

KILIFI

4.5 SOCIAL CONDITIONS

4.5.1. LAND USE IN HISTORICAL PERSPECTIVE

4.5.1.1. KAYAS AND THE ORIGINS OF LAND USE

Land use is a function of history, social organisation and competition for acquisition of production resources. Kilifi district is populated by a section of the wider Mijikenda group with nine subgroups. Two of the subgroups, the Digo and the Duruma, are found in Kwale District. The other seven, the Rabai, Ribe, Chonyi, Jibana, Kauma, Kambe and Giriama are found in Kilifi District. Their settlement, during the sixteenth century, was originally in Kayas to the interior of Mombasa, in areas which form part of Kilifi District today. Then, kayas were only settlements. Today they are ritually holy places of origin. (Spear, 1978, Porter, 1991, Were, 1988, Martin, 1978.). The kayas were located on densely forested and fortified hills, the richest ecotones.

Social control in the seventeenth and eighteenth century was under the elders who also had economic control over the society through rituals. The populations were limited and farming was essentially millet and livestock.

By the end of the eighteenth century, the kaya population had increased. The kayas could not accommodate all the people. There was rebellion about control by the ritual gerontocracy. Various individuals began to live outside the kayas and to build their lineages. Production was diversified with livestock and cultivation of maize being adopted. Trade, between the coastal Arab sultanates and the interior, developed as a major source of wealth for households being built into lineages. Trade items were mainly wildlife products, especially ivory, and maize.

4.5.1.2. POPULATION EXPLOSION AND EXTENSIVE LAND USE

As trade became the important source of wealth, the Giriama subgroup, estimated to be 20,000 people, at the turn of the nineteenth century, and the largest part of Kilifi District population today, literally left Kaya Giriama and exploded north eastward. They crossed the Rara river by 1840s and entered the Jilore area, on the south bank of the Sabaki, and Gede by 1880s. They crossed the Sabaki into Marafa by 1895. Giriama developed a land use system which was based on buying wildlife products from their neighbours, partly hunting the abundant wildlife, trading in livestock products, especially ivory, as well as keeping livestock and farming maize. They became the intermediaries between the interior people and the

coastal Arab sultanates. Land was fired to develop grasslands for livestock. More favourable spots were slashed and burned to develop gardens for tree crops and maize again to be sold to Arabs at the coast.

On reaching the rich alluvial flats of the Sabaki, major expansion in maize production was undertaken and the Giriama dominated maize trade to the whole coastal area to such an extent that it took the British colonial government's punitive taxes to break this monopoly in 1930s. It sought to keep maize monopoly in European farmers hands (Zwanenberg, 1972, 1975, 1975.).

As the Giriama expanded, the other Kilifi Mijikenda did not expand very much out of their original areas. As a result their own populations stagnated. Their land asset deteriorated as fallow periods shortened. They, by the middle of the nineteenth century, were increasingly drawn into christian churches and the colonial economy of Mombasa as labourers, clerks the petty functionaries. In Goran Hyden's term they became a captured peasantry (Hyden, 1983), who farmed coco nut palms mainly for selling the toddy to the emerging urban population of Mombasa over and above their subsistence slash and burn agriculture producing maize.

Since land in the north east and into the interior was available for claiming, Giriama organised to continue expanding. The social organisation and production unit remained the extended family living in one compound. This institution splintered as the dictates of trade and farming required. Social control could not be by the kaya ritual elders but passed to the diviners who, to date, still exercise enormous control over Giriama society. Parts of families would, in the late nineteenth century, split to squat on the large run down estates owned by Arabs in the coastal strip. This was to be repeated in the twentieth century when European estates got established and still goes on, as the meeting of the District Development Committee was discussing on the 26/5/98 during the consultancy. The large estates have been replaced by small land lots owned by locals other than two or three owned by multinationals.

In attempts to control this squatting strategy, the British colonial government set up the Gede Settlement Scheme as early as 1931 to deal with the "Giriama Squatter problem". It was to be expanded, under ALDEV, in 1951. Infrastructure was first developed along the coast, first to support Arab and British plantations and lately to support tourism. As a result the coast has always been a more attractive place to live, mainly through squatting, and also earn a living out of. Since they have never owned it, Giriama participate in all this as portions of households but sociologically speaking really not

part of it for they have resisted Christianity and Islam more than any of the other Kilifi Mijikenda. It is estimated that only 25% of Giriama are non-traditional believers. In 1978, only about 27% had received formal education compared to 49%

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nationally (CBS, 1979). They present a paradox therefore since their explosion from the kayas, their adaption of maize and trade and their ability to coexist with Arab and British colonial production systems show that they have adopted major changes both in social and production organisation in the past. Driving the paradox is the need to always diversify to deal with the limitations of production in one zone. In Section 4.5.2, it is discussed in great detail how current Giriama populations in three locations split the household to straddle different ecological zones.

The technology for opening land, both for livestock keeping and crop farming, is to slash and burn. For grazing lands, repeated burning led to pest control as well as forcing the creation of grasslands where woodlands existed. On farm land, cultivation continued until the land ~~was~~ exhausted. It ~~was~~ then fallowed. Elders claim that fallow periods used to be about 10 years in the past. Other than in the really dry parts of the district, it is doubtful whether land is allowed to stay fallow for more than four seasons now. In the coconut/cashew and cassava zones, populations are such that there is no land being rested.

The reasons are strictly demographic. As shown in Table 4.5: Kilifi District Population 1989, the densities are approaching a level where resting land is a luxury. Map 1.1: Kilifi District Administrative Boundaries shows the 1999 administrative organisations of the district. In Bahari division, where the bulk of the land is in these ecological zones, the 1989 population density was 196 people per square kilometre. In Maloleni Division, with a much more dry interior than Bahari, the density was 171. It is only in Ganza and Malindi divisions, where the densities are 28 and 25 respectively, that fallowing is possible. Even in these divisions, the more favoured pockets, hilly areas, bottom land and alluvial flats have populations which do not allow the fallow systems to continue. For example, Ganza location density is 142 and two of its sublocations have densities of 277 and 229. These are Ganza and Msabaha respectively. There was no evidence of fallowing observed in these two sublocations during field work.

4.5.1.3. CURRENT AND FUTURE LAND USE STRUCTURAL PROBLEMS

If the technology for opening up land is slash and burn, it should also be noted that households have access to different

pieces of land and use the land in complex ways. They own some plots for cash crops, usually coconuts and cashew nuts, some for subsistence crops, maize mainly, for as children go to school their labour is not available for the bird scaring necessary for production of millet. Farming is low technology and hardly uses any modern inputs (Kihu, 1984). Other pieces of land are for livestock although the bulk of the population does not have any livestock now. An index of the relative

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overpopulation and impoverishment.

Land use is also being affected by the system of land registration. The overall distribution of land by legal type is shown in Table. 4.6: Kilifi District Land By Legal Category. The bulk of the land is unregistered trust land. Hence, people use traditional land claiming techniques to privatise this land. The current status of land registration is shown in Table. 4.7: Land Adjudication Status 24/5/93. What is clear in this table is the fact that it is the better land, found in the coastal strip in Bahari Division, which also is being speculated on for non agricultural development, mainly tourism, which has received priority in the past. The second area of registration of land is in Kaloleni Division, where the more educated and more politicised non-Giriama groups have demanded the service. The effects of adjudication on land use are, first, that the people in the adjudicated areas will be able to invest in land improvements because they have secure title in law. At the same time, the poor of the adjudicated areas will be thrown out of the better land and will move to drier and poorer land to eke out a living. Also, those in the better areas will be capitalised by getting title and will be able to buy land in other parts of the district either by mortgaging the title or selling small titled plots to use the proceeds in buying bigger but poorer land in other parts. Since the actors on titled land are mainly the non-Giriama, who are moving to what are perceived as Giriama lands, there will be mixing of the Kilifi Miji Kenda to a higher degree than in the past. Since some of the ^{ny} ~~several~~ ^{are} are supposed to be better agriculturalists, as a result of their having become overcrowded and reaching the land frontier at existing technology in the past and learning soil fertility enhancement techniques, this mixing may have positive environmental impact on land use.

4.5.3. COMMUNITY STRUCTURE

In Sections 4.5.1 and 4.5.2, on land use and population, the historical evolution of the social structure and its production organisation is covered. In summary, the majority of Kilifi District population are the Giriama. Furthermore that their paradoxical social cultural strategy of maximising resource extraction across ecological zones, by building large households, has led them to remain the un-captured peasantry. This denies them participation in the modern transactional economy for the households cannot buy the education, training and capital goods to make them competitive. They are therefore of a low income status.

In an extensive study for the Food and Nutrition Planning Unit of the Ministry of Planning and National Development (Foeken 1989) 150 households in the three ecological zones in Kilifi District were studied as part of a wider study which also covered Kwale district. Each household was visited six times over a two year period. This study stands out as the most systematic on community structure as well as utilisation of resources by households in Kilifi.

Foeken et. al. found that Kilifi households are polygamous, patrilocal and large with an average of 23 people per household. Only 26% of the households were nuclear and the rest, 74%, were extended households. Significant also was the fact that half of the adult males are not living in the household as they migrate to find work, and the number of absentee males tends to be higher where households are large. These facts reinforce the Giriama paradox adduced before. More than half of the population has not received any formal education. Of the adults, 60% have partially or completely finished primary education. 75% of the women have absolutely no education. Only 10% of the men and 3% of the women have post-primary education.

On average households have 2.7 pieces of land and total household holdings are 3.3 ha. although in the livestock millet zone the average holding is 8.4 ha. However, about 40% have less than 1.2 ha. in all zones. One third of all land is used for farm crops with the rest on tree crops and in the drier areas for fallow. There is no fallowing in the densely populated and better endowed coconut cassava and cashew and cassava zones. The scattering of land and its size underscore the fact that the district has passed the slash and burn agricultural frontier. It is poor based on the land resource. Households are therefore not self sufficient on food and have to depend on cash crops, livestock and off farm employment.

However, only 18% of the household own more than one or more head of cattle whilst 41% own goats or sheep. 60% and 54% of the households own coconut palms and cashew nut trees.

25% of the adult population is employed off farm. 42% of all

adult males and 7% of adult females are so employed.

The average annual income is Ksh. 10,000 per household, 60% percent of which comes from wages, 15 % from livestock and cash crops, and 25% from food production. Significantly, being in the different ecological zones does not seem to make a difference in terms of household income. For all zones and most households survival is depended on wage employment. Close to half of the households therefore live in poverty.

If the production structure is problematic, so is the social control structure. The extended household stands as the social and economic control mechanism. It is dominated by the owner of the homestead who is more than likely uneducated and a believer and practitioner of the diviner's social psychological control model. During field work the consultant explored this issue by asking the elders and Mijikenda officers what the role of the young and educated was. Uniformly the answer was that social control is with the old who use the diviners to control the households. Each function and major decision for the household majority has to be sanctioned by the household gatekeeper, the old man, and the community gatekeeper, the diviner. Thus change is problematic whether it is production or ideological.

UNITED NATIONS DEVELOPMENT PROGRAMME

ADVISORY NOTE

ON THE

FIFTH COUNTRY PROGRAMME

IMPROVED DEVELOPMENT MANAGEMENT FOR EMPLOYMENT PROMOTION

(1994 - 1996)

FOR

THE REPUBLIC OF KENYA

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1. INTRODUCTION

Background

1.1 The aim of this Advisory Note is to present to the Government of Kenya (GOK) the proposed orientation and possible uses of the resources available for the Fifth Country Programme (5th CP). The 5th CP was to cover the period 1994-98, originally intended to coincide with that of the 7th National Development Plan 1994-98, according to the previous five-year development planning in Kenya. However, as most of the Government budgeting and programming, such as the public investment programme, programme review and the forward budget cover a period of three years, the Government decided in June 1993 to change the duration of the national and district development plans to three years starting with the 1994-96 Plan. In view of this change, and the extension of the 4th CP through 1992 and 1993, it is proposed that the UNDP 5th programming period for Kenya cover 1992 - 1996, with the two-year extension of the 4th CP considered as a transitional and preparatory period, and the following three years, i.e. 1994-1996, synchronized with that of the 7th National Plan period for full-scale operational activities.

1.2 This Advisory Note presents a brief review of UNDP's role in technical cooperation, Kenya's national development objectives and priorities, in the context of political and economic transition, medium-term perspectives, recent trends in development cooperation and aid coordination, and an assessment of the lessons learnt from the implementation of the 4th CP. On the basis of this background, and a review of national programmes already formulated, the Note outlines the major areas of focus proposed for the 5th CP along with possible strategies and modalities for implementation.

UNDP's Role in Technical Cooperation

1.3 The central feature of UNDP's mandate is capacity building for the promotion of sustainable human development. The following thematic areas have been identified by the UNDP Governing Council as important focuses for UNDP's assistance: (a) Poverty Alleviation and Grassroots Participation in Development; (b) Management Development; (c) Environmental and Natural Resource management; (d) Technical Cooperation Among Developing Countries (TCDC); (e) Technology in Development; and (f) Women in Development. Actual areas of UNDP's intervention are based on national priorities. With the evolving need for capacity-building in socio-political areas, UNDP's advocacy role has been growing in areas such as political transition, governance, and human rights.

1.4 The modality adopted for its technical cooperation is based on a programme approach as opposed to the former project-by-project approach. At the request of Government, UNDP is in a position to assist in capacity building through technical cooperation, as well as in the systematic programming and effective management of external assistance, in particular technical cooperation (TC) resources. This role is an essential dimension of the administration, management, and coordination of domestic resources and external assistance. Among the initiatives of UNDP that are applicable in the requisite capacity building for efficient resource management are National Long-Term Perspective Studies (NLTPS), African Capacity Building Foundation/Fund (ACBF), National Technical Cooperation Assessment and Programmes (NaTCAP), and Round-Tables as well as other fora of the OECD on technical cooperation and the World Bank on the Consultative Group.

2. DEVELOPMENT PERSPECTIVES AND THE 5TH CP ORIENTATION

Structural Reforms, Development Priorities and Prospects

2.1 Recent deterioration in macroeconomic performance, and uncertainty about the prospects for future development and sustained growth are currently the main preoccupations of the Government and its development partners. The rapid economic growth of the 1980s has not been sustained due to weak macroeconomic management capacity. The bleak economic picture has been compounded by recent political, socio-economic, and environmental factors, in particular the transition to political pluralism, increasing ethnic conflict, large inflows of refugees, and recurrent drought. There has been a rise in the rate of inflation from 15.8 per cent in 1990 to 19.6 per cent in 1991 and sharply to 36.7 per cent in 1992, with sharp decline in real GDP growth rate from 4.3 per cent in 1990 to 2.3 per cent in 1991, a further decline to 0.4 per cent in 1992, and a current estimate of 0.0 per cent for 1993.

2.2 The 1993 Human Development Index (HDI) ranking places Kenya in the 127th position out of 173 advanced and less developed countries covered. While Kenya's performance relative to most African Countries has been encouraging with respect to key components of the HDI e.g. life expectancy, educational attainment and adult literacy, there is considerable room for progress in areas of gender disparity and income distribution. Other areas of concern include the environment, and participation in the development process in respect of governance, and markets, and, above all, gainful employment. There is thus need to explore possibilities for the promotion of HD initiatives through strategies and programmes for the mainstreaming of HD considerations in the management of the development process.

2.3 In attributing the dismal performance of the economy to factors such as weak capacity for development management and limited participation of the grassroots in the development process, there are other equally complex underlying factors which should be addressed in the search for means to reverse the poor performance and achieve sustained recovery. Three areas of concern which featured prominently in the deliberations of the 1991 and 1993 Consultative Group (CG) meetings were political reform, structural adjustment of the economy, and governance. Although there has been progress in the area of political reform, the process of political transition has yet to be completed and multi-partyism fully to take root. Economic reforms also need to be pursued vigorously for the attainment of some of the major structural measures adopted by the Government in consultation with its major development partners, viz. fiscal balance; rationalized and restructured public sector through civil service and parastatal reform, including public enterprise divestiture, and improved accountability, efficiency and productivity; an appropriate enabling environment for expansion of private investment and growth of the private sector.

Development Cooperation and Aid Coordination

2.4 Kenya has traditionally been a major recipient of official development assistance (ODA) and experienced considerable growth in this resource flow from the mid-1980's to 1990. The total net ODA disbursement amounted to US\$ 1.3 billion in 1990. It fell sharply to US\$ 901 million in 1991, and current estimate for 1992 is below US\$ 700 million, including a substantial proportion of humanitarian relief. For 1990, 54.39 percent of total ODA came from bilateral sources, including 18.90 percent in debt relief; 44.43 percent from

multilateral sources; and 1.18 percent from non-governmental organizations. Free-standing and investment related TC accounted for 17.07 per cent of ODA. Of the total free-standing TC resources in 1990, UN agencies (including the World Bank and IMF) accounted for 30.1 percent, about half of which was provided by UNDP.

2.5 In view of the heavy dependency of the Kenyan economy on external assistance, the significant reduction in aid flows following the November 1991 CG meeting, specifically in quick disbursing funds estimated at US \$ 323 million (composed of US \$ 138 million from bilateral sources and US \$ 185 million in multilateral assistance), has had serious adverse effect on the public and the private sector, particularly on the balance of payments and investor confidence.

2.6 During the 4th CP, the External Resources Department (ERD) in the Ministry of Finance which has the primary responsibility for the coordination of external assistance, received UNDP support in modernizing and systematizing the monitoring of all external assistance. The efficiency of Government's capacity to administer and manage external resources for maximum benefit still needs to be improved upon considerably, especially with the increasing likelihood of continued scarcity of total aid.

2.7 In the context of the need for building-up its capacity for aid management and coordination, the Government has sought and received UNDP assistance in initiating a NaTCAP process to develop the required capacity for effective programming and management of TC activities, and to integrate them into the planning and budgeting system of public expenditures. The Kenya NaTCAP process was launched in July 1993, however, the two major outputs, viz. the technical cooperation policy framework paper (TCPFP) and the technical cooperation programme (TCP) will not be achieved during the preparation of the 5th CP document. Nonetheless, the dialogue on aid coordination needs to be pursued and an appropriate programme formulated with the explicit objective of enhancing the overall capacity of the Government to effectively manage and coordinate external as well as domestic resources.

Assessment of the 4th Country Programme and Lessons Learnt

The Broad Objectives

2.8 The development goal and focus of the 4th CP was employment generation. Guided by the Sessional Paper No. 1 of 1986 on "Economic Management for Renewed Growth", the main objectives were to : (a) Improve the enabling environment in policy design, (b) Strengthen national programmes for self-employment; (c) Sustain employment programmes; and (d) Increase efficiency and productivity in selected public services. The total IPF was US\$ 46.952 million.

Refocused Programme, Implementation and Results

2.9 While the mid-term review of March 1990 confirmed that the programme was designed around the correct theme, it also showed that it was inadequately focused, resulting in problems of project proliferation and poor achievement of the desired objectives. The existing range of projects were grouped according to the following five categories and IPF resource distribution: 29.1 percent to Small Enterprises Development (SED); 28.9 percent to Economic Management; 22.4 percent to Rural development; 13.4 percent to Technical Areas; and 6.2 percent to Miscellaneous Activities. It was decided that for the remaining part of the 4th CP, there was to be greater focus and concentration of resources on SED and Economic Management, and thereby

enhance the potential impact of UNDP assistance to Kenya.

2.10 SED projects are believed to have had relatively high impact in terms of establishing national awareness in government department and the private sector and among NGOs of the role of small enterprises in employment creation and development. A major output was the preparation, adoption, and approval by Parliament of Sessional Paper No.2 of 1992 on "Small Enterprise and Jua Kali Development in Kenya".

Similarly, economic Management projects contributed to improved effectiveness of tax administration systems, including the introduction of the Personal Identification Number (PIN) system and the broadening of the tax base, budget administration, and the monitoring/evaluation of project performances. While the performance of the other categories also responded to the broad thematic focus on employment, their contributions were somewhat circumscribed. Rural development projects provided support to the promotion of community participation and training on improved farming systems and management practices for the enhancement of small-holder farm output, while projects in technical areas provided support to infrastructural development.

2.11 It should be noted however, that there were general shortcomings in respect of the timeliness of expected outputs, impact on beneficiaries, sustainability, and the delivery rate of programmed expenditures. These were attributable to delays in identifying and deploying both local and international personnel, problems in retaining suitably trained staff, large number of small projects with relatively high average cost of project management. Most importantly, there was over concentration of project experts in government line functions. This resulted from the absence of suitably qualified Kenyan counterparts to assume technical and managerial responsibilities. Consequently, there were limited opportunities for the effective transfer and acquisition of technical know-how.

2.12 Coupled with these technical and bureaucratic constraints were other factors related to the Kenyan socio-political and economic context which were neither conducive to, nor facilitative of the absorption and effective utilization of technical assistance. The 4th CP period was characterized by growing concern on the part of the donor community with the way external resources were being managed. It was also the period during which Kenya was experiencing pressures (internal and external) for transparency and accountability in the use of public funds. Public Enterprises had become a burden to the Treasury, being both protected and subsidised by the Government, despite chronic loss making and over-staffing. Given the increasing costs of maintaining public service with current staffing levels and responsibilities, a comprehensive civil service reform was also considered necessary. It is against the background of Kenya's poor overall performance with respect to economic management, governance, absorptive capacity and the enabling environment that the successes and failures of the 4th CP have to be seen.

2.13 The strategies being developed and steps already taken by GOK and UNDP to address the various implementation shortcomings of the 4th CP are encouraging and these efforts are to be intensified. These include, formulation of national programmes on drought recovery, sustainable development, and displaced populations; thematic clustering of projects and their TPRs to exploit opportunities for consolidation, appropriate reorientation, and possible integration into programmes; according greater consideration than heretofore to impact on the ultimate beneficiaries; the development of databases on local consultancy services and other relevant professional expertise,

and greater use of national specialists.

2.14 In the application of the NEX modality, progress was impeded by incompatibility between UNDP and GOK procedures and planning cycles, inadequate financial reporting and lack of institutionalized management audits. In response to these shortcomings, training programmes are being conducted for project managers in order to enhance acceptance of direct national responsibility for project management, strengthening of the disbursement capacity of the Ministry of Finance in order to enhance financial reporting, exploring opportunities on direct disbursement to national executing agencies for improved flow of resources and assessing the capacities of local institutions for project implementation through the NEX modality.

2.15 The extension period 1992 and 1993 has provided an opportunity for a preparatory period of reorientation and consolidation of ongoing project activities along the priority thematic focuses envisaged for the 5th CP, and for programmatic responses to the needs of on-going political and economic transition. These have included both an advocacy role and technical assistance for the electoral process, rehabilitation of displaced populations, drought recovery, integration of HIV into the national planning process and programmatic consideration of its socio-economic impact and improved management of the development process.

Proposed Orientation of the 5th CP

2.16 The major considerations in the orientation of the 5th CP are the objectives, priorities, and strategies of Sessional Paper No. 1 of 1986 which is still the basis of short - and medium-term plans; the conclusions of the March 1990 mid-term review of the 4th CP; recently completed sector-specific Sessional Papers on development policies; the outcome of 1991 and 1993 CG meetings with respect to issues of governance and accountability; the objectives of the 7th National Development Plan (1994-96); and a National Programme on Resource Mobilization for Sustainable Development which was formulated by an interministerial task-force as a result of dialogue between the Government and UNDP on a programme approach.

2.17 The specific focuses of the National Plan and other policy documents include, Spatial Dimensions of Development, Land Issues, Agriculture and related Development, Natural Resources and Environmental Management, **Employment** and Human Resources Development, HIV/AIDS; Gender in Development; Civil Service Reform and Parastatal Restructuring and Privatization; **Small Enterprise Development (SED)**; Welfare Perspectives; Basic Infrastructure and Communications; Commerce and Industry; Technology Development and Transfer; and **Improved Economic Management capacity.**

2.18 Unemployment remains a major and persistent problem. It is estimated at over 20 per cent of the labour force and is mainly urban based. Rural areas are plagued by low productivity. Kenya will have a work force of 14 million people by the turn of this century. To accommodate this labour force without a further significant rise in unemployment, the number of jobs will have to be doubled by the year 2000. Specific objectives aimed at reducing unemployment, include expanding and diversifying the export base, intensifying small-holder agricultural production, expanding micro-and small enterprises, improving infrastructure, and reinforcing the foundations for sustained and equitable development. The attainment of these will depend on sustained efforts in the implementation of policy reforms. Employment in the urban informal sector is estimated to increase by

10.6 per cent in 1993 to 730,000, while modern sector wage employment and rural employment are estimated to increase by only 4.1 per cent and 3.8 per cent to 1,621,000 and 7,703,000 respectively. The prospects of meeting the target by the turn of the Century are not encouraging. Employment promotion needs to be accorded even higher priority in the management of the development process, specifically in the allocation of domestic resources and the rationalization of external assistance.

2.19 The rationale for the orientation of UNDP support through the 5th CP is three-fold: (A) the need to provide good governance and democratic development; (B) the need to strengthen capacity for management of the development process; and (C) the need to promote small/medium scale enterprise development and private sector initiatives that contribute to growth in employment and poverty alleviation. The following are the three thematic areas constituting the sub-programmes of the 5th CP.

A. Capacity Building for Good Governance and Democratic Development

2.20 Enhancement of capacity for good governance is a long-term proposition. It requires building-up the legal, legislative and administrative structures and policies designed to promote transparency and official accountability for the use of public resources, enhancement of productivity and public confidence in the public service. Poor governance has been cited by Kenya's development partners as a reason for the suspension of programme assistance since 1991. It is generally believed by donors that if Kenya is to restore donor and investor confidence, the Government needs to commit itself fully and in a sustained manner to political and economic policy reforms, the promotion of good governance and official accountability on a sustained basis. Reforms for the promotion of good governance are multi-dimensional, including, legal, legislative, and market-based measures to promote open and competitive economic operations.

2.21 The promotion of democratic development fundamentally entails the population at large having the opportunity for choice-making and participation in the development process. In this respect, district and local governments, NGOs, and community/grassroots organisations have crucial roles to play. The decision to put into force the District Focus Strategy for Rural Development in July 1983 by making the districts the focus of national development and decentralizing governance in order to allow for greater access to decision-making at the district and local level did offer considerable prospects for progress in human development. To achieve its full potential, the strategy should entail both the decentralization of the administrative and planning function and the devolution of decision-making from the Central Government to district and local authorities. Meaningful decentralization should be reflected in budgetary distribution. However, estimates of budgetary allocation by functions for 1993, show continuation of past trends whereby central government accounts for 78 per cent, districts 20 per cent, and local government for the residual of 2 per cent. With district administration generally considered as an extension of central administration, the extent of decentralization and devolution is limited. The decentralization of decision-making is seriously restricted without devolution of powers. In addition, existing capacities of districts and local municipalities also require considerable strengthening of these levels of government are to play effectively their critical role in participative development. Capacities at the central level both within the Attorney General's Chambers, and the Office of the Controller and Auditor-General are too limited to respond effectively to the challenges of

multipartyism, the democratisation of the development process, and the public demand for accountability. There is a need for targeted programmes of assistance for capacity building, designed around the basic democratic principles adopted by the country.

2.22 The programme elements in terms of expected results are the following:

(a) Promotion of good governance and accountability, through supportive programmes of assistance:

(i) to the Office of the Controller and Auditor-General in public audit for improvement in accountability and probity in the public sector.

(ii) to the accounting officers throughout the administration;

(iii) on strengthening of appropriate departments in the Attorney General's Chambers in respect of public prosecutions, legislations, and law reform through targeted programmes on the rule of law.

(iv) for the development of computerized information systems in place of the current system of open bins and shelves for the storing and accessing of legal records in the Attorney General's Chambers.

(v) on strengthening regulatory structures for transparency in government operations.

(b) Promotion of democratic development through support to programmes on:

(i) policy implementation for decentralisation and devolution of decision-making to district and local government to enhance popular participation in the development process in the context of pluralistic political system.

(ii) requisite capacity building in district and local governments for the effective assumption of the responsibility associated with the devolution of decision-making powers by the Central Government.

(iii) the development of demographic databases, and support to institutions and legal structures entrusted with the electoral process with respect to the organisation and observation of free and fair elections.

(iv) improvement in the compilation, processing, and dissemination of legislative records in the Office of the Clerk of the National Assembly.

B. Improved Management of the Development Process

2.23 Efficient managerial capacities are essential for improved development management. The poor economic performance of recent years underscores the need to strengthen capacities in the public as well as the private sector to achieve efficiency in the management of the development process. National institutional capacity and human resource capabilities are to be strengthened by drawing on know-how available through relevant instruments, including the ACBF and NLTPS, with a view to improving the design/formulation and implementation of political, economic, social, and environmental policies. An inefficient civil service directly constrains the performance of the

private sector through inhibiting bureaucratic processes such as obstructive licensing procedures, non-tariff trade barriers, and ad hoc application of administrative rules and regulations. Hence the importance of the Government's Civil Service Reform Programme and Action Plan. The respective roles of the public and private sector in the management of the development process need to be strengthened in ways that broaden the participation of interested parties and beneficiaries. Critical areas of focus must necessarily include, civil service reform; rationalization and restructuring of strategic parastatals and privatization of non-strategic ones; policy analysis for sustainable human development; enhanced capacity in macro-planning, including environmental management, and the socio-economic impact of HIV/AIDS; and increased attention to social considerations in formulating and implementing policy reforms.

The programme elements in terms of expected results are the following:

(a) Enhanced capabilities for effective development planning, policy formulation and implementation, and policy analysis for sustainable human development, through support to :

(i) national programmes designed for building-up capabilities and constituencies for the formulation and implementation of home-grown policy reforms and the management/coordination of external resources.

(ii) the promotion of gender sensitive development policies and programmes, including training to expand the scope and role of women in planning; policy design and implementation; and management/decision-making.

(b) Strengthened institutional capacity for the articulation, implementation, evaluation and analysis of social policies through support to:

(i) the formulation of a social dimension of development policy (SDD) designed to mitigate the short-term impact of adjustment measures on the poor and vulnerable groups, (including policies contributing to poverty alleviation), and integrate social policies and consideration of welfare perspectives in medium and long-term planning.

(ii) the formulation and implementation of the national HIV/AIDS prevention policy particularly, public education involving the formal and informal sector, the civil service and parastatals, coping with the socio-economic impact, obligations toward afflicted employees, and the programming and implementation of initiatives designed to offset the negative impacts.

(c) Strengthened institutions, systems, and processes of economic management for recovery, growth, and sustainable development through support to:

(i) civil service reform, budget rationalization and tax reform programmes, public investment programming and evaluation, economic policy-making and management, systems and process for transparency and accountability in the management of public resources.

(ii) capacity building in a wide range of national institutions linked to the integration of environmental considerations into development policies, plans, and programmes, including the application of environmental management tools, and support for the participation of NGOs and community groups in environment and sustainable development initiatives. An integrated framework will form the basis

of activities under this component and regional and global initiatives such as Africa 2000 Network, Capacity 21 and the GEF will be linked.

(iii) capacity building for disaster management in the context of emergency relief-development continuum.

(iv) emergency and development programmes for populations affected by land/ethnic clashes.

(d) Restructured and Efficient Strategic Parastatals and Privatized Non-strategic Public Enterprises through support to :

(i) transparent practices in the public enterprise reform and privatization programmes, including rationalization of the operations of parastatals, broadening their base of ownership, with the view to reducing their administrative and financial burden on the central government, and enhancing entrepreneurship development for employment creation.

(ii) the expansion of the parastatal database and the development of management information system (MIS) both of which are ongoing in the 4th CP, in support of the implementation of the public enterprise restructuring programme.

