of sudden events where immediate measures have to be taken, certain specified steps in the formalized procedures may be deferred or deleted on the authority of the shift supervisor. The deferral or deletion of each stage shall be recorded.

5.5.2. General Aspects of the Maintenance Work Control Procedure

The maintenance work control procedure shall be based on the following:

- guarantee of the safety status of the plant
- adherence to the licensing conditions and technical specifications of the plant
- adherence to other statutory requirements and specifications, especially quality assurance specifications
- minimizing outage time
- information from all groups in the plant related to the system or component
- documentation of all work done on the plant

Organizational measures to ensure the above aspects comprise:

- daily work programs (usually set up in daily talks with all groups as appropriate)
- use of a work permission procedure
- detailed planning and safety review of complex work taking into account ALARA principles
- Establishment of a special procedure for work in areas with high radiation or contamination levels.

5.5.3. Reasons for Maintenance Work

Maintenance work is carried out for:

- failures or irregularities which are identified during routine work or inspection rounds
- failures which were automatically identified by the process computer, annunciator, or instrumentation
- preventive maintenance which is initiated by a maintenance superintendent
- in-service inspections
- modifications and replacements

For all this type of work a written work order or a defect report is necessary. Usually, the maintenance group has a daily meeting with the operation group and with other groups as appropriate when the work orders and defect reports are discussed. Approval of the work shall be given by the management. The work permission should be given by the shift supervisor on a daily basis. As necessary, preliminary planning shall consider detailed technical clarification, maintenance preparation and any interface activities.

5.5.4. Format and Utilization

Forms shall be designed and utilized for work orders and defect reports. Some Operating Organizations use a single form for both. The minimum items to be completed on the form to initiate work are:

- component identification and location
- kind of work or defect
- date and signature of the initiator.

The description must be complete in order to demonstrate the extent of the work and to avoid unnecessary preparations.

- original, after identification and approval, for maintenance department head
- first copy for the management
- second copy for financial registration (if appropriate)
- copy or original for documentation of the work in maintenance team.

5.5.5. Recording and Approval

The first registration of the form is generally undertaken by the shift supervisor who checks the following items:

- completeness of the text
- urgency depending on the status of the plant
- reduction of operating functions and consequences for the safety of the plant
- necessary status of the plant (or system) for doing the maintenance work
- any obligation to inform the licensing authority

The shift supervisor signs the form and passes it on for approval and work preparation.

5.5.6. Technical Clarification

Technical clarification shall be given in co-operation with the necessary plant personnel groups as follows:

- investigation of the reason for the defect or failure if necessary
- any necessary modifications or replacements
- determination of the kind and extent of maintenance work, proof tests, and function tests
- constraints imposed by operational limits and conditions
- quality assurance aspects following the specifications and classification of the components
- when necessary, the engagement of consultants
- when necessary, initiation of licensing procedures.

Completion of clarification shall be documented on the form and then passed to maintenance work preparation.

5.5.7. Isolation Procedure

Isolation involves the removal of the systems and components from service and establishment of working conditions safe from system and component hazards. Usually the operations personnel (shift supervisor) have already determined the isolation procedure by reviewing the work order or defect report. If not, this shall be done after the work preparation procedure is completed.

The shift supervisor shall determine the time and give orders for isolation (electrical/mechanical). The system used in one Operating Organization is described below. The isolation procedure undertaken by the shift supervisor is documented by means of a checklist on the form. After determination of an isolation procedure on a checklist, it is verified by a competent person in the operation group.

- Each component which is isolated is given a tag listing any actions permitted. The tag also shows the component identification, the isolation number, the isolation status (e.g., closed/open), the normal status and the reason for isolation and is signed by the shift supervisor.
- If electrical motor-driven components have to be isolated, three tags with the above-mentioned content are necessary. One of them is put on the cover of the buttons in the control room, one in the switch gear and one on the component.
- If the isolation procedure is necessary for more than one maintenance activity, each one needs its own tag.
- If isolated components have connections with a hazardous operating system the closed valves are locked.
- A second person (a shift supervisor or an authorized person) monitors the isolation measures by means of the checklist.
- Special procedures are applied for electrical isolation.

5.5.8. Work Permission

Permission to start work on a general daily basis, when required, shall be given by the maintenance department head. Permission shall be given by signing the form for a work order or defect report. Special arrangements may be required when the work involves more than one operating shift.

5.5.9. Execution of the Work

Work will be controlled by the maintenance group. This group is responsible for:

- selection of qualified personnel
- instructions to the relevant personnel
- look that an approved supervisor is nominated in the case of off-site personnel

At each working location, a designated person in each working group (shift supervisor) shall be responsible for:

- Before the start of the work:
 - checking the completeness of work permissions
 - checking local isolation measures to the extent practical
 - checking industrial safety measures
- During the course of the work:
 - initiating additional protection measures if necessary
 - ensuring that protective measures are adhered to
 - co-coordinating all measures with other working groups in this area
 - reporting stops and restarts of work
 - monitoring the work sequence, including hold-points
 - ensuring the quality of execution

5.5.10. Work Completion

The designated work leader (shift supervisor) is responsible for checking the area used for maintenance activities and devices and for restoring systems or components to their required status before normalization. The work leader shall report the completion of work to maintenance management. The management shall specify any additional verification, monitoring, or testing that are considered necessary. Completion of work shall be documented on the form and approved by signature of the work leader and, as appropriate, by maintenance management, who shall pass the form back to the shift supervisor for normalization.

5.5.11. Normalization

Normalization involves the restoration of the systems or components to operable status. The shift supervisor is responsible for the normalization of systems and components. Normalization shall be confirmed on the isolation checklist with date and time. If a function test is required, and then permission for it shall be given by the shift supervisor, who shall state:

- The status of the plant
- Other work which is being undertaken.

The isolation tags remain on the components or, if necessary, are supplemented by function test signs. If the function test is not successful, a new work order and new isolation measures shall be necessary. After completion of a successful function test, the shift supervisor shall initiate final normalization and all tags and signs shall be removed. The normalization measures shall be performed in accordance with a checklist, normally in reverse sequence to the isolation measures. A verification of normalization shall be performed by the shift supervisor or by another designated person.

5.5.12. Restoration to Service

The shift supervisor shall confirm the normalization and any function testing by signing and cancelling the work order. The system or component shall be placed in service or standby status. The control room record showing system and component status shall be updated accordingly.

5.5.13. Evaluation and Documentation

After completion of the maintenance work, the performance of the equipment shall be evaluated. The maintenance group shall identify the need for and, as appropriate, initiate the following:

- Additional maintenance work to be scheduled
- Repair or modification reports to be prepared
- Documents to be modified
- System and component history records to be updated
- Any required changes to the maintenance schedule and/or procedures in the light of experience

The appropriate work documentation shall be filed for record purposes.

5.6. Modification, Replacement and Repair

5.6.1. Modifications

Modifications may be necessary to rectify component failures discovered during maintenance, to repair components following failures in operation, to reduce the frequency of faults, to improve safety, maintainability or operability, to satisfy new regulatory requirements, or to incorporate a non-identical replacement plant component. Modifications may include physical changes, changing of set points, and changes to procedures.

5.6.2. Classification of Modifications

In accordance with quality assurance requirements, the operating organization shall arrange an independent review of proposed modifications to systems and components important to safety. The plant maintenance policy document shall require the plant management to classify modifications as minor or major so that those decided to be major can be submitted to an independent assessment by qualified persons and to the approval of the regulatory body if so required. The

document shall include criteria for making this decision. For example, all modifications shall be considered major if, incorrectly conceived or inadequately executed, they could significantly increase the probability of total damaged.

5.6.3. Co-ordination of modifications

A suitable procedure, e.g., plant modification control procedure, issued by the plant management, shall clearly allocate responsibility for co-coordinating plant modifications and implementing the on-site classification and review process, for liaison with the independent assessment process, for administering controls relating to the implementation and documentation of approved modifications, and for disseminating information to specified bodies.

5.6.4. Replacement

The replacement of a component by an identical one during maintenance does not constitute a modification providing all quality assurance procedures are complied with to demonstrate that it is identical. If, owing to obsolescence or difficulties of supply, an identical component is not available, then a procedure is necessary to substantiate the equivalence of an alternative one, the use of which shall not invalidate the assumptions made in relevant plant safety analyses.

5.7. Maintenance Instructions

The extent of documentation required for a maintenance instruction will depend on the complexity of the systems and components concerned and on the policy of the operating organization. Nevertheless, to secure uniformity and conformance with quality assurance requirements, maintenance instruction preparation shall be in accordance with an administrative procedure describing the method, format and level of detail required in the instructions. The instruction should provide sufficient information for a competent person to complete the required task in a safe and efficient manner without direct supervision.

Routine maintenance activities that require skills normally possessed by competent personnel may not require detailed step by step instructions but any general administrative procedural controls or general safety instructions should be specified. Such controls and instructions would cover items such as:

- Register of personnel authorized to carry out specific maintenance activities such as welding on pressure parts, lifting tackle inspections, crane operation, etc
- Control and use of lifting equipment
- Use of protective clothing
- Provision of safe access
- Work in confined spaces
- Work at elevated temperatures
- Use of portable tools and equipment
- Use of machines and machine tools
- Access to high voltage compartments and structures
- Testing of high voltage apparatus and earthing of cables

- Leak sealing in pipe work and valves
- Arc and gas welding and cutting
- Protection of eyes
- Noise control
- Safety with chemicals
- Fire precautions.

On major plant items the maintenance instructions may be subdivided, e.g. the switchgear, control panel, motor and pump of a circulation unit. In such cases particular attention is required to interface points that may have to be addressed in more than one document or a general introduction to the instructions.

The production of concise yet precise documents is assisted by the presentation of information in logical and readily assimilated form, making the maximum use of visual aid afforded by relevant illustrations. Maximum use should also be given to check sheets and simplified means of data recording for input to plant history records.

Detailed maintenance instructions issued to technicians include the following, where appropriate:

- Identification of the plant systems and components
- Specification of the necessary tools, material and equipment
- Sufficient information in an appropriate form for the task to be performed in a safe, practical and efficient manner, including specification of personnel qualifications as appropriate
- Breakdown of the task into sequential steps with sufficient detail for the work to be done by a competent person without direct supervision
- Provision of adequate drawings and illustrations
- Identification of special tools or techniques needed at appropriate steps in the sequence
- Details of interfaces with complementary work carried out by other personnel
- Warnings of potential danger to plant or personnel and clear specification of precautions to be take

5.8. Records

Administrative controls and procedures shall be applied with appropriate allocation of responsibility to specific personnel to ensure the systematic generation, processing, and retention of maintenance records. The arrangements shall be adequate to provide the following:

- Objective evidence that the maintenance program is being implemented fully in accordance with the quality assurance program;
- Plant and component history records with sufficient detail about maintenance work carried out to facilitate a continuing review of maintenance effectiveness, utilizing performance indicators;
- Adequate information for the feedback of experience to plant designers and other parts of the operating organization;
- Data for reliability analyses;
- Basic data for planning maintenance activities;

- Evidence of conformity with Regulatory Body requirements;

The methods used may involve the use of documents, microfilms and computers according to the policy of the operating organization. Whichever method, or combination of systems, is used, attention is required to the ease of irretrievability of the records for consultation or review and the need to guard against accidental loss when establishing storage facilities. The maintenance instructions should be compiled in such a manner as to readily generate the appropriate record of the work or inspection carried out, identification of the maintenance and operational personnel involved, and any necessary certification by supervisors or inspectors. Maintenance records should not be considered in isolation.

Compliance with the general station records system is obviously required but possible combination with planning systems, store's inventory control, radiological dose control, etc. should be investigated to improve the efficiency of the records system.

6. SURVEILLANCE AND VERIFICATION ACTIVITIES

This section considers only those surveillance and verification activities in relation to maintenance.

6.1. Surveillance

6.1.1. Surveillance Activities

Before any system or component is returned to service after maintenance or repair, surveillance should be performed to confirm that the objective of the maintenance or repair actions has been achieved, that the limits and conditions for normal operation associated with that system or component have been fulfilled and that the plant can be operated safely. This should include the surveillance of connected systems in the work area that may have been disturbed by maintenance or repair action.

The procedures for surveillance activities should be a part of the maintenance instruction.

For surveillance of maintenance activities, the following should be established:

- Criteria and responsibilities for performing work inspection of maintenance activities according to written procedures
- Provisions and responsibilities for the identification of appropriate inspection hold points related to maintenance activities
- Methods, responsibilities and acceptance criteria for performing functional testing of systems or components following maintenance work and/or prior to their being returned to service.

6.1.2. Inspections

Inspections for verification of maintenance activities shall be carried out by appropriately qualified individuals not directly involved in performing the work. These should include monitoring the maintenance and repair activities, inspections at determined hold points and final inspection as necessary. Inspection may be unannounced and should include direct observation of the specific maintenance activity as well as examination of documentation. Results and findings of these inspections shall be transmitted to the appropriate maintenance supervisors for information and for corrective action if required.

6.2. Administrative Verification Activities

Depending on the general policy of the Operating Organization, a systematic and planned control should be established to verify maintenance activity concerning systems and components important to safety.

6.2.1. Items to be verified

It should be verified that:

- Written procedures have been established for initiating requests for maintenance
- Criteria and responsibilities for review and approval of maintenance requests have been established
- Criteria and responsibilities that form the basis for designating the activity as important to safety or not important to safety have been established
- Criteria and responsibilities have been designated for performing work inspection of maintenance activities
- Provisions and responsibilities have been established for the identification of appropriate inspection hold points related to maintenance activities
- Methods and responsibilities have been designated for performing functional testing of systems or components following maintenance work and/or prior to their being returned to service
- Administrative controls for maintenance activities require that the following records will be prepared, assembled and reviewed for transfer to records storage
 - Approvals of maintenance requests
 - Identification of the personnel who performed the maintenance task
 - Identification of the personnel who inspected the maintenance work
 - Reason for doing the maintenance work
 - Description of the maintenance action taken
 - Identification of the post-maintenance functional testing performed
 - Identification of personnel who performed the post-maintenance testing
 - Identification of replacement parts or materials used
 - Identification of test and measuring equipment used
- Responsibility to assemble and review the records identified in item (7) above for transfer to record storage has been established
- A program has been established for reviewing completed remedial maintenance records to assess the adequacy of the preventive maintenance program, to identify repetitive failures of parts and components, and to identify design deficiencies;
- Provisions for an effective management of technical documentation have been made;
- Responsibilities have been assigned to ensure implementation of records review identified in item (8) above;
- Special authorization has been given for activities involving fire hazards and a fire watch has been established.

6.2.2. Work control Items

It should be verified that methods and responsibilities for work control have been clearly defined. Points to be verified include:

- Permission to release systems and components for maintenance shall be granted by the operating group.
- Prior to removal of systems and components from service for subsequent release for maintenance, the operating group is required to verify that the system or component can be removed without violating operational limits and conditions. Additionally, when it is necessary, they shall determine how long a

system or component may be allowed to be out of service. Granting of such permission shall be documented.

- When testing of systems or components important to safety is required by operational limits and conditions such testing shall be documented.
- The status of systems and components shall be clearly identified.
- Procedures and responsibility to ensure that necessary measures, such as tagging components, have been implemented correctly.
- Procedures and responsibility for returning systems and components to service have been established.

6.2.3. Administrative Control of Locking Devices

It should be verified that procedures for the locking devices and the locked open or locked-closed valves and circuit breakers are clearly defined and include the Following:

- The type of locking devices which are acceptable
- The responsibilities for authorizing the removal of the locking devices.

6.2.4. Implementation of Maintenance Controls

It should be verified that in maintenance activities:

- Only the latest applicable issue of any document is used
- Only approved procedures are used
- Only qualified personnel are used
- A file is maintained which would include qualification records of procedures and personnel
- Criteria are established to use mock-ups or specify whether special training is required
- Procedures for cleaning systems and components important to safety during maintenance are developed and implemented
- The housekeeping responsibilities are established.

ANNEXES

ANNEX 1: BASIC WORK SHOP MACHINE AND TOOLS

R/No	Description of Goods	Unit of Measure	Specification	Quantity
1.	Professional mechanical Maintenance Tool Box 187 Pcs Tools,	Number	Tool Box/Craft Tool (Hand Tool)	4
2.	Professional electrical Tool Box with full testing and bolting	Number	Tool Box/Craft Tool (Hand Tool)	
3.	Grinder machine	Pcs	125mm, Small Size,900w, 220v	4
4.	Sliding Ladder	Pcs	Self-Adjustable, 3.5 M Height, Max Load Capacity 150,	4
5.	Table Bench/ Vice (Morsa)	Pcs	200mm (8")	4
6.	Drawing cabinet	pcs	2m height 50cm width,2m length made of steel board, with standardized sliding cabinets	2
7.	Drill	Pcs	Rotary Harm, 220v, 1800w, Electric Cord	5
8.	Diesel Pump	Pcs	Suction Head 8m, Discharge Capacity 24m,	2
9.	PPR and HDP pipe Welding Machine	Pcs	75mm- 110mm, 56 Kg, Manually Operating,	1
10.	Network Maintenance Tool Kit	Set	With Probe, Striper, Crimper, Soldering Iron	3
11.	Lathe machine	Pcs	Horizontal Lathe Processing Accessory: Processing Metal Guide Rail: Horizontal Guide Rail Tool Holder: Single-tool Holder CNC Lathe Power Source: Electric Controlling Mode: Artificial	1
12.	Hydraulic press machine	Nos	Voltage : 380-400V H-frame Power: 5 HP Capacity/ Max. force (load): 300 Ton Material: Mild Steel	1
13.	Oxy-acetylene welding machine		Capacity: 150bar Weight: 12.5 kg	1
14.	Overhead crane	Nos	Capacity: 30 ton	1
15.	Fork lift		Capacity: 10 ton	1

Annex 2: DETAIL JOB DESCRIPTION AND EDUCATIONAL BACKGROUND

Technical deputy manager

The person responsible for overseeing and coordinating facility management activities will be a technical deputy manager. It is a demanding job that requires a person who is organized, able to see the bigger picture, and has both people skills and understands technical information. It is a position that requires a lot of proactive thinking and prioritizing and has a big leadership component.