C. Small and Medium - Scale Enterprises Development (S/MED) and Employment

2.25 The primary objective of the proposed sub-programme activities is to support private sector development, through the promotion of entrepreneurship, with a focus on technical training, development of micro, small, and medium-scale enterprises. Particular attention is to be accorded to the promotion of women entrepreneurs and the youth in rural and urban areas, technology transfer for enhanced productivity and product diversification, and increased awareness of environmental factors. Small scale enterprises in Kenya are defined as those employing 1-49 workers and, therefore, include both formal and informal sector micro (Jua Kali) enterprises employing up to nine workers; while medium scale enterprises cover those employing 50-70 employees. However, these classifications have serious limitations since they do not take into account, size of working capital and annual turnover. Nonetheless, official employment projections to the year 2000 show the urban small enterprise sector accounting for about 75 percent of all new jobs in the urban sector, while the non-farm rural sector is to account for 50 percent of new jobs in the rural areas.

2.26 Since micro and small enterprises are increasingly the main income source of many urban and rural poor, including the growing number of youth and women who enter the labour force annually, the extent to which they offer opportunities for poverty alleviation would need to be ascertained through a situation analysis of poverty. One of the anticipated outcome of the study, is how to focus and expand access of the poor to skills development programmes for self-employment.

2.27 In promoting entrepreneurship development, an enabling policy/minimally regulatory environment, access to credit through traditional and non-traditional financial intermediaries, and opportunities for access to appropriate technologies are fundamental. Programme activities should be focused on (i) developing opportunities for the horizontal development of micro and small enterprises through training, counselling, improved infrastructure and marketing outlets,

and (ii) vertical growth to promote the development of the "missing middle" i.e. medium-scale enterprises.

2.28 The programme elements in terms of expected results are the following:

(a) Improved enabling environment for Micro, Small, and Medium - scale enterprise development and growth in employment through support to:

(i) empirical situation analysis of poverty in Kenya as an input in exploiting opportunities offered by micro and small enterprises for employment and poverty alleviation.

(ii) selected rural small-scale agricultural and agro-industrial/commercial production programmes for employment creation.

(iii) the implementation of relevant policies contained in Sessional Paper No. 2 of 1992 on SED and Employment, and the development of other policies and strategies on skills development, effective utilization of human resources, and the promotion of income generating activities through self-employment.

(iv) the development of appropriate policies on technologies for resource and energy efficiency in SED.

(v) introduction of programmes on environmental concerns as major components of business planning.

(b) Greater Access to Credit by micro and small scale enterprises through support to:

(i) the development of appropriate strategies and programmes on the mobilization of loanable funds through non-traditional financial services.

(ii) the promotion of improved programme of access to credit by women, with measurable annual increases in the volume and number of women beneficiaries,

(iii) programmes and strategies to promote the graduation of informal sector borrowers to the formal banking system.

(c) Enhanced Productivity in Small- and Medium-scale industries through support to:

(i) the implementation of national industrialization policy for the promotion of S/MED.

(ii) the development and growth of small-scale enterprises and their graduation to medium-scale enterprises for enhanced employment opportunities through expansion of sub-contracting exchange and other networks for effective linkages to smaller enterprises.

(iii) the transfer, acquisition, dissemination, and adaptation of appropriate technologies and promotion of quality control.

(iv) support to the enhancement of medium and small holder farms for the promotion of food security through appropriate strategies on research, production, extension services, pricing policy, marketing, distribution, and processing of agricultural produce.

(v) expansion of women entrepreneurship programmes with a focus on business counselling and extension services for women working in both traditional and non-traditional activities.

2.29 The foregoing three sub-programmes are inextricably linked and mutually reinforcing. The promotion of pluralistic political systems, good governance and accountability, are necessary conditions for improved management of the development process and sustained socio-economic development. Micro, small and medium-scale enterprises are the focus of the employment dimension of envisaged programme activities. They could not flourish without an enabling macroeconomic policy environment that encourages commerce and entrepreneurship. Similarly, good governance and favourable economic performance could not be sustained without improved capacity for human resources development, based on democratic institutions, and a symbiotic private - public sector relationship for the maintenance of investor confidence and growth of the private sector.

Success Indicators

2.30 An operational and programmatic process of effective collaboration with the Government and its other development partners is fundamental in ensuring the success of programme activities.

2.31 The starting point for the development of essential structures and levels of performance on good governance and democratic development was characterized by major weaknesses. In the move from one-party to a pluralistic political system, the Attorney-General's Chambers and the Office of Controller and Auditor-General lack the capacity to respond to the requirements of their new roles.

2.32 The current situation in the area of small and medium scale enterprise development and employment show that there are 350,000 small enterprises operating in the country, employing over 600,000 people. However, there has been slow growth in employment creation which stood at 5.5 per cent in 1990 and decreased to 5.1 per cent in 1991. This is compounded by poor information dissemination (e.g. on existing credit programmes, profiles of borrowers, high levels of poverty, inhibiting policy framework, poor coordination of SSE activities leading to duplication of resources, inadequate loanable funds, poor access to credit by women, major lead by the Government in SSE development but with limited capacity and resources, minimal linkages between small, medium and large enterprises, and low productivity due to limited access to appropriate technology).

2.33 The process of economic management remain weak with an over-staffed civil service that is generally characterized by low productivity, and under-representation of women in managerial/policy making levels. Most parastatals are characterized by loss-making with high government share-holding, and excessive burden on the treasury. There are about 1 million people infected with HIV/AIDS and yet no multi-sectoral national policy is in place.

2.34 Given these prevailing conditions, indicators of envisaged changes from the specific programme elements would include recognizable contributions to: the enhancement of capacity for policy design and analysis, enhanced capacity for disaster management with programmes formulated in the context of emergency relief-development continuum, and progress in the implementation of the Civil Service and Parastatal Reform Programmes, with enhanced efficiency and productivity, a progressive rise in accountability, and an increase in the number of women and expansion in the scope of their role in

management/policy-making. Specific indicators should include: enhanced development management capacity, and restored credibility and confidence in the government's commitment to governance issues; well informed population and a containment of the adverse impact of the HIV/AIDS epidemic on the economically active population; improved natural resource and waste management capacity; enhanced efficiency and performance of restructured parastatals; quantitative (both horizontal and vertical) and qualitative growth in small and medium-scale enterprises; growth in sub-contracting by large and medium-scale enterprises to small enterprises and improvements in productivity of the latter; and increased awareness of environmental concerns in S/MED.

2.30 A monitoring and evaluation system would be developed in order to track over time, the impact and success of the programme activities and ascertain appropriate policy changes which would be developed and implemented in response to the requisite improvements in governance, economic management and the dynamics of the socio-economic environment in S/MED.

Linkage with Regional Programmes

2.31 In formulating the programme components, efforts are to be directed so as to maximize synergy between UNDP Regional Programmes and those planned for the 5th CP. The proposed areas of the 5th Inter-country Programme (5th ICP) for Africa are in line with the general thrust of those for the 5th CP for Kenya. The human development and capacity building initiatives which feature among the areas of concentration of the 5th ICP, are also areas of focus of the 5th CP. The programme design for these areas of concentration also relate directly to the objectives of the ACBF, which will be drawn upon in building-up capabilities for improved economic management.

3. MANAGEMENT ISSUES

Programme Support Mechanism

3.1 Existing development programmes, the "National Programme on Resource Mobilization for Sustainable Development" and the Seventh Development Plan are to constitute the basis for the preparation of the 5th CP. Both the Government and UNDP seek to develop programme support mechanisms, outlining instruments and modalities for the delivery of the requisite assistance by UNDP. The mechanisms are to be carefully articulated in a programme support document (PSD) which will be prepared in collaboration with the Government, key actors in the private sector, NGOs, and interested UN Agencies. The PSD would outline programme elements or components for the two proposed areas of concentration.

Resource Mobilization and Coordinated Programming with Multi/bilateral Donors

3.2 The implementation of the programme components in this Note will require more resources than the IPF, and a systematic and consistent resource mobilisation effort drawing on a wide range of sources will therefore be required. Efforts are being made to draw on various new thematic facilities available through UNDP to the extent that they are of relevance to Kenya. These efforts are being intensified in the areas of disaster management, including displaced population; environment and sustainable development; HIV/AIDS; and Gender Issues. The pooling or linkages between the resources from these various

sources would optimise the delivery of assistance. The Country Programme thus offers an opportunity for the coordination of technical assistance programmes and funds under the authority of the UNDP Administrator and for collaborative programmes with UN system Agencies as well as bilateral donors and other multilateral sources. Furthermore, it is envisaged that aggressive joint resource mobilisation efforts will be embarked upon with the Government for bilateral cost-sharing. Other modalities for resource mobilisation would include government contributions towards local costs; joint negotiations for programme support during annual consultations with bilateral donors; trust funds; and parallel financing.

3.3 The basis of the CP formulation would be the coherence and linkages with the national programme including the sub-programme on multi-sectoral employment promotion, and relevant bilateral/multilateral programmes in support of improved governance and development management and employment promotion. Among the multilateral and bilateral donors, the World Bank, USAID, the Netherlands, UK (ODA), Denmark, Canada, Japan and Sweden as well as other UN Agencies such as ILO, and FAO are partners envisaged for collaborative programme activities in the following areas: civil service reform, parastatal reform, private sector promotion and poverty alleviation. The monthly joint GOK-donors meeting on SED which UNDP coordinates and chairs, should be given a sharper focus in supporting government efforts to effectively coordinate domestic and external assistance to SED.

3.4 With the focus on the promotion of sustainable human development, close collaboration with agencies that have comparative advantages in social sector programme activities is particularly important. Among the operational instruments are the JCGP forum, and the on-going UN system-wide collaboration with the Government on the preparation of the Country Strategy Note. In this regard, the UN System Agencies in Kenya will be involved in the preparation of PSD(s) for the 5th CP in order to ensure coordinated programming, foster the sharing of experience and optimize utilization of the UN system's resources. While the programming cycles and procedures of agencies such as UNFPA and WFP are different, attempts will be made to rationalize the timing of programming exercises, identify co-financing possibilities, and ensure greater coordination of resources and activities associated with UNDP, particularly UNIFEM, UNSO, and UNV.

National Execution and Successor Arrangements

3.6 In line with the recommendation of the UN General Assembly and UNDP Governing Council calling for increased national responsibility for the management of technical cooperation activities, progress with national execution will be consolidated during the 5th CP. In order to take full advantage of this modality, an assessment of the Government's own project management capacity, as well as that of local institutions to implement projects has been carried out to determine the extent and proper pace of national execution during the 5th CP and the role UNDP should play in strengthening such capacities. Successor arrangements for agency support costs designed to augment resources for capacity building initiatives, form part of a broader package which includes national execution and the programme approach. Together, they offer opportunities for the enhancement of the tripartite relationship in programme implementation, through strengthening of the technical focus and support capacities of agencies; provision of incentives for national execution; encouragement of greater openness in accessing implementation

services; and promotion of coherence and coordination in operational activities. Specialized agencies are thus expected to continue to play a critical role as implementing/ cooperating agencies, assisting the Government in defining strategies, formulating and implementing development programmes, and in monitoring and evaluation.

ABT/931125

ANNEX I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES AVAILABLE FOR FIFTH COUNTRY PROGRAMME

(Thousands of US dollars)

Carry-over from fourth cycle IPF	6,103
Fifth cycle IPF	46,548
Commitment in 1992	(11,123)
Commitment in 1993*	(9,492)
Sub-total IPF Available	32,036
Project Cost-sharing (Government)	514
Project Cost-sharing (Third Party)	21,500
Programme Cost-sharing*	17,000
Sub-total cost-sharing	39,014
TOTAL RESOURCES	71,050

* Estimates

ANNEX
II. ALLOCATION OF RESOURCES BY AREAS OF CONCENTRATION
(Thousands of US dollars)

Areas of Concentration	IPF	CS*	TOTAL	PERCENTAGE OF TOTAL RESOURCES	IPF RESOURCES COMMITTED as at 16/8/93	IPF RESOURCES FOR COMMITMENT
A. Capacity Building for Good Governance/Democratic Development	4,805	6,500	11,305	16%	0	4,805
B. Improved Mgmt of Development Process	12,814	20,000	32,814	46%	3,500	9,314
C. Employment Creation SED	11,213	12,514	23,727	33%	2,500	8,713
D. Miscellaneous	0	0	0	0%	428	(428)
Sub-Total	28,832	39,014	67,846	95%	6,428	22,404
Unprogrammed Reserve	3,204	0	3,204	5%	0	3,204
TOTAL	32,036	39,014	71,050	100%	6,428	25,608

* Estimates

ANNEX III

PROGRAMME MATRIX

AREAS OF FOCUS

DEVELOPMENT THEMES	Management Development	Environment & Natural Resource Management	Poverty Alleviation	Women in Development	TCDC	Transfer & Adapt. of Technology
A. Capacity Building for good governance and democratic development	X	m	X	X	m	X
B. Improved Mgnt	X	X	X	X	m	X
C. S/MED & Employment	X	X	X	X	X	X

X indicates major linkages

m indicates minor linkages

ABT/931125

KENYA LAW REFORM PROGRAMME

CONSULTING REPORT FOR AG'S CHAMBERS AND UNDP

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UNITED NATIONS DEVELOPMENT PROGRAMME

Programme of the Government of

The Republic of Kenya

PROGRAMME SUPPORT IMPLEMENTATION ARRANGEMENT

Calendar Year 1994-1995

Country : Republic of Kenya

Programme Support Document Number: KEN/

Programme Title: Kenya Law Reform Programme

Duration of UNDP Support: 1994-1995

Source of Fund: IPF

Executing Agent: Attorney General's Chamber

Total Programme Support earmarking: US\$...

Agreed on behalf of Government

Date

Agreed on behalf of the Executing Agency

Date

Agreed on behalf of the UNDP

Date

NAIROBI
OCTOBER 1994

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BACKGROUND

The Government last year appointed various Task Forces to review all laws, regulations, practices, customs and policies relating to different aspects of the laws of Kenya. The task forces include those on children; penal laws and procedures; laws relating to women; laws relating to the disabled; security legislation; landlord and tenancy legislation; laws relating to auctioneers and brokers; the status of Kenya School of Law; laws relating to companies, partnerships, insolvency and investments; and press law. The task force on law relating to children has already submitted its report to the Attorney General. It is expected that out of the work on penal law task force three distinct new task forces will be constituted to cover economic crime, environmental law and land law.

To facilitate this important legal reform effort, the Government has approached a number of donors to provide financial and logistical assistance to the task forces. The requests have been made to both multi-lateral and bilateral donors and some foundations. This sub-programme is an attempt to consolidate the request for the assistance in a comprehensive document for funding under the auspices of United Nations Development Programme (UNDP). This programme is being developed under the thematic area on improved governance and participative development, developed for joint funding by the Government and other cooperating donor agencies.

II PROGRAMME OBJECTIVE

The objective of the sub-programme is to assist the Law Reform Task Forces to conduct orchestrated researches involving scientific methodologies that are participatory by nature. The programme aim is to provide resources to enable the task forces to get access to both local and international expertise on specific legal areas that may be necessary to facilitate the production of the planned reports and draft legislation. The programme will also assist the task forces in terms of providing basic resources required to meet the logistical and support services to ensure timely delivery of the planned outputs.

III PROGRAMME COMPONENTS

The proposed programme has nine (9) components focusing on the specific aspect of the laws of Kenya that require reform. The Tenth Task Force, on laws relating to children, has completed its work. The main programme components are as follows;

Component 1: Task Force on Penal Laws and Procedures.

Component 2: Task Force on Laws Relating to Women.

Component 3: Task Force on Laws Relating to the Disabled.

- Component 4: Task Force on Security Legislation.
- Component 5: Task Force on Landlord/Tenancy Legislation.
- Component 6: Task Force to Review Laws Relating to Auctioneers.
- Component 7: Task Force on the Status of Kenya School of Law.
- Component 8: Task Force on Laws Relating to Companies, Partnerships, Insolvency and Investment.
- Component 9: Task Force on Press Law.

IV CAPACITY BUILDING TARGETS

Reviews of the critical needs of the task forces, at the highest levels of the Attorney General's Chambers, indicate that the following capacities will be required for each of the task forces in order to realize their outputs.

- Establishment of effective secretariat
- Enhancement of research capacity to collect and analyze data and information of Laws of Kenya.
- Organization of seminars/workshops at national and local levels.

For some of the task forces it will be important to enable them to seek international experience.

V. REASON FOR UNDP ASSISTANCE

The UNDP 6th Country Programme for Kenya, approved by the Executive Board in May 1994, emphasizes capacity building for improved governance and participative development as a key element in the process of democratization. The 6th Country Programme underscores the importance of law reforms through target programme activities and the need to strengthen Attorney General's Chambers.

It is for this reason that UNDP remains committed to work with other cooperating partners to mobilize resources to assist the Government in the realization of its aspirations of updating legislation, reforming specific law, introducing new legislation, for example in the case of children's law, and improving and modernizing law enforcement.

UNDP will also promote democratic development through support to such programmes as: building capacity in district and local governments; the development of demographic data-base and support for effective electoral processes; and improvement in the compilation, processing and dissemination of legislative records, building capacity for auditing government and

building capacity for civil service reform.

TASK FORCES FUNDING INTEREST

Over and above UNDP's interest in governance, several other donors have indicated willingness to cooperate with Government in funding programme activities that can lead to improved governance and effective participation in the process of democratised development. This programme is therefore designed to be financed jointly between UNDP and other cooperating partners through cost sharing or parallel financing of the activities of the task forces.

Specifically the following bilateral and multi-lateral donors have shown interest to commit resource in the specific aspects of the law reform process in the short term for the funds can be made available by September, 1994.

CIDA is interested in funding activities which increase public discussion of issues related to Women, Penal, Security and Media task forces and has already an initial indicative budget of US\$ 50,000 which could be expanded in the future.

WORLD BANK is very active in funding governance activities through structural adjustment programme. It specifically is interested in funding the task force on Companies law whose budget is US\$ 211,000.

EU is considering funding maybe at the level of US\$ 100,000 subject to detailed project proposals including work plans.

FORD FOUNDATION, which has extensive an programme covering women in development and human rights, has earmarked US\$ 125,000 which can be drawn on for activities which increase public participation in the task forces' activities.

There is a second category of donors who are interested in participating funding legal reform but their programming does not allow them to indicate amounts now. Among these are:

FINLAND which is actively considering funding for the Penal Task Force which is related to other development activities it is considering.

SWEDEN which is considering governance funding over the next three years and awaits detailed work plans from the task forces.

AUSTRIA which is generally interested in legal reform and will decide on level of funding after receiving detailed work plans.

NETHERLANDS which plans to fund activities within the area of human rights and democracy.

ODA which is active in financing governance activities and will consider detailed proposals which include work plans.

USAID which has already programmed funds for support of the governance activities but awaits completion of a new agreement with the Kenya Government.

Many donors have requested aid for support of law reform from their headquarters but they have yet to get authorization to commit specific funds. At the same time many are anxious that they get detailed work plans which the Attorney General has requested Task forces to prepare by August 5th, 1994. Since many programme personnel are on leave and are due to return by the end of September 1994, it is conceivable that soon after there will be many commitments made to the funding of legal reform.

FUNDING FOR WORKPLAN PREPARATIONS

Preliminary discussions did not elicit any donor interested in pre-financing work-plans for the various Task Forces although USAID is considering facilitating the activity for some Task Forces. Donors argue that the preparation is part and parcel of the TF organisational activities. The Attorney General requested Tfs to prepare comprehensive work plans by August 5th, 1994. This was done by nine of the Tfs and some documentation on the efforts was sent to donors soon after. We have reviewed the workplans. Some of the proposals are pretty complete but it is clear that there will be need to refine the some of the work plans with the assistance of programme personnel or consultants. The donors interested in financing a particular TF could make available to the particular TF a consultant or programme personnel to assist in this activity depending on the quality of the work plan proposal.

VI- PROGRAMME COST

It is estimated that the total cost of this programme will be US\$ 2.2 million over a period of 1.5 years. It is envisaged that UNDP will contribute US\$ 300,000 and about US\$ 1.9 million will be generated through cost-sharing, co-financing and parallel financing with other donors. The Government contribution to the programme, as indicated in the estimates, during the period is expected to be Ksh. 66 million (US\$ 120,000) in cash and kind. Table 2.1.1.1. provides a summary of total financial requirement by the task forces

Table 2.1.1.1: Task Force Budget

ITEMS	US\$ '000			
	1994	1995	TOT.	%
Experts	200	138	338	15.5
Support Staff	90	56	146	6.7
Drafting Staff	60	71	131	6.0
Workshops/Seminars	100	180	280	12.9
Duty Travel	150	68	218	10.0
External Travel	-	91	91	4.2
Computers/Equipment	107	-	107	4.9
Vehicles	273	-	273	12.6
Reporting	30	35	65	3.0
Premises	209	200	409	18.8
Miscellaneous	<u>60</u>	<u>56</u>	<u>116</u>	<u>5.3</u>
TOTAL	<u>1,279</u>	<u>895</u>	<u>2,163</u>	<u>100</u>

VII IMPLEMENTATION MECHANISM

The office of the Attorney-General (AG), the programme executing agent, is responsible for the overall programme activities and will provide overall direction and coordination framework for the donor community to ensure that activities funded under the programme complement each other and that they fit within the priorities of the task forces.

The choice of the AG to execute the programme is based on the view that it has legal oversight responsibilities for the Task Forces as well as adequate managerial capacities to coordinate the activities of the task forces. It is envisaged that through this programme the capacity of the AG's Chamber to conduct a legal reform programme will be enhanced by developing methods and procedures for public consultation, building data handling and analysis capability, training drafters and building up logistical capacity.

A Secretariat will be created under the Attorney General's chamber to manage the task forces activities. It will work under the general auspices of the Law Reform Commission, which

has been established under the Attorney Generals 's Chamber, to facilitate general law reform process.

Technical assistance will be provided to the Secretariat to enhance managerial, monitoring and evaluation capacities within the AG's Chamber to ensure that human resources necessary to ensure the implementation of the project activities are available. The Secretariat, will be responsible for the financial monitoring and administrative backstopping of the programme activities through review meetings, programme auditing and regular progress reports. It will have a senior officer to direct programme activities, an officer in charge of programme funds and a logistics officer. The officers will be seconded from the Government and do not form part of the costing of the project donor funds. The Secretariat will service the Programme Steering Committee to ensure effective running of the activities of the programme.

The secretariat will be responsible for:

Ensuring smooth implementation of programme activities according to plans of the task forces.

Arranging regular review meetings on the on-going activities of each task force.

Arranging for the preparation and dissemination of the task force reports.

Assisting in organizing seminars/workshops as planned by the task forces.

A Programme Steering Committee (PSC), composed of members from the different Law Reform Task Forces, chaired by the Attorney General or his representative, will be established to work with the Secretariat. This steering committee will meet on quarterly basis at the minimum to review the disbursement status of the different components of the programme and to advise on the optimal options of utilizing the resources allocated to the programme as a whole.

VIII MONITORING AND EVALUATION

Specific activities under the programme will be monitored by the Programme Steering Committee. The committee will seek to ensure that inputs, work-schedules, the production of targeted reports and other required actions are proceeding accordingly to plan. It will also closely monitor the budgets and expenditures of each of the Task Forces.

Records of the performance of each of the task forces (in terms of resource utilization) will be maintained by the Secretariat which will be reporting this to the PSC on regular basis for review by the Attorney-General. Programme performance Evaluation Report (PPER) will be produced annually to be reviewed by the parties concerned to ensure that the

inputs are being used as intended. A terminal review will be held during the last month of the programme operations and a terminal report will be produced.

IX AUDIT PROCEDURES

The objective for an audit of the programme is to obtain reasonable assurance that donor resources are being managed by the field implementing agents (Task Force) in accordance with the financial regulations, rules and practices and procedures, the programme document and the work plan as agreed to with the executing agent, the Attorney General's Chamber.

In managing the programme resources the agents will have fiduciary and compliance responsibilities to the funding institution. They also have compliance responsibility for funding institutions reporting procedures.

Thus, an audit of this programme whose components would be implemented by the task forces, must fulfil the following sets of objectives:

1. Programme disbursements are made in accordance with the programme document;
2. Programme disbursements are valid and supported by adequate documentation;
3. An appropriate control is maintained by the Programme Secretariat and can be relied upon;
4. Programme reporting is accurately presented; and
5. That the programme monitoring and evaluation reports are prepared as required and submitted on a timely basis.

X EQUIPMENT

After the delivery of equipment, it becomes the property of the Government as soon as the transfer formalities are completed unless the equipment is of highly specialized nature and must be retained by the donating institution.

XI OUTPUT BUDGET AND WORKPLAN

Annex 2 provides summary of the financial details related to the UNDP support during the 1.5 year period. Output budgets are presented for the whole project period. Annex 3.1 to 3.5 present the detailed output budgets and the support budget. The output budgets are subject to revision over a period of time.

A workplan covering 1.5 years showing the nature and timing of activities to be implemented under the programme is presented on Annex 4. The workplan, based on planned targets will be reviewed on regular basis.

XII INPUTS

UNDP will provide US\$ 300,000 for the programme activities. This will be utilized mainly for hiring consultants to undertake specific tasks, procurement of equipment and preparation of seminars and workshops.

Other cooperating partners will contribute about US\$... This will be in the form of either cost sharing or co-financing. The use of the funds will be flexible to reflect the needs of the Government while taking into account the interest of the donating institutions.

XIII LEGAL FRAMEWORK

This programme document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Kenya and the United Nations Development Programme (UNDP) signed by the parties on 17th January 1991. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in the Agreement.

Revisions may be made to this programme document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the programme have no objection to the proposed changes.

1. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the programme, but are caused by re-arrangement of inputs already agreed to or by cost increases due to inflation; and

2. Mandatory annual revision which re-phases the delivery of the agreed programme input or reflecting increased expert or other costs due to inflation or take into account agency expenditure flexibility.

ANNEX I: EXPECTED OUTPUTS

TARGET NO. 1: ESTABLISHMENT OF EFFECTIVE SECRETARIAT		
OUTPUTS	BENCHMARKS	
	1994	1995
1.1. Secretariat established/strengthened to facilitate the work of the Task Forces	<ul style="list-style-type: none"> - Staff for secretariat recruited/identified - Financial management systems established - Key professional staff assigned to the programme 	<ul style="list-style-type: none"> - Programme steering committee in full operation - Disbursement reports prepared for audits - Equipment procured to facilitate task force work.
	<ul style="list-style-type: none"> - Establishment of effective monitoring mechanism within the framework of GOK system - Review meetings held 	<ul style="list-style-type: none"> - Programme Performance Evaluation Report (PPER) prepared - Tripartite review meeting held.
NON - UNDP Finance Outputs		
1.2 Offices for the Task Forces identified/Rehabilitated	<ul style="list-style-type: none"> - Offices furnished and necessary hardware installed 	
1.3 Additional staff deployed to AG's Chamber		<ul style="list-style-type: none"> - Integration of the programme secretariat into the mainstream AG's Chamber.

TARGET NO. 2: ENHANCEMENT OF RESEARCH CAPABILITIES OF THE TASK FORCES		
OUTPUTS	BENCHMARKS	
	1994	1995
2.1 Research topics identified by each of the Task Forces	<ul style="list-style-type: none"> -Consultants/experts recruited/appointed -Terms of Reference for each of the research areas prepared and cleared 	<ul style="list-style-type: none"> -Draft reports reviewed -Production of reports by the consultants/experts
2.2 Task Force Reports prepared	<ul style="list-style-type: none"> -At least ... visits to various parts of the country accomplished -Outline for the draft reports prepared 	<ul style="list-style-type: none"> -Draft Task Forces reports read for internal reviews -Report production
NON - UNDP FINANCED OUTPUTS		
2.3 Transportation for the members of the Task Force		<ul style="list-style-type: none"> -Additional vehicles procured
2.4 Support services to the Task Forces		<ul style="list-style-type: none"> -Subsistence allowances to TF members and support staff

TARGET NO. 3: WORKSHOPS/SEMINARS ORGANIZED AT NATIONAL AND PROVINCIAL LEVELS BY NINE (9) TASK FORCES		
	BENCHMARKERS	
OUTPUTS	1994	1995
3.1 Workshop/ Seminar papers prepared	-Participants identified -Venue identified	-At least ... workshops/ seminars held at local and national levels -Seminar reports produced -Seminar recom- mendations incorporated into the Task Force reports.
NON - UNDP FINANCED OUTPUTS		
3.2 Resource persons participating in the workshops/ seminars		-Terms of reference for resource persons

ANNEX 2: PROGRAMME FINANCIAL TABLE

BUDGET OUTPUT	TOTAL		YEAR1		YEAR2	
	EAR-MARKED	BUDGET	EAR-MARKED	BUDGET	EAR-MARKED	BUDGET
KEN/94/ 1.1						
KEN/94/ 1.2						
SUB/T TARGET1						
KEN/94/ 2.1						
KEN/94/ 2.2						
SUB/T TARGET2						
KEN/94/ 3.1						
SUB/T TARGET3						
TOTAL						
UNBUDGETED EAR-MARKING						
SOURCE OF FUNDS						
IPS						
AOS ON IPF						
COST SHARE -						
GOVT						
COST SHARE -						
OTHER						
SPR INCL. AOS						
OTHERS (CO-						
FINANCING)						
TSS2						
TOTAL RESOURCES						
See Notes under Annex 4						

Notes on the programme financial information (Annex 2):

It is envisaged that each of the nine task forces are expected to realize all or some of the output targets outlined on page 13. Each of the task force has therefore generated a detailed budget which is aggregated and modified to give the financial outlay on Annex 2; The sources of funds reflect the indicated commitments to the programme by various cooperating partners.

The output budgets, given in details in Annexes 3.1 to 3.5 are managed by the Programme Secretariat under close supervision of the AG's Chambers and the Programme Steering Committee.

APPENDIX 1:

TASK FORCE MEMBERS, SECRETARIES, TERMS OF REFERENCE,
ADDRESSES, DATE APPOINTED AND GAZETTE NOTICES.

1. TASK FORCE ON THE REFORM OF PENAL LAWS AND PROCEDURES

MEMBERSHIP

ORDINARY MEMBERS

Justice F.E. Abdullah - Chairman
Byron N. Georgiadis
A.R. Kapila
Charles Okidi (Prof.)
David Gachuki (Dr.)
Philista Onyango (Dr.)
Muli Musiime (Dr.)
Okech Owiti
Amos M.S. Kimunya
Benjamin Kimagut arap Maiyo

EX OFFICIO MEMBERS

B.P. Kubo, Solicitor-General or his representative.
B. Chunga, Deputy Public Prosecutor or his representative.
Arthur Buluma, Chief Parliamentary Counsel or his
representative.
Noah arap Too, Director of Criminal Investigation or his
representative.
Justice J.F.H. Hamilton, acting Chairman.
J. Ojuang (Prof.) Member of the Law Reform Commission.

SECRETARIES

Githu Muigai
E.O. Abang

TERMS OF REFERENCE

A. To review all penal laws, offenses and procedure as well as the Penal Code (Cap. 63), the Criminal Procedure Code (Cap. 75), the Evidence Act (Cap. 80), etc, and make recommendations thereon;

B. To make proposals for making provisions on, and enhancing control of economic, commercial and environmental crimes and;

C. To make any further recommendations incidental to the foregoing.

ADDRESS

Joint Secretaries
Task Force on the Reform of Penal Laws and Procedures
Kenya Law Reform Commission,
Maendeleo House 8th Floor,
Monrovia Street,
Box 34999
Nairobi.

DATE APPOINTED

Dated the 26th July, 1993.

SOURCE

Gazette Notice No. 3603.

2. TASK FORCE TO REVIEW LAWS RELATING TO WOMEN

ORDINARY MEMBERS

Hon. Justice Effie Owuor - Chairwoman
Hon. Justice Joyce Aluoch.
H.E. Pamela Mboya.
Margaret Kenyatta.
Wilkista Onsando (Mrs.)
Margaret Mngola (Mrs.)
Grace Githu.
Eddah Gachukia (Mrs.)
Z. Kittony (Mrs.).
Mary Okello (Mrs.)
Nora Olembo (Dr.).
Maria Nzomo (Dr.).
Shanyisa Khasiani (Dr.)
Ben Mukuria
J.B. Havelock
Philomena M. Mwilu
Florence Manguyu (Dr.).
Terry Kantai
Abdul Azziz (Prof.)
Shiamina Lalani (Dr.) (Mrs.)
Ruth Oniang'o (Prof.)
Surinder Kapila (Mrs)
Mary Kiptanui (Mrs)
Naomi Kipury (Dr)
Lilian W. Mwaura (Ms)

EX OFFICIO MEMBERS

F.R.B. Oeri (Mrs.), Head of Women's Bureau, Ministry of Culture and Social Services.
Z. Wandera (Mrs.), Member of the Law Reform Commission.
Francisca Otete (Mrs.), Vice-chairman, Public Service Commission.
Arthur Buluma, Chief Parliamentary Counsel or his representative.

SECRETARIES

C.W. Mwangi (Mrs.), Ministry of Finance.
Elizabeth Oduor, Ministry of Environment and Natural Resources.
R.C. Lagat (Miss), Law Reform Commission.

The Task Force will have power with the approval of the Attorney-General to co-opt members or appoint such committees as it deems fit only for specialized aspects of the laws under review.

TERMS OF REFERENCE

A. To review all existing laws, regulations, practices, customs and policies which the effect or purpose of impairing

or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights in the civil, political, economic, social, cultural or any other field.

B. To make recommendations to modify, amend or abolish existing laws, regulations, practices, customs or policies which constitute discrimination against women.

C. To consider and recommend a comprehensive bill which will render unlawful any discrimination on the basis of sex and promote equality of opportunity between all persons; and

D. To make such further recommendations incidental to the foregoing that it may deem necessary.

ADDRESS

Joint Secretaries
Task Force to Review Laws Relating to Women
Kenya Law Reform Commission,
Maendeleo House 8th Floor,
Monrovia Street,
Box 34999
Nairobi.

DATE APPOINTED/ADDITIONS

Dated the 28th September, 1993.
Dated the 16th December, 1993

SOURCES

Gazette Notice No. 4820.
Gazette Notice No. 6890

3. TASK FORCE TO REVIEW THE LAW RELATING TO THE DISABLED

ORDINARY MEMBERS

D.K.S. Aganyanga Justice- Chairman
Ben Ashihundu- Vice-Chairman
Samuel K. Kabugi
Stephen Gachuhi
E.N. Monari
Benson O. Anjere
Mbuthi Gathenji
Canning Otiato (Mrs)
Catherine Abila (Mrs), deceased
Maria Teresa Paul (Mrs)
L. Ndolo (Mrs)
Moses Khaemba
Joyce Malombe (Dr.)
Lavera Levi (Mrs)

EX-OFFICIO MEMBERS

Arthur Buluma, Chief Parliamentary Counsel or his representative;
Eliud Mahihu, Chairman of the National Fund for the Disabled or his representative.

SECRETARIES

Josephine Sinyo (Ms);
Rose Oyugi (Ms.).

TERMS OF REFERENCE

A. To review the law relating to the disabled with a view to making proposals for reform.

ADDRESS

Joint Secretaries
Task Force to Review the Law Relating to the Disabled
Kenya Law Reform Commission,
Maendeleo House 8th Floor,
Box 34999
Nairobi.

DATE APPOINTED/ADDITIONS

Dated the 10th November, 1992
Dated the 12th October, 1993.

SOURCES

Gazette Notice No. 4993
Gazette Notice No. 5126.

4. TASK FORCE ON THE REFORM OF LAWS RELATING TO PUBLIC ORDER
AND SECURITY

ORDINARY MEMBERS

J.F.H. Hamilton - Chairman
Hastings Okoth-Ogendo (Prof.)
John K. Etemesi
Aaron Ringera
Fred Ojiambo
Willy M. Mutunga (Dr), Resigned

EX OFFICIO MEMBER

Arthur Buluma Chief Parliamentary Counsel or his
representative

SECRETARIES

Jackton B. Ojwang (Prof.)
Benjamin Patrick Kubo

TERMS OF REFERENCE

A. to review the Public Order Act (Cap. 56), the Preservation
of Public Security Act (Cap. 57) and the Societies Act (Cap.
108) and make recommendations thereon;

B. To examine the preliminary draft of the Administrative
Officers Authority Bill and make recommendations thereon;

C. To make such further recommendations as it may consider
incidental to the foregoing.

ADDRESS

The Joint Secretaries
Task Force on the Reform of Laws Relating to Public Order and
Security
Kenya Law Reform Commission,
Maendeleo House 8th Floor,
Box 34999
Nairobi.

DATE APPOINTED

Dated the 4th August, 1993

SOURCE

Gazette Notice No. 3701

5. TASK FORCE TO REVIEW LANDLORD/TENANCY LEGISLATION

MEMBERSHIP

Anthony M. Khamati - Chairman
Bondi Ogola (Dr.)
Jacob Ombonya
David Masika
Fred Muyoti
Walter Mukuria
W. M. Mutunga
J. J. Mugalla
D. Gitau.
Sarah Ondeyo (Miss)
Raychel Omamo (Miss)
U.P. Kidula (Mrs)
Philip Murgor

SECRETARY

E. O. Abang'

TERMS OF REFERENCE

To review the Rent Restriction Act (Cap. 296) and the Landlord and Tenant (Shops, Hotels and Catering Establishments) Act (Cap. 301) with a view to making proposals for reform of the two Acts.

ADDRESS

The Secretary
Task Force to Review Landlord/Tenancy Legislation
Kenya Law Reform Commission,
Maendeleo House 8th Floor,
Monrovia Street,
Box 34999
Nairobi.

DATE

Dated the 21st August, 1992

SOURCE

Gazette Notice No. 3565

6. TASK FORCE TO REVIEW LAWS RELATING TO AUCTIONEERS AND
BROKERS

ORDINARY MEMBERS

Justice S.E.O. Bosire - Chairman
Jacob ole Kipury
Zakayo Cheruiyot
D.N. Njoka
R. Magu Gakuru
Sally Church (Mrs)
A.S. Jeneby

SECRETARIES

Jessie Lessiit (Mrs)
Hannah Okwengu (Mrs)

TERMS OF REFERENCE

A. To examine and review the Auctioneers Act (Cap. 526), the
Brokers Act (Cap. 527) and the Court Brokers Act (Cap. 20) and
consider the desirability or otherwise of consolidating the
laws related thereto;

B. To make recommendation on provisions to be made under law
in respect of the following matters-

1. Minimum legal requirement for eligibility for carrying
on auctioneers' and/or brokers' business;
2. Procedures for the licensing, monitoring and
disciplining of auctioneers and brokers;
3. Rules and regulations relating to possessions,
evictions and auction sales including the scale of
charges; and

C. To make recommendations on such other matters which are
related or incidental to the foregoing.

The Task Force will have the power with the approval of the Attorney-General to co-opt members or appoint committees as it deems fit for specialized aspects of the laws under review.

ADDRESS

Joint Secretaries
Task Force to Review the Laws Relating to Auctioneers and Brokers
Kenya Law Reform Commission,
Maendeleo House 8th Floor,
Monrovia Street,
Box 34999
Nairobi.

DATE APPOINTED

Dated the 9th December, 1993

SOURCE

Gazette Notice No. 6769

7. TASK FORCE TO LOOK INTO THE STATUS OF THE KENYA SCHOOL OF LAW

ORDINARY MEMBERS

A. Akiwumi - Chairman
B.P. Kubo
Willy Mutunga (Dr)
Lee Muthoga
Mutula Kilanzo
Joe Okwach

EX OFFICIO MEMBERS

Justice J. Gachuhi, Chairman, Council of Legal Education
Kivutha Kibwana (Dr), Dean Faculty of Law, University of Nairobi

SECRETARIES

L. Njagi, Principal, Kenya School of Law
M.N. Nzioka (Mrs), Secretary, Council of Legal Education

TERMS OF REFERENCE

A. To review and make recommendations on the legal status and management of the Kenya School of Law, taking into account its urgent development needs and with a view of enhancing its contribution in the field of professional legal education and,

B. To make recommendations on such other matters which are related or incidental to the foregoing.

The Task Force will have the power, with the approval of the Attorney-General, to co-opt members or appoint committees as it deems fit only for specialized aspects of its terms of reference.

The Task Force shall submit its report to the Attorney-General not later than 28th February 1994.

ADDRESS

Joint Secretaries
Kenya School of Law
Box 30369
Nairobi.

DATE APPOINTED

Dated the 9th December, 1993

SOURCE

Gazette Notice No. 6768

B. To make recommendations on such other matters which are related or incidental to the foregoing.

The Task Force will have power, with the approval of the Attorney-General, to co-opt members or appoint committees as it deems fit only for specialized aspects of its reference.

ADDRESS

Joint Secretaries,
Task Force on Press Law,
Kenya Law Reform Commission,
8th Floor, Maendeleo House,
Monrovia Street,
Box 34999,
Nairobi.

DATE APPOINTED

Dated the 22nd November, 1993

SOURCE

Gazette Notice No. 6889

9. TASK FORCE TO REVIEW LAWS RELATING TO COMPANIES,
PARTNERSHIPS AND INSOLVENCY

ORDINARY MEMBERS

J. N. King'arui - Chairman
Muir Hunter
Leonard Njagi
Shem Ong'ondo (Dr.)
J. W. Kuria
F. J. Addly
Willy Kichilat
Eliud Njoroge
Mathew Emukula
R.G. Mwai
Dinesh Kapila
S.O.J. Ambundo
T. Oduor
C.A. Otolo
Martin Kuguru
James Birnie

EX OFFICIO MEMBERS

P. Omondi-Mbago, the Registrar-General or his representative.
W.K.B. arap Chelashaw, Chief Executive, Capital Markets
Authority or his representative.
S. Wainaina (Miss.), Monopolies and Prices Commissioner or her
representative.
Akich Okola, Chief State Counsel (Treaties and Agreement) or
his representative.
Arthur Buluma, Chief Parliamentary Counsel or his
representative.

SECRETARIES

Arthur Eshiwani (Prof.)
V.W.M. Kattambo (Mrs.)

TERMS OF REFERENCE

- A. To review the laws governing companies, partnerships and their operations and make recommendations thereon;
- B. To review the laws relating to insolvency, liquidations and receiverships, and
- C. To make such further recommendations incidental to the foregoing as they may deem necessary.

ADDRESS

Joint Secretaries
Task Force to Review Laws Relating to Companies, Partnerships
and Insolvency,
Kenya Law Reform Commission,
8th Floor, Maendeleo House,
Monrovia Street,
Box 34999,
Nairobi.

DATE APPOINTED

Dated the 4th August, 1992.

SOURCE

Gazette Notice No. 3823

MANAGING TECHNICAL COOPERATION
IN THE 1990S

G-C. M. MUTISO

A CONSULTING REPORT TO UNDP
OCTOBER 1993

EXECUTIVE SUMMARY

The Kenyan consulting sector has grown in the past thirty years from a motley collection of foreign owned accounting, engineering and architectural firms into a turbulent sector where there are citizen owned and foreign owned companies in all sectors of consulting. The dominant conflict is between the foreign owned companies and citizen companies. The latter claim that the former are not really part of national capacity building and they have unfair personnel, procurement and payment practices which keep earnings for the local companies low.

Donors on their part have not gone out of their way to favour citizen companies in awarding work. Part of the problem is political pressure from their home countries for supporting their national companies. This support is extended to companies incorporated locally but owned by the large consulting companies in the home countries. On the whole multilateral donors have not in the past favoured citizen companies either for they relied on large international consulting groups to manage their activities in the country. Their consultancy procurement procedures and business practices, especially pre-financing of operations, have discriminated the under-capitalised local firms.

With the explosion of consulting costs in the last few years, some donors, in the Kenyan Case the UNDP has led on this, have begun to favour locally based companies whether they are citizen owned or owned and linked to international consulting firms. The reason for this has been to reduce costs for the daily rates offered to locally based companies are lower than rates for the same work by equally qualified consultants from based off shore companies. Usually there is a spread of more than fifty percent in cost between local contracting as opposed to international contracting not to talk of the travel and hotel costs of international consultants. This partiality to local consultants is however circumvented by the locally based international firms who quote significant percentages of their fees to be paid in hard currency.

Of the citizen companies there are problems related to low capitalization, spread into many businesses as they struggle to survive and lack of systematic organising of the sector. Entrance into the sector is not regulated by either the state or the profession although some sub-sectors like accounting, architecture and engineering are regulated by state laws. More serious is the competition from academics and bureaucrats who quote lower fees for their overheads are covered by their public employers.

Donors who are interested in local capacity building should seriously consider focusing on the companies which are owned by locals for it is that capacity which stays in the country and is available for the long term. Donor support to the sector should be in supporting the creation of a consulting

organisation which would police the sector, set standards, train new entrants and generally act as a trade union body. Donor support should not be in terms of financing the sector with grants but in awarding work to the citizen companies so that they can grow and reduce their risk spreading into other businesses. It is important that capacity building, a concept used by many irrationally, be increasingly defined as support to the citizen companies and not the scattered approach of supporting academics and public bureaucrats who masquerade as consultants and earn their living somewhere else. To support some of the bureaucrats who claim to be consultants is also to continue deepening public corruption for many of the closet companies are awarded work only to farm it out to the real consulting professionals.

Finally it is important to build professional citizen owned companies for this will assure quality, relevance and sustainability since such companies will be part and parcel of the national fabric. This is what meaningful capacity building is all about.

DEVELOPMENT OF A CONSULTING SECTOR: 1963-1993.

The history of a consulting sector in Kenya during the first decade of independence, 1963 to 1973, is essentially the aggregation of accounting firms into larger firms and the internationalisation of the accounting firms as the large organisations were bought out by international accounting firms like Price Waterhouse or Deloitte Haskins Sells or Peat Marwick. Before independence, the main accounting or, more appropriately, book keeping firms, were one man firms owned by English men and a few Indians.

Two strands are found in growth over the next decade. One is the start up of African owned firms. These are usually one man firms started by ex academics which also specialised in one sector. Typically there were economists or project planners. The second strand is where expatriates working in Kenya saw niches and created locally based companies which worked in one sector also. Some examples are water resources or forest resources or tourism.

The third decade of independence saw the explosion of consulting firms being established in the country. There are three clear strands in this period. First is the creation of consulting firms by African state bureaucrats. These are the so called closet companies for they exist essentially as companies owned by public officials and only come into the market when there are arranged bids. They generally do not do the work once they get it but farm it out to others for a percentage. These closet companies are seen as a major threat to those who have invested in proper consulting companies for they have the inside information to get the work without incurring the overheads related to acquisition and running offices. They increase the costs to implementers of consultancy for their rents have to be put above the implementation costs. Typically they would go work mainly in the sector they are most comfortable with, ie the ministries they had experience in.

The second strand is the buying of large accounting firms by multinational accounting firms. The most outstanding ones are Touche Ross and Arthur Andersen who bought into existing local firms. This went along with the creation of strong management consulting divisions in the new companies with major resources allocated for the expansion of the divisions.

Therefore after three decades of independence, the country has an extensive consulting industry. The consulting industry is defined here as to embrace the professionals in engineering, architecture, accounting, management, development planning and management, finance, computing and data processing, and finally human resources development and training.

There is no national body bringing together all the consultants in these sub-sectors although accountants, architects and engineers are required by law to be registered

in officially recognised bodies. No formal data exists on the total numbers for neither government or the donors or the private sector has insisted that the plethora of companies and individuals be listed or certified for purposes of knowing them if not regulating entry into the consulting sector.

LOCAL CONSULTING CAPACITY AND UNEQUAL TREATMENT

One of the conceptual problems in the local consulting scene is the definition of a local consulting firm. Many donors, including the UNDP, define local consulting services as any company which is incorporated in Kenya. This legalistic definition does violence to the notion of building local capacity for an assumption of local capacity is that local means people who are citizens of the country and thus will generally remain in the country and their knowledge and experience will be utilised within the country.

Many Kenyan consultants wonder whether the large international consulting firms who have set up in Kenya are actually building up local capacity in a meaningful way. The reasons are various. First, they recruit junior personnel internationally and utilise them in country to get experience. By the time they reach the middle levels of the firms they go home or to other countries. This way local expertise is lost.

The second reason has to do with local recruitment. Many Kenyan owners of consulting firms, who created them after many years of experience either at the universities or in the public service, resent the fact that the large international firms locally incorporated recruit Kenyan at very low levels. Cases of high school graduates being recruited are known, but the bulk of recruitment is first degree graduates. These low level entrants are supervised by senior consultants and since large firms can break jobs into bits they are useful inside the firm. Over five to ten years these low level entrants are marketed as consultants and it is not unusual to find them competing for jobs with Kenyan firms owners with Ph.Ds and as many years experience in jobs. Since they are backed by international firms, many donors are comfortable with them. The donor argument is that the firm stands behind them and thus assures quality. This point the more experienced Kenyans dispute hotly.

The third issue is the procurement and payment process. Kenyan based international firms quote for jobs at times as local companies and/or as partners with their parent companies in the country the donor is from. By doing this, they are able to ensure that they get significant part of their fees in hard currency. Local Kenyan owned companies cannot quote in hard currency. This has become a very sore point especially since the beginning of 1993 as the local currency has been devalued at more than 100% and inflation has been above 30%. It can be argued that these economic realities of the present are the most important threat to the continuing existence of the

Kenyan citizen owned companies. Since they are under such pressure, it can be safely hypothesized that if the international firms do not change their procurement and payment practices, the citizen firms will go to the political arena to try and bloc them. Already presentations have been made to many donors to link fees to devaluation and inflation if they are going to be in local currency. Other presentations have been made to donors to pay in hard currency. The argument is simply that since there is general total convertibility of the Kenya Shilling now, there is no reason for the donors to insist that they pay citizen companies in local currency and firms with international linkages in hard currency.

Finally there is the substantive issue of unequal daily rates between the large international firms linked to their parent and branch companies and the citizen owned Kenya based companies. This has always been a major issue in the local consulting scene and the consultant doubts whether there is any progress being made now. Generally international consulting firms establish daily rates in the ministries which handle aid in their own countries based on overheads. Very few donors have established local consulting daily rates for citizen owned companies. Every time this issue is raised in the local scene by the citizen companies, the donors claim that the basis of the daily rates for companies from their countries is the statutes of the mother country. Since the Kenyan government has no similar provisions they claim that this cannot be easily established.

UNDP over a period of five years has sought to establish local consulting rates tied up to academic qualifications and experience in consulting. This has failed for not only do many donors refuse to provide the data for doing this but also insist that who they hire is their business. We mentioned elsewhere that academics without overhead and public bureaucrats take on contracts at rates which will not support the local citizen consultant running an office. As the supply is more than the demand then prices get pushed down.

These practices militate against creating meaningful local firms. This is a pity for there is a sense in which creation of financially strong local companies is an important aspect of local capacity building. It is those firms which will have the resources to pre-finance implementation, train new entrants into the field and indeed act as quality controllers.

CURRENT CONSULTING CAPACITY

The only study, known to the author, which tried to document the range of organisations in consulting was undertaken by UNDP in 1993 in relation to national capacity building. The study reviewed public listings as well as UNDP and World Bank files and grouped consultants into five groups. These are 1. Development, Management, Training and Finance Consultants 2. Data Processing and Training Consultants 3. Accountants 4.

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The only study, known to the author, which tried to document the range of organisations in consulting was undertaken by UNDP in 1993 in relation to national capacity building. The study reviewed public listings as well as UNDP and World Bank files and grouped consultants into five groups. These are 1. Development, Management, Training and Finance Consultants 2. Data Processing and Training Consultants 3. Accountants 4.

Architects and 5. Consulting Engineers.

The Development, Management, Training and Finance Consultants were lumped together since functionally they overlap. The list had 98 organisations. The Data Processing and Training Consultants list had 29 organisations. The Accountants list had 162 organisations. The Architects list had 118 organisations. The Consulting Engineers list had 41 organisations.

There is a sense in which this data does not show the whole picture of the current national consulting skills for several reasons. First the data captures only those companies which have listed themselves in publicly available documents. Second, it captures those companies which have registered with either the World Bank or with UNDP and not the companies which specialise in working for bilateral donors and the NGO sector. However given the fact that the larger companies as well as the more active companies are likely to list themselves in public documents for purposes of promotion as well as trying to list themselves with both the World Bank and the UNDP, two of the major consulting consumers in the country, the author estimated that the companies listed reflect about 75% of the private sector consulting capacity existing in the country.

COMPETENCIES OF CURRENT CONSULTING CAPACITY

In the UNDP study, it was not possible to get information on all the listed companies. Of the identified companies in the UNDP study, 10 % sample was selected for detailed study. However, many of those sampled for study did not return the questionnaire for various reasons. First, all organisations claimed that the questionnaire was too long. Second, this work was being done during the first multiparty elections and soon after when the country, in general, was in a state of flux. Third, the lack of a consulting organisation which brings the most active organisations together for clearing activities like this study was a factor. In the opinion of the consultant who conducted the UNDP study, creating such an organisation should be a priority in systematising the consulting sector.

In any case in the UNDP study only 25 firms and NGOs got studied in detail. This data forms the only known current detailed study of the national consulting capacity. Taking into account the major activity of each organisation, the specialised sectors covered by the 24 organisations with complete data are shown in Table 1 overleaf.

The first point to note is that there is specialisation in the sector. Further, of the 24 firms which responded to the questionnaires in time for analysis, 18 were local and 6 were international. Of the 18 local firms 13 were private consulting companies and 5 were NGOs. Three of the international firms were private consulting companies and three were NGOs.

A further analysis of the 24 firms showed that 17 local firms and 7 international firms actually maintained foreign accounts and therefore are able to facilitate international operations required by many donor projects. 18 local firms and 6 international firms indicated that they could actually enter agreements with international bodies. They also had international work experience for they had implemented more than two projects.

In terms of clients served out of 24 firms which responded 15 are involved in providing services such as training, consultancy, management and planning to community based organizations. Thirteen firms provide services to industrial organization and only 2 indicated that they provide consultancy and management services to international agencies. The conclusion is that the sector lives off both the public and private sector.

Since the study was specifically related to UNDP, 12 firms indicated that they were familiar with the project definition as applied by UNDP and it can be assumed that the same experience is relevant for other donors. Of these twelve, six had over 10 years experience and six had less than 10 years of experience with UNDP. It is not easy at this stage to infer whether these firms had experience to execute the UNDP-financed projects completely on their own as is the general practice of international consulting companies.

TABLE 1. SPECIALISATION OF 24 KENYA FIRMS STUDIED BY UNDP

Sector	Number of Organisations
1. Architects/Urban Planning	3
2. Accountants	3
3. Rural Development	2
4. Micro Enterprise Development	2
5. Street Children/Urban Development	1
6. Water Resources Planning	1
7. Project Planning	1
8. Economists/Economic Policy Research	1
9. Environment	1
10. Business Rehabilitation/Management	1
11. Development Communication	1
12. Large Scale Hardware Computerisation Systems	1
13. Software Computerisation Systems	1
14. Women Credit	1
15. Arid and Semi Arid Areas Development	1
16. Cooperatives/ Businesses Development	1
17. Alternative Energy Development	1
18. Survey	1

International consulting firms are generally expected to mobilise resources for development projects. The firms studied for the UNDP indicated that they could mobilise some resources. However in the opinion of the consultant this is

one of the major weaknesses of the locally based consulting firms. The problem is essentially capitalization. Many of the one man or two partner firms in the country have not really had to mobilise resources in the ways international consulting firms mobilise, initiate projects and bill clients months later. Where there are international bids, many of the local firms team up with international firms precisely so as to get the financial backing. Over time the problem of local capitalization will be sorted out. To speed up this process, it may be necessary for many of the local companies to also get out of involvement in other business activities which many of them are also involved in.

Capacity to organise is one of the key roles of consulting companies. Again in the UNDP study, the 25 firms indicated that they had established procedures for recruitment, contracts, procurement and fellowships. 10 firms indicated that they have established procedures for personnel recruitment. Twelve firms had established procedures for procurement. 7 firms had established procedures for contracting and 6 had established procedures to organize fellowships.

Hiring procedures, which are transparent and public therefore, are seen by locally based consumers of consultancy as a positive thing in evaluating consulting companies, although at the international level recruitment is never transparent for there is a lot of word of mouth recruiting. In any case, six firms indicated that they have negotiable terms and conditions for their junior recruits. 18 firms indicated that all their job opportunities are advertised.

Nairobi based donors characteristically do not like to get involved in customs and clearing arrangements. They expect consultants to be able to handle this for them although there are specialised firms in the sectors. Seven firms indicated that they could handle customs clearance.

Competitive bidding has recently become an important test for transparency. Six of them further indicated that they use competitive bidding in awarding their contracts.

The bulk of the work given to local consulting companies is generally in the field of project management, as is general case internationally, and research, conference organisation, training and advisory services. 22 firms reported that they have capacities in the field of project management. 11 of these firms have in-house project management manuals. Ten of these have actually provided services in the field of project management.

Eight firms indicated that they have capabilities in research. Two of these firms have research manuals and 5 have actually conducted research in recent years.

On training capabilities, 22 firms reported that they have

actually trained on development and organisational development. Of the twenty two, five indicated that they own good training facilities. The fifteen of the twenty two firms also reported capabilities in conducting conferences. 15 firms indicated they have capabilities in this field.

There has been significant donor concern in the Kenya consulting market about the capacity for financial management. This is related to the donor concerns for using this capacity in public issues of accountability and transparency. Of the 24 responding firms, 14 had financial management procedures codified. 21 firms indicated that they can actually maintain a separate account for different clients.

On the flexibility of the consultants accounting system, 18 firms reported that they can maintain account according to the desired varied financial years of many donors. The analysis of responses also shows that most of the firms have well established disbursement mechanisms and employ recognized auditors to check their accounts on regular basis.

It is clear that the national consulting companies have adopted some of the practices of the international consulting firms. What is also clear is that the Kenyan owned firms are at a disadvantage given their poor capitalization given first their ownership base, recent entry into the market and a tendency to be involved in other business activities.

It also is clear that about 10% of the citizen owned local companies work in other developing countries of the region. To the best of the consultants information only one of these companies have implemented projects in another developing region outside Africa. However, it should be noted that this company has also established branches in the United States and Europe. It also happens to be the oldest citizen owned company. It was formed in 1972 by an ex-academic.

UTILISATION OF CONSULTING SERVICES IN THE PUBLIC SECTOR

Discussion with consultants in Kenya shows that they estimate that 90% of the financing of their work in public sector over the past five years has come from donors. This is so since the Government of Kenya has not allocated significant amounts of money to the development vote over the period. This is a change from the pattern in the seventies and early eighties when it is estimated that about 40% of the fees to consultants originated from internal Government of Kenya funds. This fact has had tremendous impacts on some consulting sector especially architects and engineers. For example reputedly the largest Kenyan owned architectural firm has had to reduce the professional architects working for it from thirty to four over the period. An example in engineering is a Kenya owned engineering firm from twenty professional engineers to five over the past ten years.

This dependency on donor financing of the sector has serious long term impacts on the growth of the local consulting sector. First, since the large project implementation jobs go to companies from the donor country, there is little long term work left to be shared by the locally based companies. Consequently, they cannot take on young consulting trainees who typically are recruited into the profession by acting as journey men in long term projects. The second major impact is the fact that the donors have been able to force daily rates down since there are many local companies, public bureaucrats and academics scrambling for few jobs. This situation has become desperate as donor funds into the Kenya have been cut drastically in the past year because of Kenya Government's failure to adhere to structural adjustment dictates of the IMF which has led to donors slowing down disbursement and cutting down on total volumes of aid to Kenya. It is expected that a few locally owned consulting firms will fold in 1993.

On the more positive side though, there is a sense in which the donors have contributed to the growth of Kenyan owned consulting firms by making policy that there must be local consultants in any work done for them. A good example is Dutch development assistance which as a matter of policy states that local consultants are to be preferred to international consultants. The spirit of the policy is to build local capacity. This point of view is shared by many Scandinavians but is not yet practised by the major Kenya donors, the World Bank, Japan, US and Germany among others. Yet adjustments have been made to this policy by large Dutch consulting companies who have incorporated locally to take advantage of the policy. Again when work is given out there has been the tendency to give it to Kenya based foreign freelances locally based or university academics and bureaucrats. These practices do not contribute to the building of strong locally owned firms who need to earn their overhead and invest in training the next generation of consultants.

TRENDS IN UTILISATION OF LOCALLY BASED CONSULTING FIRMS

There has not been any study of how the consumers of consultancy use locally based as opposed to internationally based consulting firms.

The time period of this consultancy was not long enough time to conduct studies in many agencies. The only trend data is from UNDP files. Table 1 overleaf refers.

The table shows that there has been increased utilisation of the locally based consultancies in the case of the UNDP over the past six years. This increase in the case of the UNDP has come about as a result of the commitment to build up local capacity on one hand and on the other on the need to keep consulting costs down for hiring local consultants. In the opinion of the consultant, it is possible that other donors have increased the use of local consultants in a pattern

perhaps similar to the UNDP for it is generally known that Kenya has a good consulting base which is used by donors within the Africa.

TABLE 2: UNDP UTILISATION OF LOCALLY BASED CONSULTANTS

YEAR	NO. OF CONSULTANCIES
1987	12
1988	104
1989	139
1990	105
1991	203
1992	206
1993*	188

* Data complete for January to June 1993.

CONCLUSIONS AND FUTURE SUPPORT NEEDS

Possibly with the exception of Nigeria and Egypt, Kenya has the largest locally based consulting base. It is a base made up of conflicting tendencies where the supply of consultants from international locally based companies compete viciously with citizen companies, university academics and ex public bureaucrats. Within this sector there are differences in daily rates mainly based on how big and well linked the firm is. The threats to the sector are the oversupply, different rates, low capitalization of the citizen companies and their attendant participation in other sectors. Given the present economic crises, it is not unreasonable to expect that some of the citizen companies will fall on the wayside as the international firms pick up the privatisation work for they are preferred by both the donors and the government for this growth area.

It is clear to this consultant that there is need for the donors to solve some of the problems in the sector so as to first, build national capacity and, second to service other regions with limited capacities. The most important step to take first is to fund the creation of a national consulting body which will be responsible for policing entry to the sector, setting up standards, acting as a trade union for citizen consultants in matters like setting daily rates and negotiating with donors on payment in local and hard currencies.

The second issue is to deepen the use of citizen companies for donor consultancy work. This is in juxtaposition to the use of locally based international firms, academics, ex-bureaucrats running closet companies and foreign freelancers locally

based. The argument is simply that it is within citizen firms that traditions, experience and continuity can be assured within the national borders as national capacity. The experience of Korea, Taiwan and Singapore supports this position for there is a sense in which consultancy is country and region specific. Quality and cultural relevance as well as sustainability are assured when the professionals are from a region for they remain on tap to trouble shoot or repeat jobs. It also is clear that the use of citizen consultants reduces costs. This is already recognised by some large European consulting companies who are very active in setting up branches fully manned by locals in the Asia Region. The phenomena is beginning on the African continent especially in Nigeria and Egypt. Use of local consultancy also stops outflow of foreign aid assistance. It is the World Bank which estimates that US 4 billion is lost from Africa through consultancy and technical assistance personnel. If these funds are used to pay local consultants, they would make a major contribution to the growth of the private sector which is a major contributor to development.

Third, some have argued that there should be funds set aside to finance citizen owned consulting firms. In the opinion of this consultant, it is not a good strategy to create special funds for supporting the sector. The support should be in terms of giving the citizen owned companies work so they can earn their keep.