The exact day-to-day work of a facility manager can vary greatly depending on the size of the facility they are responsible for. When operating as a part of a smaller team, they will coordinate maintenance activities and have a lot of input in general day-to-day activities. In a large organization, they will be focused on strategic initiatives and coordinate top-level activities with the heads of different departments.

A technical deputy manager handles high level planning and oversees maintenance department head. His planning is centered on meeting the department's long-term goals rather than day-to-day requirements, and will receive the job order from investors or service requester then he approved and forward to maintenance department head.

Engineering and Maintenance department head

Maintenance supervisors oversee technicians and plan maintenance tasks for each day. They make sure all health and safety requirements are met, manage workloads, and handle preventive maintenance planning.

Maintenance technicians and supervisors

Maintenance technicians handle general upkeep and repair work on a business's equipment. They may also be involved in diagnostic testing and routine inspections as directed by their supervisors. Individual technicians may specialize in working on specific types of equipment, or they might provide general maintenance services.

Duties of Maintenance Technician

In striving to keep machines operating at peak efficiency, mechanical maintenance technicians attempt to:

- Service machines before any failure or breakdown occurs
- Quickly return machines to operation in the event of a failure or breakdown

To achieve these two goals, and therefore improve the efficiency of the machines in an industrial plant, the maintenance technician may perform planned or unplanned maintenance work (stay tuned for future articles addressing corrective, periodic, preventive, predictive, and conditions-based maintenance for more on this).

This may include:

- Performing inspections
- Periodically repairing worn parts

Mechanical maintenance technicians work on many types of machines and components, including:

- Compressors
- Conveyors
- Pumps
- Pipes and valves
- Motors and mechanical drives
- Mobile equipment and many More

Table 1: Educational qualification requirements

Educational Qualification Requirements	
Technical deputy Manager	Professional qualification, i.e. university degree in a relevant discipline or equivalent.eg in any engineering or other relevant science field
Engineering and maintenance department head	university degree in mechanical, electrical, electromechanical engineer or related at least 4/6 years for Msc/BSC
Shift supervisor	University degree in mechanical, electrical, electromechanical engineer or related at least 2/4 years for Msc/BSC
Technician	Usually provided by a technical institute or industrial training institute In mechanical, electrical, electromechanical engineer or related at least 4/6 years for Bsc/diploma
Assistance Technician	Assistance expertise which is usually provided by industrial training schools or high school level.

Operating organization practices for selecting educational qualifications are fundamentally similar all over the world. Nevertheless, there is a considerable variation in the proportion of professionals to technicians and assistance technician.

People without a specified educational qualification may have, or may be able to develop; the skills required for the position and may acquire the necessary knowledge through experience and training. Special educational programs can help develop people's competence beyond the level associated with their educational qualification.



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UTILITY SERVICE AND RATE MANAGEMENT MANUAL



HAMEN Consultancy Services PLC

✉ mengistubirhanu@yahoo.com

☎ +251 911 786 463 / +251 930 011 914

☎ +251 911 786 463 / +251 930 011 914

📍 CMC Road, Near St.Michel Church,
TAZ Building, 5th Floor, 5B

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ABBREVIATION AND ACRONYMS

EEU	Ethiopian Electric Utility
ICT	Information Communication Technology
SMART	Specific, Measurable, Achievable, Realistic & Time Bound
IAIP	Integrated Agro Industry Park
RTC	Rural Transformation Centre
EEP	Ethiopian Electric Power
MV	Medium Voltage
LV	Low Voltage
WSS	Water Supply System
KPI	Key Performance Indicator

1. DEFINITION OF KEY WORDS

Utilities means infrastructures of Integrated Agro-Industrial Park (IAIP) and RTCs needed to provide water, electricity, telephone and other telecommunications, or to manage wastewater and sewage; they also provide the related services that utilize the infrastructure.

A substation is a high voltage electric system facility used to 'step down' high voltage electricity from the transmission system to lower voltage electricity so it can be easily supplied to industrial, offices and residential users in the area through lower-voltage distribution lines.

Water tariff is the price paid by consumers for water.

Operation is a series of actions by operators on utility supply elements so that every element could render its intended service properly.

Maintenance - a series of activities intended to ensure that the equipment, systems, and facilities can perform as intended or provide an environment conducive to effective work. Two types of maintenance tasks are identified to be carried out by maintenance teams; namely preventive and breakdown maintenance.

Preventive maintenance is the actions performed on a regular schedule to keep equipment or structures operating effectively and to minimize unforeseen failures. These actions consist of inspections and/or maintenance tasks.

Breakdown maintenance is actions performed to either repair or restore malfunctioning equipment or structures to effective operating conditions through either scheduled or unscheduled work. These actions may result from problems discovered during preventive maintenance or as a result of failures during operation.

2. SCOPE AND PURPOSE OF THE MANUAL

Utility services are fundamental to the smooth operation of manufacturing industries in general and agro-processing industries in particular. It involves the proper design, construction and operation of infrastructures that provide water, electricity, telecommunication, wastewater treatment and sewage. Hence, effective utility management is the foundation for building and sustaining the technical, managerial, and financial capacity of the industrial parks sector. Management practices must address all aspects of a system's operations and maintenance. It takes a broad look at all aspects of water, electric and telecommunication service sustainability, and quality and customer satisfaction. Utility services require engagement from various departments of IAIP and RTCs and other stakeholders such as EEU, Ethio-telecom, Ministry of Water, Irrigation, and Energy, Ethiopian Environmental Protection Authority.

To enforce quality service delivery, customer service handling should be guided by the service standards. Standards are the promises that organizations make to their customers about the level and quality of service they can expect. They should be SMART in providing and improving services to their customers.

This manual applies to both IAIP and RTCs and is intended to serve as a guide for managers and technicians to strengthen the technical, operational and managerial capabilities required to operate and maintain utility services as per acceptable norms of quantity, quality, sustainability, reliability and fair cost. This manual gives general guidance to the integrated approach for utilities to carry out planned operation and maintenance activities to ensure sustainable and efficient service.

This manual is not intended to be a substitute to the operation and construction procedures made available by manufacturers or installers during the construction or installation of the system or a particular component or part. Hence, it shall be used in conjunction with such instructions and operation procedures available with the utilities. It should be noted that if such instructions and procedures are not available with the utilities, they shall be collected and availed for immediate reference.

3. SCOPE OF UTILITY SERVICE AND INFRASTRUCTURE DESCRIPTION

Utility services include water supply systems, electricity, and telecom services. Brief description of scope of services of each of the utilities is given hereunder.

3.1. Water Supply Service

The source of water for IAIP and RTCs is groundwater. Hence, the water supply system involves management of the borehole, pump and piping network to the storage reservoir, treatment, and distribution network metering services of end-users. Water supply service involves the operation and maintenance of the water supply system up to the customer's meter. This covers the following services:

- The IAIP/RTC will construct the pipe from the feeder pipes to the Enterprise's plot with a sluice (or stop) valve and water meter. The IAIP/RTC Enterprise shall construct the water tanks and the metering chamber and continue the internal piping. Only one point of connection per plot, unless and otherwise allotted by the IAIP/RTC, shall be allowed. No direct pumping from the IAIP/RTC reservoir shall be permitted.
- For the IAIP/RTC where no water supply service, the IAIP/RTC will construct pump wells and provide groundwater to each plot inside the IAIP/RTC.
- For the periodic or emergency maintenance of water supply facilities, the IAIP/RTC has a right to shut down the water supply. Hence, the IAIP/RTC Enterprises are required to install their water storage tanks sufficient for at least Seventy-two (72) hours of their water consumption.
- Water supplied within the IAIP/RTC shall be for the exclusive use of the IAIP/RTC Enterprises within the IAIP/RTC and shall not be taken out of the plot.
- Water reservoirs and supply systems of any building shall be accessible for inspection and cleaning.
- Maintenance of the whole water supply system from the groundwater source up to the enterprises' meter to increase the availability of water at consumption point all the time meeting the quality and quantity requirement.
- Setting rate water and reclaimed water separately, controlling the quality and quantity of supply, establishing measurement of consumption at an enterprise level by installing a water meter, collection method for water bill as per the measured quantity.

3.2. Electricity Utility Service

The power supply system for IAIP comprises high voltage transmission line from the national grid, substation that converts high voltage to low voltage, and distribution system to end users up to meter of users. The infrastructures comprising the high transmission line and substation up to the low voltage transformer are all maintained by the EEU. The electric supply infrastructure ML cable, MV/LV distribution substation, low voltage distribution system up to the meter of user are maintained by the internal staff of IAIP. The specified amount of power is allocated for the IAIP/RTC. Hence, the management and operation of the electric power supply system to IAIP and RTCs shall be carried out by EEU and IAIP/RTCs. The high voltage line shall be managed and operated by EEU while the infrastructure after the

stepdown transformer i.e., low voltage lines are managed by IAIP/RTC. The electric utility service includes.

- The electric power shall be supplied by the Ethiopian Electric Utility (EEU). 15 kV and 33kV Medium voltage power supply from transmission line shall be converted to 400/230V-50Hz for low voltage to be directly consumed by users. Standard Electricity meters shall be installed for each factory plot.
- The average power factor must be ≥ 0.9 . Depending on the load and the electrical machines, the customer must install a suitable capacity bank system to meet this requirement and to avoid the penalty.
- The IAIP/RTC installed medium-voltage (MV) cable, MV/LV distribution substation, low voltage (LV) system inside the factory shed: thus, no need to consider about connection fee. However, the IAIP/RTC Enterprise must conduct the maintenance, operation, and upgrade for the low voltage system. For the allotted land the IAIP/RTC may avail 'RMU' but the transformer, power factor corrector, power meter and cable installation will be done by IAIP/RTC Enterprise.
- The IAIP/RTC enterprise shall obtain approval from the EEU regarding the maximum power consumption.
- The IAIP/RTC enterprise shall have a sufficient electricity system, standardized security and fixed controlling devices to avoid the likelihood of danger and ensure the safety of users. Designs of electricity systems shall give priority to a cost-effective renewable alternative system within their installations in addition to the main electricity, for their essential services.
- If IAIP/RTC Enterprise intends to change the required amount of electricity due to the renewal, remodelling, or abolishment of its facilities, IAIP/RTC enterprise shall inform the IAIP/RTC and EEU in advance. Through the negotiation with IAIP/RTC enterprise, EEU/ IAIP/RTC may change such amount to an appropriate one and replace the distribution transformer with a new one with another capacity.
- The IAIP/RTC enterprise shall submit the electric usage data to the IAIP/RTC or energy auditing report. The IAIP/RTC may use energy auditing as the case may be.
- The IAIP/RTC enterprise shall prepare a standby generator.
- If the IAIP/RTC enterprise intends to use another power source, it needs to apply for the IAIP/RTC attached with all studied documents and get prior approval. Proposed power sources shall be eco-friendly and compliant with social and environmental factors.
- Measuring the consumption, rate setting, collection of bills

3.3. Telecommunication Utility

The telecommunication infrastructures for the supply of telecom demanded by the IAIP/RTC are already constructed and installed by RIPDC. Since the supply of the telecom service is under the management of Ethiopian Telecom, there should be a data center for the internet and voice calls. The utility management and maintenance services shall be done by the staff of the Ethio-Telecom located at the IAIP/RTC one-stop shop service center. The telecom utility service includes

- The IAIP/RTC shall avail conventional telecommunication systems through the Ethio-telecom to enterprises.
- Any IAIP/RTC enterprise requiring the conventional telecommunication system shall submit an application for line extension, in writing, to the IAIP/RTC.
- Connection of the telecommunication line shall be carried out under the prevailing terms and conditions determined by the Ethio-telecom.
- In the case of damage to the network of IAIP/RTC Enterprise, the IAIP/RTC Enterprise is responsible for it.
- When IAIP/RTC Enterprise intends to change the existing capacity, renewal or abolishment of its facilities, the Enterprise shall apply to Ethio-Telecom and may change to the required amount when approved.
- Measurement of consumption, rate setting and collection of bills.

4. MANAGEMENT MODEL

The utilities are fundamental to the operation of enterprises. The sheds / leasable land without the utilities are of no use, and for the shed to be usable, the utilities have to be installed, connected, and ready to use.

The utility management model to be adopted by IAIP/RTC is the mixed model. The water utility is completely managed by the IAIP/RTC while the Electricity and Telecom utilities are managed by IAIP/RTC and the external bodies EEU and Ethio-Telecom respectively. These government organizations are required to open their service unit at IAIP one-stop-shop service center to provide fast services to enterprises daily.

Services to be out sourced

- High voltage electric lines maintenance and material supply
- Telecommunication fiber and copper cables supply and maintenance service
- Telecommunication utility supply service, consumption measurement, billing and collection
- Electro mechanical spare parts supply
- Major maintenance services on water supply system
- Construction and installation of modification works

Services to be done by internal staffs

- Water tariff setting and rate determination
- Water meter reading, bill preparation and collection
- Utility infrastructures regular inspection, planning and maintenance
- Preventive maintenance on electro mechanical equipment
- Work approval
- Checking water balance
- Maintenance on low voltage electric systems
- Controlling quality of outsourced services

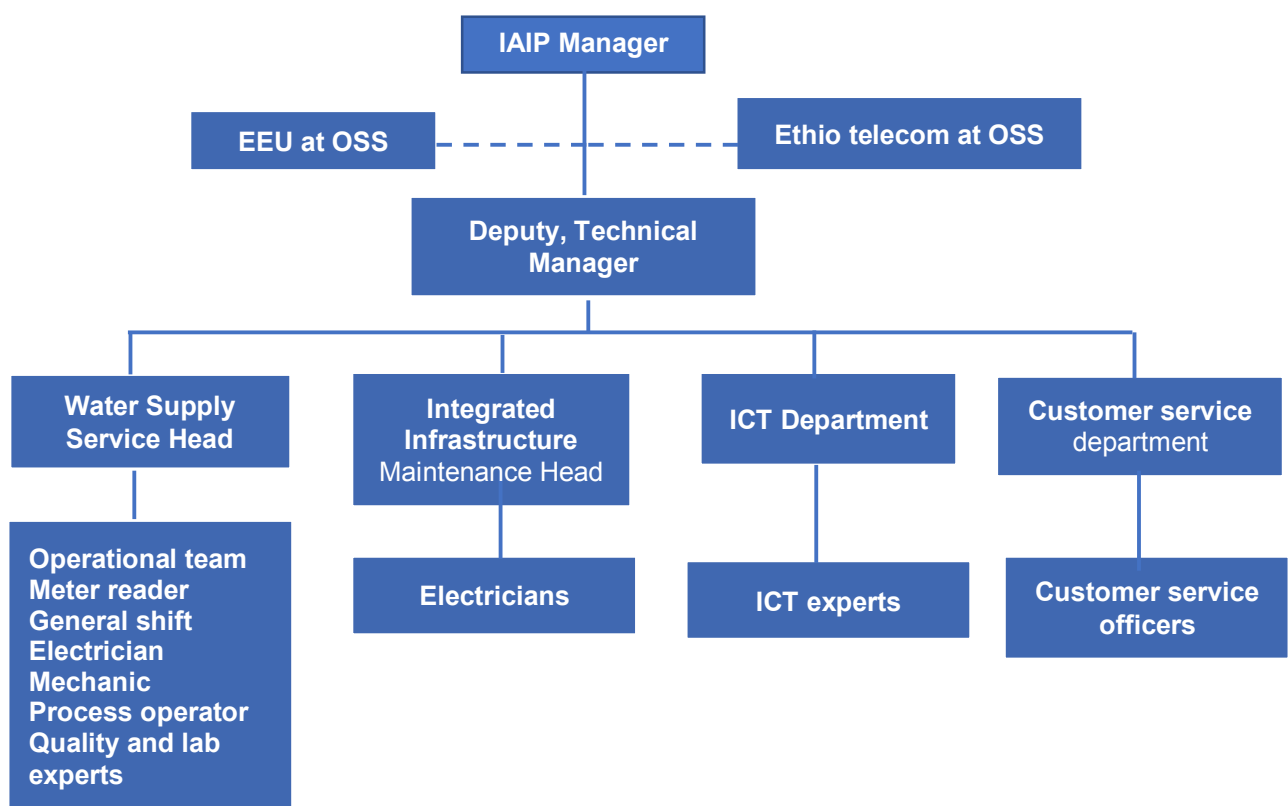
5. ORGANIZATIONAL STRUCTURE, STAFFING PLAN, ROLES AND RESPONSIBILITIES

5.1. Organization

The organizational structure of IAIP/RTC for the operation and management is shown in the Figure 5.1.

IAIP/RTC has to be staffed with qualified personnel with clear roles and responsibilities for the successful operation and management of the utility service. This help provides utilities to meet the quality and quantity requirements of users at a reasonably low price.