Finally, it seems to this consultant that the steps announced by the World Bank that it will reduce external TA in Africa is supportive of the building of local consultancy sector. If there is need to back stop projects, specialists should be from citizen firms. Ironically some donors are more aware of this than some African Governments which still show a preference for foreign firms since these are manipulated at times more easily than really professional firms.

It seems to me that the UNDP and the World Bank can give leadership on these issues of supporting citizen firms for they are committed to building national capacity.

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THE PUBLIC SERVICE : WHAT IS TO BE DONE

WANANCHI COMPLAINTS

The basic complaint by the wananchi has been that the nature and process of service has deteriorated. Civil servants, be they in Provincial Administration, Central Government or even the Police, are arrogant, corrupt and lack commitment to work. Wananchi go to great length to document how it is impossible to get a simple service without being asked to give chai. Even where one is entitled to a service in a hospital wananchi complain they are being asked to pay. Yet the problem is deeper than corruption and chai.

"WE BUILT THIS COUNTRY" NDENGWA

In the view of a significant number of intellectuals, the Kenya Civil Service began to deteriorate after the Ndegwa Report allowed public servants to get into business. This is an issue which government must take seriously if the service is to be redesigned to cope with the future.

Whereas the conclusions of the Ndengwa report that the major talent was locked in the service made sense then, it does not now. It will be irrelevant in the future. The brightest and most aggressive of Kenyans got into public service in the sixties. They were challenged. They innovated and made a major contribution to this country. This was so since the public sector was the dominant employer, economic actor and the source of innovation. The public sector is none of these now and neither will it be in the future.

REPERCUSSIONS FROM THE EXTENSIVE ACCUMULATION BY PUBLIC OFFICIALS

Opportunities provided by the Ndegwa report have led to fantastic accumulation of wealth by the public service. Whereas there is nothing wrong with that, such accumulation has denied similar accumulation to the private sector for it is the controllers of licences, credit, and political influence who play at being entrepreneurs. This has two negative impacts on society. First, those in the service spend a lot of public resources, office, phones, vehicles, and most important time, on their personal businesses. This inflates cost of administration and service provision by the service. The second issue is the denial of efficient allocation of finances, time and entrepreneurship to an indigenous private sector. For cultural reasons the partners of the public sector in business are either Asians or Europeans. The argument being that they would not talk. Thus the accumulation by those in the public service is not efficiently used to generate wealth for the country. It is siphoned by the Asian and European controlled businesses and repatriated.

INCREASE IN THE COST OF LIVING

Since most of the industrial production is still in the hands of Asian and European foreign businesses, they determine the increases in the cost of living. Africans have not invested in the industrial sector in any significant way. It should be clear from the argument above that those with resources to do so have made partnerships with external investors who actually run the businesses. Similarly since the economic policy has never set a goal of producing machine tools for the country there is not a good basis for getting into industrialisation by Africans. Arguments for Jua Kali miss the point. Tinkering technology is not what determines a country's long term industrialisation but the creation of a machine tool and information processing capacity to create markets. Inflationary pressure is essentially generated by the industries which produce consumer goods which are not regulated. In the case of Kenya those who control industry also control processing and distribution of agricultural products and urban real estate. Thus Government is not able to use normal policy measures to manage inflation. Since taste for the imported have been generated, the country is held hostage by the trading system controlled by foreigners. Salaries in such situations become irrelevant.

OLD SERVICE SERVING VERY YOUNG POPULATION

It is estimated that 60% of the population are under 15 years, 80% are under 25. Thus only 20% of the nations population is above 25 years. The pre-independence generation is an endangered species. Yet they are the influential rulers, public servants and workers. their values, made under colonial society and tempered by the optimism of independence, are not the values of the majority. For example, they are convinced that tremendous progress has been done. This is true but is of no consequence to those whose formative years came after independence. They are not interested in the struggle. They do not see the improvements. More significantly they do not want to know. their agenda is self improvement. They are the ones most bitter about the collapse in the service ethic of the public service for it presents a bottleneck to whatever it is they want to do. they are not intimidated by authority or authoritarianism. they generally do not vote. they do not care about politics. They tend to become fanatics in religion. They create their own social networks which do not respect tribes or traditions. In short they are the modern Kenyans. Such Kenyans resent the controlling state with its many licences for even hawking, marriage etc for these are seen as infringements on their freedom of choice.

These new Kenyans are risk takers. They do not hunger for arranged jobs or ethnic networks. They are open for creation of totally modern society based on individual achievement or failure. They are a fantastic problem to their families but they happen to be the future. they take their cues from the international arena of music

and ideas thorough the mass media. Even their dress and language is not made in Kenya but is imported from the likes of Michael Jackson. These are the clients of the public service. A service whose ethics and practices are based on formal hierarchy, excessive authoritarianism, routines rather than innovation, power rather than service, and the use of the state for accumulation rather than individual entrepreneurship.

hurdle
abstract

To serve these new and many Kenyans, the service must change its style. It must become a super market rather than the restricted and authoritarian formal structure it is. Style is best illustrated by going to an office. You first confront the askari who wants to know why you need to see the boss. If after discussion he is convinced, then you have to pass the huddle of a secretary talking endlessly on the phone. You may be lucky to be allowed to enter the sanctum after hours of convincing many levels. Woe unto you if you have to get a licence. You are sent away for days on end. If you want a police extract and are in Nairobi you go thorough a routine similar to above, then travel to one police station to pay Ksh. 20 to get a receipt and then come and start the routine all over again in the relevant police station. Last month, a calculation the economic cost of this routine, excluding the Ksh. 20 for the receipt, for a consultant yielded Ksh. 6,000 for a consultant, in spite of his using contacts. This included time lost on his hourly charges, transport, including ferrying policemen between two police stations since the right papers were not available. This is higher than an planned cost sharing. A costing of a house servant who was chasing the same piece of paper at the same time showed that she spent four days, and Ksh.200 to get a similar piece of paper.

These costs are so high that most wananchi refuse the service to reduce costs to them. Where they need the service they buy it directly, usually called bribing.

THE CAUSES OF BRIBERY WITHIN THE SERVICE

From the service point of view bribes are income generating projects. Individuals look around and see their compatriots, big public and private people accumulating. they are faced with a situation where basic pay cannot meet their obligations. Thus they start a project. Cases - a police lady corporal filling a form for an illiterate house servant charges five shillings. This is by the way 25% of the house workers daily income.

How do we solve it.? To begin with, salaries of public servants must be competitive. Since this is being handled by the Mbithi Commission, I do not make further comments. But even more fundamental is to deal with the structural problems. There are too many steps into getting a service. There must be simplification of how service is provided. It must be provided in transparent situations. If all lady corporals filling forms are in the open, it will not be easy to create cabals for asking houseworkers for

the five shillings. It must also reduce the bureaucratic demands for service. Why must one pay Ksh. 20 for a police extract? If revenue must be raised, create simple, cheap and easily accessible systems. for example, one 20 megabyte computer will be able to handle all data on house break ins in the City. Terminals in each police station would make this information accessible to all. Rather than detectives and ordinary police running around with piecemeal information and selling it to the clients. And finally, we must cut the public service perhaps by as much as 50 - 80 percent.

There are two reasons for this. First to reduce costs, second to create a future oriented service and three to set up modern management in the service. It is estimated that in most ministries 80% of the budget is spent on personnel. If one adds office space- an item GOK does not seem to cost- probably this figure will rise up to 95%. It is public knowledge that almost all the development budget is from donor funds. The point is simply that we have employed many more people in the service than the country can afford. To paper this problem by arguing that if government does not employ people there will be riots is only to keep postponing the problem. We cannot continue to support employment of people we do not get economic value out of. Cuts must be in all sectors, but some need more drastic cuts than others. For example, when the country was illiterate, it needed agricultural extensionists who would talk to farmers directly. Now that we are completely literate at the household level, and 60 percent literate at the individual level, why do we still use the extension system which is so expensive? We can deliver the same agricultural messages through radio, expanded television, newspapers, booklets etc for about 25% of what MOA spends annually. The point is simply that we are not taking advantages of our people resource base. Those trained and employed in agriculture should go into direct production, agro-processing and marketing but not just sit in offices drawing salaries waiting for petrol so as to go and talk to farmers. Even more criminal are proposals for creating field staff for ministries like Energy, Water, Reclamation, Industry etc. The literate modern society that has evolved since 1960's demands mass media techniques and not bodies which are stuck in offices. They demand this because messages have to be immediate, specific and much more tuned to day to day problems of specific places. so , reduce staff, and create smaller service with relevant skills for now. The example of extension is apropos. We shall need mass communication agricultural experts rather than the specialists we have now. Government need of get into the agricultural messages distribution. It can leave that to individuals and business who have already started competing for delivery of the same. Look at the number of local magazines by individuals, cooperatives and other mass media delivery of such messages. the needed policy is to drop the cost of bodies in public service extension and spend the money in agricultural research where we need to pioneer new crops, messages etc.

To create a **FUTURE ORIENTED SERVICE**, several things are needed. First, we cannot continue to depend on guess work. Every aspect of public life will need rational decision making which in turn is dependent on collecting **ON TIME DATA**. Such data is possible now given the reducing cost of computers, national infrastructure and the increased transactions of the nation. CBS in spite of its statutory monopoly of GoK data has been overtaken by events for it did not modernise its data processing capacity as fast as other sections of government. As a result there are many data bases within government which CBS does not know about. These have been set up to serve specific purposes. They are available for use. CBS by style collects for storage and eventual use. Consequently decisions are being made without hard data. This is compounded by the conservatism against and incompetence of top managers in the service to use hard data in decision making. These problems are not peculiar to CBS but are endemic to the service. No reports re on real time. They come years late if one is lucky. Decisions are made on opinion or as a result of ethnic preferences or on mythical basis. Public life is thus mystified. Debate on facts is abolished and thus innovations denied for individuals concentrate on fantasy.

A lean public service should be so organised that the top managers can get all national data on real time. Thus there should be interactive data bases at least from district level to the PS. This will also lead to cutting the many levels of paper pushers in the Ministries for PSs should be able to interact with all field personnel. This is done now by phone but the point is to make it part and parcel of daily work not just opinions by whoever is at the end of a phone. Probably the start should be done from Provincial Administration, the nature of whose work needs to be as near real time as possible.

The other point is that the bulk of the public servants will have to become data specialists and strategy planners rather than administrators or extensioinists. A developed economy is more dependent on data than it is dependent on licences or routines or dated extension packages. Case in point, GOK established the Investment Promotion Centre as a one step investment centre which is supposed to generate investment. A client of ours has spent a year trying to get the one step approval. The first problem is the Central Bank, which still wants to determine where the money earned will be spent! The other problem is the Treasury which does not seem to have policy on whether Kenya welcomes service sector investments as much as factories. This is ironic since all modern economic theory shows that it is cheaper to generate jobs in services than in industry. Returns on services are also higher when they are sold externally (by using Kenyan experts) to bring foreign exchange. This example points out the demand of the future to have much more clear policy formulation and coordination across all sections of the GOK. Such specialists do not feature strongly in current GOK practice for the individuals are not trained in strategic planning and policy coordination. Hence the political

arena fills the vacuum left by innovating and giving directives. Ironically it gets blamed for confusing policy by many of the public servants.

Finally modern management within the service. The essence of modern management is to monitor inputs and outputs. This is where the public service is most delinquent. No accounting Officer knows the unit cost of any of the activities done under him. None of his subordinates know either. It is not just a case of the blind leading the blind but also a case of producing blind children. Part of the problem is historical. Accountants have never been seen as important as administrators in public service. This must change and not just stop at accounting. What is needed is for all public service units to cost their needed resources and to justify them in terms of specific outputs. MANAGERS SHOULD BE HELD ACCOUNTABLE FOR THEIR PLANS, THE IMPLEMENTATION OF SUCH PLANS AND THE INTENDED OUTPUTS. WHERE THEY CANNOT JUSTIFY INCREASES OR WHERE THERE ARE NO TANGIBLE OUTPUTS SIGNIFICANT NUMBERS SHOULD BE FIRED. During more than 20 years of interacting with senior managers at KIA I have asked and to date I do not know of a public servant fired for managerial incompetence. Such practice is due. It has been talked about but not acted upon.

The last comment on the future of the service is that Government should get out of trade and commerce. In all states the basic role of Government is to provide security and to enforce policy on every thing else. Observe that I do not include infrastructure in the fundamental business of Government. Increasingly, given the poverty of most Governments, it is coming back to fashion that the practice of past centuries where even infrastructure was in the realm of private sector may be a good thing. Thus roads, water etc can be in the private arena. This is not to deny that infrastructure has a security component and thus the state could legitimately decide to keep it for itself. However, there is too much of GOK in the economic arena. The ICDCs, AFCs, and many other loss making parastatals should be sold. This is not a WB argument. It is simply that they are highly inefficient and they keep the indigenous private sector from developing.

PUBLIC SERVICE TO SERVE NEW KENYANS

Kenya has changed drastically in the last thirty years. The most important change has been the population explosion. The population has exploded when the country has not decided to industrialise. so all that is done in the future will be attempting to catch up with this problem. to begin with, policy making and public affairs are conducted in a manner which ignores the basic fact that this country is extremely dry. All agriculture, the mainstay of the economy, is done on only 12 % of the country. This fact is not even widely known by Kenyans. In the past we have overinvested in this 12% of the country since our external advisers argued for continuing cash crop exports which could only grow in those

regions. We did not invest in making the dry lands productive. We did not consciously try to move people and industry into the dry areas so as to release the high potential land for growing food. Consequently, from 1980s onward, we are vulnerable to shortages of food. We have opened ourselves to international manipulation since we cannot feed ourselves adequately. It is projected that by 1995, we will not even be able to produce enough grain even in the good years for land use in the productive areas is locked into tea and coffee and living space.

LACK OF UPWARD MOBILITY

Lack of upward mobility has been seen as a major problem in the service. Conversations with the modern Kenyans does not lead one to this conclusion totally. They by being extremely mobile people go into the service and immediately begin to look for alternatives. Even if the alternative is to stagnate and build your own company they prefer that route. We should encourage them to leave and build up their individual operations by creating an option to retire with benefits if one has served for ten years and reaches the age of 35. In any case all public servants should retire compulsorily at the age of 50. There is need to pay specific attention to upward mobility at the levels above Senior Assistant Secretary. At this level perhaps there ought to be a very stringent application of a mandatory retirement rule at 50 years of age. At the same time there ought to be a regulation that one cannot just get into the levels above Senior Assistant secretary only for qualifying for retirement benefits. The regulation may wish to specify that one retires on the higher benefits only if he has been in the ranks above Senior Assistant Secretary for at least 5 years after they were 35.

The point about this proposal is two fold. One by enforcing the 50 year rule, one will create mobility within the service so as to get young people at the apex of the system. This will enable the system to get closer to the bulk of the population it is serving. Second if applied across the board with the 50- 80% personnel cut recommended elsewhere, it will send a powerful message that the public service is not a place to get in and wait for a pension, thereby diverting significant numbers of young people to private sector and defusing the potentially explosive issue of graduates being entitled to public employment. Thirdly, if individuals can retire after 10 years from when they are 35 to 50 years of age, it will assist the country in getting some of the talent locked in and under-utilised in the public service into the private sector which must produce wealth. The public sector does not produce wealth. It is in building up the private sector that individuals will invest and build up operations which contribute to national wealth. Increasingly many intellectuals globally see the public service as a training ground in the same way the British Army was for the empire.

DECLARATION OF BUSINESSES

There would not be a problem if the service had not gone into business in the same sectors it is supposed to plan policy, police and administer. significant numbers are now major investors in the sectors they are supposed to be regulating. Since they have insider information they harass and deny service to ?wananchi. The most gross abuses are in finance, government contracts and commerce. In some respects, this is the fundamental cause of the increasingly vocal attacks on the service by normal Kenyan businessmen.

If GOK is serious about rehabilitating public confidence in the service, it has to consider reevaluated the NDENGWA report practice of allowing civil servants to own businesses. Two related suggestions have been made by those who have considered the problem. The first is to reverse Ndegwa by insisting that civil servants do not go into business. the second is to insist on disclosure of business interest.

To enforce the first option the GOK would have to mandate that all public servants in business quit. This approach can be preferred for several reasons. First it will be seen as a significant attempt by the state to deal with a domineering and exploitative public service by the population and donors who are increasingly vocal about corruption and who may link aid flows to Kenya on the states evidence that it is dealing with the problem of corrupt service.

The problem with this is that it can lead to a lot of agitation as the service resists its implementation. The GOK can get bogged down on recrimination for many months if not years as those identified to quit name others and the like . It would be a prime area of agitation. One does not have to be a genius to see how it can get linked to political agitation.

The other option is to call for disclosure of business interest by all public servants and to publicise it. In other words to make the data available freely to anyone who wants it. This will mediate conflicts of interest for as is today there are many who sit on tenders while their companies or companies they act for are tendering. If there is public information on who is with what companies, then there can be legal redress sought. If disclosures are systematic, it should be part and parcel of the regulatory regime that no civil servant is allowed business interests in a sector he is administering, policing or making policy for. The problem with enforcing an approach as this is its complexity and lack of a management handle. For example if someone is transferred to the ministry supervising land has a real estate, or a survey company, they would have to get rid of it. They could create dummy companies , as is the practice now where many illiterate wives and rural brothers have companies which they do not know about. This option does not lead to easy cleaning of the mess.

Ndengwa must be reversed. There are opportunities now for investing if one is a public servant. they include shares and stocks, land and money instruments. It is unfair that livestock personnel also have livestock consulting companies or provincial administrators also dominate district tenders which they adjudicate. Purely on political expedience Ndengwa must be reversed. If not, the public will continue agitating perhaps leading to the chaos so much written about in the papers. The second major expedient reason is the attitude of donors. Many of them argue that if there is no change on this, they will withdraw significant amounts of development funds. There is some evidence that in the donor forward budgets, they have already begun to reduce development aid. they will cover themselves by just putting money into budget support. If such a pattern of donor flows emerges and becomes the practice, it will have major negative impact on long term development.

BUSINESS LOAN FACILITY FOR RETIRED CIVIL SERVANTS

Most of the retired public servants end up in business. Many students of the third world argue that if the private sector is to be strengthened, the service needs to retire people early and to give them some facility for floating them into business. this is not a hand-out or even part of the retirement benefits. The argument is that they should get commercial loan money for doing starting a business. Some of the donors in the country are interested in financing such a scheme. More specifically UNDP has been trying to interest the DPM in a scheme like this. GoK should take advantage of this interest in financing ex civil servants and use the mechanism to slough off personnel from the service for reasons argued in previous sections. to the extent that a lot of them can get substantial pensions and other resources from their cooperative societies this mechanism may become a major way of decentralising small scale businesses for many retire to their rural origins. It is important that this facility be specifically for rural areas and further that it must be in a production activity preferably generating employment.

LACK OF STRATEGIC PLANNING

One of the peculiar characteristics of the public service in Kenya is the lack of systematic strategic planning. For example it is not until the past four years that within government a unit on long range planning has begun. This unit is still a project of a donor and not part and parcel of normal government machinery. None of the high level officials are trained in strategic planning. since they are supposed to make decisions which handle long term issues one is at a loss to know how such decisions can be made. Case in point is urban transport for Nairobi. The country is currently caught between two proposals, one for a bus system which will have to be replaced in 1995 by a light rail system and another proposing an urban transit system now. The issue is donor driven. Local Government or Nairobi City Commission are only parties to the

extent that they participate in evaluating the various proposals. They did not develop a proposal of their own to set the policy framework within which the various donors would have to work. They could have done this simply by looking at Nairobi settlement patterns, car, bus and matatu based pollution and the environmentally driven diseases. The country is thus caught in a transport nightmare which will get worse as oil prices get higher and higher.

Strategic planning sets long term national goals. It also sets up the different pathways to such goals. For example we know there will not be enough food from now on. We should have a systematic plan of how we produce extra grain in the Arid and Semi-Arid lands for it is only there that there are two key variables- land and sunlight for photosynthesis. The other elements missing- water and fertiliser need to be planned for. Incidentally there is enough water which can be harnessed with simple and cheap technologies. On the fertiliser, we can get it from plants. However in the long term we may need to initiate negotiations with Tanzania which has enough known gas reserves to go into fertiliser production.

Another example. In the next 50 years, if we do not control population growth, we will have to export population. Perhaps we ought to be negotiating with Sudan to get land concessions in the South! We can offer to develop it for them.!

These are issues which GOK needs to develop strategies on and assign the responsibilities in a coordinated manner. The problem is skills and compartmentalisation. Let me illustrate. In a seminar for senior managers in KIA i asked the senior police officers how they will monitor tourists who will occupy a strip of our coast from Malindi to Lunga Lunga over the next ten years if the plans of Tourism come to be. They had not related tourism growth with the need for surveillance. Consequently they have not even begun to train specialists in all the tourism languages, a fact also unknown by the Ministry of Education senior managers, nor had they put into training electronic surveillance experts who must plan and execute the system in the next five years, if we are to have a system at all.

To get future strategic planning for security, production and even garbage collection now we need to bring all the senior public managers to agree on the issues, technologies and processes of relating the two. For example Japan is set to become the major aid source. How many Kenyans know Japanese? How are we to know what they are doing here and reporting? Or are we to continue begging them to give us data after their studies since the reports are in Japanese.? How do we ensure we are not manipulated?

These are not an issue for a single ministry or even a STRATEGIC PLANNING DEPARTMENT. They are an issue of arriving at national priorities and setting goals for many ministries, universities and

indeed private sector and individuals. The best way to handle such issues is to get KENYANS with the necessary skills to plan strategies and plan the priorities and to get the political, civil service and private sector involved. Our neighbour to the South, West and North plan like this. They have long term national strategies. These are done by their people and not some foreign advisors. We must ensure that such activity is done here for not only our national survival but also to give purpose and macro targets for the whole country. Such steps will also ensure that the service responds to public demands. Part of national management now is to anticipate what demands will be put by the public which at times is thinking and can easily get ahead of the public service. Case in point, the day oil prices went up, a lot of our clients cancelled transport based operations.

To create management which responds to strategic planning there are skills which all job categories above M must increasingly be made to acquire. They all must be taught strategic planning and be computer literate. This will help them manage the complex world they are called upon to manage with hard data rather than guess work. For those in the categories now, m they will need to be trained. It should become policy that no body is promoted into those ranks if they do not have these skills for they will be irrelevant to the needs of the jobs they are to occupy.

THE NEW PERMANENT SECRETARIES

To change the service and to make it responsive to future needs of Kenya, much more detailed management of public affairs and strategic planning of resources will be are called for. It is important then that the skills the top managers bring to public life show and prove that he is managing hands on and not the colonially inspired marionette who only gives orders. To create this new manager, they must be people with at least university professional training. Further they must be put through a detailed national strategic planning exercise where the specific tasks of their ministries are handled by their peers from the public service, private sector and universities. Specific plans for their new appointments must be required as the output of their participation in a strategic planning section. These must be supervised by the head of the service and the PSs held to them.

The new tops must be recruited because they have specific managerial skills. They can be picked from the private and the public sector. If they have by that time not picked computer manipulation skills for management, they must be put through a formal training system. It is not good enough that the system be managed by individuals who cannot handle the complexity of tomorrow for to do so is to condemn this country to under development.

SHIFT TO THE PRIVATE ARENA AND SCALE DOWN PUBLIC SERVICE

As society develops, more and more the need will be for a private service which responds to public needs and not the service. Somehow I feel that this is not clearly understood by many of us. If one thinks of the needs of a typical Kenyan, more and more he does not need to see officialdom or even interact with it. This has led to the diminution of the relevance of the public service. It is a lesson many in it do not seem to understand. On its part, the service does not seem to understand that it will have to do different kinds of things which are of importance to the public than to date. Case in point, it will be necessary to give more accurate meteorological data to scientific farmers than is currently available. If you are growing flowers worth millions of shillings a cold spell can ruin you. Yet to date the only publicly available information is on sunshine and rain and highest temperature. This is the information which was needed by colonialist from other climates who were afraid of the sun. Why are we offering it thirty years latter when scientific farming demands that you know humidity, rainfall and high and low temperatures?

A more important variable to small traders is price information. Markets for fruits, vegetables and generally farm produce is essentially unavailable for checking on the accuracy of VOK prices leaves a lot to be desired. Why cannot this information be made available through the VOK for all towns other than the selected few? Why does the government not demand that if the information is collected it be carried by papers on daily basis as is the case in other countries? of course there already are Kenyans collecting and selling such information to relevant consumers in the private sector but the point is much more information on markets and what is in demand where can assist trade greatly.

Related to this is the need to decontrol markets and to allow movement of goods in the country. All one needs to mention is the fact that Kakamega farmers cannot move maize from their farms in Trans Nzoia. These restrictive practices which were put to control the development of African trade should be abolished and the private initiative be given free rein. Nobody is advocating shipping scarce food out of the country but there is no reason why anybody who can move maize to Turkana should be harassed only to allow some public servants to speculate on supplying Turkana or Mandera.

6. ALLOW MUCH MORE DEBATE ABOUT PUBLIC AFFAIRS

Part of the reaction against the civil service is the knowledge that they protect each others wrong doing and that there is little room for exposure of public wrong doing. This is the old problem of how the country allows freedom of publication and discussion. The fear of getting into trouble with the "state" is such that there has not really been discussion of public affairs.

Information is monopolised by the state. There is little that is

public about details on budgets, developments, borrowing, liquidity ratios, who owns what, family planning, social statistics etc. These categories of data are the working tools of a modern state. they usually are passed on to the public by mass media and by accessing the data from the state institutions who collect it. Yet they are secrets. How do we then expect our population to rationally plan the use of their individual resources?

In human history, no more efficient check on bureaucracies has been developed than the exposure of wrong doing, usually done by a vigorous mass media. Too many complaints by officialdom has led to the mass media here not playing its public watch dog role for the penalties are grave. One of the major policy issues for discussion at the high levels of the state is whether to allow the flowering of journalism so as to also have a public watch dog or to stifle it with the result that public wrong doing will be institutionalised. The choice should be clear. A country does not develop until it has shared information which can only be done by mass media. Where the mass media is vigorous and healthy, the state is protected for wrong doers cannot hide behind the state.

It ill also be necessary to allow the growth of the informatics sector. The informatics sector is not just newspapers, but they are part of it. the law as is does not encourage publication. It still requires that one get licensed. The control on what is allowable is too narrow. One is not allowed to compete with instrumentalities of the state. For example, one cannot collect and sell whether information not to talk of CBS national data. Some of these information monopolies keep information from the user. If CBS data was accessible, marketing strategies would be better planned. If the data on farming is rationalised perhaps we can get into national food security for many who are not hide bound either in agriculture or CBS would be able to point out the real development problems and trigger public debate on why we waste so much money on extensionists who never reach anybody.

BY WAY OF CONCLUSION

I was asked to comment on why the public has such negative attitudes to the service. The simple answers are in the realm of corruption, and lack of commitment. I have tried to show that those fit into structural changes in the society which demand a different kind of public service and different ways of conducting public affairs. Central in this is the idea that this is a completely different country than existed in the sixties. The future is even more dangerous for if we cannot reduce the waste of a public service without strategic planning skills and anticipating **STRUCTURAL PROBLEMS**, there is a high probability that we will not survive as a country for the foreigners control a very large portion of our economy yet. If open rebellion results, they will disinvest and the very basis of society will collapse. It will take us at least twenty to thirty years to get to where we are today.

Building up a local private sector then becomes crucial. Freeing the mass communication instruments, and getting into the informatics and communication age is necessary from a political and socio-economic point of view. It is my pleasure to have been asked to comment on a real national problem. I hope it is of use to my country.

Ms. Sheela Samat
SCC
Box 1722
Meru

24/10/90

Dear Ms. Samat,

RE: TERMS AND CONDITIONS OF SERVICE FOR SCC COUNTRY DIRECTOR.

Further to instructions received the following is our final report.

Yours sincerely
Mutiso Consultants Ltd.

G-C. M. Mutiso
Managing Director

1. OBJECTIVE

The basic objective of the proposed terms and conditions of service is to ensure adequate compensation for service rendered and to provide an enabling contractual atmosphere for excellent performance. It is structured to take into account tax benefits by the CD claiming all the benefits.

2. SERVICE AREA COVERED

A comprehensive regime of terms and conditions of service should ideally, cover the followings areas.

Contract of service
 Basic pay
 Leave and holidays
 Transport
 Field allowances
 Benefits
 Housing
 Medical
 Pension/Gratuity
 Leave allowances
 Education and training
 Utilities and Residence Security
 Credit facilities

3. CONTRACT OF SERVICE

The normal contract period for the level of service under consideration is three (3) years renewable by mutual consent and upon successful completion of each term of service.

4. BASIC PAY

The basic pay appropriate for the level of service under consideration is inferred from the range of basic pay for equivalent staff in similar agencies. From the agencies sampled, this figure is about Ksh. 29,000 pm.

However it is recommended that the starting point of the salary scale be the starting salary level of Ksh. 22,500 p.m and that progression upward take place over the three year contract period. Progression rate should be based on two factors, namely, a cost of living adjustment (cola) aimed at compensating for inflation, and a merit increment based on successful completion of a service year.

Inflation rate in Kenya has been around 10% p.a. A merit increment of 5% p.a compares well with similar agencies.

The proposed salary scale over the initial three year contract period therefore is:

KP 13.500 p.a x KP 2025 - KP 15.525 p.a x KP 2328 - KP 17.853
(1 KP = 20 Ksh).

This salary scale translates into the following basic pay.

Year 1 Ksh. 22.500 pm.
Year 2 Ksh. 25.875 pm
Year 3 Ksh. 29.755 pm.

The top level of the salary scale attained should be the starting point in the subsequent contract period if contract is renewed. It is recommended that the basic pay be fixed and calculated in terms of the Canadian Dollar in order to hedge against depreciation of the local currency.

5. LEAVE AND HOLIDAYS

The Kenya practice is to grant a complete calendar month of 30 days as annual leave. In addition, holidays relating to the donor country and local country holidays are granted. In the case of the donor country, Canada, there are three holidays, and in the case of Kenya, holidays are notified through the official gazette, a weekly publication. These can be subsumed under the calendar month.

6. TRANSPORT.

It is recommended that the fully maintained vehicle be provided and in addition, a transport allowance be provided at a rate of Ksh 2000 p.m. for transport incidentals unrelated to work. It is further recommended that the flat rate allowance be paid on reimbursement basis in order to minimise personal taxation.

7. FIELD ALLOWANCES.

Field allowances, commonly termed "per diems" are allowances for subsistence and accommodation payable when the CD is on duty away from station.

It is recommended that a flat per diem rate of Ksh. 1000 per night out unaccounted for be paid. However if the subsistence and exceed the Ksh. 1000 per night out in a particular safari, the expense should be fully funded and accounted for.

8. BENEFITS

Housing

It is recommended that housing rented or lease payments be fully paid for up to a maximum of Ksh 20,000 p.m. excluding utilities. This arrangement should apply to both rented housing and owner occupied housing.

Medical

Retention of the current medical scheme which provides for payment of salary for permanent and total disablement is recommended. In addition it is recommended that the Air Rescue Plan be adopted. This plan usually covers evacuation from the field and hospitalisation locally and overseas if need be. This is now the practice with most field projects.

Pension/Gratuity

Gratuity is recommended at the rate of 25% of the total income of each contract term. The Gratuity should be paid in lump sum at the expiry of each service contract. It is further recommended that the gratuity be calculated in terms of the Canadian Dollar in order to hedge against depreciation of the local currency.

Leave Allowances.

It is recommended that a flat rate of Ksh. 3000 p.a be paid upon proceeding on leave to cover local leave travel expenses. Overseas leave travel expenses should be fully covered by the agency and this should be limited to once only per service term if applicable.

Education and Training

Education allowance for dependants is an important benefit which should be comprehensive and cover up to the statutory maximum of three children.

Personal education and training, over and above the courses which the agency may wish to sponsor the CD. for job improvement, is deemed beneficial. This may be funded by the agency up to a maximum of Ksh. 1,000 per month.

A professional development programme should be proposed by the CD and costs determined for consideration by the agency. This must of necessity be in line with the objectives of the agency.

Utilities and Residence Security

It is recommended that a flat rate of Ksh. 2000 p.m. to cater for utilities expenses be paid. These expense include electricity, water, conservancy and house telephone. It further is strongly recommended that residence security be provided. A flat rate of Ksh. 5000 p.m. would fetch reliable security which would include an alarm system and an "Askari".

Credit Facilities.

Many agencies act as lenders to their employees in special circumstances. This should be considered if the CD may wish to make a major purchase, say a house, a personal car, etc. The annual practice is to advance an amount up to a maximum of one year's basic pay, either interest free or at a nominal interest rate ranging from 3% to 6% p.a. The advance should be repayable within the remaining contract period.

9. CONCLUSION

Adoption and implementation of the foregoing recommendation would go along way in ensuring that the terms and conditions of service for the CD are in line with equivalent levels of service in similar organization. Below is a comparative schedule of salary and benefits in selected agencies for ease of reference.

APPENDIX

1. SALARY AND BENEFITS IN SELECTED AGENCIES

	1	2	3	4	5	6	SCC	PROPOSAL
SAL	20000	29000	48000	24000	24000	30000	22500	22500
DSAL	0	0	80%	80%	80%	80%	60%	60%
HOUS	0	0	-	F	F	-	F	F/20000
PEN	2000	0	-	2000	6000	-	1800	25%/5625
LINS	1M	-	-	1M	1M	-	0	1M
MEDO	30000	30000	-	F	F	-	0	1000
MEDI	600	5000	-	F	F	-	40000	40000
DENT	0	0	-	2000	F	-	40000	40000
TRAN	5500	4000	-	500	F	-	F	2000
NSEC	0	0	-	0	F	-	0	4000
EDUD	0	0	-	10000	F	-	0	F
EDUS	0	0	-	0	F	-	?	1000
LEAV	0	0	-	0	0	-	0	3000
PACC.	0	1M	-	0	1M	-	0	1M/5000
RF	0	360	-	0	500	-	0	0
PDIE	0	0	-	500	F	-	0	F
UTIL	0	0	-	0	F	-	0	2000
INFAL	0	0	-	0	0	-	0	10%
MER	5%	5%	-	5%	5%	-	0	5%
LOAN	0	0	50%		50%	-	0	75%

SAL.	SALARY
DSAL	DISABILITY SALARY
HOUS	HOUSING
PEN	PENSION
PF	PROVIDENT FUND
LINS	LIFE INSURANCE
MEDO	MEDICAL OUTPATIENT
MEDI	MEDICAL INPATIENT
DENT	DENTAL
PACC	PERSONAL ACCIDENT
TRANS	TRANSPORT
NSEC	NIGHT SECURITY
EDUD	EDUCATION DEPENDANTS
EDUS	EDUCATION SELF
LEAV	LEAVE PAYMENTS
PDIE	PER DIEMS
UTIL	UTILITIES
INFL	INFLATION
LOAN	EMPLOYEE LOAN FACILITY
MER	MERIT INCREASE

2. POST COMPARISON

- a. Undugu - Executive Director.
- b. CARE - Top Locals: Finance Manager, Personnel Manager, Senior Programme Officer, WID Coordinator.
- c. CCF - National Director.
- d. World Vision Kenya - Director.
- e. NCCK - General Secretary.
- f. AMREF- Top Local Deputy Director.

MACRO ASPECTS OF KCB CORPORATE STRATEGY

INTRODUCTION

This presentation is limited to a view of aspects which do not deal with internal organisational dynamics germane to corporate planning but rather with macro aspects. In strategic studies, macro aspects of corporate planning are usually defined as external issues which are likely to present threats or opportunities to the corporation. These issues are in contradistinction to internal environment issues which normally are the bread and butter aspects of corporate planning but not corporate strategic planning.

Banks have historically led within and for the nation states. Leadership has been in identifying and financing trade expansion, technical production innovation and utilisation of dormant national assets. This is true whether one thinks of medieval private banks or the Five Tigers private and public banks, in contrast to the British Imperial banks which, more often than not, played political games over and above banking. It seems to me that the KCB, with its mixed public and private ownership, is in a position to play the normal historical role. The opportunities enumerated below would strengthen its corporate future.

KENYA'S FUTURE

It is clear now that the major investment in education, over the past thirty years, has brought the country to cross roads. Kenya is totally literate at the household level. It is assumed to be 50%-60% literate at the individual level. That is not all. There are large numbers of post high school trained Kenyans. The numbers will explode over the next ten years with ex technical institute and university people showing the greater growth rate. The high school graduate growth rate is stabilising.

As rainfed agriculture is only possible in 12% of the country, these educated people have to be absorbed into scientific agriculture, services and industry. Other than technicalising agriculture and expanding it to the arid and semi arid areas (ASAL) I lead with services for it is one of the peculiarities of the second part of the twentieth century that revolution in informatics (combination of computers and communication), first, and biotechnology second, has led to the possibility of creating wealth in services before or parallel to industrialisation. This offers opportunities to corporations who have the imagination and will to seize them.

The strategic location of the country, its relatively educated population, as well as good internal and external communication has led international companies and countries to want to use it as the

their twenties and grew up in and around Migori before college. They are a collage of specialities.

I would commend you to expand commitment to this group, with special emphasis on the ones trading externally and those using modern technology for them. For different reasons, are more efficient than the Mukawalla or the ex-bureaucrat models of Kenyan businessmen and women.

2. REGIONAL TRADE

The collapse of the East African Community froze most banks into minimising risks on regional trade. This should change now for two reasons. First, the region is more tolerant of regional trade. Second, the demographics and changes in demand have led to new possibilities of trading in commodities which did not have a regional market. Food is one. Currently significant amounts are traded. Witness the current availability of cheap meat in Nairobi from Tanzania. Those who are surprised of this phenomenon ought to know that since 1974, Kenya has been short of slaughter stock. Cattle have been imported from Somalia, Uganda, Sudan and Tanzania to fill the Nyama choma gap. Fruits are another example. It is estimated that as much as 40% of all fruit come from the region. Of grains, the country's production lead is clear now but it is projected that, over the next ten years, it will have to import as much as 30-50% of all grains. Spare parts and hardware are other examples. So is household plastic goods, heavy equipment, pesticides, fertilizer and so on.

Significant amount of the financing and trade in these commodities is ad hoc and pretty much out of the formal banking sector. Your border branches could earn themselves significant amounts if they paid attention to these. Others which need financing are gums and resins, export of household goods, fresh vegetables, vehicles and spare parts and the like. Entry points are Lamu; Lwaga Lungu; Taveta; Olotokitok; Namabga; Migori/Isabania; Busia and Malaba; Lodwar; Lokichoggio/Kibish; Moyale; Mandera/Wajir and Garissa/Libei. Branch network expansion should pay special attention to cross border trade.

3. ENERGY

To date, the development of energy sources has not become a particular focus of banks. It should. On electricity, we do not enjoy comparative advantage. In less than five years we will be short of hydro power even if we develop all potential in the country, including mini-hydro. Yet to slow the use of electric power is to slow economic growth.

Tanzania and Uganda have superior hydro power resources. Why not package financing deals for the region to earn fees first and second to trade in regional power? Owen Falls in Uganda can be

developed to service the region. Stigler's Gorge in Tanzania would be a good source for Central and Southern Tanzania. Why not put a consortium for it and in turn take the capacity on the Tanga/Moshi complex for Mombasa which is dependent on very expensive thermal generation?

Solar energy is a relatively new technology. It is a renewable source. Can the bank lead in lending for its adoption? This would be relevant to individual rural households, small scale rural industries and services and particularly to the tourism sector. Why not finance the sector systematically to establish local capacity for better batteries and panel assembly?

Many specialists are convinced that there is some oil potential in the country. To date exploration resources have been by bilateral and multilateral donors. There are current proposals for a second refinery in an EPZ for export to the region. There could be banking opportunities in joining the exploration syndication, investment in refining capacity for national and regional purposes as in Singapore. This may mean the bank has to explore investing in some oil companies as again is the pattern of banks in as diverse economies as Korea, South Africa, Indonesia and Malaysia.

On coal, the major supplier will be South Africa until other regional countries with some potential develop their resources and trading activities. Given South African interest for investing in Kenya, and the need for alternatives to electricity in some industries, it seems prudent that the KCE explore the financing of adoption of coal and coal trade. If, as we argue for electricity, should also explore joint ventures with companies and states in the region with coal resources.

Natural gas exploration within Kenya is minimal. Exploration in Tanzania is extensive and the potential great. Tanzania has already established that the Songosongo field has so much gas that it is more than sufficient for fertiliser and gas provision for the whole country for at least fifty years. As we argue for electricity, why not go into joint development with firm agreements on sales in Kenya?

Of the energy sector it seems to me that investing in regional hydro generation and natural gas development should be priorities for they are clean technologies which can power major industries. Investment in solar is conversational in the sense that it releases demand on hydro for industrial use.

3. BIOTECHNOLOGY

The only way Kenyan agriculture is going to improve is to go biotechnological. The vegetative propagation and cloning revolutions have to take place. Livestock (goats, sheep, cattle and camels) productivity improvement by private AI, embryo transplants

will take its place. Advanced water use, regulation and control have to be introduced. These technologies will be needed to improve the major export crop maize (rice, coffee and pyrethrum); to break the food grain and oilseed bind; to grow superior horticultural plants for export and to develop crops and animals which are needed, drought and disease tolerant. By introducing these technologies the economic capacity of ASALA, saline and sodic soils, in high potential areas, will be enhanced. These preconditions may sound outlandish but of this continent efforts along these lines are scarce. ICI, ICR and ICRH are already involved and have financed collections here not of just grass and tree germplasm but trypan resistant livestock from Kenya and tick tolerant Boran cattle and goats. The Australian livestock, forestry and farming (not too many of us know of the role of very wet wheat internationally) industries, with long term bank financing, have invested heavily into these activities and the returns are clear on grasses collected in Namibia (Bushman), natural grevillea trees, wheat, Boran and Shikol cattle, etc. Malaysia is developing extensive biotechnologic coffee to grow in the rain forest.

Some of the work has already been done locally. Nitrogen fixing bacteria have been developed in the University of Nairobi for beans, peas, pigeon peas and cowpeas. Yet they are not commercially available since those who want to invest in the commercial production cannot get long term financing for a plant, yet every body should know this would be a massive saving on foreign exchange spent on fertiliser imports. Everybody ought to further know that other than water, the major limitation in agricultural productivity is lack of nitrogen in all tropical countries. Such technology in Brazil is credited with revolutionising agricultural productivity.

The issue, simply put, is long term finance for activities which take cutting edge science and transform it into production. You in the bank, should be able to buy the knowledge which enables you to anticipate the needs of those who use these new technologies.

4. BUILDING LOCAL CONSULTING CAPACITY

Studies of development in as different countries as USA and Korea argue that one of the key instruments for growth is the creation of a vibrant local consulting capacity. In both countries, long term finance for developing consultancy and equipment was bank financed. Consulting capacity can well in and solve management, technical education and operational, accounting and banking related problems for many organisations. A consulting capacity is thus not just basic research but into application of knowledge. It is trading on knowledge. It thus is not efficiently delivered by universities which are primarily into generating knowledge and teaching. Locally, there seems to be false expectations that the universities will play this consulting role.

Studies by the World Bank suggest that as much as US\$4 billion is

siphoned off from Sub-Saharan Africa aid and national income by external consultants. The other side of the coin is that Kenyan based consultants are essentially foreign exchange earners for the bulk of their income is externally financed. This fact does not seem to have even seeped into the policy making levels of the public sector. In our firm, more than 90% of our work is donor financed. A significant number of Kenyan consulting companies are earning hard currency in the region. Most are moving into Botswana, Namibia, Lesotho and Swaziland. A legacy of the dead community is that the near countries would rather use the external consultants based in Nairobi rather than Kenyan owned companies.

The major problem of the sector is long term financing for training personnel and buying equipment. The problem, from a banking point of view, as put to me by one banker, is that consultants do not have assets. This may be so but the knowledge they accumulate is of national use. Paying for its generation by getting relatively cheap long term finance is therefore useful. That is the Korean and Singapore approach to economic expansion.

Several African countries have begun to deal with the problem of external consultants. Egypt was most creative. It directed that all consultancies should have 75% local consultants and after 10 years only the team leaders would be external. Of course there is formal registration as well as long term financing of the sector. Nigeria has adapted the registration and long term financing approach also. In our case, registration of a trade body and institution of self policing is clearly needed. Over and above this, limitations should be put on the activities of the external consultants most of whom leave a lot to be desired professionally, on local knowledge and national interest. Some arrangement for long term financing of the sector needs to be worked out for the sector.

For the bank and the nation to generate problem solving knowledge systematically, they should consider support to this sector. The key desired support is to give work to local consultants. After that, long term finance is needed for training personnel and computerisation.

INTERFACE WITH BANK POLICY AND MANAGEMENT

To take advantage of clusters of opportunity identified above, it seems to me one of the first requirements is for the bank board to get directors who are clued in on the areas of informatics, knowledge industry, biotechnology and regional trade. Second, the identification of these opportunities and translation into operational plans demands strategic planning experience married with banking experience and not just either. This can be done in house but perhaps a more efficacious approach is to contract it out with the proviso that recommendations are developed with bankers.

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CESO

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the Department
of Agricultural Engineering
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G.W. PETER
L. SPEELMAN

F.J. WANG'ATI
G.C.M. MUTISO

**Centre for the study
of education in
developing countries**

NAIROBI, NOVEMBER 1990

Report prepared by
the Centre for the Study of Education
in Developing Countries (CESO)
and submitted to the Minister for
Development Cooperation

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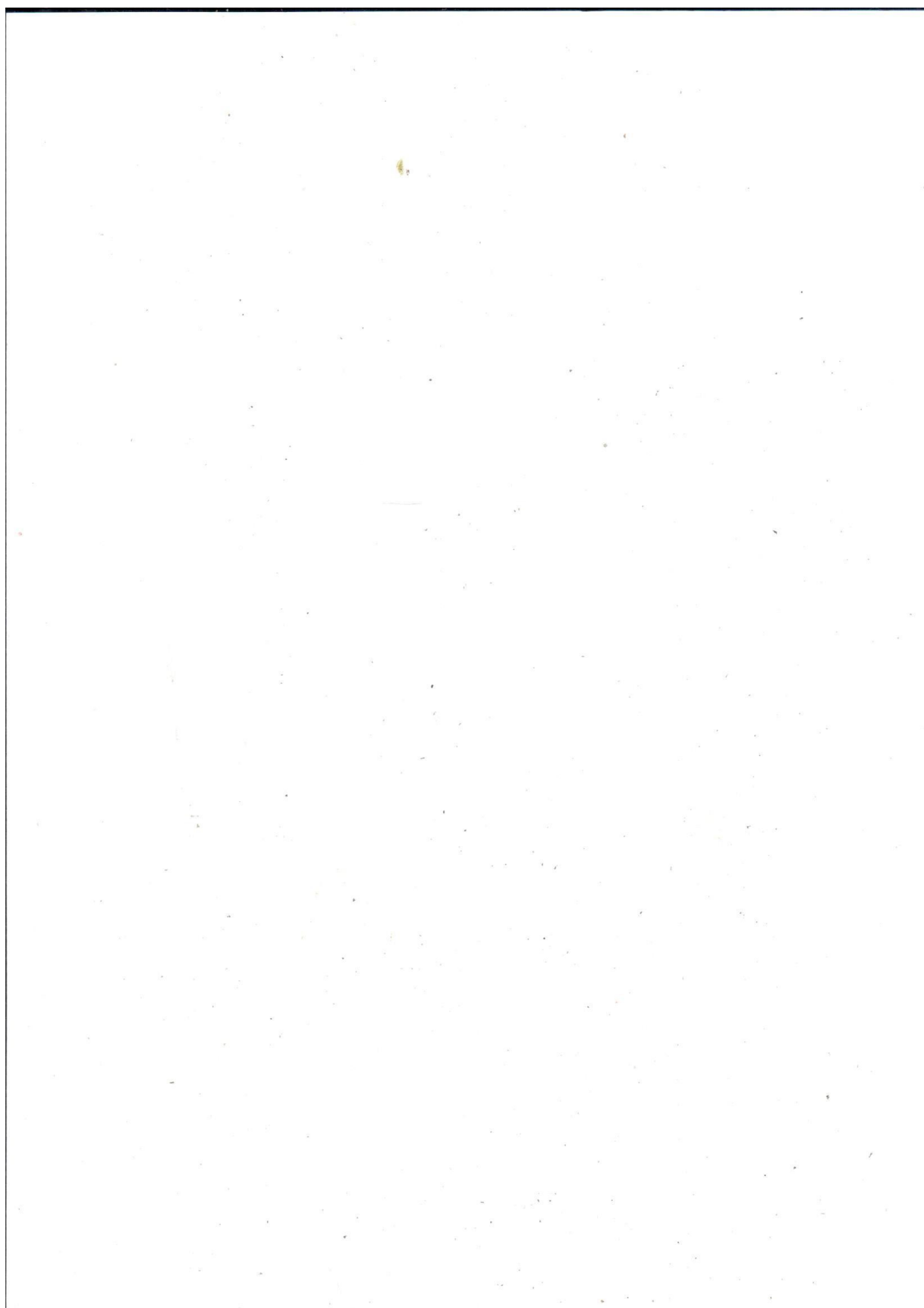


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1. INTRODUCTION

In 1987 the Department of Agricultural Engineering approached the Netherlands Government to support the establishment of the M.Sc. programme in Agricultural Engineering and the M.Sc. programme in Land and Water as a follow-up after assistance to the development of a B.Sc. Agricultural Engineering programme. The proposal was approved and the project started that same year.

The objective of the project was:
to allow the Department of Agricultural Engineering to firmly establish the new M.Sc. programme. It was envisaged that towards the end of the five year period a full-fledged university department, with both undergraduate and post-graduate programmes would be operating on its own.

In the project document it was foreseen that a mid-term review should take place after about two and a half years from the beginning of the project. It would look at possible achievements, the relevance of the objectives at that moment and suggest adjustments, if any. The joint donor recipient mission also had to report on the necessity of any final evaluation. Details of the terms of reference can be found in Annex 1.

The mid-term review was carried out from 19-30 November 1990.
The team was composed of the following persons:

- Mr. G.W. Peter, education specialist, mission leader
- Prof. Dr. Ir. L. Speelman, agricultural engineering specialist
- Prof. G.C.M. Mutiso, sociologist, policy/management specialist
- Dr. F.J. Wang'ati, Consultant Agricultural Research Development

The evaluation report is based on documentation studies, discussions and interviews with staff of the Department of Agricultural Engineering, past and present students of the Department and with the relevant University authorities.

The review team would like to express its sincere appreciation to all persons that contributed to the review by giving their time and information. Special acknowledgement goes to Dr. D.K. arap Some and to Mr. K.J. Lenselink for their help in programming the review exercise.

The team also wants to thank Mr S. Mundati for his assistance in typing the report and Mr. J. Pit for his technical assistance.

We do hope that the efforts of the review team may contribute to the further development of the Department of Agricultural Engineering.

Nairobi, November 1990

2. BACKGROUND OF THE PROJECT

2.1 Project history

The Netherlands assistance to the Faculty of Agriculture of the University of Nairobi started in 1976. During this first phase focus was mainly upon developing the B.Sc. Agriculture curriculum for the Crop Science Department. To serve that purpose, temporary supernumerary teaching staff was provided as well as scholarships for staff development abroad and material inputs.

Support was also provided for building construction and the Postgraduate Diploma course in Irrigation and Soil Conservation.

A joint planning mission reviewed the project in June 1979 and made the following recommendations:

- extension of the existing project for a period of five years;
- in addition to teaching special attention should go to research, the latter to be considered as an integral part of the role of the University in the agricultural development of Kenya;
- within the framework of the existing link between the University of Nairobi and the Agricultural University in Wageningen the latter would be the recruiting agency on the Dutch side;
- project progress would be reviewed annually, dealing with progress reports, project staff, allocation of scholarships and funds, and future activities.

The Department of Agricultural Engineering belongs both to the Faculty of Agriculture and the Faculty of Engineering. It is located at the Faculty of Agriculture, Kabete Campus, and provides teaching to both B.Sc. and M.Sc. students in that Faculty. However, the B.Sc. and M.Sc. Agricultural Engineering are programmes of the Faculty of Engineering. Most administrative matters are dealt with in the Faculty of Agriculture and most academic matters in the Faculty of Engineering.

The mid-term review of phase II, which was carried out in 1982, a.o. recommended that a detailed review should be carried out in order to develop a new proposal for negotiation with the Dutch Government. The latter Joint Review of the Department of Agricultural Engineering was realized in August 1985 and took as its main aim the development of the Department as a whole. A subsidiary aim was to review the Animal Draught Power Development Project.

The mission found that earlier recommendations had been sufficiently implemented, although structured and operational linkages between the Department and practical activities in agricultural development in the country had not yet taken place.

The main conclusions and recommendations of the 1985 review mission can be summarized as follows:

- consolidation of the B.Sc. Agricultural Engineering programme did not require further extension of the support
- it was essential to establish a post-graduate programme at M.Sc. level in Agricultural Engineering in view of the direct relation this had to Kenya's development problems and priorities
- the animal draught power project had to become a research programme of the Department
- in a next phase of the project the dissemination of technology to implementing organizations had to become a central point. Dissemination should be treated as a research topic of the Department.
- priority areas for research of nationally accepted importance in the field of

agricultural engineering should be developed.

In short, the 1985 review mission focused on the need for a M.Sc. programme including the resulting manpower demand and material resources required and it also indicated the need for research and development programmes and their relation with the educational development of the Department.

The Department of Agricultural Engineering then proposed to establish a M.Sc. programme at the university comprising a two-year course of study, with lectures, practicals etc. in the first year and research and thesis work in the second.

The programmes that would be on offer were:

- M.Sc. Agricultural Engineering, with options in Agricultural Power and Machinery, Agricultural Processing and Structures, and Soil and Water Engineering for graduates in Agricultural Engineering;
- M.Sc. Land and Water Management for graduates in Agriculture.

In anticipation of the M.Sc. programme, which was foreseen to start in 1987, the post-graduate Diploma course in Soil Conservation/Irrigation was suspended.

After having proposed the new M.Sc. programme at the University of Nairobi, the Department of Agricultural Engineering prepared a project proposal of assistance for the new programme that was submitted to the Netherlands Government.

2.2 Project objectives

The objective of phase III of the Netherlands assistance is stated in the project document as follows:

To allow the Department of Agricultural Engineering to firmly establish the new M.Sc. programme, thereby creating university graduates of an advanced level of know-how and understanding, relevant to the pressing technical agricultural development priorities in the country.

It was also stated in the proposal that towards the end of the five-year period of this phase, further Netherlands support might no longer be required and a full-fledged University Department, with both undergraduate and post-graduate programmes would be operating on its own, with sufficiently trained staff, adequate teaching facilities, and a relevant integrated research programme underway.

2.3 Project components

Academic staff

The foreign fellowships programme for staff development would comprise three Ph.D. candidates and six M.Sc. candidates, coming to a total of 21 man-years of fellowships abroad. Sending future staff members for M.Sc. training was seen as a short-term measure to speed up staff training, as not all M.Sc. programmes would start simultaneously in 1987. Supernumery staff would be provided for four years to cater for the period when fellows were on training. An extra year would be needed to finalize project matters bringing the total to nine man-years.

Non-academic staff

Research work, in connection with thesis work of M.Sc. students would create the need for more non-academic staff, especially technicians and senior technicians. As technicians were difficult to recruit, they would be sent for short specialized courses. After training they would be deployed to assist in post-graduate training, demonstration and research.

Local scholarships

In order to secure a reasonable initial input of M.Sc. students in the various programmes an equivalent of six scholarships would be provided. Since the M.Sc. would start in alternate years a total of 15 man-years was programmed.

Buildings and furniture

The increasing number of students and staff would bring about the need for two lecture rooms, four staff offices, records and archives space, a computer/video room and some graduate study rooms. This was equivalent to adding an extra floor on top of the existing building.

Equipment

Teaching methods in the Department had to be updated and consequently more modern teaching aids like audio-visual material would be needed. Another aim was the production of lecture notes and hand-outs in case text books were not suitable. In that way students would have more time for self-study and lecturers would be able to devote more time to study, student supervision, research and the creation of inter-institutional links. The purchase of display and demonstration equipment for more intensive training was also conceived as an important investment as well as the development of some of the existing laboratories.

Research

For the development of a comprehensive medium- to long-term research programme funds were planned for instrumentation, temporary personnel, data processing equipment and general materials, and some assistance from other sources like transport and travel was expected.

Conferences

In order to enable the staff to attend occasional international and regional conferences for information reasons and to strengthen links with other scientists and institutions in the country and region, funds were set aside for this purpose. At the same time possibilities were created for staff to organize and fund workshops, seminars and possibly conferences. The exchange of information and ideas was considered as important for the Department in the process of establishing itself as a national and possibly regional centre in agricultural engineering.

Review

A mid-term review was to take place after about two and a half years.

3. EDUCATION PROGRAMME

3.1 Introduction

The M.Sc. programme is expected to contribute to the development of professional Agricultural Engineers in Kenya and in this way supporting the development of agriculture in this country (Kijne et al). After approval in 1986/1987, an M.Sc. programme started, consisting of a two-years course of studies with lectures, practicals etc, in the first year and research and thesis work in the second. The following M.Sc. programmes were foreseen and offered (Project proposal 1986).

- a) M.Sc.Agricultural Engineering with options in:
 - i) Agricultural Power and Machinery
 - ii) Agricultural Processing and Structures
 - iii) Soil and Water Engineering

Candidates for the M.Sc. programme in Agricultural Engineering should have a B.Sc. in Agricultural, Mechanical or Civil Engineering from the University of Nairobi or an equivalent degree from another recognized university. (University of Nairobi Calendar 1989-90).

- b) M.Sc. Land and Water Management.
Candidates should have a B.Sc. degree in Agriculture from the University of Nairobi or an equivalent degree from another recognized university, or from a University programme closely related to the M.Sc. programme with additional experience. Programme a is in the Faculty of Engineering, Programme b is in the Faculty of Agriculture.

The objective of the M.Sc. programmes is the creation of University graduates of an advanced level of know-how and understanding, relevant to the present (and future) technical agricultural development priorities in Kenya.

3.2 Programmes

3.2.1 Course combinations for various programmes

Programmes and course contents are given in the University calendar 1989-90. Courses are standardized on 45 contact hours.

Core courses which should be taken by all students are:

- AE401 Energy for Agriculture
- AE402 Project Planning and Management
- AE403 Statistics and Experimentation
- AE404 Social and Physical Ecology

Students in the M.Sc. Land and Water Management are required to take an additional course:

- AE405 Applied Fluid Mechanics

- (A) Students in the Agricultural Power and Machinery programme have to choose seven courses out of ten, each one having 45 contact hours.

- AE411* Agricultural Mechanization Development
- AE412 Agricultural Machine Design
- AE413 Soil Dynamics in Tillage and Traction
- AE414 Functional Analysis of Agricultural Machines
- AE415* Ergonomics
- AE416 Mechanical Vibrations
- AE417* Applied Mathematics

- AE431* Physical Properties of Biological Materials
- AE432 Agricultural Processing and Residue Management
- AE433* Drying Storage of Agricultural Products

(B) Students in the Agricultural Processing and Structures programme have to choose seven additional courses out of eleven:

- AE431* Physical Properties of Biological Materials
- AE432* Agricultural Processing and Residue Management
- AE433* Drying and Storage of Agricultural Products
- AE434 Functional Analysis of Agricultural Buildings
- AE435 Design of Agricultural Structures
- AE436 Building Materials
- AE437 Processing Plant Design
- AE438 Heat and Mass Transfer
- AE417* Applied Mathematics
- AE411* Agricultural Mechanisation Development
- AE415* Ergonomics

(C) Students in the Soil and Water Engineering programme have to choose seven additional courses out of eleven:

- AE452* Applied Hydrology and Agrometeorology
- AE453* Soil Erosion and Sedimentation
- AE454* Land Evaluation and Land Use Planning
- AE456* Soil and Water Conservation Management
- AE457* Soil and Water Conservation Structures
- AE458 Field Irrigation Engineering
- AE459 Land Drainage Engineering
- CE481 Water Resources Management and Administration
- CE485 Engineering Hydraulics
- CE491 Water Resources Engineering
- AE417 Applied Mathematics

(D) Students in the Land and Water Management programme have to choose six optional courses out of ten:

- AE451 Soil-Water-Plant Relations
- AE452* Applied Hydrology and Agrometeorology
- AE453* Soil Erosion and Sedimentation
- AE454* Land Evaluation and Land Use Planning
- AE455 Rural Water Resources Development
- AE456* Soil Water Conservation Management
- AE457* Soil and Water Conservation Structures
- AE460 Irrigation Water Management
- AE461 Drainage and Land Reclamation
- AE462 Irrigation Economics and Planning

(Common courses of both the programmes A and B resp. C and D are marked with *)

A scheme of the compulsory and elective courses is given in Table 1.

3.2.2 Profiles of the programmes

It can be noticed that students can define their own profile. However, under certain conditions the freedom for selection between the courses offered will only lead to marginal differences between the profiles A and B of Agricultural

Table 1. Schedule of Core courses and Elective courses

<u>Course numbers</u>	I. <u>Agricultural Engineering</u>				II. <u>Land and Water</u>			
	A	B	C	D	A	B	C	D
AE - 401	X	X	X	X				
402	X	X	X	X				
403	X	X	X	X				
404	X	X	X	X				
405				X				
AE - 411	X	X						
412	X							
413	X							
414	X							
415	X	X						
416	X							
417	X	X	X					
AE - 431	X	X						
432	X	X						
433	X	X						
434		X						
435		X						
436		X						
437		X						
438		X						
AE - 451			X					
452			X	X				
453			X	X				
454			X	X				
455			X	X				
456			X	X				
457			X	X				
458			X					
459			X					
AE - 460				X				
461				X				
462				X				
CE - 401			X					
405			X					
491			X					

Engineering and C and D of respectively Agricultural Engineering and Land and Water Management. For reasons of teaching efficiency, and with respect to the demand for research capacity of the staff members, the question arises whether the intake number of students justifies the existence of four options.

On the other hand, if the relevance of the courses requires a clear academic profile fitted to the job expectations of the students and the need for trained specialists at the M.Sc. level, the degrees of freedom have to be reduced.

The review team interviewed a limited number of M.Sc. students, some having already graduated. From these interviews it appeared that most of the students interviewed have the intention to find jobs in industry, governmental services and institutions, or want to be self-employed e.g. as consultants or as private advisors.

From this point of view it seems that generalists are more required than specialists. The team recommends that the Department establishes a system which enables follow up of students after graduation. Such a data bank would help in quality control of the teaching programmes as well as in an eventual adaptation or updating of the courses and programmes, in response to changing requirements and progressing technology in Kenyan agriculture. The Department management could make such a data bank a responsibility of the permanent educational advisory committee proposed in chapter 6 of this report. Furthermore this information could be valuable in finding the balance between the demand for M.Sc. education in the future and the demands and requirements set by actual or potential sectors of employment.