Figure 5.1: Organizational Structure for Management of Utilities



5.2. Roles and Responsibilities of Actors

As per the management, the model recommended, the water supply service is the one that will be total given by IAIP/RTC internal staff. The performance of the water utility depends entirely on the number of staff working in it, the balance between staff members of a different discipline, and training of staff. Each of the staff members will influence different aspects of the water utility's performance.

5.2.1. Deputy Technical Manager

The most important role is to make sure that each departmental manager receives the appropriate budget for the year ahead and control of using same properly for the

intended purpose. This will depend on the utility goals that the team has set in the strategy phase, the performance of the utility so far, and how the different decisions impacted the KPIs in previous years.

The main performance indicators that will be looked at are asset value, budget utilization, and cost recovery. Additionally, the Manager is also responsible for the overall functioning of the utility, including staff and office development(s). Overall, this means you must monitor all KPIs on an annual basis.

5.2.2. Water Supply Utilities Department Head

Operational Managers are responsible for improving the performance of the utility

- by reducing the real water losses (physical non-revenue water),
- increasing the continuity of water supply,
- improving the quality of water supplied to the customers, and
- by increasing the service coverage. The KPIs determine how well you are performing as an operational manager

5.2.3. ICT Dept. Head

- plan and monitor the ICT department works
- enable efficient use of modern information
- ensure website updates
- ensure hardware and software maintenances

5.2.4. Customer Services Coordinator

The Customer service coordinator shall regularly carry out Customer Perception Surveys to obtain customer feedback. The Customer service coordinator shall follow at least the following service satisfaction aspects (measure):

- Timeliness
- Reliability
- Ambience
- Staff Care
- Service quality

Additionally, Customer Services coordinator focuses on advising customers and trying to solve their problems with relation to the service provision.

- The customer service section which should be headed by an investor relation shall coordinate all other subject matter departments and OSS team.
- Each department shall:
 - Receive and attend to customers
 - Receive, Log and route customer complaints
 - Monitor action on reported customer complaints and give feedback to customers
 - Maintain the customer complaints reporting and resolution system
- The customer service office shall handle all matters pertaining to customer inquiries and complaints.

The head of separate IAIP/RTC utility (water, ICT and integrated infrastructure management departments) should be the overall supervisor of the subject matter's customer service function.

5.2.5. Responsibilities of Lessor

- The lessor shall be responsible for the maintenance and repair of the Shed and all common areas, including pipes, cables or other infrastructure under or supporting any of the adjoining lands of the "Lessor's Property".
- The maintenance and repair shall be performed by the departments within a reasonable time as agreed upon by the Parties. Any non-use or non-compliance due to repair and maintenance and for the period during which the Shed/Utilities remain faulty shall entitle the lessee to claim a proportionate abatement in the rent.
- The departments shall be responsible and liable for obtaining all required permissions and permits for the Shed/Utilities (including the Lessor's Property) from the concerned government/private authorities and their use as per this agreement. If as a result of any change of policy or any government or private action the Shed/Utilities are affected and if any charges/levies including interest are to be paid the same shall be the liability and responsibility of the Lessor.

5.2.6. Responsibilities of Lessee

- The Lessee shall be responsible for maintaining the utility facilities, equipment, personal property, improvements, and fixtures it constructs in the shed, and at the termination of the agreement, deliver the shed to the Lessor in as good condition as at the date of possession by the Lessee, subject to normal wear and tear.
- The Lessee shall be responsible for any damage to the shed utilities caused by the Lessee or the Lessee's agents, employees, invitees, or visitors, through negligence or misappropriation. The lessee shall notify the lessor of all such damage as soon as it becomes known and shall repair the damage in a workmanlike manner unless the Lessor elects to make the repairs itself at the Lessee's cost.
- The lessee shall pay for services (sewer system, water, electricity and telecommunication services) provided by the lessor, any other government department or agency thereof, or a third-party provider of such service, in all cases provided, such rates are consistent with the requirements in this agreement or are otherwise at reasonable, rates consistent with similar projects at the IAIP or in Ethiopia.

6. SUPERVISION AND MAINTENANCE PROCEDURE

In the utility services provision, operation and maintenance of utilities are given less attention and as a result, the service provision at most utility service organizations is characterized by interruption of services, uneconomical operation of systems, and inequitable distribution of water during a shortage, prevalence of water-borne diseases, and shortages of water.

6.1. Stages in operation and maintenance

There are five stages in the implementation of operation and maintenance of utility service. These stages are:

6.1.1. Establish of operation and maintenance System

This is the stage at which a utility establishes its operation and maintenance system related to its nature starting from the source up to the outlet water points.

6.1.2. Implement the System

Once the system is established, implementation of the actions as per the time frequency set in the manual is important. Implementation of the system requires regular upgrading of the skill of the staffs of the utility.

6.1.3. Recording of the Actions

Recording of the events and results of the actions is major stage of operation and maintenance as per the time frequency set in the manual and as their occurrence in day-to-day events. Recording is required to be done using the standard formats prepared for that particular event. In addition to recording, the records need to be filed using separate folders. These records are required to prepare reports which is the next stage as indicated below.

6.1.4. Preparation of Report

Records need to be used to prepare regular reports. The preparation of report help for decision makers' major outcome of the operation system. Reports also need to be prepared using the standard format prepared for this purpose.

6.1.5. Monitoring and Evaluation of the System

The management of RIPDC and IAIP/RTC are required to monitor the operation by visiting sites of operation and its records. In addition, decision makers are also required to give zero tolerance for delay in preparation and timely submission of reports. The report needs to be evaluated by decision makers related to the required standards to improve performance.

By monitoring and evaluation, we easily learn that each operation and maintenance action needs to be done following annual plan approved by the higher management bodies of the utility as monitoring and evaluation of events follows planning.

6.2. Maintenance Supervision and Procedure

As indicated in the management model the responsibility of the operation and management of the water supply system, low voltage line, tele infrastructure after data center shall be the internal staff of IAIP/RTC.

The objective of an efficient maintenance of a utility system is to provide safe and clean drinking water in adequate quantity and desired quality, adequate telecom services and electric power at convenient location and time and as economically as possible on a sustainable basis.

6.2.1. Preventive Maintenance

- Preventive maintenance is the actions performed on a regular schedule to keep equipment or structures operating effectively and to minimize unforeseen failures. These actions consist of inspections and/or maintenance tasks.
- Appropriate maintenance schedule and procedure need to be prescribed for all electrical and mechanical equipment based on manufacturers' recommendations, characteristics of the equipment, site and environment conditions i.e., temperature, humidity, dust condition, etc. The maintenance schedule also needs to be reviewed and revised in light of experience and analysis of failures and breakdowns in the water supply system.
- Changing of oil and grease in bearing shall have to be done at frequent intervals as indicated in the manufacturers' maintenance manual. A schedule shall detail the maintenance to be carried out at regular intervals i.e., daily, monthly, quarterly, half-yearly, annually etc. or operating hours. The schedule shall also include inspections and tests to be performed at an appropriate interval or periodicity. The detailed procedure for carrying out preventive maintenance is given in the maintenance manual.

6.2.2. Reactive/Breakdown Maintenance

Reactive/Breakdown maintenance is actions performed to either repair or restore malfunctioning equipment or structures to effective operating conditions through either scheduled or unscheduled work. These actions may result from problems discovered during preventive maintenance or as a result of failures during operation. The detailed procedure for handling reactive/breakdown maintenance is given in maintenance manual.

7. UTILITY PRICING AND PAYMENT COLLECTION SYSTEM

7.1. Water

7.1.1. Objectives

The lessees of the IAIPs are mainly agro-processing industries which utilize water as the main production input directly in the production process (when it comes into direct contact with raw materials and enters in the finished product's composition), for steam generators, for receptacle cooling, washing of equipment, general hygiene etc.

The IAIPs plans to supply the required water to their lessees from boreholes to be constructed within the premises of the IAIPs or the surrounding area. Accordingly, a substantial investment towards water source development and water supply system such as reservoirs, distribution networks etc. is required to ensure that the lessees of the IAIPs are supplied with water at the required quality and quantity at the required time, which will be covered by the IAIPs.

Moreover, there are also recurrent costs or operation and maintenance costs, which are required to run the water supply system on daily basis, that comprise staff salaries, administrative costs, office running costs, chemicals, energy, repair & maintenance costs etc.

Accordingly, the water pricing objectives of the envisaged IAIPs should be to enable the developer to recuperate the incurred investment cost for developing the water supply system (WSS), within a reasonable time including a reasonable margin which will be reserved as a “replacement fund” to cover the future replacement cost of major system components, which includes pumping equipment and electrical works, and boreholes, pipes and civil works and a “capital fund”, which will be used to cover new items required for expansion of the water system such as additional storage tanks, distribution pipes and new connections, extension or rehabilitation of the system pipe network, and construction of new reservoirs. In addition, the water tariff should also offset the operation and maintenance costs associated with the day-to-day operation of the WSS.

Thus, the IAIPs should set a price for water that ensures the income from water sales is sufficient to pay for all the above costs (expenses) of keeping the water system in good condition such that lessees of the IAIPs receives a reliable supply of industrial and potable water. However, as an agro-processing enterprise, the industrial water consumption of the park's lessees is relatively large and hence, the cost of the required industrial water represents an important part of the park lessee's production costs. Therefore, the availability of water supply service that fulfils quality requirements is reasonably priced and reliable is one of the key business development enablers and competitiveness factors.

Therefore, on top of keeping the water system in good condition and providing a reliable supply of water to the lessee community, the IAIPs must also try to keep the price of water as low as possible.

In addition, the following objectives should be considered when setting water tariffs: -

- **Economic Efficiency:** to ensure water resources are used most efficiently at the lowest possible environmental and social cost;
- **Fairness:** tariffs should treat all consumers equally;
- **Resource Conservation:** tariffs should encourage resource conservation by the service provider and consumers;
- **Equity:** cost as per the level of consumption i.e., progressive tariff rates tied to consumption rates;
- **Conservation of treated water:** an incentive to conserve water through payment for actual consumption (metering of consumption) and progressive tariffs to control wastes/misuses. The unit cost of industrial and potable water is deferent; water should therefore only be used for the purposes it is intended for;
- **Environmental protection:** The environment has to be protected for the use of future generations thus, the excessive use of groundwater has to be avoided to prevent a permanent decline of the groundwater level and wastewater has to be treated and as much as possible reused.
- **Simplicity and transparency:** The tariff design should be easy to explain and easy to understand. It should be possible for users to know what price they are paying for water.

7.1.2. Water Tariff Setting Methodology and Procedure

There are two main categories of water supply cost to be considered in the water tariff setting i.e., the capital cost and the operation & maintenance costs.

Unit capital costs should be calculated based on depreciation rates. This method helps to reduce the amount of annual capital cost to be considered in the tariff. After calculating annual depreciation using the straight-line method, the amount is divided by the projected water sales to obtain the depreciation cost per m³ of water.

The major operation and maintenance costs are personnel cost (which includes staff salaries and related benefits to employees and other expenses), energy cost, chemical cost, repair & maintenance etc.

Maintenance cost is established as a factor of the investment cost of the various components of the water supply system. It is assumed that maintenance costs at the early stage of the project will be substantially lower than in the later years. In addition, expenses such as the costs of professional support services for regular inspection of electrical and mechanical items and regular water quality tests, which are carried out by authorized external laboratories should also be considered.

Accordingly, the procedure for the estimation of the optimal water tariff is described as follows:

- Estimate the total investment cost of the water supply system and based on the expected level of water consumption allocate the total investment cost of the water supply system to each of the major categories of water consumers in IAIPs i.e.;

- Manufacturing enterprises
- Support service providers (cold storage, lab, R&D center, training etc.)
- Commercial service providers (banks, catering service providers, cafeteria etc.)
- Social facilities (school, clinic, day care and places of worship)
- Residential houses
- Based on the allocated investment cost calculate the depreciation cost of different investment components for each category of end-users using economic life of the assets and the straight-line method;
- Estimate the annual operation and maintenance costs of the supply system and again based on the expected level of water consumption allocate the total annual operation and maintenance costs to each of the above major categories of water consumers;
- Project water consumption and the corresponding unit cost for each end-user category; and
- Finally, after adding a reasonable margin set the water tariffs for each end-user category.

7.1.3. Charges

Water charges shall be calculated monthly from the starting date based on:-

- The actual consumption read by the meter, in principle, at the beginning of each month.
- The calculation period shall be, in principle, in units of a month; from the starting date, the meter was read in the previous month to the date immediately preceding the meter reading date of the current month. In the case of less than one month, the calculation of the charges shall be prorated based on the actual number of days elapsed.
- The charges of water from deep wells that the corporation developed and own is setting the different prices from common water supply.

7.2. Electricity

7.2.1. Tariff Objectives

The power requirement of the IAIPs/RTCs lessee community will be supplied by a high voltage transmission line from the national grid. The infrastructure comprising the high transmission line and substation up to the low voltage transformer are all maintained by the EEU. The electricity supply infrastructure ML cable, MV/LV distribution substation, low voltage distribution system up to the meter of user are maintained by the internal staff of IAIP/RTCs.

Accordingly, in addition to the substantial investment for electricity supply infrastructure, there are also recurrent costs or operation and maintenance costs, which are required to ensure uninterrupted power supply to the lessee community of the IAIPs/RTCs.

7.2.2. Tariff Setting Methodology

Energy represents an important part of enterprises' production costs even for non-energy intensive industries, and the availability of affordable, easy access, energy service is one of the key business development enablers and competitiveness

factors. Therefore, to ensure the competitiveness of the lessee community, it is recommended that the IAPs/RTCs add only a token margin (10 to 15%), on the electricity tariff charged by Ethiopian Electric Utility (EEU).

The additional margin collected from the lessee community will be reserved as a “replacement fund” to cover the future replacement cost of major power supply system components and a “capital fund”, which will be used to cover new investment required for expansion of the power supply system. In addition, the margin will also be used to offset the operation and maintenance costs of the power supply system.

To give an insight, the current electricity tariff of Ethiopian Electric Utility (EEU) is discussed hereunder.

1) Tariff Rates

Electricity charges vary according to different categories of users. There are also different tariff categories and blocks within each user category. The "domestic" tariff category includes dwelling houses, government schools, health institutions, religious places, libraries, research centers and water service centers.

The "general" category includes government offices, private offices, international organizations, embassies, and most business sectors excluding industries.

The "Low Volt Time of Day" tariff is included manufacturing plants in mineral, food, beverage, textile, agriculture, wood, chemical and plastic areas. The "High Volt Time-of-day industrial: 15 KV" Tariff includes Time-of-Day rates where consumption at peak hours i.e., from 8:30 to 12:30 in the Morning and from 6:30 to 9:30 in the evening are charged at a relatively high price (peak rate) compared to off-peak consumption.

In the "High Volt time-of-Day industrial: 132 KV" Tariff class, Consumers who are supplied at 132 Kilo-Volt and who are metered at 132 KV side and use their distribution facilities to reduce the supplied voltage to their own applied voltage level are included.

2) Service Charge

In normal conditions, power shall be supplied from Ethiopian Electric Utility (EEU) to the IP Enterprise through the Corporation's distribution network that was handed over from the Corporation to EEU. The electric charges shall follow the Ethiopian Energy Authority (EEA) tariff regulation. At power failure, the factory's emergency generator can supply power only for critical/manufacturing-related loads (not necessary to cover all loads). IP enterprises are responsible to operate the backup generator at the readily available generator house for critical loads at their own expense.

Service Charge is not directly related to power or energy cost. It is rather a fee associated with costs incurred in providing service. The charge includes meters, meter reading, and billing expenses. The payment of service charge varies with the type of meters installed (see Appendix 4).

Electric service charges shall be calculated monthly from the starting date based on the actual consumption read by the meter, in principle, at the beginning of each month.

The calculation period shall be, in principle, in units of a month; from the date, the meter was read in the previous month to the date immediately preceding the meter reading date based on the actual number of days elapsed.

3) Minimum Charge

Minimum charge is payable by customers who have installed capacity of 20 KW and above under conditions where their energy and power consumption fall 50% of the consumption achieved in the previous record. The fixed cost of supply to these customers is to be recovered only through the sale of energy. The minimum charges are shown in Appendix 5.

4) Power Factor Charge

Power factor charge is payable under conditions where the customer achieves a high amount of reactive power consumption which deteriorates the power factor (the trigonometric ratio of active and reactive power consumption). This would result in high power demand only for similar energy requirements. This would not allow the corporation to sell more energy implying power loss. The current power factor charges are shown in Appendix 6.

7.3. Telecommunication

The telecommunication system shall be supplied from Ethio-telecom to the IAIP Enterprise through the Corporation's distribution network which was handed over from the corporation to Ethio-telecom. The telecommunication charges shall follow the Ethio-telecom tariff regulation.

Since the supply of the telecom service is under the management of Ethio Telecom. The management and maintenance of the service will be undertaken by the staff of Ethio Telecom located at the IAIP/RTC one-stop-shop service center.

Accordingly, except for the initial investment cost of the telecommunication infrastructure, there are no recurrent costs or operation and maintenance costs. Therefore, it is recommended that the IAIPs/RTCs, add only a token margin (10 to 15%), on the tariff charged by Ethio-Telecom. The margin will be used to offset the initial investment cost of the telecommunication infrastructure.

Telecommunication charges shall be calculated monthly from the starting date based on the actual consumption.