At present there is no need for major changes of the running programmes on the short term, also because the number of graduated students is too small for drawing significant conclusions. Recommendations for minor changes and adaptations are however given in section 3.5. Nevertheless there is fair expectation that even within this decade Kenyan agricultural technology will progress in such a way - especially on large and medium size farm types - that agricultural engineers at M.Sc. level, need to have a thorough knowledge of either the management and operational research of engineering aspects in biosystems, or knowledge of production quality control and the engineering aspects of the output-input ratio.

For the first type of agricultural engineers it is clear that they will have to be familiar with modelling and simulation techniques with a special emphasis on software development and application of modern information systems. For the latter type it is again clear that they must have a good knowledge of instrumentation and electronic data acquisition and processing.

3.2.3 Number of students for the M.Sc. programmes

For the postgraduate programmes the number of students enrolled are listed below in Table 2, together with the future expectations of intake.

Table 2. M.Sc. student numbers

Year	SWE	APM	APS	LWM	Total
1987/88	8	-	-	8	16
1988/89	-	5	5	-	10
1989/90	9(8)	-	-	6	15(14)
1990/91	-	-	5	-	5
1991/92	7	-	-	7	14
1992/93*	-	7	7	-	14
1993/94*	8	-	-	8	16

* projections

For the 1989/90 intake scholarships were available from other sources than the Netherlands project, as there has been a good response from external donors e.g.

Ministry of Agriculture, Jomo Kenyatta University, SIDA, SAREC and DAAD and of the University of Nairobi towards the programme. For 1990/91 the situation is quite different and of the 5 M.Sc. students in APS 4 are sponsored by the project. It is not expected that this sponsorship will be a priority during phase out.

3.3 The teaching system

3.3.1 Lectures

At the moment there are 36 different courses for the M.Sc. programmes in Agricultural Engineering. The content of the courses is found in the University Calender, which lists the topics to be taught. The team gained the impression that the descriptions are very suitable for the information of both students and colleague lecturers and teachers. With respect to the needs of the students, it may serve as an aid for making a choice between the elective courses. The content of the courses gave the review team no reasons for further comments. The topics agree very well with similar M.Sc. programmes in Agricultural Engineering abroad.

However, it should be mentioned that a more extensive course description and study guidelines for the students are desirable. These descriptions can be used for internal purposes, being a means of informing the students in what way the transfer of knowledge will be done (e.g. by means of class-lectures and /or practical work, demonstrations, training questions, self study etc.) Moreover, such a course or study guide should make clear what are the final expectations, aims and objectives of a specific course. Secondly, this extensive information can be used by the teaching staff to avoid overlap and gaps. In this respect the review team fully supports the initiatives developed in the Soil and Water Engineering and Land and Water Management group. We believe these are good examples for the other sections in the Department.

Until now, transfer of knowledge is commonly done by means of class lectures. The review team found that only in a few cases there were lecture notes or syllabi available for the students. Lectures are prepared and given by the teaching staff using parts of particular hand-books, articles, internal papers etc. Although such a system cannot be disqualified especially in this particular stage of education where students are supposed to work and think on an academic level, the system has one great disadvantage as the individual lecturer being responsible for a particular course is the only well informed specialist. In case he should leave the University, the transfer of knowledge, experience and information is not guaranteed, which in some cases may lead to a successor having to start with the set-up of the courses from a low-level.

For this reason the team recommends that the tasks of the teaching staff should be divided in such a way, that adequate time is spent on the preparation of well developed lecture notes or internal text books, for the benefit of both the students and the staff colleagues. Since many topics of the M.Sc. programmes are also handled in other Universities e.g. in the Netherlands, co-operation between Kenyan and Dutch lecturers in the development of suitable lecture notes can be helpful in doing this more efficiently. This could be part of the content of the second half of phase III or of a phasing out period. Moreover it would tighten the scientific co-operation between the Departments of Agricultural Engineering in Nairobi and Wageningen. In this respect we would like to emphasize that the larger part of the Kenyan staff got their scientific training in Western countries which can be considered an advantage for this particular objective.

3.3.2 Practical work and field training

Since M.Sc. graduates should be able to transfer their know-how into the Kenyan agricultural society and, additionally, into a wider region of the African continent, their education should be based on theory as well as practical skills. For practical work and demonstrations which explain and explore theory, there are facilities available in the fields of:

- farm power and machinery
- soil and water engineering
- irrigation
- design and adaptation of farm equipment

A very strong point is the fact that computer facilities are available now, and that they will be extended. The same holds for the soft-ware packages. The team was pretty well surprised by the intensive use of these facilities in the M.Sc. training programmes. Although computers are intensively used for word-processing, some statistical work and modelling is also done. We consider this development as an important step forward towards the structural use of modern information technology in both teaching and research areas of the Department of Agricultural Engineering of Nairobi University. The review committee had the opportunity to read some examples of M.Sc. theses, prepared in 1989/90. We got the impression that in the field of irrigation, computer modelling was done at a remarkably high level. On the other hand it was noticed that for conducting field experiments in the rural areas, students are forced to improvise due to a lack of sufficient (basic) measuring equipment. It should be emphasized that, especially when the Department aims to have opportunities for starting a strong research programme, a better and more sophisticated instrumentation pool will be of great importance. Since even in the short term lack of proper instrumentation can give a delay in thesis preparation, the members of the Department should make their wishes clear to the Research Committee, the Chairman, and the Project Coordinator, enabling the Department to make priority decisions.

3.3.3 Examinations

The review committee had the opportunity to go through some twenty examinations of courses of the years 1989/1990. The standards are to a reasonable degree in agreement with norms to be set for M.Sc. graduates in Agricultural Engineering worldwide. The questions posed, fitted well with the course topics and moreover with the most important subjects. There proved to be a difference between some examinations with respect to:

- reproduction of gained knowledge only
- application and transfer of know-how to solve new problems including problem recognition
- the abstract and more fundamental approach versus the descriptive approach of the course contents

However the committee is satisfied about the examination level as a whole.

The results of the examination from 1987 until now are listed in Table 3 below.

Table 3. Numbers passed first time/total number

Course Year	L&WM	S&WE	AP&M	AP&S
1987 intake	2/8	7/8	-	-
1988 intake	-	-	3/5	1/5
1989 intake	4/6	5/8	-	-
1990 intake	(not examined yet)			

From the student interviews it appeared that in general coursework including the examination was not a problem. However, some students had problems with courses having a more fundamental content like applied mathematics and applied fluid mechanics. This is partly due to the fact that sometimes there are several years between their B.Sc. graduation and the enrolment in the M.Sc. programme. Some other students mentioned the fact that - at least for them - there was some overlap with former B.Sc. courses (e.g. Agricultural Machine Design, Functional Analysis of Agricultural Machines and Drying and Storage of Agricultural Products). This overlap should be watched in

future and has to be taken into consideration when changing or upgrading the course contents.

3.4 Course development

Up-dating of the course content belongs to the normal task of the teaching staff members. As stated before in the short-term there seems to be no need for major changes in the course content and the programmes. For the medium term, i.e. by the end of phase III, the following recommendations are given with respect to the programmes and courses. We strongly advise the Department to develop a course of about 135 hours dealing with problem oriented education. The content of such a course should deal with the theory of systems thinking and a practical implementation of the systems theory in a case study. The subjects of this case study should be of a multidisciplinary character. This means that engineering aspects have to be integrated with socio-economic, as well as with environmental aspects. The students should practice in problem analysis, problem solving and reporting within a team of 5-6 persons. The theoretical part (45 hrs) can be given to all the M.Sc. students in the Agric. Engineering programmes. The case study should be supervised by one staff member and the students should be able to contact 2 or 3 others to get information from different disciplines and subdisciplines.

The aims and objectives are:

- training the students in the methodology of the implementation of multidisciplinary research projects
- training the students in report writing
- to improve their social skills like communication, discussion and debating as well as co-operating as team members.

The review team believes that the time for incorporation of this course in the M.Sc. programme can be found by deleting some course components which are more or less overlapping with previous B.Sc. courses.

3.5 Quality control

Although evaluations by students are carried out at the end of the courses there exists no structural system of quality control of both the curriculum and the course level. We recommend the Department to organize an evaluation system for both. This can be done by a permanent education committee (see also section 6.6.2.3 organisational issues). It is not necessary to develop new techniques for the evaluation of the quality control of the education programme since many techniques are already available in other Universities all over the world. However, the introduction of such a system in the department should be managed very wisely since consumers and producers of education might have different opinions about relevance and quality of courses and about the performance of a lecturer.

Although the team observed no complaints about a too heavy study load, it noted that some students delay submission of their M.Sc. thesis. One problem is that it takes too much time for a student before he is able to define the research problem in a systematic way. We believe that especially during the starting period of the thesis work, a strict scheme of appointments for feed-back is needed. Students should keep themselves very strictly to those appointments with their supervisors. In such a way progress in thesis work can be influenced very positively. As a consequence faculty members have to adhere to the schedule in a similarly strict way.

With respect to quality control, last but not least, the team wants to make the following remark. The thesis should be considered as the key for the graduate with respect to his scientific capacities and hence one of the most important criteria for employment. Therefore, norms for the quality of thesis work should be strictly kept at a high level. If a student occasionally should fail at the end, this is a real bad thing, but even worse is the fact that an incapable student has graduated for the sake of pity after spending two, three or more years at the University.

4. RESEARCH

4.1 Characterization of research in Agricultural Engineering

Research at university level has a dual purpose:

- i) to improve and increase the fundamental knowledge of (agricultural and engineering) sciences, and
- ii) improve the level of knowledge transfer and hence, the quality of the education system.

In agricultural sciences there is an additional aim, i.e. the results of strategic research should be transferred on an operational level to the agro-subsystems for improving sustainability of agricultural production systems. This means that impacts on environmental and socio-economic subsystems have also to be taken into consideration. The same holds for research in agricultural engineering. However, taking into consideration future developments and new technological problems to be solved, research in agricultural engineering can also be defined as engineering research of production and environmental systems or as biosystems engineering, the latter being more related to future strategic goals and objectives of the agricultural engineering (research) discipline.

A basic condition for a successful approach to these objectives is the formulation of a strategic research plan, based on a multi-disciplinary and functional participation of the staff. As a consequence research themes have to be stated and research teams have to be formed to avoid scattering of research power, i.e. having too many projects for all individual staff members.

The basis for a successful performance of these limited research teams is the possibility of founding a strong and well equipped basic infra-structure, including technical assistants, instrumentation and computer facilities.

In addition, the move towards common responsibility for a powerful research profile should be supported by the majority of the Departmental staff. The review team wants to make clear that in their opinion the set-up of such strategic objectives and internal structures are of high importance for the future profile of the Department, the cooperation between the sections, and the possibility to get a status of "centre of excellence" for the East African region. Since available manpower for research will be limited - even when the Department is fully staffed - priorities will have to be set on the basis of support of the common research groups and approved by the Research Committee, which has already been established.

4.2 Present status

4.2.1 Current research projects

At present, research projects are performed on many topics.

- a) In the field of agricultural engineering power and machinery, current research is done in the fields of:
 - Safety aspects in agriculture and industry (Njau*, Kaumbutho and Maende)
 - Animal traction and tractor drawn implements (Kaumbutho, Some and Oudman, Ndugo*, Gebresenbet)
 - Animal draught power (Oudman, Odiewuor, Musau and Keya)
 - A load car for animal and small tractor power studies (Kaumbutho, Sikunyi, Mac Millan)
 - Tool frame for sugarcane destruction (Owende*, Kaumbutho, Maende)
 - Maize cobs gasifier / hammer mill

- (Butuk, Mwaura)
- Soil compaction by transport trailers (Kanali*, Kaumbutho, Maende).
- Multipass solar air heaters (Korir*, Luti, Dept. of Mech. Engineering)
- Minimum tillage (Zelege*, Oudman, Michieka)
- b) In the field of soil and water conservation research is done on:
 - Conservation measures for steep slopes (Thomas)
 - Conservation (Thomas, Bekeke*)
 - Erosion and productivity (Gachene, PhD project, Thomas, Mukui*)
 - Grass strips (Thomas, Tefera)
 - Land degradation (Thomas, Gachimbi*)
 - Terrace stabilization (Thomas)
 - Rainfall runoff studies (Sharma, Okio, Muweya, Lenselink, Thomas)
 - Rainwater harvesting (Muni, Gichuki, Biamah)
 - Reservoir sedimentation and catchment land use (Thomas, Mwaya*)
 - Sand dams (Thomas, Mburu*)
 - Water way design (Thomas, Gichuki)
- c) In the field of irrigation current research projects are:
 - Water management in flooded rice schemes (Lenselink, Ndiritu, Githae, Kariuki, Wairangu, Sifuma, Mutisya, Ndiritu*)
 - Sprinkler irrigation system evaluation (Muni, Mwangi*, Kamau*)
- d) In the field of processing and structures:
 - a project on housing, environmental and socio-economic constraints to optimal production on small dairy units is ready to start and waiting for funding by UNDP/AGROTECH.

From the above mentioned projects, two started in 1982, one in 1983 and all others in 1988 or later. M.Sc. students who are participating in the running projects are marked with *.

The review team appreciates the creative and opportunistic approach of the Department staff with respect to the number of topics. However, at the same time the team believes that the projects are too widely scattered over too many fields of interest. The present situation is not fruitful with respect to an optimal scientific output of the potential research power. Additionally, the team believes that the participation of M.Sc. students in the research programme should be intensified. In this way the linkages between the education programme and research will increase.

4.2.2 The history and future of research at the Department.

As was mentioned in chapter 3, in addition to teaching special attention should be paid to research, the latter being an integral part of the task of the University and its Departments. With respect to this particular objective, the review team wants to make the following comments and remarks. At the end of the 1970's during the building up phase of the Department a firm scientific base for research did not exist. Research was

narrowly focused and based on the interest of the leading staff members in the Department. The present situation is quite different, due to changing insights of the first part of the past decade and the fact that the Department now can benefit from the results of the staff development programme. The Department has now to make a crucial decision:

- a) either to choose for applied topics of research with a direct transfer and / or approach to extension officers and farmers etc. or
- b) to develop programmes focused on strategic research topics, with knowledge transfer to colleague scientists from similar institutions and with an indirect impact on all aspects of agriculture.

Referring to the introductory part of this chapter and taking into consideration what the (future) power of the Department has to be, the team recommends the option b. This means that within the coming months the Departmental management including the Research Committee and the members of staff have to discuss thoroughly which current research projects will be selected to be part of the strategic programme. This process of evaluation of relevancy and quality in the sense of scientific output (e.g. on the basis of number of papers in refereed journals etc.) may indeed lead to a strong reduction of the number of topics, and even short term disappointments for a number of staff members. Nevertheless, we strongly believe that the evaluation process for the medium and long term period will highly contribute to the future position of the Department of Agricultural Engineering in the University of Nairobi. The funds for further staff developments and for equipment should be fitted to this long term objectives.

The review team wants to emphasize that the concrete research priority settings should be considered an internal affair of the whole Department. We only want to give some ideas which might be useful for a successful performance of the selection process. From the interviews, as well as from the research output until now, we got the impression that in the field of (animal) draught and mechanical power related to the design of implements, there are good opportunities especially when measuring techniques for calculating efficiency rates are included. We would like to point out that duplication with other institutes should be avoided (eventually by co-operation). The gained knowledge about dynamic measuring methods and techniques can at a later stage be transferred to other fields of interest of the Department e.g. in energy research projects.

4.3 Research capacity

According to the information gained by the team from interviews with all the staff members of the Department (excluding those who were on study leave) the number of staff year equivalents (s.y.e.) in which one s.y.e. equals a workload of approximately 1800 hrs/yr, there are 10.5 s.y.e.'s required for teaching the courses in both the B.Sc. and M.Sc. programmes.

Referring to the need for preparation of proper text books and /or lecture notes, these basic requirements for s.y.e.'s certainly in the next few years will have to be multiplied by a factor 1.2. Due to temporary short absences, the Department's structure and external activities - provided that the latter are fitting to the philosophy of the Department - another 20% has to be added to the number of s.y.e.'s. So in summary, approximately 14.7 s.y.e.'s for teaching and external activities like extension or consultancy have to be made available.

Setting aside a research potential of about 30% as an average for each staff member; the total number of staff has to include 21 s.y.e.'s. Once firmly established and provided that the courses and programmes are well developed, the research capacity might increase to about 35 - 40%.

We think this a rather optimistic estimate and we again like to emphasize the need for the development of a coherent research programme including priorities and operational plans. For instance, assuming a fixed staff number of 15 s.y.e.'s for the Department and a teaching load at the same level, will lead to a capacity of 4.5 s.y.e.'s for the rest of the

tasks. If the Department's strategy is focused on the possibilities for the staff members to spend about 20% of their time in consultancy work, then as a consequence only 1.5 s.y.e.'s are available for course upgrading, writing of text books and research activities.

We would like to emphasize this crucial point of the strategy for the Department's future existence and we want to make clear that the need for binding talented scientist to the University by means of offering the possibility for performance of the activities mentioned above, is very important.

4.4 Facilities and technical assistance

The review team is well aware of the fact, that the establishment of a well equipped instrumentation pool is a conditionality for the performance of strategic research work, especially in the field of agricultural engineering. For that reason the team recommends to the Dutch Government to provide additional support in terms of funding and training during the remaining part of phase III of the project and during the first part of a phasing out period of 3½ years.

The team recommends to the Department of Agric. Engineering to list the measuring equipment needed (hard and software components) for the set up of an instrumentation pool for soil sampling and determination of physical and mechanical properties of soils, related (bio) materials, data loggers, sensors and monitoring equipment, signal recording, -analyzing and data processing equipment. Part of the measuring equipment should be suitable for real-time measurements in the field. The budget requirements should include spare parts and costs of repair and maintenance. It is expected that this proposal will be submitted to the Dutch Embassy before May 1st, 1991.

5. STAFF DEVELOPMENT

5.1 Teaching Staff

5.1.1 Policy and strategy

The foundation for an effective and sustainable Department in a university is a complement of teaching staff who are well trained and motivated. The University of Nairobi has therefore been revising the salaries of academic staff regularly and although the current salaries may not be competitive internationally they are higher than those of similarly trained personnel in government service. The University has also tried to maintain high quality of staff by insisting on Ph.D for appointment to the grade of lecturer. Although this requirement has been somewhat relaxed in a few professional Departments - including the Dept. of Agric. Engineering, staff with PhD have better prospects as they will be in demand to supervise postgraduate students and to lead research.

Direct recruitment of trained staff has been difficult due to competition with other institutions and the private sector. The University has therefore endeavoured to retain undergraduates whose performance is outstanding as tutorial fellows and to develop them through the award of training fellowships in well-known institutions overseas. A formula has also been evolved to help determine the level of staff establishment corresponding to the number of students enrolled in a Department. Teaching staff are also expected and encouraged to develop their capacity through research, attendance of conferences and participation in consultancy activities and they are entitled to sabbatical study leave every five years.

5.1.2 Current situation

The authorized teaching staff establishment has grown from 8 in 1987 to 15 in 1990. This establishment provides for 1 Professor, 1 Associate Professor, 4 Senior Lecturers and 9 Lecturers. 13 positions are filled at present and there are 2 tutorial fellows awaiting training. In addition, the Department has two supernumerary staff provided under the Netherlands project, and has benefited from several visiting and part-time lecturers for the M.Sc. programme.

In terms of qualification, there are 5 Ph.D's and 8 M.Sc's, three of whom are already on study leave for a Ph.D. overseas. One of the senior staff is due to retire at the end of 1990 but a third supernumerary staff is expected to join the Department in January 1991 under the SAREC project. With the existing staff, the Department has been able to cope reasonably well with enrolment of 25-30 undergraduate and 10-16 M.Sc. students each year. Supervision of M.Sc. students and staff research has however tended to suffer as the result of a heavy teaching load especially in 1990-91 when intake of undergraduate students was doubled.

5.1.3 Training

One of the major objectives of the Netherlands Project was to assist the University in staff development by providing 21 man-years of fellowships abroad. These fellowships have been utilised as follows:

- 1 Ph.D, Farm Mechanization, Michigan State University, USA - 6 man-months - training completed.
- 1 Ph.D., Irrigation Engineering, Utah State Univ., USA, 18 months - completed.
- 1 M.Sc., Farm, Power and Machinery, Michigan State Univ., USA, 36 man-months - to complete by July, 1991.
- 1 Ph.D., Farm Power and Machinery, University of Minnesota, USA, 36 man-months - to complete in Sept. 1992.
- 1 Ph.D., Farm Power and Machinery, New Castle-upon-Tyne, U.K. 36 man-months - to complete Nov. 1992.

- 1 Ph.D., Soil Conservation Structures, McGill University, Canada - 24 months - to complete by Sept. 1992.

The training programme will therefore have utilized only 13 out of the 21 man years provided by the time Phase III of the project comes to an end in July 1992. The main reason for the apparent delay in utilization of this valuable facility is the need to maintain a reasonable number of staff in the Department to ensure that the undergraduate and M.Sc. programmes can continue at a reasonable level of efficiency.

The future strategy for staff development at the Department will be influenced by the following factors:

- a) The need to strengthen the three main thrusts in research and training in the Department i.e. Agricultural Power and Machinery, Agricultural Processing and Structures and Soil and Water Engineering.
- b) The strong pressures for trained staff to move to the newer department of agricultural engineering at Egerton University and Jomo Kenyatta University College of Agriculture and Technology (JKUCAT).
- c) The need to establish a strong research and design capability at the Department which can serve other local institutions on consultancy basis at the higher levels of technology. Such a facility will motivate the highly trained staff to remain in the Department. This issue is discussed in more detail in section 6.6.2.

In order to meet this need, the following additional skills will be needed at the teaching staff level:

- 1 PhD in Operations Research/Labour Organization
- 1 PhD in Simulation/Modelling
- 1 PhD in Design and Ergonomics
- 1 M.Sc. in Systems Maintenance and Computer Programming
- 1 M.Sc. in Interface Computer Systems.

5.1.4 Supernumerary staff

The Department has benefited from two visiting lecturers from the Netherlands. These staff have taken the same teaching load as the Kenyan staff and have also been involved in guiding M.Sc. research in the fields of soil and water and animal traction. A third TA staff attached to the Department of Crop Science has helped greatly in teaching the statistics course, installation of the computers and training the M.Sc. students in computer use.

This assistance is very much appreciated and has enabled the Department to release more of its staff for overseas training. One of the Netherlands TA staff has also acted as project coordinator greatly facilitating the flow of funds, allocation of fellowships and purchase of equipment from Netherlands funds. It is, however, felt that the need for this personnel will diminish as the Kenyan staff return from training in the next two years and considering that the Department will have a Senior Lecturer and a Research fellow (instrumentation) provided under the SAREC project, possibly until 1993. It will however be highly desirable to provide the services of a highly experienced researcher on a part-time basis to guide the development of specialized research, design and consultancy capacity as described in section 6.

5.2 Technical staff

5.2.1 Staff establishment

The Department has an authorized establishment of technical support staff as follows:

- Chief technician (1) filled.
- Senior technicians (4) filled.

Technicians (7) 3 vacancies
 Draughtsman (1) filled
 Junior technician (1) vacant
 Mechanic (1) filled
 Machinist (1) filled
 Welder (1) filled
 Carpenter (1) filled
 Laboratory Assistants (2) 1 vacancy
 Field Assistants (3) 1 vacancy

The current establishment is reasonably adequate and is ably supplemented by a TA instrumentation research fellow under the SAREC project.

5.2.2 Training.

In recognition of the difficulty experienced by the Department in recruiting trained technicians, the Netherlands Project provided support in upgrading of skills of technical staff through postgraduate training and short specialized courses. Good progress has been made in fulfilling this objective. The chief technician is undertaking M.Sc. training in USA and the four senior technicians have received short-term specialized training, three under Netherlands Project sponsorship and the fourth under FAO sponsorship. One technician has received short-term training under Israel sponsorship. A senior technician and the draughtsman have also been sponsored for further training under the Netherlands Project. This activity should therefore continue during the remaining part of phase III. In particular, there is need to train two technicians comparable to an M.Sc. level, one in system maintenance and computer programming and one in interface systems. This training will be necessary if, as the team suggests in section 4, the Department decides to upgrade its research focus towards higher levels of specialization and use of modern techniques.

As noted in section 5.2.1, the technical staff are benefitting from higher training overseas which will enable them to advance to the level of teaching staff. There is already good precedence on this type of staff development in the Department. There is however continuing need to upgrade the skills of some of the technicians who will be used more on research especially in the field of electronics, computer use, technical drawing and fabrication of structures. Most of this training is available locally but it would be highly desirable to expose senior technicians to some of the relevant advanced technologies through short-term visits overseas.

5.3 Conclusions and recommendations

Although utilization of fellowships provided under the project is behind schedule, the staff development programme is progressing satisfactorily considering the various unavoidable constraints. The University has provided the necessary establishment and provided all the positions that can be filled on a continuing basis by qualified personnel. It will be possible to sustain and even improve on the teaching and research capacity in the Department. The Department cannot however, escape the pressures and responsibility to help meet staffing needs of the sister Departments at Egerton College, JKUCAT and Moi University. It should therefore utilize whatever facilities are available to upgrade skills of both teaching and technical staff and to give high priority to the development of facilities and programmes of high level research, design and consultancy in order to motivate the staff to remain within the Department. Very substantial progress has been achieved in the direction through the Netherlands Project and lately with the support of the SAREC project. The Technical Assistance personnel provided under the Netherlands Project have been particularly helpful in the implementation of the staff development programme but it is felt that the need for full-time TA staff will diminish as Kenyan staff already in training return to the department in 1992. In spite of progress made, the staff development programme will not have advanced sufficiently to ensure stability by the time phase III of the Netherlands Project ends in July 1992. In particular, complete severance at the end of phase III would mean that no more staff can be sent for training during the remaining period.

The team therefore recommends:

- Not done*
- a) Facilities be provided for the utilisation of the unused external fellowship funds over the next five years as follows:
 - 3 PhD from June 1991 to June 1994
 - 2 M.Sc. from June 1991 to June 1993
 - 3 PhD from June 1992 to June 1995Proposed fields of study are outlined in section 5.1.3
 - b) Fellowships be provided within the period 1991 - 1995 to enable technical staff to upgrade their skills locally and where necessary in overseas institutions.
 - c) Full-time Technical Assistance personnel be replaced with periodic extended visits by highly experienced TA research staff after 1992. The major role of such personnel would be to help in establishing long term capacity at the Department, and to help develop continuing collaborative arrangements between the Department and relevant institutions in the Netherlands.
 - d) The support for local M.Sc. scholarships which has been fully utilized, should be retained on a reducing scale i.e. three in 1991/93, two in 1992/94 and one in 1993/95. This facility will enable the Department to pick out outstanding students in the B.Sc. programme and to develop them to eventually join the Department teaching staff or advanced research assistance cadre.

6. ORGANIZATION

6.1 Organizational inputs

Phase III of the Project, which officially started on 1/8/1987, is implemented through the Department of Agricultural Engineering which is under two faculties of the University of Nairobi. These are the Faculty of Agriculture and the Faculty of Engineering. In turn the Faculties belong to two distinct colleges. These are the College of Agriculture and Veterinary Sciences and the College of Engineering and Architecture.

The two Colleges are part and parcel of the University of Nairobi which formally is a public university funded through the Ministry of Education. Its superior body is the University Council. Its chief executive is the Vice Chancellor who participates in the Council and who administers the University through the Senate and the Deans Committee.

The organogram of the Department of Agricultural Engineering (University of Nairobi) and the organogram of Phase III of the Netherlands Project for Assistance to the Department of Agricultural Engineering (University of Nairobi) are to be found at page 24 and page 25.

In Nairobi University, formal administration (executive responsibilities) of a Department is the responsibility of the Chairman of the Department, who is appointed by the Vice Chancellor. The chairman reports to the Vice Chancellor through the Dean of the Faculty(ies) who in turn report to the Principal of College(s). The ultimate academic body in the University is the Senate which is chaired by the Vice Chancellor. The Chairman represents the Department in the Senate. She/he also participates in the Faculty Board and the College Board as the representative of the Department. All departmental activities are reported to the Faculty Board, the College Board, the Deans Committee and the Senate, through the Department Chairman.

The 1986 Project document states that the Chairman is team leader and is responsible for project progress reports, together with the two Netherlands staff. The Project Coordinator prepares the reports which are sent out under the signature of the Chairman. Thus there was no specific requirement for the other departmental staff to be involved. Of course the fact that the Project Coordinator was a visiting lecturer in the Department, who has recently been promoted to senior lecturer, gives him access to the Department at all levels. Daily management of the project is the responsibility of the Project Coordinator. The other visiting lecturer is also head of the Animal Draught Power Project. Since there are supplementary funds in animal draught, not channeled through the main project (see organigram), the 33% of his time, which the Visiting Lecturer estimates he spends on extending animal draught power countrywide, includes a component for these outside funds. The Department has accepted this as a contribution to the Departmental extension efforts.

ORGANIGRAM OF THE DEPARTMENT OF AGRICULTURAL ENGINEERING (UNIVERSITY OF NAIROBI)

Ministry of Education

University of Nairobi

College of Engineering
and Architecture

College of Agriculture and
Veterinary Sciences

Faculty of
Engineering

Faculty of
Agriculture

Department of
Agricultural
Engineering

Dept. of
Crop Science

Chairman

(Academic)

(Technical)

(Administrative)

Professors,
Lecturers,
Tutorial Fellows

Chief Technician - - - - -

Secretary
Office messengers

Senior Technicians

Draftsman

Drivers

Cleaners

M.Sc. students

(year 1, 2)

Storekeeper

Lab. technicians

Craftsmen

B.Sc. students

(year 1, 2, 3)

Casual labourers

ORGANIGRAM OF PHASE III OF THE NETHERLANDS PROJECT FOR ASSISTANCE TO THE
DEPARTMENT OF AGRICULTURAL ENGINEERING (UNIVERSITY OF NAIROBI)

31.10.90

DGIS/DAF/MF
THE HAGUE

UNIVERSITY
ADMINISTRATION

Netherlands
Embassy, Nairobi

<----> Visiting Lecturer &
Project Co-ordinator
(Neth.)

<----> Chairman <--- Other
Dept. Agric. donors
Engineering (SAREC,
ANSTI,
...)

Visiting Lecturer
& Head Animal Draft
(Neth.)

Visiting Lecturer
Crop Science Dept.
(Neth.)

Animal Draft Research
Assistant (Vacant)

Driver

Sponsoring:

1 Ph.D. fellow (CAN)

1 Ph.D. fellows (USA)

1 M.Sc. fellow (USA)

1 Ph.D. fellow (UK)

4 M.Sc. fellows (Kenya)

1 Technician (Kenya)

Harness makers/
Casual labourers

Other donors --->

Regional Animal

Draft Centres <---Trekkracht
voor Kenya

Note : Underlined = paid from Netherlands project funds

organ1.011/ws

6.2 Linkages

There are two ways of looking at the issue of linkages. These are the activities of the individual staff members and the coordinated and planned linkages of the Department. On the individual linkages with other institutions, a lot of activity has taken place since 1987. Individual staff members have made contacts with public and private institutions and are offering services which range from individual consultancy to placing M.Sc. students. Among the more notable examples of this is the linkage to Mumias Sugar Company to solve drainage problems in the sugar belt. Others are the extensive contacts in consulting on soil conservation particularly for projects operating in the Arid and Semi Arid districts, storage etc.

Over and above the linkages with institutions like SSIDP (which has sponsored 5 M.Sc. students) and NIB mainly related to the production of staff for them by the Department, individuals have participated in their projects when called upon.

Formally the Department (including the project) has relations on Soil and Water Conservation with Kenya Agricultural Research Institute. There are formal links with Egerton University where the department has assisted the new university in developing curricula. There are formal links between the Department and Jomo Kenyatta University College of Agriculture where some of the staff teach and where assistance on curricula has been rendered. The Ministry of Agriculture's Soil Conservation Branch, Irrigation and Drainage Branch and Mechanisation Branch have relations with the Department where specific departmental staff assist in programmes and problem solving.