7.4. Changes in Charges

In case of a change in the cost regarding the power supply due to an increase in the price of fuel, change of similar electric and water supply bill charged publicly in Ethiopia, change in taxes or other public charges imposed upon real estate, power generating facilities, substations, electricity transmitting facilities or facilities of water supply, change in prices and labour cost, alternation to the regulations of Ethiopia or other matters necessary for the operation of the industrial park, RIPDC may amend the amount of the electricity and water charges upon consultation and prior notice to IP Enterprise, and the IP Enterprise shall agree to such amendment. Electric tariff amendment proposal request is EEU's responsibility whereas EEP is responsible to make electric tariff amendments upon approval by the Government. The Corporation can give prior notice to lessees upon electric tariff amendment.

7.5. Payment Collection

It is the responsibility of the utility service to correctly bill its customers for services consumed and timely distribute the bills to the customers.

7.5.1. Collecting Payments

The responsibility of the utility is to collect payments for services consumed and whenever possible engage debt collectors to collect the revenue on behalf of the utility service provider.

7.5.2. Disconnections

When customers default on payments or violate the policies and procedures, the utility will be obliged to disconnect the services and institute stipulated actions for any committed offences where applicable.

7.5.3. Reconnections

Disconnected customers who meet stipulated requirements in the code of practice need to be connected again.

7.5.4. Customer Services

The utility must satisfy its customers. So the utility should continuously listen to the needs and expectations of our customers.

ANNEX

Annex 1: Water Tariff Blocks and Tariff Distribution Format for IAIP/RTC

Block	Depreciation per m ³ will distributed as follows			
	Domestic users		<i>Non - Domestic users</i>	
	Block Range	Tariff/m ³	Block Range	Tariff/m ³
1 st				
2 nd				
3 rd				
4 th				

Annex 2: Water Supply Meter Reading (M³) for the Month

S. N	Customer Name	Location /building number	Current Month	Previous Month	Net	Remark
1						
Company's representative -----			signature -----	Date-----		
Data recorded by (IAIP staff) -----			signature -----	Date-----		

Appendix 3: Electricity Tariff Rates by Different User Categories

Sr. No.	Tariff Category & Block Identification	Monthly Consumption (kWh)	Existing tariff (Birr/kWh)
1	Domestic		
1.1	Equivalent Flat Rate		0.474
1.2	1 st Block	0-50	0.273
1.3	2 nd Block	51-100	0.356
1.4	3 rd Block	101-200	0.499
1.5	4 th Block	201-300	0.550
1.6	5 th Block	301-400	0.567
1.7	6 th Block	401-500	0.588
1.8	7 th Block	above 500	0.694
2	General		
2.1	Equivalent Flat Rate		0.6723
2.2	1 st Block	0-50	0.6088
2.3	2 nd Block	Above 50	0.6943
3	Low Voltage Time of Day Industry @ 15 KVA		
3.1	Equivalent Flat Rate		0.5778
3.2	Peak		0.7426

Sr. No.	Tariff Category & Block Identification	Monthly Consumption (kWh)	Existing tariff (Birr/kWh)
3.3	Off- Peak		0.5453
4	High Voltage Time of Day Industry @132KV		
4.1	Equivalent Flat Rate		0.3805
4.2	Peak		0.4736
4.3	Off- Peak		0.3664

Appendix 4: Service Charge

Sr. No.	Tariff Category & Block Identification	Monthly Consumption (kWh)	Existing tariff (Birr/kWh)
1	Domestic		
1.1	Single Phase	0-25	1.40
1.2		26-50	3.40
1.3		51-105	6.82
1.4		106-300	10.24
1.5		above 300	13.65
1.7	Three Phase	Birr/month	17.06
1.8	Active/Reactive	Birr/month	37.56
2	General		
2.1	Single Phase	Birr/month	14.49
2.2	Three Phase	Birr/month	22.56
2.3	Active/Reactive	Birr/month	35.26
3	Low Voltage Time of Day Industry @ 15 KVA		
3.1	Three Phase	Birr/month	53.37
4	High Voltage Time of Day Industry @132KV		
4.1	Three Phase	Birr/month	54.01

Appendix 5: Minimum Charge

Sr. No.	System and Consumer Identification	Existing tariff (Birr/kWh)
1	High Voltage Consumer	
1.1	First 20 kW	31.09
1.2	Next 400kW	15.54
1.3	For the balance	7.77
2	Low Voltage Consumer	
2.1	First 20 kW	34.2
2.2	Next 400kW	17.1
2.3	For the balance	8.55

Appendix 6: Power Factor Charge

Sr. No.	System and Consumer Identification	Existing tariff (Birr/kWh)
1	High Voltage Consumer	61.63
2	Low Voltage Consumer	68.37



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GENERAL AMENITIES MANAGEMENT AND OPERATION MANUAL



HAMEN Consultancy Services PLC

✉ mengistubirhanu@yahoo.com

☎ +251 911 786 463 / +251 930 011 914

☎ +251 911 786 463 / +251 930 011 914

📍 CMC Road, Near St.Michel Church,
TAZ Building, 5th Floor, 5B

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ABBREVIATION

TC	Technical Committee
BOWSA	Bureau of Women and Social Affairs
BTMD	Bureau of Trade and Market Development
GOs	Government Organizations
HVAC	Heating Ventilation and Air Conditioning
IAIP	Integrated Agro Industry Park
ILO	International Labour Organization
NGO	Non-Government Organization
PI	Private Investor
PSP	Private Service Providers
QA	Quality Assurance
QC	Quality Control
R&D	Research and Development
RIPDC	Regional Industrial Park Development Corporation
RTC	Rural Transformation Centre
WEO	Woreda Education Office
WHB	Woreda Health Bureau
WWSAB	Woreda Women and Social Affair Bureau

1. DEFINITION OF KEY WORDS

General Amenities Buildings are non-core buildings used to provide essential services to the IAIP and RTCs community and as a result increase their value and help to fulfil the requirement of eco industry. These amenities include poly clinic, primary school, child care, centre for agri input, agri equipment, women self-help, market intelligence, media, rural market, retail space, training, creche, cafeteria service, administration, etc used to attract prospective investors and improve the competitive edge of the specific IAIP and RTCs.

Building operations and management consists of the activities necessary to operate, maintain, and manage buildings. This includes maintaining the HVAC systems, plumbing, electrical, and building system configuration.

Agri input centre – A centre that improves access to high quality agri inputs such improved seed, fertilizer, crop protection chemicals, etc to farmers at a competitive and affordable price with the objective of increasing productivity and quality of produce. It also includes bioenergy, greenhouse cultivation, agri-chemicals, renewable energy.

Agri equipment centre – is a centre that improves access to high quality agri equipment such land preparation, planter/seeder, cultivation and harvesting tools and equipment, etc to farmers at a competitive and affordable price with the objective of increasing productivity and quality of produce. It also includes energy management, mechanization and transport, storage facilities, bulk material handling.

Market information centre – is a centre that systematically collect and process market information from enterprises in IAIP/RTCs, market, sales force, government source, retailers and distributors, etc. to ascertain the changing trends in the agricultural marketing environment. In simple words, the producer/ farmer/ trader gathers data from all the available sources and process these into meaningful information that can be used in critical decision making. It will provide information about prevailing prices of different commodities in future based upon present and past conditions, important features of agricultural product which make it distinguished in the market to get better prices, place or market where the commodity would fetch better prices and right time period at which sale of agricultural produce would provide high returns.

Media centre – a centre that provide farmers with knowledge and information about agriculture by using modern communication tools such as television, radio and mobile phone. These forms of media allow information to travel across geographic boundaries and reach a wide audience.

Women self-help Groups – Self Help Groups are groups of 10 to 20 women who want to improve their living conditions by setting up their own savings and loan fund. Through mutual support, they can provide members with small loans for business purposes or in times of financial stress. They can be a forceful tool against indebtedness, and can prepare people to become clients of microfinance institutions at a later stage.

Training Centre – is a centre that provides a variety of on and off job training to the community of IAIP and RTCs including farmers regardless of their educational levels from small-holder farmers to university graduates and agricultural experts. The center will serve IAIP, RTCs, farmers, investors, NGOs and GOs. Training will cover areas such as cultivation, post-harvest handling, packaging and branding, product performance and animal feed management. In addition to the proposed training centers, a network arrangement can be established with the existing farmer training centers within the catchment area of the RTCs.

Creche - a nursery where babies and young children of workers of IAIP and RTCs communities are cared for while they are on duty.

QC/QA- is a facility that play a key role in agricultural processing by controlling the quality of agricultural produce in the value chain to ensure that food products meet certain safety and quality standards.

Retail Space means an establishment, other than an office or eating and drinking establishment that is primarily engaged in the sale of goods and services of enterprises in IAIP and RTCs.

Place of Worship is a location or space reserved for private devotion, prayer or meditation, small services, and counseling services. The space includes assembly spaces used for interfaith worship, storage space for liturgical furnishings, and any other support spaces including counseling rooms or administrative offices. A not affiliated with or restricted to a particular religious group, open or acceptable to people of any religion ambience is required in places of worship that serve visitors, staff, and other users of public institutions. Liturgical furnishings and representative art can be supplied, but must be moveable to accommodate all users, cultures, and religions.

2. SCOPE AND PURPOSE OF MANUAL

General amenities buildings are buildings that house necessary services such as one-stop service, education, health service, rural market, retail space, administration, training, Agri input and equipment, creche, women self-help, market intelligence, laboratory, media centre, cafeteria, etc. to boost the value, sustainability, and competitiveness of IAIP and RTCs by integrating socio-economic and environmental aspects into the business model and meet eco industry requirements.

Hence, general amenities buildings have to be operated and managed properly cost-effectively and safely to get the designed services vital to the community and enable IAIP and RTC to meet an eco-industry park requirement by integrating environmental and socio-economic aspects into the business model. This requires an understanding of the IAIP/RTCs and its stakeholders' wants, needs and desires. By taking this understanding with the latest technology, which often reduces costs, expedites service and eases operations.

This manual is prepared for both IAIP and RTCs to manage the operation of these important facilities which defines their services scope, management model, organization structure, defining roles and responsibilities of each actor, and modus operandi of these facilities.

3. SCOPE OF GENERAL AMENITIES BUILDING MANAGEMENT AND OPERATION

The operation and management of general amenities buildings service are divided under the two-broad scope of work namely; the administration of the building asset and performing maintenance activities. The scope of work under building administration is more of management functions, like managing lessee relationships, managing operational activities, inspection, record-keeping, maintenance planning, maintenance supervision, collecting house rent, performing minor maintenance and the act of approving that the buildings are suitable for the intended use. Some of the detailed scopes of work that fall under building administration are:

- Management of the day-to-day operation of the facility to provide the designed service function
- Establishing background data on physical parameters of the building assets
- Recording, planning, controlling and reporting of maintenance activities
- Lessee file maintenance and record keeping
- Selecting, appointing and monitoring service providers for:
 - Café, bar and restaurant
 - Recreation center
 - Laboratory service
 - Training service
 - Cleaning service
 - Fire service
 - Garbage disposal service
 - Major maintenance service
- Building operational activities
 - Security service
 - Cleaning service
 - Garbage Disposal
 - Fire safety service
 - Managing the lessee and owner relationship
- Maintenance of building
 - Planned/condition based
 - Breakdown
 - Cyclic/periodic

4. MANAGEMENT MODEL

Buildings identified as general amenities are classified into four according to their function and nature:

- Commercial buildings developed by RIPDC
 - OSS building (banks, customs, logistics, etc)
 - Cafeteria
 - Retail shops
 - Rural market
 - Public shops
 - Recreation centre
- Commercial buildings to be developed by Investors
 - Filling station
 - Weigh bridge
- Specialized infrastructures
 - Training centre
 - QA and QC labs
 - Agri equipment centre
 - Agri input centre
 - Market information centres
- Social facilities
 - Primary School
 - Polyclinic
 - Child care/creche
 - Women self help
 - Worship space

The operation and management of general amenities buildings involve day to day operation to provide the designed function/service of the building, building administration and building maintenance. The recommended responsibility matrix of actors for each activity of the operation and management of general amenities buildings is given in Table 4.1 to ease the selection of management model, define roles and responsibilities of actors, and design an appropriate organizational structure for RIPDC to discharge its roles and responsibilities.

The general policy of RIPDC for operation and management of these general amenities buildings is to focus on its core function i.e., attracting investors into IAIP and RTCs to reach its full occupancy level and facilitate agro-processing industries operators to reach their full capacity operation in an environmentally and socially responsible manner and achieve the objectives of its establishment. Hence, RIPDC will outsource the essential services to be provided in the general amenities' buildings to private, associations, and government specialized service providers and associated building management services such as cleaning, waste disposal and safety and security.

Category 1: Leasing out of the following equipped/non - equipped facilities that require highly skilled labor and also international accreditation to third party service providers is recommended. Training Center shall be rented per training event while laboratory service will be transferred on medium to long term basis.

- Training center
- Laboratory service

Category 2: IAIP/RTCs shall transfer the following facilities to the respective woreda bureaus and offices availing budget and control the quality-of-service delivery. IAIP/RTCs shall be an active members of the board of directors to be established to control and direct the overall management and operation of the following social facilities.

- Health center,
- Primary school
- Day care center
- Agri equipment center
- Agri input center
- Market information center
- Media center

Category 3: IAIP/RTCs through its facility management senior expert shall manage the following facilities to user groups.

- Worship space,
- Woman self-help

Category 4: The following commercial buildings spaces developed by RIPDC shall be leased on to the service providers and users on a rental basis:

- OSS building (banks, customs, logistics, etc.)
- Cafeteria, bar and restaurant
- Retail shops
- Rural market
- Public shops

Category 5: RIPDC shall lease land for private investors for the construction and operation of the following facilities:

- Weigh bridge
- Filling station

Table 4.1: Responsibility Matrix for the Operation and Management of General Amenities Building

S/N	Particulars	Operation	Rental modality	Maintenance	Security and safety	Cleaning and waste management	
						Common area	Private space
1	Category 1						
1.1	QC/QA Laboratory and R&D	Private Service Provider (PSP)	Commercial Rental	IAIP by collecting management fee for normal wear and at cost for damage	IAIP by collecting management fee and PI can employ its security force	IAIP by collecting management fee	PSP
1.2	Training Centre	IAIP/RTCs (Property Management)	Event by event Rental to host of the training	IAIP/RTC facility management service	IAIP/RTCs safety and security dept	IAIP/RTCs	IAIP/RTCs
2	Category 2						
2.1	Polyclinic	WHB in collaboration with Technical Committee	No income generation from rent and also no expense in operation of the facility. The facility will generate revenue from different sources and will cover its expenses including maintenance, cleaning, waste disposal, fire service, security service, etc.	IAIP at cost	IAIP at cost	The management of polyclinic	The management of polyclinic
2.2	Primary school	WEO in collaboration with Technical Committee	Ditto	Ditto	Ditto	Ditto	Ditto
2.3	Day care center/creche	WWSA in collaboration with WEO and Technical Committee	Ditto	Ditto	Ditto	Ditto	Ditto
2.4	Agri equipment center	WAB in collaboration with technical committee	Ditto	Ditto	Ditto	Ditto	Ditto
2.5	Agri input center	Ditto	Ditto	Ditto	Ditto	Ditto	Ditto
2.6	Market information	BTMD in collaboration with	Ditto	Ditto	Ditto	Ditto	Ditto

S/N	Particulars	Operation	Rental modality	Maintenance	Security and safety	Cleaning and waste management	
						Common area	Private space
	center	Technical Committee					
2.7	Media center	RIPDC	Ditto	Ditto	Ditto	Ditto	Ditto
3	Category 3						
3.1	Women self-help group	Social safeguard unit in collaboration with BOWCYA, ILO and other NGOs	Ditto	IAIP/RTC	IAIP/RTC	IAIP/RTC	IAIP
3.2	Worship space	Facility manager in collaboration with worker association	Ditto	Ditto	Ditto	Ditto	Ditto
4	Category 4						
4.1	OSS building	IAIP in collaboration with stakeholders of OSS (offices and institutions in OSS)	Commercial rental	IAIP by collecting management fee for normal wear and at cost for damage	IAIP by collecting management fee and PI can employ its security force	IAIP by collecting management fee	Each respective institution
4.2	Retail space	Interested investors	Ditto	Ditto	Ditto	Ditto	Ditto
4.3	Rural Market	Cooperatives	Ditto	Ditto	Ditto	Ditto	Ditto
4.4	Cafeteria, bar and restaurant	PSP	Ditto	Ditto	Ditto	Ditto	PSP
4.5	Supermarket	Ditto	Ditto	Ditto	Ditto	Ditto	Ditto
4.6	Recreation center	Ditto	Ditto	Ditto	Ditto	Ditto	Ditto
5	Category 5						
5.1	Filling Station	PI	Land lease/commercial	PI except common facilities	IAIP by collecting management fee and PI can employ its security force	IAIP by collecting management fee	PI
5.2	Weigh Bridge	Ditto	Ditto	Ditto	Ditto	Ditto	Ditto

Based on the above model of operation and management of general amenities building, the activities to be performed by the management of IAIP and RTCs includes:

- Establishing background data on physical parameters of the building assets
- Recording, planning, controlling and reporting of maintenance activities
- Lessee file maintenance and record keeping
- Selecting, appointing and monitoring service providers for:
 - Café, bar and restaurant
 - Recreation center (café, bar and restaurant)
 - Laboratory service
 - Cleaning service
 - Fire service
 - Garbage disposal service
 - Major maintenance service
- Managing the lessee and owner relationship
 - **Rent setting** by evaluating the property and determine an accurate rental rate by gathering data on the rental rates in the area
 - **Setting management fee** covers security service, fire service, health service, cleaning of common area, greenery and landscaping, maintenance of infrastructure, and overall management of IAIP/RTCs
 - **Lessee Screening and Selection** by performing a background check of the Company.
 - **Lessee Move in** by drawing leasing agreement, performing detailed move in inspection, and collecting first month's rent and security deposit
 - **Rent, utility bill and management fee collection** which includes receiving rent and water bill, solid waste collection and disposal, waste water treatment, greenery and landscaping, security service, fire service, health service and cleaning payments, tracking late payment, sending out pay or quit notices and enforcing late fees.
 - **Managing eviction process** which comprises filing relevant paperwork for legal action, represent the park in the court, and coordinating with law enforcement to remove lessee and tenants' possessions from the unit.
 - **Perform periodic inspections** (Inside and outside) on a predefined schedule looking for repair needs, safety hazards, code violations, lease violations, etc. and report to the concerned authority.
 - **Financial services** such as accounting of the building service, payments on behalf of the park, documentation of expenses via invoices and receipts, and maintaining all historical records;
 - **Lessee move out** which includes inspection of unit and compare with move in inspection, provide lessee with a copy as well as estimated damages, return the balance of the security deposit to the tenant, clean unit and perform and needed repairs or upgrades, changing the locks and put the property back on the market for rent;

- **Maintenance**

Maintenance with respect to general amenities' buildings includes reactive, planned and cyclic maintenance work activities.

- **Reactive maintenance** is unplanned repair work carried out in response to service requests and management/supervisory directions. Reactive Maintenance in turn includes emergency, urgent, and routine maintenances. The procedure of handling reactive maintenance is given hereunder.
 - IAIP/RTC shall receive maintenance request through e mail, text message, and call center receptionist, using Maintenance Request Form.
 - The service call receptionist will receive service call requests during regular working hours or (off regular working hours if necessary) and classify each call based on the definitions provided below. A requested maintenance work shall be transmitted to a senior expert for facility management who in turn transfer to the facility maintenance supervisor using the Service Call Work Authorization Form containing the time and date of transmission. Calls shall be considered received by the maintenance personnel at the time and date of this transmission. If the call is classified as an emergency, the service call receptionist will notify the concerned maintenance personnel by phone that an emergency call has been received and that a Service Call Work Authorization is being transmitted. Hence service call receptionist has to be conversant with the building maintenance works. Service calls are classified as Emergency, Urgent and Routine service calls depending on the urgency of the maintenance work because of their nature as explained in **Annex 1**. Hence the service call receptionist should have the required skill to understand the requester's information given through telephone and based on this information, classify each service call as per the definition provided in **annexe 1**.
- The maintenance crew of IAIP/RTCs shall have procedures for receipt of a service call, work authorizations from the service call receptionist during regular working hours, and receiving and responding to emergency and urgent service within the specified response time of seven days a week, including weekends and holidays. The response time by the maintenance crew shall vary depending on the type of service calls; Emergency, Urgent or Routine calls.
 - Within one working day after completion of each service call, add the following information to the service call work authorization form and return to the call center receptionist:
 - Description of work actually completed.
 - Brief description of material and parts used, including quantities.
 - Date and time work began.
 - Date and time work were completed.
 - Hours of labor (by technician) expended.

- Signature or initials of the maintenance personnel performing the work (or supervisor), indicating the work has been completed.
- **Planned maintenance** – the actions performed to retain an item or asset in its original condition as far as practicable by providing systematic inspection, detection and prevention of incipient failure. Preventive maintenance is normally programmed
- **Cyclic maintenance** is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc. This work generally falls below the capital threshold. General requirement and procedures for preventive and cyclic work is given as follows

Preventive maintenance work includes preventive maintenance inspections and fixing it timely when failure or potential failure is observed. This activity shall be performed by maintenance crew. The maintenance crew shall maintain sufficient parts, materials, and equipment on hand to perform all recurring work as specified. Lack of availability of parts, material, or equipment will not relieve the service provider from the requirement to complete work within the time limits and quality standards stated herein. Preventive works are relatively small maintenance and correction work that is being done based on the results of periodic inspection including inspection in the premise.

If the in-house maintenance crew can't solve the problem themselves, they should forward the Maintenance Request Form to the senior expert for facility management, who can either issue a work order to a contractor or (for large jobs) get three bids and issue a purchase order to the winning contractor after getting approval of the customer service department head.

Contractors bid a fixed unit price to perform one occurrence or a given quantity of each contract line item. Payment for this type of work is calculated by multiplying the unit price by the number of units performed. Because each order for indefinite quantity work is paid for separately, each task order must be inspected and accepted as being satisfactorily completed before payment can be made. Two distinct categories of indefinite quantity work can be included in this system, namely:

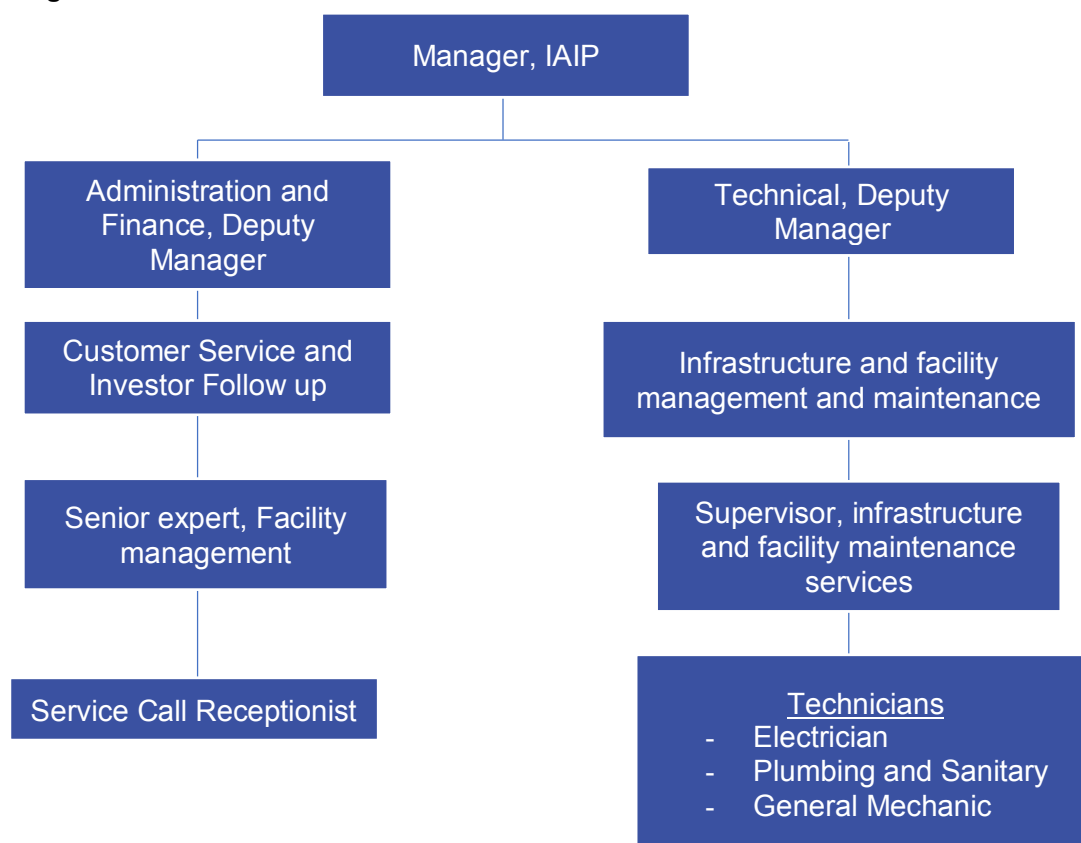
- **Unit Priced Tasks:** Bid prices for unit priced tasks include all labor, material, and equipment for performing a given quantity of work, such as painting one square meter of gypsum wallboard or replacing one square meter of floor tile. The unit prices bid are multiplied by estimated quantities of units to be ordered during the contract term, but only for the purpose of bid evaluation; payment is made only for work as ordered and satisfactorily completed.
- **Unit Priced Labor:** This type of indefinite quantity work, which is also referred to as "level of effort work", should be used only in connection with maintenance, repair, and alteration of facilities, and then only when such work cannot

be identified in advance in sufficient detail to be included in the unit priced tasks portions of the contract. The labor hour unit prices bid includes all costs to perform the work required, except for material and equipment related costs. The contractor is reimbursed for the direct cost of materials and equipment, plus a mark-up (fixed burden rate) to allow for material handling costs.

- The environment and social safeguard unit of RIPDC shall be an active member of the TC to be established for the management of a primary school, polyclinic, child care (refer to respective manuals).
- TC incorporating the stakeholders of each service including technical deputy manager of IAIP/RTCs to be established for the coordination and management of the operation of the following facilities shall set SMART objectives, monitor their performance, establish a complaint handling mechanism and evaluate their performance in a scheduled time frame:
 - Agri equipment center
 - Agri input center
 - Market information center
 - Media center

5. ORGANIZATIONAL STRUCTURE, STAFFING PLAN, ROLES AND RESPONSIBILITIES

Figure 5.1: Organization Structure of facility management including general amenities' building



Refer to the manual for residential building administration and management manual for details of manpower requirement, specification, and roles and responsibilities

In addition to the facility management unit of IAIP/RTC, the TC to be formed incorporating the operator and major stakeholders of each service of general amenities in RTC such as Agri input service, Agri equipment service, Agri clinic, market information service, and media centre.

Lessee Responsibility

- Report all repair problems as soon as possible
- Keep the rented space clean, secure and safe
- Report any lost keys to your scheme manager.
- Timely pay rent, utility bill and management fee

ANNEXES

Annex 1: Classification of service calls into Emergency, Urgent and Routine

Emergency calls: Service calls will be classified as an emergency at the discretion of the service call receptionist. Generally, emergency calls consist of correcting failures that constitute an immediate danger to personnel (fatality), high risk to damage of property, or threaten to disrupt activity operations, e.g. water on electrics, major water leak resulting in flood and immediate danger to the structure, services or fixtures/fittings, power loss, the smell of burning (electrical), major structural damage; such as ceiling collapse, main drain blockage, lighting fault on staircases, landings and areas likely to be a health and safety issue, external doors that cannot be locked, no lights or power, wires exposed, the alarm does not work, fractured pipes, etc.

Urgent calls: Generally, urgent calls consist of providing services or correcting failures that do not immediately threaten personnel, property, but will soon create inconvenience and/or affect the health or wellbeing of personnel, lead to property damage, or lead to disruptions in operations. Urgent Maintenance Requests warrant immediate response to mitigate the situation before conditions escalate or worsen. Calls will also be classified as urgent when the service or failure has upper level or command management attention e.g., a burst water service, a blocked or broken lavatory system, roof leak, unsafe electric fittings, lights or electric sockets not working, cracked bath or WC cistern causing water seepage, loss of drinking water, partial loss of power to room or area, blocked drains (excluding the main drainage), fault on external doors and windows that may compromise security, faults on internal doors that may compromise security.

Routine Calls: Service calls will be classified as routine when the work does not qualify as an emergency or urgent call. Normal maintenance or service item that does not pose an immediate risk to facilities, systems, equipment or components e.g., small repairs to doors, windows or kitchen units, dripping taps. Cracked roof tiles. Leaking or blocked gutters, replacing sanitary fittings, etc.



January 2022

STORES / WAREHOUSES MANAGEMENT MANUAL



HAMEN Consultancy Services PLC

✉ mengistubirhanu@yahoo.com

☎ +251 911 786 463 / +251 930 011 914

☎ +251 911 786 463 / +251 930 011 914

📍 CMC Road, Near St. Michel Church,
TAZ Building, 5th Floor, 5B

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ABBREVIATION

IAIP	Integrated Agro Industry Park
PM	Preventive Maintenance
RIPDC	Regional Industrial Park Development Corporation
RTC	Rural Transformation Centre
EMP	Environmental Management Plan
EMoP	Environmental Monitoring Plan
ESIA	Environmental and Social Management

1. DEFINITION OF KEY WORDS

Store/Warehouse management is the process, control, and optimization of warehouse operations from the entry of inventory into a warehouse — or multiple warehouses — until items are moved, sold, or consumed. It ensures that stocks are stored properly to minimize losses in both quantity and quality.

Stores/Warehouses is a large building at IAIP/RTCs where agricultural produce of different types comprising cereals, honey, wax, egg, fruits and vegetables, coffee, etc. to be used as raw materials to agro-processing industries at IAIP or manufactured goods are stored until they are exported to other countries or distributed to shops to be sold.

Rental Agreement: means the “Rental Agreement of RIPDC” executed by and between the RIPDC and the lessee for the rental of stores/warehouses constructed by RIPDC within IAIP and RTCs.

Lessee is the one who has the occupation or temporary possession of a store/warehouse building from RIPDC.

Move-In is taking possession of the store/warehouse of RIPDC through rent.

Move Out is leaving the store/warehouse of RIPDC and using the store/warehouse somewhere else.

Lessee Hand Book: is a guidebook annexed to the lease agreement to help clarify and explain the laws regarding the rights and obligations of RIPDC and lessees. It is used as a guide and is not intended as a final authority or source of legal advice.

Eviction is the act of forcing a lessee to leave the store/warehouse of RIPDC; expulsion is usually done because he/she has failed to comply with the terms of the lease.

Breach of Lease is failure to comply with any of the terms of the rental agreement by either party.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions. Reactive Maintenance includes emergency, urgent, and routine maintenances.

Planned maintenance – the actions performed to retain an item or asset in its original condition as far as practicable by providing systematic inspection, detection, and prevention of incipient failure. Preventive maintenance is normally programmed.

Cyclic maintenance is a replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc.

Fit-out is the term used to describe the process of making an interior space suitable for occupation. In other words, it's the electrical, mechanical, decorating, and furnishing undertaken by the lessee that's leasing the store/warehouse from RIPDC.

2. SCOPE AND PURPOSE OF MANUAL

Warehousing is a key post-harvest activity aimed at facilitating the marketing of agricultural commodities and products. The unit plays a key role in value addition, safeguarding stocks, and product distribution. RIPDC has invested a great amount of money in establishing a Warehouse/store infrastructure for wax and honey, egg, milk, vegetable and fruit, cereals, livestock, etc. storage until they are processed by agro-processing industries at IAIP. The storage/warehouse at IAIP also store products of agro-processing industries until they are dispatched to the local and export market. It prevents a significant amount of post-harvest losses, bring quality in the supply chain, protect farmers from low prices who had no option but to sell their agricultural produce immediately after harvest at prevailing local market prices, for fear of it getting spoiled, protect agro-industries from shortage and poor quality of raw materials, etc. It also protects the finished product from spoilage until dispatched to consumers. Hence, proper management of this important infrastructure by involving all stakeholders is crucial for achieving the overall objective of setting up IAIP and associated infrastructures.

This Store/Warehouse Management Manual is hence prepared to RIPDC and operator of IAIP and RTCs for the management of store/warehouse constructed in IAIP and RTCs by clearly defining the scope of service, ownership transfer modality, management options, roles and responsibilities of actors, the relationship between RIPDC and lessee and finally setting fair and market rental price.

3. MANAGEMENT MODEL

There are three models of management of stores/warehouses (bulk and cold stores) in IAIP and RTCs keeping into consideration the scope of service of management of store/warehouse:

1. **Own management** – RIPDC shall recruit competent professionals in the field and manage all the operations and maintenance of the store/warehouse.
2. **Transferring ownership through rent** – The store/warehouse shall be transferred in rental arrangement to either Private sector who has experience in the store/warehousing operations especially in cold chain or Cooperatives/unions who has a strong relationship with member smallholder farmers and reach them easily to get agricultural produce.
3. **Outsourcing the store/warehouse operation (Management Contract)** – under this management model, RIPDC will enter a management contract with an experienced and knowledgeable private service provider in the field to manage the complete store/warehouse operation. The contract includes maintenance of the cold store infrastructure with a fixed fee plus a performance-based incentive.

The comparison of these three management modalities is given in Table 4.1.