6.3 Personnel and staff inputs

The planned external staff were supplied as planned and on the whole they have well done the work they were supposed to do. DGIS has just evaluated them recently and as far as the team is aware there were no problems. The fact that Mr. Lenselink has been promoted by the University may be taken as comment on the University's view of his utility.

The involvement of one of the external staff in extension work of animal draught power raises questions on whether this is the desirable use of manpower, particularly given that the scientific basis of the technology is not yet completely established. This is a relevant question for the remainder of the project time, because in the now emerging research-oriented philosophy of the Department the research focus envisaged in 1987 has not fully materialized. Possibly, research should from now on get priority over extension. The subject of animal draught in the context of farm power and mechanization is, however, still very relevant and a new approach is discussed in chapter 4.

6.4 Material inputs

6.4.1 Overseas fellowships

In the original project document it was envisaged that 21 man years of fellowships would be expended by the project. To date only 13 man years have been expended. Consequently the team is of the opinion that during the remainder of the project period and a phasing out period, these fellowships should be expended by giving fellowships for staff development, given the need to expand research and teaching both within the university and for other national institutions (See Staff Development Section).

6.4.2 Local fellowships

Fifteen man years of local fellowships were planned. To date 20 man years fellowships have been used, clearly showing that there was demand for this. Since the projected budget line for this item is about exhausted, it may be a good idea for the department to continue encouraging on other organisations DAAD, SAREC, FAO, GOK and private sector etc for provision of local fellowships. The team does envisage Netherlands support for local fellowships during Phase out at a reducing rate.

6.4.3 Building, furniture and equipment

The addition of one floor on the existing building was accomplished between 1988 and 1990. This space has been occupied as at the time of the review mission. After completion of the office space the offices were equipped with shelving, chairs and filing cabinets in 1990. Other furniture bought in 1989 were, among others, a vacuum cleaner, drawing cabinets, filing racks, library shelves and tv/video cupboard, tables etc.. In 1987 a stencil scanner was bought. In 1988 two typewriters were bought together with a binding machine and in 1990 a duplicating machine, furniture for classroom and secretarial office were bought.

6.4.4 Research equipment

Perhaps the most significant acquisition on this line has been the increase of the computing capacity from the 3 PCs which were there before 1987 to ten. This has enabled the Department to train the M.Sc. students in word and data processing as well as in scientific uses for example modelling. Other research equipment is detailed in the Annex 4.

6.4.5 Teaching equipment

An assortment of teaching equipment has been acquired as detailed in Annex 4.

6.4.6 Transport

The department's transport fleet, mainly used for fieldwork, has been augmented by the acquisition of the following vehicles.

- 1 Toyota Land Cruiser
- 1 Nissan Microbus E23
- 1 Toyota Hilux Pickup
- 1 Toyota Dyna 350 minibus.

6.5 Financial aspects

Each year a budget is drawn up for the project by the project coordinator in close co-operation with the Chairman of the Department. The budget is sent for approval to the Netherlands Embassy. The project has a current account in a bank in Nairobi and funds for it are deposited by the Netherlands Embassy. Receipts are sent to the Embassy on a monthly basis.

This system has worked smoothly as it speeded up the operations. Decisions on spending the funds are mainly made by the various departmental committees although there has been some influence by the project coordinator. Final approval is by the Chairman of the Department.

Although an operating budget was presented, the project document does not specify project targets and outputs as opposed to the three broad input components as they are presented in the introduction of this report. Details on how the donor contribution relates to the local contribution are also missing, but under the heading of possible constraints the project document mentions that the viability of the M.Sc. Agricultural Engineering programme will a.o. depend on support from the University of Nairobi in increased establishment and additional financing (project document).

A detailed overview of the project expenses is provided in Annex 5. When comparing the original budget with the expenses until mid-1990, also taking into account the budgets for the remaining part of 1990 until the end of the project, the following remarks can be made:

- there is a considerable over-expenditure for supernumery staff. This has been caused by making use of the services of the visiting lecturer for statistics and

computer sciences during a period of three and a half years.

- another over-expenditure concerns materials. Originally it was conceived that the materials would be part of the running costs of the University. This was never specified in any document and actually has not been the case. Moreover books and documentation fall under this category, while originally they appeared as a separate category in the budget.
- there is underspending for the academic fellowships. Before the start of the project it was foreseen that the University would increase staff at short notice. However this did not happen within the conceived period and consequently there was insufficient staff at the Department (eight members) to send the proposed number abroad. It would at that moment have caused a negative effect on the teaching programme. There has been a shortfall of eight man-years so far and it will be impossible to cover them in order to complete the total of 21 man-years planned for the project period.

6.5.1 Operational expenditures

Table 4. Comparison of Department's operational (running) costs in KShs

University of Nairobi sources				
Year:	87/88	88/89	89/90	90/91
KShs:	224,000	230,600	228,000	116,800
Netherlands project sources				
Year:	1987	1988	1989	1990
KShs:	485,210	1,089,560	1,211,670	760,000

Examination of the University and project sources shows that the bulk of the costs for operations has come from the Project. The other key issue is the fact that the university source has not even kept up with inflation between the financial year 1987/88 and financial year 1989/90. Given the current GOK budgetary constraints, the University contribution was cut by fifty percent for 1990/91. This is likely to be the pattern over the next three years.

Whereas there may be ways in which the Project contribution can be reduced, the Department still will require at least the average it has used in the past four years annually for operating costs. This is about K.Sh. 764,000. Running costs have become a significant line item as shown in Annex 5. Information given to the team, suggests that there was an operational decision by the RNE that the project cover running expenses which were not planned for in the original conception. It was expected then that the running expenses would come from the University budget. Very early it was recognized that this was not feasible, hence the RNE decision.

It is important to point out that the University has established significant number of posts so that the whole Department has more than 48 employees. Given the parallel expansion in numbers of students handled by the Department, running costs have grown tremendously. On average the Department gets about Ksh. 350,000 per annum for general operations. This clearly is not sufficient as the team was informed by the Chairman. The problem of running costs is not peculiar to the Department but is shared by the rest of the university community and is tied to national budgetary strictures. Consequently it should be considered to commit resources to it during Phase out. However the Department should use its already considerable consultancy capacity, which the team wants enhanced, to finance aspects of running expenses especially for the graduate students' field work for they are more than likely to be the key field workers for the research and consulting activities of the Department.

Other potential sources of funds which could be used for running costs are:

- a. Permanent consultancy to Kenya Bureau of Standard to establish testing for farm machinery and equipment for certification.
- b. Permanent consultancy to the MOA Machinery Testing Centre at Nakuru
- c. Short courses to specialized units
- d. General consultancies to industry.

Although there is an operating budget, Project documents do not show concretely project targets and outputs, as opposed to the three broad objectives, and how the donor contribution relates to local contribution for each target and output. This would have allowed the review mission to detail the issue of running costs. However below we cull some outputs out of the text of the 1986 Project Document but since there is no correlation of these with budget lines in the document, detailed analysis of the relationships, to establish possible future running costs, is not possible within the time limits of the review team.

This inadequacy of the original document presents grave problems for discussion of sustainability and institutional capacity building. The preparation of the Phase out document must address this issue.

6.6 Activities

The Project Document states:

"The aims of the Proposed programme of Assistance (Phase 111) are to allow the Department of Agricultural Engineering to firmly establish the new M.Sc. Programme..." This was to be done through the project components as described in 2.3.

a) Supernumerary staff

The two supernumerary staff were provided and have been in position since the beginning. The team recommends their retention until their original contract dates. After that the Department should administer the Phase out.

b) Non-Academic staff

One technician has been trained overseas and two have been trained locally. the problem in training is related to randomly hired personnel in the past who are not able to get into the formal technician training level required. With increase in technical establishment this problem ought to be overcome during phase out.

c) Local scholarships

These scholarships have been provided with 20 man years of training completed.

d) Buildings and furniture

Another floor on top of existing building has been constructed and the space is in use.

e) Equipment

The office, reprographic, audio-visual, display and demonstration equipment have been provided as shown in the Equipment Annex.

f) Research

A comprehensive and medium to long term research programme has definitely not been realized. The expectation that the Animal Draught Power would become the focus has not materialized. The activity as executed to date is too narrow to be the unifying theme for research. It can be absorbed into wider research activities

planned in the Department. However such a future project needs to be incorporated into a strategic research and consulting plan.

The team was presented with proposals which were worked on just before the team arrived. The Department or the project did not form a strategic research plan which would focus the department and the graduate students.

g) **Documentation**

On the whole a good reference centre has been built up at a cost of about Dfl. 75,000 and is of use to the teaching faculty. Its utilization which is controlled by faculty borrowing may be problematic. The team was told that students can only borrow through a faculty member. If one accepts that graduate students are potential colleagues, this mode of operation seems to be counter productive.

h) **Transport**

The fleet augmentation has been done with adequate vehicles.

i) **Conferences**

From documents and presentations the following are the staff and places of conferences where the project paid in full or partially.

90: Korir	UK	88: Biamah Thailand	
Gumbe	USA	Kaumbutho Zimbabwe	
Some	Israel	Kaumbutho Tanzania	
		Gumbe Tanzani	
		Ogweno Senegal	
		Biamah USA	
		Gumbe Nigeria	
		Some Nigeria	
		87: Biamah	Uk
89: Lenselink	Israel		
Kaumbutho	Canada		

Seven of the 14 full and partial sponsorships were to the developed world. Six were to African countries and one was to Asia. This spread is conventional and it does not show emphasis on building regional contacts.

It is clear though that the persons sent to conferences out of the facility are few. Planning more spread access to conference resources is something the Department ought to focus on in its strategic planning. The structure and process of selection has become problematic as the staff has expanded and not every one has got the chance. Access to this limited resource should be managed more equitably.

6.7 **Organizational issues in the future**

6.7.1 **Departmental**

At the start of the project in 1987, the Department had eight staff. In November 1990 the Department has 19 staff including two Netherlands staff. It is projected that by 1992/93 the Department will have 16 staff. This will reflect the departure of the two Dutch TA and the retirement of Prof. Thomas.

The numbers alone do not tell the story. Of the projected staff in 1992/93 a significant number will have acquired Ph.D. level training. More important though is the fact that even those without this ultimate academic qualification will have extensive teaching and research experience. Other than two, all staff in 1992/93 will be Kenyan. This Department will then be supervising about 42 graduate students of which 5 would be

Ph.D and 37 Masters. This output is based on generally accepted normal loading of graduate students.

If the recommendations of the team on staff and research development during a phase out period is adopted, this Department will at the end of the phase out period be a mature Department comparable to other Nairobi University departments. To enable it to conduct relevant graduate training, research and contract consultancy needed by the national and regional public and private sectors, there is need to begin evolving a permanent Departmental process to:

1. Execute agreed Departmental plans without seeing them as only derived from either the section heads, the senior scholars or the chairman personally.
2. Plan long term training, research, and contract consultancy strategy
3. Manage conflicts arising out of competition for resources within the Department, particularly inter-sectional competition between the three sections, namely, Agricultural Power and Machinery, Agricultural Processing and Structures and Soil and Water Engineering.

6.7.2 Intra-departmental consensus building

The Department currently has 15 line committees and a recently established Research and Publications Committee. The team is of the opinion that it is crucial that the Department creates two additional staff committees. These are the executive and education committees.

Moreover the Research and Publications Committee should be strengthened.

The team is aware of the structured line committees of the University of Nairobi. The team is desirous of setting up a process by which the Department will be able to manage its long term concerns more efficiently by organizing the departmental process of competition of resources. Similarly, the Department ought to be confident of its internal processes. This is crucial as more shared resources are acquired, for conflicts over their allocation will exacerbate the centrifugal forces of the three sections leading to inefficient use of scarce research equipment capacity.

6.7.2.1 Executive committee

This committee in a way informally exists. The various section heads informally assist the Chairman in administration of the Department, solicitation of funds for research and evaluation of the graduate programme. However, it is the opinion of the team that this should be formalized so as to manage the centrifugal forces of competition more effectively.

Size:

Four staff members

Composition:

The Chairman of the Department

The heads of the three sections of the Department, namely, APM, APS and SWE.

Tasks:

1. To act as the executive arm of the Department in respect to intra Departmental planning, and supervision of the research, educational and consultancy matters.
2. To plan and coordinate the consultancy role of the Department over and above the occasional consultancies done by individuals. It is crucial that the technical/equipment resources of the Department be used to generate funds for the department and not just personal consultancies.

6.7.2.2 Research committee

When the M.Sc. programme was started the philosophy of the Department leadership then was to concentrate on low level technology exclusively in terms of both research and extension. This key policy decision, was made without Departmental staff consultation.

Now a Research and Publications Committee has been established, but it needs strengthening.

The team's evaluation of the current philosophy in the Department is that the focus of research ought to be appropriate for the needs of the country and thus cannot be low level technology only. This in a way explains the marginalization of the animal draught component of the project within the thinking of the Department.

The second point is that the Department's research does not have a firm basis for long term research particularly with respect to efficient acquisition and use of basic research equipment for both graduate students and staff.

The team is therefore convinced that the Department should strengthen its committee on research structured as follows:

Size:

Three staff members and one graduate student

Composition:

One representative from each of the three sections and one graduate student selected by the other graduate students.

Tasks:

1. To develop a strategic research plan for the Department and to evaluate all proposals from staff and students with the criteria agreed.
2. To set staff and graduate students research priorities in keeping with the agreed strategic plan.
3. To plan the utilisation of departmental technical human and material resources.
4. To plan the expansion of measurement and computing capacity and its utilization for graduate students and staff research, contract consultancy and publication.

6.7.2.3 Education committee

There is a tendency for the different sections to act as rivals in the quest for M.Sc. students and in the support the Department gives to each of the section's students. The existence of projects which were not adjusted to changing departmental philosophy and needs fuels this rivalry. In the long term this can become unproductive in the sense of producing graduates who are not uniformly trained.

The team is of the opinion that strengthening and restructuring the staff committee would be useful in evaluating all graduate students and ensuring that known and transparent criteria are used in matters relating to selection, quality and timeliness of submission of work.

Size:

Three staff members and one graduate student

Composition:

One staff member from each of the three sections and a graduate student selected by his peers.

Tasks:

1. Set criteria for and supervise M.Sc. quality control including quality of supervision.
2. Set criteria for and supervise selection of PhD candidates relating them to staff development needs of the Department and other universities.
3. Set criteria for and supervise staff development including supervision on the selection for and award of fellowships.
4. Set up and supervise a Management Information System for tracing M.Sc. and Ph.D. leavers so as to use their needs and experience as input into the revision of graduate and undergraduate curricula.

5. Set up and supervise continuous course rationalization procedures.
6. Set up criteria and supervise for staff student relations on academic (particularly supervision) and publication of student derived research and consultancy data.

6.7.3 Purpose of committees

These committees would be set up by the Departmental Staff Meeting. They would report, through the Chairman to the Departmental Staff Meeting.

The team would like to emphasize that the recommendations on these committees are not intended to interfere with the line authority of the Chairman. They are strictly intended for rationalizing the intra departmental process.

6.8 Organization during phasing out

The teams recommendation in staff development shows that there will be no supernumary staff during the Phase out period after the termination of the current project.

The team is of the opinion that the creation of a staff committee system be a conditionality for the financing of the project during Phase Out.

Similarly before the start of Phase Out, there should be an agreed Departmental Strategic Research and Educational Plan developed by the staff committees identified above and discussed by the whole Department and all other relevant University authorities.

The departmental strategic plan should clearly quantify all inputs by donors and the University into the Department. It should further set short term and long term research and educational objectives of the Department so as to facilitate end of project evaluation.

It is recommended that these planning activities be done during the next six months so that the target of Phase out can be met.

7. SUMMARY OF CONCLUSIONS AND RECOMMENDATIONS

7.1 Education

- 1) The four running M.Sc. programmes all have a compulsory and an elective part. Since the degrees of freedom for election by the students are rather high, they are able to specialize themselves fairly well, e.g. on the basis of their experiences already gained or on their job expectations. However the degree of freedom for course selection may lead to only small differences between the programmes AMP and APS on one hand and SWE and LWM on the other. On a mid-term base we recommend to the Department to watch carefully the basis for the existence of four programmes instead of two.
- 2) The course contents give a good insight into the scope of the study programmes. The education topics agree well with those of similar M.Sc. programmes in Agricultural Engineering in which soil and water components are included. In the near future there seems to be no need for major changes of the courses. Nevertheless the team recommends that the Department develops a system which enables it to follow the graduates during their careers. In this way there would be a feed-back, which can be used for updating the courses and/or programmes to the actual needs and requirements.
- 3) We noticed that teaching is done mostly by class lectures based on handbooks, articles etc. We recommend the preparation of lecture notes or syllabi for the students as well as for the staff members' benefit. In such way overlapping and missing items can be avoided. Moreover, if a staff member should leave the university, his successor does not have to start from the zero-level.
- 4) Examinations are of a good standard and agree very well with the scientific level which M.Sc. graduates in Agricultural Engineering are supposed to have. The team prefers to some extent examinations which require the transfer and application of gained theoretical knowledge to familiar problems including the recognition of the key of the problem to be solved, rather than a more simple reproduction of knowledge.
- 5) The team recommends the development of a course dealing with problem orientated education of about 135 contact hours. One third of the content should deal with systems theory and handle subjects like systems thinking, problem-analyzing and solving. The remaining part should be used for a case study performed by a group of students. The case should include engineering as well as socio-economic and environmental aspects.

The objectives of the course are multipurpose:

- i. Students should be trained in the methodology of problem solving on an academic level by learning how to describe a system and how to divide it into relevant sub-systems.
- ii. Students should be trained in report writing not only as individuals but also as a team.
- iii. Students should be trained in communication and in discussion techniques and last but not least in co-operation.
- 6) The system for quality control of the courses and programmes should be improved. We recommend the development of an established structure and the introduction of procedures for quality control of the course contents and the performance of lectures. The Department can use evaluation techniques which are already in use at universities all over the world.

7.2 Research

- 1) The current research programmes deal with many topics and are covering a wide field of interests due to the specific knowledge of staff members. The number of research topics is high. When considering the research capacity of the staff this number will have to be reduced in order to optimize the output/input ratio.
- 2) Until now there is no common theme in research in which the greater part of the staff participates. The formulation of a strategic research plan which clearly describes the way in which the Department sees its own future task is necessary:
 - a) Research can be focused on applied topics with a more direct output to the agricultural sector (i.e. farmers and /or extension officers).
 - b) Research can be focused on strategic topics of a high scientific level with indirect output to the agricultural sector. The Department's aim is to be recognized as a centre of excellence in the East African Region.

The review team recommends the development of the second option.

- 3) Until now not many M.Sc. students are dealing with the research projects of the Department. It is recommended to link their thesis work with the current research programmes as was partly done with the B.Sc. students. In order to enable the Department to select outstanding students in the B.Sc. programme and develop them to join the Department staff, the support for local M.Sc. scholarships should be retained on a reducing scale.
- 4) The Department has very good research facilities in the field of computers. So, modelling and simulation in the fields of e.g.
 - farm and production systems engineering
 - operations research/labour organization
 can be performed.

Our findings are that on the other hand there is no basic instrumentation pool for more sophisticated research on e.g draught and power transfer and energy efficiency studies. The team recommends to the Department to investigate the needs and requirements for such instrumentation within 3 to 6 months from now, based on the strategic plan for research. The team recommends to the Dutch authorities to support the establishment of an instrumentation pool.

- 5) The priority setting of research is an internal affair of the Department based on the strong and weak points in the scientific level. The team believes that research on animal draught and mechanical power related to the design and adaptation of soil tillage equipment can be a successful item. The gained knowledge about the measuring techniques used can be applied in a later stage in a second project on energy studies. The team wants to make clear that it is well aware of the problems related to the process of priority setting for some individual staff members, once having chosen a common research theme the funding and input in manpower should be protected as well as the training of the technical research assistance.
- 6) A coherent research programme will highly contribute to the sustainability of the Department since the existing three sections will be more or less forced to work on subjects of common interests and in a multidisciplinary way.

7.3 Staff Development

- a) **Teaching staff**
The programme of staff development has progressed well and one third of the teaching staff have acquired PhD degrees. It will however not be possible to utilize all the scholarships during the remaining part of phase III. The Team

recommends that an additional 3½ years phase out period be provided giving a total of 5 years from December 1990. During this period the following training should be completed:

6 PhD including one in Operational Research/Labour Organization, one in Simulation/Modelling, and one in Design and Ergonomics.

The Department should also establish strong and coordinated high level research and consultancy facilities which would help to retain the highly trained staff.

b) **Technical staff**

Upgrading of skills of technical staff through short courses has gone very well and one of the senior staff in the cadre is undertaking training at M.Sc. level, with the possibility of advancing to teaching staff cadre.

The team commends this effort and recommends that the Netherlands assistance be continued to enable more technical staff to upgrade their skills. In particular, it is recommended that two technical staff be trained to M.Sc. level, one in computer systems maintenance and programming, the other in computer systems interfacing. These skills will be highly valuable in uplifting the level of research and consultancy in the Department.

c) **Technical assistance**

The TA staff have played a major role in the development of the Department, especially the M.Sc. programme and research in the last three years. Their role is however expected to diminish as Kenyan staff return from training during the next two years. The team therefore recommends that full-time TA personnel be replaced with periodic extended visits by highly experienced research personnel after 1992. The major role of such personnel could be to help the Department to establish capacity for high level research and to develop continuing collaborative arrangements between the Department and relevant institutions in the Netherlands.

7.4 Organizational issues

The review team concluded that the Project Team was effectively integrated into the teaching and research activities of the Department.

Further, the review team was impressed by the extensive consultation process between the project and the Department.

The project was instrumental in supporting the Department in establishing the M.Sc. programme.

During the remaining part of Phase III, the Department will be expected to:

- a) develop a strategic research plan
- b) set up an internal planning and quality control process based on a formal Staff Committee System.

Recommendations

The review team recommends that:

- a) the Project continues for a Phase Out period
- b) the Department seeks to expand sources of "running costs"
- c) the Department establishes linkages with a University in the Netherlands for the purposes of backstopping especially on research and procurement.
- d) during Phase Out in 1994 a mission should be mounted to discuss eventual difficulties during this phase.

ANNEX 1

TERMS OF REFERENCE

Terms of reference for the Review Mission of the "Assistance to the Department of Agricultural Engineering, University of Nairobi (Phase III)", November 1990.

A. Background

Phase III of the Netherlands bilateral aid project "Assistance to the Department of Agricultural Engineering, University of Nairobi" started in 1987. The aim of the assistance programme (phase III) is to allow the Department of Agricultural Engineering to firmly establish a M.Sc. programme, thereby creating University graduates of an advanced level of know-how and understanding, relevant to the pressing technical agricultural development priorities in the country.

The main objectives of the project as agreed upon by the Kenya and the Netherlands Government and described in the relevant project documents (project proposal 1986, progress report Aug. '87 - July '88, Progress report Aug. '88 - July '89) can be summarized as follows:

- academic staff training and development in the form of fellowships for specialized training abroad plus local fellowships and technical staff training;
- provide senior supernumerary staff from the Netherlands for syllabus development, teaching, research and project administration.
- technical implementation, including buildings, equipment, transport, research, documentation, conferences.

It was foreseen that a mid-term review should take place after about 2, 5 years.

B. Tasks

The review mission should cover the following areas: organizational inputs, personnel/staff inputs, material inputs, activities, education programme, students, research, financial situation, institutional development and future assistance. The mission is requested to look into the following questions:

- a. Organizational inputs
 - which organizational arrangements exist for the implementation of the project (responsible authorities, co-operation agencies, daily management, guiding boards, reporting etc.)?
 - are these organizational arrangements conducive to the objectives of the project? how do they work in practice? what problems are met? how can they be solved?
 - how is the co-operation with other institutions, Universities, ongoing projects (SSIDP, NIB), research institutes?
- b. Personnel/staff inputs
 - are the staff inputs in line with the aims and tasks set for the project?
 - how does the staff execute its task?
 - how is the co-operation and task division between all concerned in the project?
- c. Material inputs
 - are the (planned) inputs of material, equipment, travel costs, fellowships etc. in line with the aim and tasks set for the project?
 - are the inputs supplied according to the plans at the right time?
- d. Activities
 - have the activities been executed according to the project document?
 - have the collaborating parties performed activities which were not described in the project documents?
- e. Educational programme

With respect to the course contents, research topics and field training, the following aspects need to be assessed:

- concurrence with project objectives;
- quality and quantity;
- concurrence with latest knowledge/ideas;
- to which extent are students apart from necessary technical subjects-exposed to such non-technical subjects as farmer involvement and attention to socio-economic issues prior to project implementation?
- to which extent is the education programme in agreement with the actual work the students are expected to do after finalization of the study?
- is there a need for developing short (follow-up) courses for graduates working in the field as part of the departments programmes?
- which adjustments of the education programme are necessary for the second part of phase III?

f. Students

- how many have been/will be trained?
- which type of jobs do students get after graduation and which conclusions can be drawn in relation to the present teaching programme?

g. Research

- evaluate existing programme in the Department;
- possibly suggest further research topics/areas.

h. Development of financial situation

i. Institutional development and future assistance

- to which extent will the project contribute to institution building?
- what has been done to institutionalize the project?
- what are the indications that the M.Sc. courses can and will develop positively after the project period?
- which assistance from Netherlands expertise will be required in the future?
- which further Netherlands assistance will be required in the future?

j. Conclusions

- to which extent has the project achieved its objectives in the first half of phase III?
- which adjustments are necessary for the last part of phase III?

C. Personnel requirements

The mission will be composed of four persons.

Netherlands members:

- Mr. G.W. Peter, educational specialist
mission leader
- Prof. Dr.L. Speelman, agricultural engineering specialist.

Kenyan Members:

- Dr. F.J. Wang'ati, soil physicist
- Prof. G.C.M. Mutiso, consultant

D. Duration of mission and reporting

The mission will be in the field in Kenya from November 19th to November 30th, 1990. The mission will produce a draught report, which will be discussed with the parties concerned before the Netherlands members leave Kenya.

The mission will submit a joint evaluation report in the English language to the Netherlands Directorate-General International Co-operation within four weeks of completion of the mission, i.e not later than December 28th, 1990.

WORK SCHEDULE

Saturday, 17 November,

Arrival of the Dutch evaluation team members in Nairobi.

Sunday, 18 November,

Meeting of the full evaluation team with Mr. M. Koper, Secretary of the Netherlands Embassy.

Monday, 19 November,

Meeting of the team with Mr. M.Koper at the Netherlands Embassy for briefing on the evaluation;

Meeting of the team with Dr. D.K. arap Some, Chairman of the Department of Agricultural Engineering and Mr. K.J. Lenselink, project co-ordinator, for programming the evaluation.

Tuesday, 20 November,

Plenary session with the entire staff of the Department of Agricultural Engineering;
Meeting with Prof. D.M. Mukunya, Dean of the Faculty of Agriculture.

Wednesday, 21 November

Interviews with:

Mr. L. Oudman, visiting lecturer;

Mr. C.M. Maende, lecturer and Mr. P.M. Owende, tutorial fellow

Dr. F.N. Gichuki, lecturer

Dr. D.K. arap Some, Chairman of the Department of Agricultural Engineering,

Meeting with Prof. S.O. Wandiga, Deputy Vice-Chancellor Administration and Finance
and Prof. G.K. King'oriah, Deputy Principal College of Architecture and Engineering.

Thursday, 22 November

Interviews with M.Sc. students;

Interview with Mr. K.J. Lenselink, visiting lecturer and project co-ordinator

Friday, 23 November

Interviews with:

Dr. L.O. Gumbe, senior lecturer

Dr. T.C. Sharma, senior lecturer

Mr. J. Pit, visiting lecturer

Discussion with Dr. D.K. arap Some on the organization of the Department.

Saturday, 24 November

Report writing

Sunday, 25 November

Report writing

Monday, 26 November

Interviews with:

Mr. J.K. Korir, tutorial fellow

Mr. R.K. Muni, lecturer
Meeting with Dr. D.K. arap Some, Prof. D.B. Thomas and
Mr. K.J. Lenselink, lecturer on the progress of the evaluation.
Mr K.J. Lenselink, visiting lecturer

Tuesday, 27 November

Interviews with M.Sc. graduates

Wednesday, 28 November

Interview with Mr. G. Muchiri, Chief, Agricultural Engineering Division, Ministry of Agriculture

Thursday, 29 November

Interview with Dr. E.N. Mwaura, Senior Lecturer.

Meeting with Departmental staff to discuss conclusions.

Friday 30 November

Meeting with the Principal College of Agriculture and Veterinary Sciences, Prof. Oduor-Okello.

Debriefing of the review team at the Netherlands Embassy.

Debriefing visit to Mr. Mule, Principal Finance and Establishment Officer, Ministry of Education.

Departure of Dutch evaluation team members.

DOCUMENTATION

- A review of the Department of Agricultural Engineering, University of Nairobi, October 1982
- Alan F Fowler, Dr. Kabiru Kinyanjui
- Joint Review of the Department of Agricultural Engineering, University of Nairobi, August 1985
- Dr. J.W. Kijne, Mr. D.B. Thomas, Mr. J. de Meyere,
- Dr. E.N. Mwaura, Mr. A.F. Fowler
- Project Proposal, Assistance to the Department of Agricultural Engineering, University of Nairobi (Phase III).
- Nairobi, October 1986
- Thirteenth Progress Report, May 1987
- Fourteenth Progress Report, July 1988
- Fifteenth Progress Report, July 1989
- Sixteenth Progress Report, July 1990
- Workplan and budget second half 1987
- Beoordelingmemorandum DGIS
- Workplan and budget for 1988
- Workplan and budget for 1989
- Workplan and budget for 1990
- Workplan and budget for 1991
- Five Year Development Plan (1989-1993), Department of Agricultural Engineering
- Review of SAREC/UON Project, Draft Report 16-11-90
- Current Research Projects, Department of Agricultural Engineering, First Draft.
- (a large number of additional proposals was received during the review)
- M.Sc. Thesis
- Examinations of the courses 1989/1990
- University of Nairobi Calender, 1989-1990.