Table 3.1: Comparison of the Three Management Models

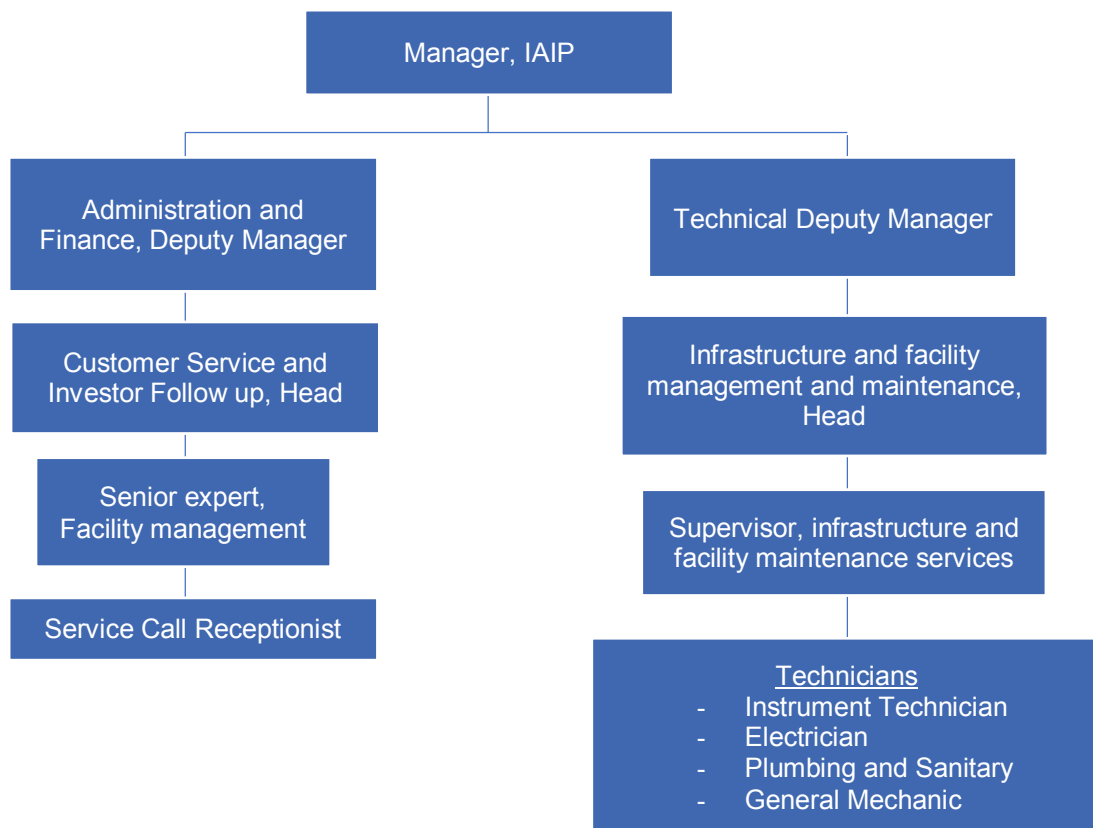
S/N	Management Model	Advantage	Disadvantage
1	Own force management	<ul style="list-style-type: none"> - Helps to integrate support being rendered by agri input center, agri equipment center, and marketing information center at IAIP/RTC with the store management system so as to meet the quality and quantity requirement of stakeholders in the value chain of agricultural produce till it reaches to consumers. - Can receive complaint on the service directly from service receivers such as smallholder farmers, cooperatives/unions, enterprises operating in IAIP and respond to them in a short time by itself and involving relevant stakeholders in supply chain. - Protects the smallholder farmers from getting lower price - Can provide the store/warehouse service at competitive price for smallholder farmers as well as enterprises at IAIP - Can evaluate its performance on regular basis and strive in continually improving the service being rendered by store/warehouse that meet both national and international standard and specific requirement of IAIP enterprises and their customers. 	<ul style="list-style-type: none"> - Complex to deal with many small holder farmers on the supply side, enterprises at IAIP on the dispatch side and large amount of operational labor - Deviates from the core business of RIPDC - Difficult to get skilled professionals in the field - Lack of experience in the field result in loss of product in quality and quantity.
2	Transferring through rent	<ul style="list-style-type: none"> - Relieve IAIP/RTCs management from the complex management of store operation and help to focus on their core business. - The operation and maintenance of stores/warehouses and associated infrastructures especially cold stores can be managed with experienced private sector in the field - Renting to experienced private service provider ensures quality and quantity agricultural produce and product by minimizing loss in storage and keep quality during storage. It can meet the requirement of both national and international standards and IAIP and their customers' requirements. - Can help in transferring knowledge in the field through training - Involving the cooperatives on the supply side i.e., RTCs will help to protect the member farmers from getting lower price on one hand and supplying improved seed, fertilizer, extension service, agricultural equipment, etc. in collaboration with the producing industries through contract farming on the other hand. 	<ul style="list-style-type: none"> - Cooperatives/Unions lack knowledge in management and operation of store/warehouse in general cold store in particular. - Needs extensive promotional effort to get experienced service providers that meets the requirement of IAIP Enterprises
3	Outsourcing the store/warehouse operation (management Contract)	<ul style="list-style-type: none"> - Relieve IAIP/RTCs management from the complex management of store operation and help to focus on their core business. - Ensures quality and quantity agricultural produce and product by minimizing loss in storage and keep quality during storage. - Can help in transferring knowledge in the field through training - Will protect the smallholder farmers from getting lower price since the management consultant only involve in the store/warehouse operation and management 	<ul style="list-style-type: none"> - It will be costly and same is transferred to the consumer i.e., small holder farmer - It is not sustainable since it is expensive - Enforce IAIP/RTC to operates with loss at the early stage of park operation (low occupancy rate)

The second management model is recommended for RIPDC in managing stores/warehouses at RTCs and IAIP. In this arrangement, stores/warehouses at RTCs will be rented to cooperatives/unions and stores/warehouses at IAIP will be rented to experienced private service providers or enterprises. A twinning arrangement between cooperatives/unions and experienced private sector will take place to share experience and knowledge in the field to improve the efficiency and effectiveness of store/warehouse management of cooperatives/Unions. This arrangement will also help the private service provider at IAIP to deal with cooperatives/unions than many smallholders.

4. ORGANIZATIONAL STRUCTURE, STAFFING PLAN, ROLES AND RESPONSIBILITIES

Organizational structure determines how the roles, power, and responsibilities are assigned, controlled, coordinated, and how information flows between the different levels of management. Hence, the development of an organizational structure for the management of stores/warehouses at RTCs and IAIP with the selected management models needs a definition of all activities of the service. It defines the services to be carried out by cooperatives/private service providers (lessee) and managed by RIPDC, regrouping and arranging activities into a manageable functional unit and organizing them by clearly defining the authorities and responsibilities of each functional unit. Accordingly, the organizational structure of the in-house management team of RIPDC for effective management of stores/warehouses is given in Figure 4.1. The detail of the minimum qualification and roles and responsibilities of workers of RIPDC is given in Residential Building and Houses administration and management manual.

Figure 4.1: Organization Structure for management of stores/warehouses



Note: the above organizational structure can serve for the management and operation of the whole facility of IAIP and RTC in addition to the store/warehouse.

Role of Lessee

- Pay rent and management fees timely
- Make sufficient provision for the safe and efficient disposal of all solid wastes, including, but not limited to, pollutants generated from its warehouse/store operation, for the requirement and satisfaction of RIPDC and the relevant governmental authorities.
- Separate solid waste that is generated in its Plot into domestic, non-hazardous industrial, and hazardous solid waste and keep them in containers or outdoor trash containers.
- Ensure that the said containers or outdoor trash containers are placed away from the neighbouring premises.
- Bring separated solid waste at temporary deposit area duly authorized by RIPDC for removal and disposal of solid waste to a landfill site or other disposal systems applied by the city administration.
- Keeping a record of the maintenance of fire extinguishing and protection equipment available for inspection by RIPDC.
- Pay for solid waste collection fee to be set by RIPDC
- Keep the quality limit of wastewater discharged from its plot into the wastewater pipeline set by RIPDC
- Provide security and safety in the store/warehouse facility
- Implement all of its activities in conformity with EMP and EMoP described in the certified ESIA report at the level of an individual company. The cooperatives/ private service providers shall manage environmental issues during operation periods in compliance with the approved EMP.
- Report maintenance requirements timely and cooperate with the maintenance team while maintenance is carried out.
- Manage the operation of the warehouse/stores that covers receipt, store, retrieve, issue, record, control, verification, housekeeping, pest control, fire, and security service, etc

Role and Responsibility of RIPDC

- Conducting ESIA study and receiving environmental clearance certificate for the entire IP.
- Issuing occupancy permit and fire safety certificate to the lessee
- Check the quality of wastewater at the discharging point of the lessee not to exceed the set quality parameter by RIPDC.
- Regularly inspect store/warehouse at a planned interval to see that fire extinguishing instruments meet the standard
- Establishing background data on physical parameters of the store/warehouse building assets
- Recording, planning, controlling, and reporting of maintenance activities
- Lessee file maintenance and record-keeping
- Monitor the store/warehouse operation against the objective of its establishment (complaint handling, structured survey)
- Managing the Lessee and owner relationship
- Determine an accurate rental rate by evaluating the property and gathering data on the rental rates of a similar facility in the area

- Screening and selection lessee by performing a background check of the lessee such as name, profile, business plan, financial capability, experience and knowledge base in the field, etc.
- Move-in lessee by drawing leasing agreement, performing a detailed move-in inspection, and collecting first term's rent and security deposit.
- Collect rent, water, and other utility bills, solid and liquid waste treatment and disposal fees, management fees, parking fees timely and send out pay or quit notices and enforce late fees.
- Manage eviction process which comprises filing relevant paperwork for legal action, representing the park in the court, and coordinating with law enforcement to remove lessee and lessees' possessions from unit
- Perform periodic inspections (Inside and outside) on a predefined schedule looking for repair needs, safety hazards, code violations, lease violations, etc., and report to the concerned authority.
- Manage lessee move out which includes inspection of the unit and compare with move-in inspection, provide the lessee with a copy as well as estimated damages, return the balance of the security deposit to the lessee, clean unit and perform and needed repairs or upgrades, re-key the locks and put the property back on the market for rent;
- Maintenance of rented store/warehouse building and associated machinery and equipment which involves mobilization of the necessary labor, material & machinery for carrying out actual maintenance operations for rehabilitating the buildings which are identified to be none or less suitable for the intended use.

5. WAREHOUSE MANAGEMENT PROCEDURE

5.1. Application

The prospective lease shall fill out the application form which contains a profile of the lessee, financial standing, experience, business history, etc., and submit it to RIPDC.

5.2. Verification

RIPDC shall perform a background check to verify identity, experience in the field, financial capability, business plan, etc., evaluate the information given by the lessee and decide for accepting the lessee within 10 working days from the date of submission of application. Inform lessees who were turned down in writing explaining the reason for rejection. When you make your choice, create a file for each new lessee with their lease application, verification of the application, and a signed copy of the lease. Lessee file also includes the following:

- Any lease addendum or rent amendments.
- Unit inspection notices and maintenance records
- Incident reports, lessee complaints, memos, and letters from management
- Rent Notices and all legal correspondence and documents

5.3. Inspection

Lessees have the right to expect their store/warehouse to be clean and in good condition. To protect RIPDC and the lessees, the senior expert for facility management shall walk through the store/warehouse with the lessee and complete the Move-In inspection form before they move in. Use the same form to do another walk-through to record any damage when the lessee moves out.

5.4. Set Rent

RIPDC will study the local rental market for store/warehouse and constantly compare its store/warehouse to similar rental facilities in the area to set a price that is fair and competitive. The lessee shall pay separately management fee (common facility management, infrastructure management, and maintenance, security, cleaning landscaping and greenery, fire brigade, etc.), utility bills (water, electricity, and telecommunication), parking in common parking area, and liquid waste and solid waste treatment and disposal.

5.5. Signing Rental Agreement

A Rental Agreement is a written agreement that defines the rights and responsibilities of RIPDC and a lease shall be signed between RIPDC and the selected lessee.

5.6. Security Deposit

A security deposit is any money, including payment of the last month's rent, taken by RIPDC, in advance of the time it is due, to protect RIPDC against damage caused by lessees (normal wear and tear accepted), non-payment of rent, and/or damages incurred by RIPDC if the lessee breaches the lease.

The total amount of the security deposit will be the equivalent of three months' rent.

5.7. Occupancy Permit

The lessee shall be given with all the necessary keys, occupancy permit, and a Lessee Hand Book (**See Annex 2**) to let them know their rights and responsibilities, and how to take care of the store/warehouse and associated infrastructure. Accordingly, the IAIP management/operator should:

- In view of the goals to be achieved by granting occupancy permit, determines those enterprises that are eligible to operate store/warehouse business;
- Ensure that those eligible persons (or their employers) hold legal and valid investment or work permit before the issuance of certificate of residence;
- Issue occupancy permit which should accompany the terms and conditions that should be complied during the project life (lessee hand book)
- Revoke occupancy permit when the terms and conditions are violated.

5.8. Rent Collection and Adjustment

RIPDC shall collect rent through wire transfer, online or setup automatic monthly bank transfer. RIPDC shall expect rent to be paid on the first day of the month. A grace period may extend through the 31st day of the month. Any longer than that will be late payment and subjected to penalty and it is subjected to eviction after six months of the due date. The following guidelines shall be used in collecting rent:

- Only the designated finance officer shall collect rent and this has to be communicated to the lessee
- Amount and method of rent collection has to be defined in the rental agreement to be entered between lessee and RIPDC
- Copy of the deposit sheet and all rent payment documents has to be filed properly
- The rental agreement shall indicate the date on which the rent payment is due each month
- The senior expert for facility management should send a first notice to lessees who have not paid their rent in full on the date specified in the rental agreement (by the end of the 31st day of the month)

Adjusting rent is all about monitoring the local market data on a regular basis. To keep your rates competitive in the market, you should review rates at least once in three years.

5.9. Maintenance

Maintenance with respect to store/warehouse shed and associated equipment of RIPDC's property includes reactive, planned and cyclic maintenance work activities. The procedure of handling reactive maintenance is given hereunder.

5.9.1. Maintenance Requests

RIPDC shall receive maintenance request through e-mail, text message, and call center receptionist, using Maintenance Request Form.

The following procedures shall be followed for treating service call maintenance.

1) Service call reception & classification

The service call receptionist will receive service call requests during regular working hours or (off regular working hours if necessary) and classify each call based on the definitions provided below. A requested maintenance work shall be transmitted to senior expert for facility management who in turn transfer to the facility maintenance supervisor using the Service Call Work Authorization Form containing the time and date of transmission. Calls shall be considered received by the maintenance personnel at the time and date of this transmission. If the call is classified as emergency, service call receptionist will notify the facility maintenance supervisor by phone that an emergency call has been received and that a Service Call Work Authorization is being transmitted. Hence service call receptionist has to be conversant with the building maintenance works.

Service calls are classified as Emergency, Urgent, and Routine service calls depending to the urgency of the maintenance work because of their nature (**see Annex 1**). Hence, the service call receptionist should have the required skill to understand the requester's information given through telephone and based on this information, classify each service call as per the definition provided above.

2) Response to Service calls

The maintenance crew of RIPDC shall have procedures for receipt of service call, work authorizations from the service call receptionist during regular working hours, and receiving and responding to emergency and urgent service within the specified response time seven days a week, including weekends and holidays. The response time by the maintenance crew shall vary depending on the type of service calls; Emergency, Urgent or Routine calls.

3) Completed calls

Within one working day after completion of each service call, Add the following information to the service call work authorization form and return to the call center receptionist:

- Description of work actually completed.
- Brief description of material and parts used, including quantities.
- Date and time work began.
- Date and time work were completed.
- Hours of labor (by technician) expended.
- Signature or initials of the maintenance personnel performing the work (or supervisor), indicating the work has been completed.

5.9.2. General Requirement and Procedures for Preventive and Cyclic Work

Preventive maintenance work includes preventive maintenance inspections and fixing it timely when failure or potential failure is observed. This activity shall be performed by maintenance crew. The maintenance crew shall maintain sufficient parts, materials, and equipment on hand to perform all recurring work as specified. Lack of availability of parts, material, or equipment will not relieve RIPDC from the requirement to complete work within the time limits and quality standards. Preventive

works are relatively small maintenance and correction work that is being done based on the results of periodic inspection of store/warehouse.

If the maintenance request cannot be performed by in house maintenance crew they should forward the Maintenance Request Form to the senior expert for facility management, who can either issue a work order to a contractor or (for large jobs) get three bids and issue a purchase order to the winning contractor after getting approval of the customer service department head.

Contractors bid a fixed unit price to perform one occurrence or a given quantity of each contract line item. Payment for this type of work is calculated by multiplying the unit price times the number of units performed. Because each order for indefinite quantity work is paid for separately, each task order must be inspected and accepted as being satisfactorily completed before payment can be made. Two distinct categories of indefinite quantity work can be included in this system, namely:

- **Unit Priced Tasks:** Bid prices for unit priced tasks include all labor, material, and equipment for performing a given quantity of work, such as painting one square meter of wall or replacing one square meter of floor tile. The unit prices bid is multiplied by estimated quantities of units to be ordered during the contract term, but only for the purpose of bid evaluation; payment is made only for work as ordered and satisfactorily completed.
- **Unit Priced Labor:** This type of indefinite quantity work, which is also referred to as "level of effort work", should be used only in connection with maintenance, repair, and alteration of facilities, and then only when such work cannot be identified in advance in sufficient detail to be included in the unit priced tasks portions of the contract. The labor hour unit prices bid includes all costs to perform the work required, except for material and equipment related costs. The Contractor is reimbursed for the direct cost of materials and equipment, plus a mark-up (fixed burden rate) to allow for material handling costs.

5.10. Evictions Process And Enforcement

RIPDC should be committed to provide quality management and service to all lessees without any discrimination. However, when the effort of RIPDC fails and lessee repeatedly violates the terms of tenancy, RIPDC should promptly exercise its legal rights up to and including termination of tenancy. Only CEO of RIPDC should have the authority to authorize legal action. Eviction process starts when the lessee fails to pay rent or breaks one or more of the terms of a rental agreement or other reasons such as illegal sublet, non-primary lessee, illegal use, or expiration of lease where no renewal is mandated by law. The eviction processes are:

5.10.1. Written Quit Notice

The lessee shall be issued one of the three types of quit notices namely; cure or quit, pay or quit, and an unconditional quit depending on the lessee breach of contract. These quit notices are described as follows.

- **A written cure or Quit notice** shall be given when a lessee violates terms and conditions within the rental agreement.

- **A written pay rent or quit notice** shall be given when a lessee failed to pay rent for six months. Although the standard grace period is 30 days, this notice allows you to set a certain date that rent is expected, or the lessee to leave the property.
- **A written an unconditional quit-notice** should be used if there is proof of the lessee has broken the rental agreement many times, has failed to pay rent for six months, damages the property, or is participating in illegal activity on the property. This notice removes the chance of rectifying the situation or allowing grace period and is ultimately asking the lessee to vacate the property by a stated date.

The written notice must be delivered in person or left in clear view to be legitimate. Three days after notice is given or oral demand for the rent or cure is made, RIPDC will file a non-payment or break of rental agreement proceeding at Court.

5.10.2. Litigation

After a quit notice or written notice is issued, the lessee has a set period to solve the problem or vacate the property. If the lessee fails to rectify the situation (or move out), you can then take the case to the Court. By taking the situation to the court, you are filling a property owner-lessee complaint to request possession of your property as well as payment for unpaid rent or damages.

5.10.3. Vacating the Property

If all goes well and you win re-possession of your property, you are now able to enforce the possession and give the lessee a set amount of time to vacate the property. If the lessee fails to vacate the property, a law enforcement officer will enforce the lessee to leave the property.

5.11. Move Out Inspection

A move-out inspection will be performed by the senior expert for facility management. The lessee has the right to be present at the time of inspection to determine if any damage has occurred to the property. The lessee needs to notify RIPDC by address fifteen (15) days prior to the lessee's date of moving, if it wants to be present for this inspection. The notice must contain the lessee's intention to move, date of moving, and new address. Upon receipt of this notice, RIPDC shall notify the lessee in writing by its address of the time and date when the property will be inspected. The inspection date must occur within five days before or five days after the date of moving as designated in the lessee's notice. The following procedure shall be followed before termination of rental agreement:

- Ensure that all outstanding payments, fees, invoices and lease payments are settled and cleared with the finance department of RIPDC;
- The lessee returns all facility keys to the concerned personnel of operation department of the RIPDC;
- The lessee returns all issued passes and IDs to the concerned personnel of operation department of the corporation;

The following procedure applies to clearance of rented store/warehouse shed:

- The lessee provides Facility management senior expert of operation department of RIPDC with clearance letters from all utility providers (i.e., electricity, water, telecommunication, sewage, etc.);
- The lessee obtains clearance from the financial department of the corporation that all outstanding dues have been paid;

6. WAREHOUSE RENT DETERMINATION

6.1. Price Objectives

As indicated earlier among the available alternative models for management of stores/warehouses transferring ownership through rent to either the private sector who has experience in the store/warehousing operations or to selected cooperatives/unions.

Hence, the IAIPs/RTCs will not be involved in the day-to-day operation of the stores/warehouses and will only rent out the facilities to third party service providers.

Accordingly, in determining the rental price of stores/warehouses, the over-arching goal is fair return based on market values. Consequently, rental prices should reflect the prevailing rental prices on the local market and enable the developer to recuperate the incurred investment cost in order to enable the financing of future expansion, upgrading needs, plus a reasonable profit margin.

6.2. Selecting Benchmarks

As indicated earlier rental price of the stores/warehouses should reflect the prevailing rates in the local market. Hence, a benchmark price is required. In general, the current rental price of similar properties is a good indicator of the level of balance in demand and supply of stores/warehouses space and more importantly, the value of the property that is being rented.

Nevertheless, the price of real estate products such as stores/warehouses is highly affected by locational factors such as accessibility, current and future development potential, availability of infrastructure etc. Despite being associated with a specific location, due to the heterogeneous nature of the real estate products, the value of two properties might significantly differ from each other within the same location as value is differentiated essentially by size, functionality, proximity to infrastructure etc.

Accordingly, the current rental price of similar properties in the geographical area where the IAIP/RTC is located should be used as a benchmark price. Nevertheless, the business opportunities that will be created due to the agglomeration of economic activities in and around the IAIPs should also be considered.

6.3. Stores/Warehouses Rental Rate Setting Methodology And Procedure

The procedure for the estimation of the optimal stores/warehouses rental rate is described as follows:

- Estimate the total investment cost of the stores/warehouses;
- Select the time period, with in which, the investment cost should be recovered (usually 20 years);
- Set reasonable profit margin targets;
- Calculate the rental rate required for recovering the investment cost, plus the target profit margin, within the assumed timeframe;
- Consider the concept of time value of money (TVM), which requires an appropriate discounting rate, that have to be calculated based on CAPM or WACC;
- Calculate the effective rental rate that will allow the recovery of the investment cost plus the target profit margin, within the assumed recovery period, in terms of present value;
- Compare the identified rates from cost recovery point of view with the rental rates in the surrounding area i.e., the benchmark rate; and
- Keeping in mind the overreaching objectives of developing the IAIPs, set an optimal rental rate.

Considering that the business of the parties that rent the stores/warehouses depends on the occupancy level of the IAIPs/RTCs, the rental rates charged by the IAIPs/RTCs should be incremental as per the projected occupancy level of the IAIPs/RTCs.

ANNEXES

Annex 1: Classification of maintenance call

Emergency calls: Service calls will be classified as emergencies at the discretion of the service call receptionist. Generally, emergency calls consist of correcting failures that call for immediate danger to personnel (fatality), high risk to damage of property, or threaten to disrupt activity operations, e.g. water on electrics, major water leak resulting in flood and immediate danger to the structure, services or fixtures/fittings, power loss, the smell of burning (electrical), major structural damage; such as ceiling collapse, main drain blockage, lighting fault on the store/warehouse, landings and incidents likely to be a health and safety issue etc.

Urgent calls: Generally, urgent calls consist of providing services or correcting failures that do not immediately threaten personnel, property, but will soon inconvenience and/or affect the health or wellbeing of personnel, lead to property damage, or lead to disruptions in operations. Urgent Maintenance Requests warrant immediate response to mitigate the situation before conditions escalate or worsen. Calls will also be classified as urgent when the service or failure has upper level or command management attention e.g., a burst water service, roof leak, unsafe electric fittings, partial loss of power to store/warehouse or area, blocked drains (excluding the main drainage), fault on external doors and windows that may compromise security, faults on internal doors that may compromise security.

Routine Calls: Service calls will be classified as routine when the work does not qualify as an emergency or urgent call. Normal maintenance or service item that does not pose an immediate risk to facilities, systems, equipment or components.

Annex 2: Lessee Handbook

RIPDC-Lessee Relationship Basics

The RIPDC-Lessee relationship is governed by regional and federal laws. In the RIPDC-Lessee relationship, each party has rights and responsibilities that emanate from the law and the lease agreement.

Obligations of RIPDC

RIPDC must:

- Keeping the rented store/warehouse clean and in good sanitary condition, and shall make good any damages caused to the property arising from the Lessee's operations in the premises.
- Keep the exterior of the rented store/warehouse in good substantial condition and carrying out all structural repairs.
- Keep the following areas of the rented store/warehouse in good repair and decorative order:
 - The outside and main structure of your store/warehouse
 - The common areas of the store/warehouse
 - The plumbing and electrical systems provided by RIPDC
- Comply with Federal, Region, and local laws relating to agricultural produce storage buildings

- Keep all common areas of the rental store/warehouse building in a clean and safe condition;
- Maintain electrical, plumbing, and other equipment in good working condition. This includes any appliances that are in the store/warehouse building when the lessee moves into it;
- RIPDC will be expected to fix all the defective and dangerous conditions in the rented store/warehouse within ten (10) working days upon receipt of the formal notification. If RIPDC fails to respond within ten (10) working days, or repairs are not completed in a timely manner, the Lessee has the right to make the necessary repairs after submitting the cost of the repair to RIPDC, and to deduct the cost from rent payments.
- Be responsible for the safety of RIPDC's property, building maintenance, and/or repairs to the warehouse, unless the Lessee, its contractors, or its employees have caused the damage.
- Transfer to the Lessee possession of the rented store/warehouse clean, dry, and in good useable order for the purpose of storage of food commodities.
- Provide a responsive and effective repair and planned maintenance service and report on the performance against set standard
- Maintain all appliances that are provided with the property. This would include such things as shelves, refrigerators, and air conditioners.
- Make sure common solid waste and liquid waste treatment and disposal is available.
- Supply utilities (water and electricity) as reasonably required for use by the lessee. The lease agreement determines responsibility for payment of utilities;
- Establish store/warehouse facility complying national and international requirements
- establish parameter for effluent and monitor the quality of wastewater entering into the common waste water treatment plant.
- Check the quality of the tenant's wastewater at the point of discharge into the IAIP's and RTCs' drain, sewer line and common effluent pipeline.
- In case that the waste quality exceeds the standard, RIPDC shall periodically monitor the wastewater quality discharged from each tenant plot by random sampling. Water quality test fee shall be included in the monthly operation and maintenance cost of the tenant.
- If it is found that the discharged wastewater from the tenant's plot does not meet the standard requirement stated and/or Ethiopian standards, RIPDC shall be entitled to prohibit the tenant from discharging wastewater into the IAIP's and RTCs' pipeline. Without prejudice to any right of RIPDC to terminate the Utilization Agreement or Lease Agreement, the tenant shall then be held responsible for all claims and payments made by RIPDC relating to any damage to the IAIP's and RTCs' pipeline, treatment plant and other systems.
- Have the right to stop water supply to the tenant concerned. The tenant shall be held liable for any environmental damage or clam by any third party including, but not limited to neighbouring communities and premises, residents in surrounding areas and/or the relevant authorities.
- Provide lessees with at least 24 hours' notice before making non-emergency repairs;
- Provide at least 72 hours' notice prior to any scheduled inspection;

- Provide contact name and number of the call centre receptionist to lessees for someone who is available at all times in an emergency;
- Comply with all other provisions that may be contained in the lease; and,
- Provide the lessee with the name, address and telephone number of the person who is authorized to accept notice or legal service of process on behalf of the RIPDC. This information must be contained in the written lease or posted in a conspicuous location on the property.

Obligations of Lessees

Lessee must

- Pay rent timely in accordance with the lease agreement;
- Keep the rented store/warehouse building clean and sanitary;
- Keep plumbing fixtures clean and sanitary and operate all electrical and plumbing fixtures properly;
- Be responsible for hiring security to guard the property and assets within the rented store/warehouse during the duration of this agreement.
- Provide labour and manpower for the handling of the material in the store/warehouse and housekeeping of the store/warehouse.
- Make sufficient provision for the safe and efficient disposal of all wastes, including, but not limited to, pollutants generated from its warehouse/store operation, for the requirement and satisfaction of RIPDC and the relevant governmental authorities.
- Separate solid waste that is generated in its Plot into domestic, non-hazardous industrial and hazardous solid waste and keep them in containers or outdoor trash containers.
- Ensure that the said containers or outdoor trash containers are placed away from the neighbouring premises.
- Bring separated solid waste to a temporary solid waste deposit, where a company duly authorized by RIPDC for removal and disposal of solid waste to landfill site or other disposal systems applied by the city administration.
- Pay for solid waste collection based on the amount of water bill.
- Provide security and maintain safety prevention measures and devices suitable for operations within the warehouse/store.
- Be responsible for fire protection in compliance following regulations and standards:
 - Proclamation No. 624/2009 Ethiopian Building Proclamation;
 - EBCS 13: Fire Precautions during Building Construction Design, Works and Use
 - The international standard of the National Fire Protection Association or NFPA 5000, 2015 Edition and other complementary NFPA standards; and,
 - Fire-Fighting Guideline to be prepared by RIPDC
- Inform to the IAIP call centre worker promptly of any defects or problems at the rented store/warehouse building and associated infrastructure;
- Permit access to the maintenance worker for non-emergency repairs when proper notice (at least 24 hours) is given by the Customer Relation Head of IAIP;
- Permit access to the IAIP maintenance workers for scheduled inspections (at least 72 hours' notice);

- Not damage or allow anyone else to damage the rented store/warehouse building;
- Dispose of trash in a clean and sanitary manner by placing in appropriate container and containers are not to be out of the storage area except on trash pickup days;
- Consult and agree with RIPDC before doing any repairs and alterations to the rented store/warehouse.
- Comply with all other provisions contained in the lease.

Helpful Hints

Lessee

- Keep the lines of communication with the IAIP open. It is much easier to get issues resolved if a spirit of cooperation exists between IAIP and lessee;
- Inspect the store/warehouse building with the senior facility management expert at move in and make detailed notations of any problems. Take photographs and video of the property at the beginning and ending of the tenancy;
- The Lessee shall have the right to display on the store/warehouse a nameplate or sign, in position and of size acceptable to RIPDC, showing the Lessee's name and any other details.
- Reserves the right to accompany RIPDC at all times while on the store/warehouse.
- Report any maintenance problems promptly to IAIP call centre receptionist and put the request for repairs in writing;
- Make all requests of IAIP in writing and keep copies of all correspondence;
- Always pay the rent on time. The Lease states that rent is due on the first of the month, and it is late on the second. If rent is paid after the first, it is late. IAIP can sue for Failure to Pay Rent after 10th of the month. Not paying the rent on time constitutes a breach of lease. Repeated untimely rent payments can be the basis for not renewing a lease and can make it difficult to obtain housing in the future;
- Always get a written receipt for rent payments and maintain a record of those payments;

RIPDC:

- Keep the lines of communication open with the lessee and the lessee community. It is much easier to get issues resolved if a spirit of cooperation exists between RIPDC and lessee;
- At move-in, inspect the property with the lessee, and make detailed notations of any problems that exist. Take photographs and video of the property at the beginning and ending of the tenancy;
- Make all requests of the lessee in writing and keep copies of all correspondence;
- Respond to requests from the lessee in a timely manner;
- Keep records of all responses to lessee requests for repairs to the store/warehouse building;
- It is advisable not to let lessees get too far behind in rent payments.
- Remember: rent is due on the first of the month; it is late on the second. A lessee can be sued for Failure to Pay Rent after the 10th of the month if no

payment is received;

- Always give lessees a written receipt for rent payments and maintain consistent and accurate accounting records of all rental and other payments;
- If you sue a lessee for Failure to Pay Rent and the lessee subsequently pays the rent, notify the court immediately. It is illegal to knowingly obtain a judgment once the rent has been paid; and
- Screen your lessees before signing a lease.

Prohibited Actions

RIPDC shall not

- terminate a tenancy, decrease any services provided for in the lease or increase the rent merely because a lessee exercises its rights stated in the lease agreement or lessee handbook
- Evict a lessee without following proper judicial process.
- Issue a lessee a notice to vacate based on the lessee's race, colour, national origin, religion, sex, marital status, source of income, sexual orientation, or age.

Lessee shall not

- Carry out fit out work without the prior approval of RIPDC. They have to take sufficient measures to protect all the facilities of the store/warehouse building when they move materials and carry out renovation work. lessees will be responsible for any damage caused.
- Erect in any part of the building any flagpoles, banners, signs and antennas and any other items such as advertising and neon lights in any conspicuous parts of the building, except those that are said in the lease agreement Without the consent of RIPDC.
- Leave their belongings or do any other acts that interrupt the order in the common areas. The packing and unpacking of goods should not be done outside the leased unit. No lessees' employees, agents, contractors or visitors are allowed to obstruct the common passages.
- Store any weapons, ammunition, gunpowder, fireworks, radiated products, contaminants and other dangerous goods, inflammable, and explosive materials in the building.
- Utilize any alternative sources or methods of sewer discharge. Lessee shall utilize the common wastewater discharge pipeline as provided in the IAIP and RTC by the RIPDC.

Security Deposits

A security deposit is any money, including payment of the last month's rent, taken by RIPDC, in advance of the time it is due, to protect RIPDC against damage caused by lessee (normal wear and tear accepted), non-payment of rent, and/or damages incurred by RIPDC if the lessee breaches the lease. The total amount of the security deposit cannot exceed the equivalent of three months' rent.

RIPDC must give the lessee a written receipt for payment of a security deposit. RIPDC is required to retain a copy of the security deposit receipt for a period of two years after the end of the tenancy.

The receipt for payment of the security deposit must contain a notice informing the lessee of the following:

- Their right to have the rented store/warehouse building inspected by senior expert facility management in the lessee's presence for the purpose of making a written list of damages that exist at the beginning of the tenancy. The lessee must request an inspection by certified e mail or in writing in paper within 15 days of the lessee's occupancy;
 - Their right to be present for a final walk-through inspection of the rental property if the lessee notifies RIPDC by certified e mail or in writing in paper at least 15 days before the date of the intended move out. This notice must contain the intended move-out date and the lessee's new address. RIPDC is obligated to conduct this inspection within five days before or after the lessee's intended move out date. RIPDC is obligated to notify the lessee in writing by certified e mail or in writing in paper of the date of the inspection;
 - Their right to receive, within 45 days after the termination of the tenancy, by e mail or in writing to the last known address of the lessee, a written list of the charges against the security deposit claimed by RIPDC along with the actual costs incurred to repair any damages; and
 - RIPDC's obligation to return any unused portion of the security deposit to the lessee's last known address or account number, within 45 days after the termination of the tenancy;
- . Lessee cannot use security deposit for the last month's rental payment.

The Lessee is not considered officially vacated until all the keys, have been returned to the Senior Expert for Facility Management. Rent will continue to be charged and any late charges will accrue until you have vacated completely. Once all keys have been returned to the Senior Expert for Facility Management or the lessee has been lawfully evicted, all items remaining in the unit will be disposed of. Personal property left in the leased unit lessee has vacated or has been evicted is considered abandoned and the Senior Expert for Facility Management may dispose of this property in any manner without notice to Lessee. Lessee must pay an agent for RIPDC's cost of storage or disposal of lessee's property.

Security deposits can be used to repair damage for which the lessee is responsible. However, RIPDC cannot apply the security deposit to normal wear and tear. Normal wear and tear mean the deterioration which occurs, based upon the use for which the rental unit is intended; without negligence, carelessness accident, or abuse of the premises or equipment by the lessee or members of his household or their invitees or guests. Damage can therefore be defined as deterioration that occurs due to negligence, carelessness accident, or abuse of the premises or equipment by the lessee and his/her workers.

Cleaning and Pest Control

Lessee will be responsible for the cleaning and pest control of their rented store/warehouse.

In consideration of the general security issue of the store/warehouse building and the quality of IAIP/RTCs' services, the Customer Service head/facility management senior expert will recommend a particular cleaning company to provide cleaning service for lessee upon request.

If Lessee need to dispose large amount of rubbish, they can inform the facility management senior expert. He will designate manpower to clean up the rubbish in a timely and effective manner at lessee's cost.

If the Lessee retain their own cleaning companies to conduct cleaning work in their units, they have to provide the company information and cleaning time of these cleaning companies to facility management senior expert for better co-operation and management. In this circumstance, RIPDC will not be responsible for the quality of the cleaning work and charges of this cleaning company. If you need any help, please call us at the 24-hour service call centre.

Fire Fighting

- An effective fire alarm and firefighting system shall be established for each warehouse/store building.
- The warehouse/store shall set emergency escape routes and exit signs in a conspicuous place to be always visible.
- There shall be a suitable storage for flammable and inflammable chemicals.
- The emergency escape route of a warehouse/store building shall be easily accessible and shall have international standard exit signs posted to indicate the escape route in case of emergency and shall also have alternative power supply for illumination during power interruptions.
- There shall be a suitable storage for inflammable chemicals.
- Warehouse/store buildings which is used hazardous substances shall be of non-combustible construction.
- Warehouse/store buildings in which a special fire hazard is inherent shall be separated from other occupancies in the building by wall, partition, floor and floor-ceiling assemblies of non-combustible materials.
- Refrigeration system shall be safely located and separated from other portions of the warehouse/store building by fire resistive construction or by detaching them from other portions of the building.
- Fire extinguishing instruments shall be installed by licensed persons having professional certificate.
- The fire extinguishing instruments shall meet the standard, be approved by RIPDC, and regularly inspected.
- Lessee shall keep a record of the maintenance of fire extinguishing and protection equipment available for inspection by RIPDC.
- Fire and Emergency Prevention and Control Directorate of RIPDC issues fire safety certificate.

Environmental Controls

- Lessee shall understand their duty of environmental management provided in “Environmental Policy (1997)”, “Environmental Impact Assessment Proclamation (2002)” and other relevant proclamations and regulations.
- lessee shall make the strongest effort throughout their leasing period of store/warehouse to prevent or mitigate occurrence of environmental impacts on the natural environment and disturbance of living life of neighbouring community.
- While RIPDC is responsible for conducting ESIA study and receives environmental clearance certificate for the entire IAIP and RTCs, the lessee shall implement all of its activities in conformity with EMP and EMoP described in the certified ESIA report at the level of individual company. The cooperatives/ private service providers shall manage environmental issues during operation periods in compliance with the approved EMP.

- Tenant shall not use or generate possibly toxic, source of pollution or different material even it is not listed in Integrated agro industrial park production specification EMP.
- As the awareness on environmental and social considerations of warehouse/store management and workers is the key of sound environmental management, it is recommended to the cooperatives/ private service providers to organize environmental education for them.
- Environmental Expert from Ministry of Environment, Forest, and Climate Change (MEFCC) and RIPDC who are stationed at IAIP and RTC, implement monitoring of environmental and social impacts based on the EMoP. If problems are detected, they give instruction to the lessee who generates negative impacts to take measures to stop or mitigate them. Tenant who receives the instruction must respond to it without delay.

Inspection

When a lessee vacates a rented store/warehouse, RIPDC shall inspect the property for damage. If a lessee wishes to be present for this inspection,

the lessee must

- Send a written notice to RIPDC by certified e mail or in writing in paper;
- Send the notice to RIPDC at least 15 days before the move-out date; and
- State the move-out date and include the lessee's new address.

RIPDC must:

- Respond to the lessee in writing, via certified e mail or in writing in paper, advising the lessee of the date and time of the inspection; and
- Schedule the inspection within 5 days before, or 5 days after, the move-out date given by the lessee. RIPDC will inform the Lessee in advance whenever he/she would like access to the store/warehouse for purposes of carrying out inspections or making repairs.
- Be expected to provide reasonable notice, in any case not less than three (3) days, to the Lessee of his/her intention to access the store/warehouse for inspection or carrying out maintenance.

It is strongly recommended that lessees exercise this right so that both parties are present when the inspection takes place to determine if any damage beyond normal wear and tear has occurred. This inspection will create a written inspection report, detailing the condition of the store/warehouse building.

It is also recommended that RIPDC and the lessee, if present, take time and date stamped photographs of the store/warehouse building as part of this inspection to document the condition of the property. Prepare an inspection report even if no damage is noted. The inspection report should be signed by both parties.

Notices

A working RIPDC-Lessee relationship depends on good communication. Giving and receiving proper notices is essential to maintaining this relationship and avoiding unnecessary costs for both RIPDC and lessee. The notices highlighted below are the most common.

Rent Increase

- A notice of rent increase must be in writing and delivered to a lessee at least 90 days prior to the effective date of the rent increase;
- A lessee may receive only one rent increase in a 12-month period.
- A rent increase notice must be in writing and contain the following:
 - The monthly rent charged immediately preceding the effective date of the proposed increase;
 - The new monthly rent;
 - The percentage of increase;
 - The effective date of the proposed increase;
 - Any other information RIPDC deems necessary in explaining the rent increase.

RIPDC should also advise the lessee that if they do not wish to renew the lease or pay the rent increase, they must give a 60-day notice to vacate.

Waste Handling and Stacking

If the lessees have any bulky waste items they want to dispose of, they can notify our customer service unit or call our 24-hour service call centre, we will arrange manpower to deal with them in a timely and efficient manner. Lessees will have to settle the expenses in the process of disposal. Disposal of any rubbish or waste items are not allowed in the store building or its vicinity. If the lessees breached the above regulations, The management of IAIP/RTCs is entitled to clean up and dispose any rubbish and waste items in any event. The lessees will be responsible for any expenses in the process of disposal by the management of IAIP/RTCs.

Garbage Categorization and Collection

Lessees have to take their garbage to the designated garbage collection area. Do not dispose the garbage or any other items at the fire exits. If any items can be recycled, please put them into the nearby recycle boxes for environmental protection.

Water Pollution Protective Controls

To protect the sewage system and its function and to keep the water quality discharged

from the wastewater treatment plant into the nature, the tenant shall keep the quality of wastewater discharged from its plot into the wastewater pipeline. Following types of water is to be controlled.

- Water containing substances difficult to be treated at the treatment plant (for example, cadmium, chrome)
- Water that causes damage to the wastewater pipelines and treatment facilities (for example, highly acidic water)
- Water containing organic matters in high concentration (for example, oils and fats)

Wastewater Quality

Lessee shall observe the permissible limit for wastewater discharged from its operations into the common wastewater. The tenant shall check the quality of

wastewater at the discharging point not to exceed the set quality parameter by RIPDC.

Air Pollution

The tenant shall consider the air quality emitted from its operation to comply with the air pollution parameters, mentioned in the “Guideline Ambient Environment Standards for Ethiopia” prepared by Environmental Protection Authority (EPA), and the “Emissions Standards for Different Categories of Industry in Ethiopia” prepared by MEFCC, indicating limit value for each type of industry.

Soil Contamination

The tenant shall prevent soil contamination inside and surrounding the rented warehouse/store by effective control of discharge of contaminated solid/dissolved substances.

Odour

The tenant shall prevent generation and spread of bad odour from their warehouse/store operation.

The tenant shall prepare the appropriate working condition for its employees observing Proclamation No. 1156/2019 “Labour Proclamation”. It shall include:

- Prohibition of child labour
- Avoidance of forced labour
- Holyday payment & overtime payment
- Equal training
- Guarantee of establishment of labour union

Work Safety and Human Health

Work Safety

The tenant shall keep safety in compliance with Labour Proclamation No. 1156/2019 by avoiding accidents, injury or death of not only workers, but also visitors and residents of the neighbouring premises and communities.

- Avoiding use of accidental discharge and transportation of inflammable, toxic, explosive, chemical substances;
- Prepare appropriate protection equipment for the workers;
- Periodical checking and maintenance of mechanical equipment and electric facilities;
- Periodical monitoring of air quality, and take immediate action if the result exceeds the standard
- Protection of explosion, fire
- Setting of the meeting point inside the plot where employees escape at emergency
- Training of workers in proper use of the equipment, chemicals and other hazardous items;
- Tenants are required to ensure that workers are properly instructed and informed about different hazards present at the workplace as well as precautions necessary to avoid accident and injury to health. tenants must also instruct workers about the proper use of protective equipment.

- Tenants shall consider the health of workers, visitors, residents of the neighbouring premises and communities.
- Tenant must take appropriate measures to ensure that workers are properly instructed and notified about the risks and imminent danger related to their respective occupations and precautions necessary to avoid accidents and injury to health.
- Medical examination of newly employed workers and those engaged in hazardous work, at tenant's expense, is necessary. Adding to this, it is recommended to implement periodical medical examination of all employees;
- The processes of work shall not be source or cause of physical, chemical, biological, ergonomically and psychological hazards to the health and safety of the workers;
- Employment accidents and occupational diseases must get registered and notified to the labour inspector;
- Keep workplace and its premises free from hazards related to health and safety of worker, tenant must implement the directives issued by the appropriate authority in accordance with this proclamation;
- Tenant shall keep cleanness of inside the plot, especially at solid waste collection and disposal points.

Water Supply Charges

Water charges shall be calculated monthly from the starting date based on the actual consumption read by the meter, in principle, at the beginning of each month.

The calculation period shall be, in principle, in units of a month; from the starting date, the meter was read in the previous month to the date immediately preceding the meter reading date of the current month. For the case of less than one month, the calculation of the charges shall be made based on the actual number of days elapsed.

Electric Charges

Tenants are responsible to operate backup generator at the readily available generator house for critical loads at their own expense.

Electric charges shall be calculated monthly from the starting date based on the actual consumption read by the meter, in principle, at the beginning of each month.

The calculation period shall be, in principle, in units of a month; from the date meter was red in the previous month to the date immediately preceding the meter reading date of the basis of the actual number of days elapsed.

Telecommunication Charges

Telecommunication system shall be supplied from Ethio telecom to the tenants through the RIPDC's distribution network what was handed over from RIPDC to Ethio telecom. The telecommunication charges shall follow the Ehiotelecom tariff regulation.

Telecommunication charges shall be calculated monthly from the starting date based on the actual consumption.

Changes in Utilities Charges

In case of a change in the cost regarding the power supply due to an increase in the price of fuel, change of similar electric and water supply bill charged publicly in Ethiopia, change in taxes or other public charges imposed upon real estate, power

generating facilities, substations, electricity transmitting facilities or facilities of water supply, change in prices and labour cost, alternation to the regulations of Ethiopia or other matters necessary for the operation of IAIP and RTCs, RIPDC may amend the amount of the electricity and water charges upon consultation with, and with prior notice to tenants, and tenant shall agree to such amendment. Electric tariff amendment proposal request is EEU's responsibility; whereas EEA is responsible to make electric tariff amendments upon approval by the Government. RIPDC can give prior notice to tenants upon electric tariff amendment.

Maintenance and Service Fee

RIPDC shall charge tenant a fee that will cover administrative charges ("Management Fee") deemed necessary for the effective management of the IAIP and RTCs.

The Management Fee is different from any other charges that RIPDC may impose and includes, but is not limited to, charges for supply water, a connection of any infrastructure and the like. It is showed the following type of the Management Fee;

- Security Services
 - Personal and cargo access/exit control at the gate
 - Traffic control service within the park Maintenance and use of CCTV system to for 24 hours monitoring of the park 24 hours security patrol Fire prevention and fire fighting
- Sanitation
 - Sanitation and cleaning services in common areas
 - Solid waste collection from individual sheds and collective disposal
- Landscaping
 - Watering all public green areas and trees
 - Maintaining and improving public landscaping areas
- Facility Maintenance
 - Maintain and provide water supply services
 - Maintain and provide power supply services
 - Maintain and provide telecommunication services
 - Maintain and provide effluent treatment and sewage treatment services
 - Maintenance of road and integrated pipeline systems
 - Maintenance and repair of warehouses/stores and related areas for the tenant

Apart from the management fee mentioned above, RIPDC imposes parking fee applied to parking in the common parking areas both inside and outside IAIP.

The Management Fee and all other fees to be imposed by RIPDC may be revised from time to time as RIPDC deems fit to do so due to general inflationary increases, any extraordinary expense that may be incurred in managing the IAIP and RTCs, or upon the introduction of additional facilities into the IAIP and RTCs, such as, but not limited to, expansion of existing Common Areas/Facilities, improvements and/or increase in security measures, and the like. The revised price of the remaining term already paid based on former price, if any, shall be paid upon the RIPDC's debit note.

Quit and Vacate

- Must be in writing;
- Must state the specific date by which the lessee is to vacate;
- Must be given for the proper notice period; and

- Must be received by RIPDC/lessee on or before the rent due date, except in cases of breach of lease or early termination by lessee for reasons beyond a lessee's control;

At the end of a long-term lease (more than month-to-month), if RIPDC does not want to renew a lessee's lease, it must give the lessee two months' written notice to vacate.

Month-to-month lessees are entitled to at least two months' notice from RIPDC, except in cases of breach of lease. Month-to-month lessees are generally required to give at least two months' notice to vacate.

A notice to vacate can be issued to a lessee during the lease term if the lessee has substantially breached the lease. Such notice must be given at least 30 days prior to the date on which the RIPDC intends to repossess the residence house and contain the specific circumstances of the alleged breach. This notice does not have to coincide with the rent payment cycle. RIPDC may give a 14 - day breach of lease notice if the breach involves behaviour by a lessee or a person who is on the property with the permission of the lessee which demonstrates a clear and imminent danger to the lessee, RIPDC, or other lessees. A lessee who has breached the lease may not be evicted by RIPDC without exercising proper judicial process.

Defects

When a lessee notifies RIPDC of a defect in the store/warehouse building or requests repairs, it is highly recommended that this request be in writing. RIPDC must make the repairs in a reasonable time period.

Terminating the Lease

When either RIPDC or lessee wants to terminate the lease, they must first give written notice. This is referred to as giving a "notice to vacate."

RIPDC:

- Put the notice in writing;
- State the exact date by which the store/warehouse building is to be vacated; and,
- The lessee must receive written notice on or before the rent payment due date, except in cases of breach of lease;

Lessees:

- Put the notice in writing;
- State the exact date by which the store/warehouse building is to be vacated;
- RIPDC must receive the written notice on or before the rent payment due date except in cases of early termination for reasons beyond a lessee's control. The lessee must vacate by midnight on the last day of the notice period. RIPDC is not obligated to charge pro-rata rent based on the days a lessee holds over. By staying into the next month, a lessee is liable for the entire month's rent, unless RIPDC gives written permission to the contrary.

Notice Period

RIPDC shall give the lessee two months' written notice to vacate.

Early Terminations

Under certain circumstances, a lessee may terminate the lease agreement by giving RIPDC a 30-day written notice to vacate.

RIPDC must give the lessee 30 days' written notice that the lessee is in violation of the lease, must state the nature of the breach, and must state the intention to repossess the property. This notice does not have to coincide with the rent payment cycle.

To obtain a court order, RIPDC must demonstrate to the court that:

- The lessee breached the terms of the lease;
- The breach is substantial and on-going; and,
- The breach warrants eviction.

If the lessee corrects the breach before the court date, the lessee should appear and demonstrate this to the court. It will be up to the court to decide whether an eviction will take place.

Court Actions - Evictions

Eviction is the court-ordered removal of the lessee and the lessee's personal belongings from a rental property. The court-administered eviction process assures a lessee of the right to a hearing if they believe that the eviction action is not justified. It is the final step in a series of procedures initiated by RIPDC to repossess the property. A lessee may be evicted for non-payment of rent (Failure to Pay Rent), breach of the lease agreement (Breach of Lease) or failing to vacate after receiving proper notice from or giving proper notice to RIPDC (Lessee Holding Over).

A lessee can only be evicted by order of the court. RIPDC does not have the right to evict without proper judicial process. RIPDC cannot physically remove or lock out the lessee, cut off utilities such as water or electricity, remove outside windows or doors, or seize (take) the lessee's belongings to force the lessee to vacate a rental property. It must follow court procedures.

Rent is generally paid monthly. If rent is not paid, RIPDC has the right to file suit in court for non-payment of rent.

RIPDC is required by law to promptly give the lessee a written receipt for the payment of rent in cash or by money order and upon request, if the lessee pays by check.

Failure to Pay Rent

The following sequence of events takes place when RIPDC files a failure to pay rent action in the court. Initiating an eviction for failure to pay rent

RIPDC:

- Give first notice and last notice in writing and no response continue to the next step
- Files a failure to pay rent action in the court
- States the amount of rent due, including late fees and any court awarded costs;

- Requests a judgment for repossession of the property and/or payment of rent due

Breach of Lease

Filed when there is a significant violation of the lease terms. A lessee should correct the breach if possible and document it so they can prove to the Judge it has been done

- Follows the same process as Failure to pay rent with the following exceptions:
Appeal period is 10 days; and
- Payment of overdue rent will not prevent an eviction