ANNEX 4

UNIVERSITY OF NAIROBI - DEPARTMENT OF AGRICULTURAL ENGINEERING

List of major purchases under the Netherlands project

Period: 1.8.1987 till 30.6.1990

A) CATEGORY: BUILDINGS, FURNITURE, OFFICE EQUIPMENT

#	DATE	ITEM	SUPPLIER	PRICE	CO
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BUILDING/CONSTRUCTION

1989

1	89.04.13	1 Building certificate no. 1	Kimaara	KSh 205000	
2	89.05.30	1 Building certificate no.2	Kimaara	KSh 296000	
3	89.06.05	1 Consultant certificate no. 1	Mbaya	KSh 54670	
4	89.07.10	1 Professional fee note no. 1	IRCU/Nyonges	KSh 6503	
5	89.07.28	1 Building certificate no. 3	Kimaara	KSh 219000	
6	89.09.12	1 Building certificate no. 4	Kimaara	KSh 476000	
7	89.09.15	1 Professional fee note	Boga	KSh 59383	
8	89.09.20	1 Professional fee note no. 2	IRCU/Nyonges	KSh 5523	
9	89.12.05	1 Professional fee note	Mbaya	KSh 6643	
10	89.12.19	1 Building certificate no. 5	Kimaara	KSh 330000	

1990

11	90.03.15	1 Consultants fees	IRCU/Nyonges	KSh 5861	
12	90.05.09	4 Fluorescent fittings	Gathenge	KSh 11200	

FURNITURE

1988

13	88.07.18	Dexion steel shelving store	Datini	KSh 23969	
14	88.12.20	8 Office chairs	MIBM	KSh 10262	
15	88.12.20	4 Filing cabinets	MIBM	KSh 20454	
16	88.12.20	4 Office desks	MIBM	KSh 28014	
17	88.12.20	4 Cupboards	MIBM	KSh 16842	

1989

18	89.01.17	1 Vacuum cleaner	Overtoom	DFI 465	
19	89.01.17	1 Flat-laying drawing cabinet	Overtoom	DFI 2400	
20	89.01.17	1 Set combilux filing racks	Overtoom	DFI 2075	
21	89.01.17	1 Drawing board + chair	Overtoom	DFI 1799	
22	89.01.17	1 TV/video cupboard	Overtoom	DFI 1540	
23	89.01.17	1 Set combitheek library shelves	Overtoom	DFI 4508	

#	DATE	ITEM	SUPPLIER	PRICE	COUNTRY
24	89.01.17	4 PC/printer tables	Overtoom	DF1	1996 NL
25	89.04.17	1 Secretarial desk	Mecol	KSh	6985 K
26	89.04.17	20 Stacking chairs	Mecol	KSh	8004 K
27	89.04.17	1 Executive chair	Mecol	KSh	4395 K
28	89.04.17	1 Secretarial desk	Mecol	KSh	6985 K
29	89.04.17	1 Typist chair	Mecol	KSh	1783 K
30	89.04.17	1 Steel cupboard	Mecol	KSh	5140 K
31	89.04.17	3 Filing cabinets	Mecol	KSh	13141 K
32	89.10.13	10 Black office tables	Mecol	KSh	41350 K
33	89.12.01	45 Office chairs, etcetera	Mecol	KSh	141182 K

1990

34	90.02.22	30 Small class tables & 10 chairs	Mecol	KSh	60724 K
35	90.05.31	2 Secretarial chairs	MIBM	KSh	4591 K

OFFICE EQUIPMENT

1987

36	87.10.26	1 Rex Rotary stencil scanner 2150	Kulk&Kramer	DF1	3420 NL
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1988

37	88.12.20	1 Typewriter IBM 6747/2	MIBM	KSh	27000 K
38	89.04.07	1 Spiral binding machine	Govt. Suppl.	DF1	600 NL
39	89.04.07	1 IBM III typewriter M 6747-2	Govt. Suppl.	DF1	1877 NL

1990

40	90.03.19	1 Duplicating machine	Gestetner	KSh	48300 K
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B: CATEGORY: TEACHING, LABORATORY AND RESEARCH EQUIPMENT

RESEARCH EQUIPMENT

1987

41	87.10.26	1 Ott small current meter C2	Ahrin	Df1	7621 NL
42	87.10.26	1 WTW pH meter pH 90 (+ electr.)	Retsch	DF1	716 NL
43	87.10.26	1 WTW conductivity meter LF91	Retsch	DF1	980 NL
44	87.10.26	1 Ott water level recorder R16	Ahrin	Df1	8375 NL

#	DATE	ITEM	SUPPLIER	PRICE	COUN
1988					
45	88.01.13	11 Pressure plate accessories ELE	Intertest	DFI	3433 N
46	88.01.13	30 Tensiometers + insertion tool	Intertest	DFI	5074 N
47	88.01.13	20 Core cutters + driver 100 mm ELE	Intertest	DFI	1379 N
48	88.01.13	20 Core cutters + driver 150 mm ELE	Intertest	DFI	3917 N
49	88.01.31	1 Solar pump	Chintu	KSh	6750 K
50	88.03.31	2 Solar modules	Animatics	KSh	12600 K
51	88.05.20	2 Multitech 710 + 910 computers	Micropower	KSh	138568 U
52	88.09.30	1 Windvane	Sciex	KSh	5263 K
53	88.10.31	6 Metal Parshall flumes	Harritz&Bell	KSh	10998 K
54	88.11.10	1 Stop watch	N. Sports Hs	KSh	1100 K
55	88.11.17	999 Plastic collection bottles	OldMarkSoap	KSh	15000 K
56	88.11.30	2 Aerofoil fans	CMC Engin.	KSh	17700 K
1989					
57	89.01.09	1 Recording rain gauge	Intertest	DFI	3735 N
58	89.01.09	1 Raingauge logging system	Intertest	DFI	4490 N
59	89.01.09	1 Aerodynamic raingauge	Intertest	DFI	1060 N
60	89.01.17	48 Soil cores 50 mm, caps. in case	Eijkelkamp	DFI	1517 N
61	89.01.17	1 Fuel consumption monitor	Euromac	DFI	3100 N
62	89.01.17	1 Flatbed recorder BD40/04/05	Kipp	DFI	2210 N
63	89.01.17	1 Auger set heterogeneous soils	Eijkelkamp	DFI	1351 N
64	89.01.17	1 Solar integrator CC 12	Kipp	DFI	5040 N
65	89.01.17	2 Groundwater potential probes	Eijkelkamp	DFI	2663 N
66	89.01.17	1 Sand box pF apparatus complete	Eijkelkamp	DFI	3165 N
67	89.01.17	3 Soil permeability kits	Eijkelkamp	DFI	2731 N
68	89.01.17	1 Hydraulic tester	Euromac	DFI	3550 N
69	89.01.17	2 Solarimeters CM 11	Kipp	DFI	3680 N
70	89.01.17	6 Gouge augers complete	Eijkelkamp	DFI	840 N
71	89.01.17	2 Double ring infiltrometers	Eijkelkamp	DFI	2383 N
72	89.01.17	1 Froment electronic dynamometer	Euromac	DFI	28750 N
73	89.01.17	1 Dynamometer computer system	Euromac	DFI	6530 N
74	89.01.17	5 Edelman augers + extensions	Eijkelkamp	DFI	1078 N
75	89.01.31	2 Water storage tanks 500 gallon	Rafiki	KSh	3200 K
76	89.03.15	9 Pressure gauges, various ranges	Armfield	UKP	1808 L
77	89.03.15	7 Parshall flumes	Armfield	UKP	1592 L
78	89.03.15	5 WSC flumes	Armfield	UKP	745 L
79	89.03.15	2 Small current meters	Armfield	UKP	4062 L
80	89.04.07	1 Electronic balance Sartorius	Eijkelkamp	DFI	4805 N
81	89.04.07	1 Rainfall simulator Kamphorst	Eijkelkamp	DFI	3723 N
82	89.04.07	2 Open channel measuring sticks	Eijkelkamp	DFI	3670 N
83	89.04.07	1 Kaolin pF box complete	Eijkelkamp	DFI	4025 N
84	89.04.07	2 Ott water level recorders R16	Ahrin	DFI	16802 N
85	89.05.15	6 Animal draught ploughs	Rumtstad	DFI	0 N
86	89.05.15	6 Seed drills	Rumtstad	DFI	0 N
87	89.05.15	6 Multicultivators	Rumtstad	DFI	0 N
88	89.05.23	1 Automatic weather station	Vicon	DFI	6528 N
89	89.11.22	2 Rainfall recorders + spares	Casella	UKP	2016 L
90	89.11.24	1 Electrothermal heater	Intertest	DFI	1720 N
91	89.11.24	1 Automatic porometer + spares	Intertest	DFI	12555 N
92	89.11.24	1 Proving ring penetrometer	Intertest	DFI	1535 N

#	DATE	ITEM	SUPPLIER	PRICE	COUNTRY
93	89.11.24	1 Electronic balance Sartorius	Intertest	DFI	3960 NL
94	89.11.24	2 Thermohygrographs + spares	Intertest	DFI	3685 NL
95	89.11.24	1 Field vane tester + accesories	Intertest	DFI	1817 NL
96	89.11.24	1 Humidity/temperature meter	Intertest	DFI	1575 NL
97	89.11.24	1 Pocket shear meter	Intertest	DFI	623 NL
98	89.11.24	1 Research microscope + accessor.	Intertest	DFI	14746 NL
99	89.11.24	1 Soxhlet apparatus + thimbles	Intertest	DFI	3335 NL
100	89.23.05	10 Pyrex 1-litre measuring cylinder	Howse&McGeor	KSh	7125 K

TEACHING EQUIPMENT

1987

101	87.09.25	2 Bukura ploughs	Ekima Engin.	KSh	3900 K
102	87.10.15	1 Mouldboard plough Kverneland	Lagum	KSh	44776 K
103	87.10.19	1 Crop sprayer	KGGCU	KSh	2209 K
104	87.10.26	1 Portable welding machine 240V	Eyle&Ruygers	DFI	1000 NL
105	87.10.26	1 Oil-cooled welding machine 415V	Eyle&Ruygers	DFI	1500 NL
106	87.11.03	1 Colour television 27CS-6896/98	Philips	DFI	3140 NL
107	87.11.03	1 Video cassette recorder VR6641/	Philips	DFI	2005 NL
108	87.11.12	1 Band saw machine	Rafiki	KSh	44870 K
109	87.11.19	2 Stereoscopes	Sciencescope	KSh	57600 K
110	87.12.07	1 Powered hacksaw, electric	UnAuto Tools	KSh	60000 K

1988

111	88.01.14	1 Slide/filmstrip projector Telex	Pioneer	USD	1500 USA
112	88.01.14	1 Overhead projector	Pioneer	USD	1200 USA
113	88.02.29	8 Educational videos	London T&Serv	UKP	811 UK
114	88.06.22	1 Bukura plough	Ekima	KSh	1000 K
115	88.07.26	1 Machine vice	A. Shariff	KSh	12000 K
116	88.07.26	2 Vices 5"	UnAuto Tools	KSh	5200 K
117	88.07.26	1 Knuging tool	Aquva	KSh	1137 K
118	88.07.26	5 Hacksaw frames	A. Shraiff	KSh	1500 K
119	88.07.26	3 Anvils	UnAuto Tools	KSh	5400 K
120	88.07.26	1 Jacobs chuck	Comhard	KSh	3350 K
121	88.07.26	2 Anvils 25 kg	A. Shariff	KSh	6800 K
122	88.08.31	1 Hydraulic pipe bender	Aquva	KSh	29000 K
123	88.09.01	1 Multi-purpose plough	Ekima	KSh	1250 K
124	88.09.26	4 Engineering squares 6"	A. Shariff	KSh	2000 K
125	88.09.26	1 Vernier height gage	A. Shariff	KSh	7250 K
126	88.09.29	1 Plane no. 5	A. Shariff	KSh	1260 K
127	88.09.29	3 No. 4 planes	A. Shariff	KSh	2640 K
128	88.09.29	5 Claw hammers	A. Shariff	KSh	1250 K
129	88.09.29	5 Hand brace	A. Shariff	KSh	4300 K
130	88.09.29	2 Rebate planes	A. Shariff	KSh	1980 K
131	88.09.29	12 Plane cutters	A. Shariff	KSh	1200 K
132	88.09.29	2 Plough planes	A. Shariff	KSh	2080 K
133	88.10.31	2 Tapes of 50 m	Sciex	KSh	5600 K

#	DATE	ITEM	SUPPLIER	PRICE	COUN
1989					
134	89.01.05	5 Forceps	K. Railways	KSh 4550	K
135	89.01.17	1 Vertical drill type 13	Overtoom	DFI 905	N
136	89.01.31	1 Bench vice	UnAuto Tools	KSh 4215	K
137	89.02.28	1 Stanley plane no. 5	A. Shariff	KSh 960	K
138	89.02.28	1 T-bar clamp	A. Shariff	KSh 2100	K
139	89.02.28	1 Bench vice No. 5	A. Shariff	KSh 3900	K
140	89.02.28	Teaching books, transparencies	John Deere	KSh 41898	F
141	89.04.07	1 Overhead projector Demolux	Govt. Suppl.	DFI 649	N
142	89.05.25	1 Multicultivator	Rumptstad	DFI 0	N
143	89.05.25	1 Seed drill RZM-150	Rumptstad	DFI 3560	N
144	89.06.30	1 Fertilizer spreader	Amiran	KSh 32850	K
145	89.06.30	5 Acer 500 microcomputers	Microptwer	KSh 167508	L
146	89.07.18	1 Compact welding set	EA Oxygen	KSh 11900	K
147	89.07.27	1 Measuring table plate	UnAuto Tools	KSh 22000	K
148	89.11.03	1 Vernier caliper	Hardw&Tools	KSh 1500	K
149	89.11.16	1 Bukura plough	Ekima	KSh 2500	K
1990					
150	90.03.19	10 Slide changers	Pioneer	KSh 11780	K
151	90.06.20	14 Welding goggles	Oriental	KSh 2520	K

C: CATEGORY TRANSPORT

VEHICLES

152	87.09.25	1 Toyota Landcruiser	Toyota	Yen2739000	J
153	87.10.02	1 Nissan Micro-bus E23	DT Dobie	KSh 284775	K
154	88.03.30	1 Toyota Hi-lux pick-up	Toyota	KSh 285297	K
155	90.11.14	1 Toyota Dyna 350 minibus	Toyota	KSh 661620	K

Comparison of Netherlands project expenditure with original budget

	Budget of May 77	Exp. 1987 half	Exp. 1988	Exp. 1989	Budget 1990 v.2	Budget 1991	Budget 1992	*Total expend.	Balance
9100 MISSIONS									0
9130 Project missions	50000				50000			50000	
9200 PERSONNEL									
9210 Netherlands experts	1710000	231209	513745	541347	540000	315000	135000	2276301	-566301
9230 Local personnel	102000	6979	21658	18728	19000	15000	9000	90365	11635
9400 ACQUISITIONS									
9410 Buildings	170000	7733	6231	169451	60000	15000		258415	-88415
9421 Furniture	150000	15000	44699	21388	14000	10000		105087	44913
9422 Teaching/Lab.equipment	252000	32000	43208	40319	40000	30000	10000	195527	56473
9423 Research equipment	300000	40276	84542	79734	60000	40000	10000	314552	-14552
9430 Vehicles	100000	68194	32725		70000			170919	-70919
9480 Freight & insurance	50000	7994	17902	30623	20000	15000	5000	96519	-46519
9500 OPERATIONAL COSTS									
9520 R&M equipment	31000	5181	10118	4801	15000	10000	5000	50100	-19100
9530 R&M vehicles	47000	5396	19626	29313	35000	35000	15000	139335	-92335
9540 Office costs	41000	4026	10853	17925	10000	10000	5000	57804	-16804
9550 Materials	51000	28555	50441	54619	50000	40000	20000	243615	-192615
9571 Local travel & subsistence	51000	5363	9084	6413	10000	10000	5000	45860	5140
9572 Conferences	80000		8834	8096	10000	10000		36930	43070
9600 TRAINING									
9621 MSc fellowships	200000	22185	29994	60395	30000	35000	16000	193574	6426
9622 Special courses	91000		17192	353	5000	5000		27545	63455
9631 Academic fellowships	1425000	111015	100197	131677	160000	190000	120000	812889	612111
9632 Technical staff training	150000		52939	17858				70797	79203
	5051000	591106	1073988	1233040	1198000	785000	355000	5236134	-185134

5. ANALYSIS AND ASSESSMENT OF INSTRUMENTS AND STRUCTURES

5.1. ANALYSIS OF PROJECT HOLDER

5.1.1. PERSONNEL

Project Personnel

The personnel responsible for the project are shown below.

Head	Samuel Gitau	July 1990
Co-ordinator	Rosemary Macharia	September 1987
Bus Adv/Trainer	Karanja Thareki	January 1990
Bus Adv/Trainer	Pauline Kamau	April 1989
Bus Adv/Trainer	Eunice Omondi	January 1986
Bus Adv/Extn	Theodora Ongondo	September 1985
Bus Adv/Trainer	Minyu Mugambi	March 1990
Voc Skills	Charles Ogola	August 1989
Loans Officer	Christine Maina	April 1989

Other Relevant Personnel

The staff shown above are the ones in the business development unit of Undugu society. Given the fact that Undugu programmes are totally integrated, these are not the only staff with an input into the project. All the social workers in Undugu, the different workshops managers, the Parking Boys Programme, the Machuma Programme, and the Undugu Basic Education Programme staff are contributors to the programme for they are responsible for identifying potential participants in the programme.

Training Background of Project Personnel

The training background of the staff who are responsible for the project is adequate for most have formal business education, planning or specialised training for the work assigned to them in the project.

Management and Casework Load

The management and case work load of the staff is as follows:

- a. Samuel Gitau recently joined Undugu and is responsible for administration of the department which covers much more than the unit. (See Organisational chart)
- b. Rosemary Macharia has had administrative and consultancy responsibilities for the unit. She also used to have clients. Currently she is coordinating the unit.
- c. Pauline Kamau has 37 clients in progress. She is also currently evaluating the Kibera Handicrafts Centre so as to draw

up an action plan for NORAD.

d. Karanja Thariki has 27 clients in progress and is also coordinating the implementation of the Lindi Development Plan in Kibera.

e. Theodora Ong'ondo has 27 clients in progress and is currently working with Pauline in Pumwani office

f. Eunice Omondi has 60 clients in progress. She is working with Thariki on the implementation of the Lindi Development Plan in Kibera.

g. Minyu Mugambi, who is based in the Mathare Office, has 15 clients in progress and is involved in planning the informal training workshops as well as researching vocational trades that are not flooded.

h. Christine Maina has 6 clients and is responsible for following all clients who are in arrears. Currently she is dealing with 111 (90 per cent) cases out of a total of 123 clients with loans. She is responsible for updating repayments and assistance records of all clients in the unit.

i. Charles Ogolla is responsible for all informal training clients. The bulk of the work involves payment of training fees of all these clients, liaison with trainers, arranging for government trade testing and supervision over attendance of Saturday theory classes.

Business Development Training Efforts

Other than handling clients, the central focus of the project staff is business development training. The following is the training effort since project inception:

TABLE 1. TRAINING ACTIVITY LOAD: TRAINING TYPE AND PERSON DAYS*

TYPE	1987	1988	1989	1990
Entrepreneurship Train.	2760	2960	1620	600
Identification	0	252	0	50
Evaluation	0	212	0	0
Starters Training	0	1110	0	0
Product Development	0	0	976	0
Illiterates Training	0	0	56	0
Product Dev. Followup	0	0	400	0
New Industries Workshop	0	0	76	60
Informal Sector Training	0	0	0	225
Total	2760	4534	3128	935

*Key to the Table.

Entrepreneurship Training - A 10-days training on Small Business Management for existing entrepreneurs.

Identification- A one day workshop on Identification of Business Opportunities for people not yet in Business.

Evaluation- A one day workshop which followed the identification workshop to evaluate the data collected by the prospective entrepreneurs in between the two workshops.

Starters training- A 10 day training on Business Management which followed the identification and evaluation workshops.

Product Development Followup Workshop A four and a half day workshops held for those participants who want to develop a new business idea.

Illiterates Training - A four day workshop on Business Management for illiterate entrepreneurs.

New Industries workshop- A four day training to assist members of our target group in venturing into new activities-with a view to making profit.

Informal Sector Programme Training - These workshop are being held after every 3 months to assist our informal sector trainees in the selection of trades.

Training of Specific Vocational Skills

The staff are involved in the organising and management of specific trainees in the informal sector, and for formal trade certification. The tables below shows those efforts.

TABLE 2. TRAINEES 1985-1990

Year	1985	1986	1987	1988	1989	1990
No.	61	64	64	60	56	60
Total Number of trainees 1985-1990 = 365						

These 365 trainees were distributed as follows in the various vocational trades.

TABLE 3. TRAINERS ASSOCIATED WITH PROJECT BY SECTOR 1985-1990

Type of Training	Number
Dress making	52
Motor Mechanics	57
Metal Work	29
Carpentry	29
Electronics	13
Panel Beating	5
Cushion Making	3
Leather work	3

Hair Saloon	3
Sign-writing	2
Weaving	2
Screen Printing	1
General Fitting	1
Knitting	1
Printing	1
Fibre Glass Moulding	<u>1</u>
Total	203

The trainees in 1989 and 1990 were distributed as follows as far as the various vocational trades are concerned.

TABLE 4. DISTRIBUTION OF TRAINEES 1989

Trade	No. of Trainees	Per cent
Motor Mechanic	25	57%
Tailoring & Dressmaking	13	24%
Carpentry	10	19%
Metalwork	2	4%
Cushion Making	1	2%
Hair Dressing	1	2%
Electronics	1	2%
TOTAL	53	100%

TABLE 5. DISTRIBUTION OF TRAINEES BY TRADE 1990

Motor Mechanic	16	27%
Tailoring/Dressmaking	15	25%
Carpentry	7	12%
Metal Work	6	10%
Electronic	5	8%
Leather Work	2	3%
Hair Dressing	2	3%
Cushion Making	2	3%
Weaving	1	2%
Fitting	1	2%
Knitting	1	2%
Fibre Glass Moulding	1	2%
Cobbler	<u>1</u>	<u>2%</u>
Total	60	100%

There is over subscription to some vocations like motor mechanics and tailoring. It will not be easy earning an income in overcrowded fields. The impact of over subscription to the income of trainees is potentially serious given the fact that some of the newer vocations, for example weaving are not available in the government trade testing system. Trainees need certification by the government trade testing system so as to: first, improve their chances of formal employment and two, to ensure higher income once employed.

The table below, shows the pattern of trade tests by trainees in 1989.

TABLE 6. TRADE TEST PATTERNS 1989

	Grade 1	11	111	TOTAL
Motor Vehicle Mechanic	3	10	19	32
Dressmaking	-	2	17	19
Carpentry/Joinery	-	-	7	7
Fitting/Turning	-	2	-	2
TOTAL	3	14	43	60

From Tables 4,5 and 6, it is clear that some of the vocations are oversubscribed particularly given that nationally there appears to be a surplus in those vocations. The business unit is aware of this and there has been deliberate policy to shift the training to vocational areas which are not flooded and in which more surplus can be garnered.

Both the pattern of vocations and the trade testing system available tend to focus trainees on employment rather than going into business. This again is the national pattern. Undugu needs to mount a trace exercise of their ex trainees to check whether they fit into this national pattern.

Loans Management

Managing the loaning and collection process is also a need. Since inception a total of 186 loans have been given. To give these a much higher number of cases was processed. Thus the unit has much more work than suggested by the number of loanees. It is estimated that for each loan given, as many as ten clients are handled. Currently there are 123 active loans. Perhaps the data presented below showing the structure of arrears since inception more forcefully shows the work of managing loans for clients must be followed, counselled and encouraged to continue in business in the slums. This performance will no doubt improve if management routines are simplified by computerisation thereby leaving time for more client work in the field.

TABLE 7. STRUCTURE OF ARREARS SINCE INCEPTION

Arrears Period	No. of Clients
1 week & below	6
2 weeks	2
3 weeks	1
4 weeks	3
between 1 & 2 months	3

between 2 & 3 months	4
between 3 & 4 months	3
between 4 & 5 months	4
between 5 & 6 months	4
between 6 & 7 months	1
between 7 & 8 months	8
between 8 & 9 months	3
between 9 & 10 months	2
Over 10 months	83

However, this data should not be misinterpreted as showing that clients have not been paying. Due to active involvement of the unit in counselling and encouraging the clients, the repayment rate has been quite encouraging given that most of the slum dwellers are venturing into borrowing for the first time. 55 clients have repaid all their loans, 3 loans were written off, 1 loan was not taken up and 128 loans are still ongoing.

TABLE 8. LOANS: DISBURSEMENT AND REPAYMENT STATUS

Code	Name	Date	Ksh.	Status
1.	Tujenge Women Group	24/1/85	10000	Repaid
2.	Tujenge Women Group	30/1/87	9600	Repaid
3.	ND			
4.	Kitui Women Group	31/12/85	8000	Repaid
5.	Beba Twende	1/9/85	8000	Repaid
6.	Akamba Weavers	15/12/86	20000	Written off
7.	Kalakol Basketry Group	1/7/85	3000	Repaid
8.	Githathuru Water Group	1/2/86	9135	Repaid
9.	Urembo Women Group	31/12/85	5000	Active
10.	Mathare Metal Work Coop.	1/12/86	52464	Repaid
11.	Brigitta Nyaminde	15/12/86	7200	Repaid
12.	Dalmas Onjuang	23/9/86	3680	Repaid
13.	Dickson Nzomo	4/3/87	1750	Active
14.	Grogan Healthworkers	31/7/87	3000	Repaid
15.	Kanuku Maendeleo	31/12/86	750	Active
16.	Moris Kilonzo	26/2/87	5500	Repaid
17.	Helen Kipteng	22/9/87	3500	Written off
18.	Karanja Macharia	23/1/87	14000	Repaid
19.	Stephen Mwangi	7/9/88	8949	Active
20.	Charles Kioko Mutisya	2/10/87	5395	Active
21.	Kasilili Women Group	9/1/88	37000	Repaid
22.	Nancy Muthoni	13/11/87	11406	Active
23.	Beth Mukenyi	15/1/88	2000	Repaid
24.	ND			
25.	Joseph Muguchuku Kia	25/4/88	23690	Active
26.	Paul Mwangi Chege	30/5/88	3960	Written off
27.	Kanukui Water Group	31/12/85	4000	Repaid
28.	Kanuku Mwikaria Group	31/12/86	2146	Repaid
29.	Kinyago Dancers	31/12/86	2146	Repaid
30.	Kinyago Mwaturi Mura	31/12/86	2146	Active

31.	Lucy Wanjiru Njoroge	24/03/88	7000	Active
32.	Joseph Bernard Owich	14/8/86	7145	Active
33.	ND			
34.	Joseph Opiyo	23/1/89	6000	Active
35.	Tesfaye Ale Mayehu	21/9/88	27000	Active
36.	Florence Njeri Njuguna	21/10/88	1815	Repaid
37.	Mary Nzula	21/10/88	2250	Repaid
38.	Caleb Masanda	19/12/88	5016	Repaid
39.	Anna Kasiva	21/10/88	1620	Active
40.	Grace Wanjiku	8/8/88	500	Active
41.	ND			
42.	Charles Munene	2/12/88	1500	Active
43.	Florence Wanjiru Karanja	14/12/88	500	Repaid
44.	Dorcas Wangari Mwangi	19/12/88	1000	Active
45.	Mary Nduva	11/1/89	1700	Active
46.	Milka Muthoni	11/1/89	1650	Active
47.	Grace Wanjiru Mwangi	11/1/89	1900	Repaid
48.	Stephen Muturi	11/1/89	1750	Active
49.	Mary Njeri	11/1/89	1800	Active
50.	George Mutitu Waweru	30/5/88	16000	Active
51.	Franja Njeri Karuri	26/1/89	400	Repaid
52.	Winrose Mumbi	25/1/89	1900	Active
53.	Cecilia Nyambura	26/1/89	950	Repaid
54.	Simon Mwangi Wanduta	3/2/89	1000	Active
55.	Nancy Wakina Mugo	23/1/89	1800	Active
56.	Asha Said	31/1/89	10500	Active
57.	George Fredrick Omon	31/1/89	250	Active
58.	Lawrence Ochieng Omo	2/2/89	7000	Active
59.	Mary Atieno Ouma	2/2/89	2000	Active
60.	ND			
61.	Jacinta Nduko	15/2/89	1700	Active
62.	Nancy Nduta Kuria	20/2/89	1700	Active
63.	Mary Wanjiru Kamau	20/2/89	450	Active
64.	Beatrice Njoki Macha	15/2/89	1800	Active
65.	Teresia Njeri Ndichu	15/2/89	1800	Active
66.	Lucy Nyokabi	21/2/89	1800	Active
67.	Magdalena Wanjiru	21/2/89	1800	Active
68.	Jane Wambui Kamotho	2/2/89	1800	Active
69.	Zipphora Amwayi	21/2/89	1800	Active
70.	ND			
71.	James Moses Ogolla	10/3/89	6000	Active
72.	Charles Okeyo Ogolla	20/3/89	8000	Active
73.	Julius Mwanzia Nguimbi	10/4/89	1800	Repaid
74.	Kadogo Abdi	10/4/89	2000	Active
75.	ND			
76.	Charles K. Karingithi	10/4/89	800	Active
77.	Mary Munyiva	10/4/89	1304	Repaid
78.	Elizabeth Muthoni	10/4/89	2000	Active
79.	Ann Mwihaki	10/4/89	2000	Repaid
80.	Jane Watetu	24/4/89	1500	Repaid
81.	Teresia Kodo	25/4/89	5000	Active
82.	ND			

83.	ND			
84.	Christopher Muli Nzi	9/5/89	2000	Active
85.	Busena Ajeeb Hamed	9/5/89	1900	Active
86.	Beatrice Nechesa Omunanga	24/5/89	1700	Repaid
87.	Hannah Wanjiru Kariuki	24/5/89	660	Repaid
88.	Rose Atieno Kose	7/6/89	7000	Active
89.	Virginia Wanjiku Nji	24/5/89	1500	Active
90.	Francis Maina Mwangi	24/5/89	2000	Active
91.	John Batist Kamau	2/5/89	9000	Active
92.	Nancy Wanja Njuguna	24/5/89	1000	Repaid
93.	Asha Njorove Mbarimba	24/5/89	488	Repaid
94.	Elizabeth Wairimu Mbugua	2/6/89	1660	Repaid
95.	Felista Wanjira Mugw	2/6/89	2000	Active
96.	Karanja Mwangi Karanja	24/5/89	1500	Repaid
97.	Felista Mugure	30/5/89	1460	Active
98.	Beatrice Munee	2/6/89	1000	Active
99.	Beatrice Mueni	5/6/89	1500	Active
100.	Mary Njeri Mugai	5/6/89	1000	Repaid
101.	Mwethi Muliu	13/6/89	2000	Active
102.	Emily Wanja Irungu	13/6/89	2000	Repaid
103.	Hannah Njambi	14/6/89	2000	Active
104.	Jaffer A. Okera	14/6/89	2000	Active
105.	David Bernard Onyang	14/6/89	2000	Active
106.	Mercy Wangari	14/6/89	1130	Active
107.	Leah Wanjiku	14/6/89	1850	Active
108.	Katunge Musyoki	14/6/89	2000	Active
109.	Beth Nyambura	16/6/89	1600	Active
110.	Mary Njoki Mukora	16/6/89	2000	Active
111.	Wanjiru Mwangi	19/6/89	553	Repaid
112.	Mwangi Nganga	19/6/89	1500	Active
113.	Pascalina Wanza Kimeu	19/6/89	2000	Repaid
114.	Gladys Wanjiru	19/6/89	800	Repaid
115.	Anne Mueni	19/6/89	2000	Active
116.	Thomas Masyuko Mukit	28/6/89	2000	Active
117.	Kinuthia Kibunja	5/7/89	12000	Active
118.	Alois Maina	14/8/89	10800	Active
119.	Josephine Wangui	5/7/89	5400	Active
120.	Selestin Achieng	14/7/89	1850	Active
121.	Gladys Wathaiya	4/7/89	1800	Active
122.	Nancy Wangu	4/7/89	1850	Active
123.	Munyeke Ngwili	10/7/89	2000	Active
124.	Godfrey Owango	4/7/89	2000	Active
125.	Perpetual Nyagititu	4/7/89	1900	Repaid
126.	Lucy Njoki	4/7/89	1900	Active
127.	James W. Nzoka	4/7/89	1800	Active
128.	Ruth Wangui	18/7/89	2000	Active
129.	Mary Kaigua	18/7/89	1800	Active
130.	Esbon K. Wachira	18/7/89	1900	Active
131.	James Kamau Mwangi	18/7/89	2000	Active
132.	Grace Wanjiru Mwangi	21/7/89	2000	Repaid
133.	Doris Angaya Neondo	26/7/89	2000	Active
134.	Anttony Musau Wambua	21/7/89	2000	Active

135. Charles Odhiambo	4/8/89	2000	Active
136. Benjamin Waithumbi K	4/8/89	0	Active
137. Mary Njeri Gethi	8/8/89	500	Active
138. Samuel Kariuki Kaibere	11/8/89	2000	Repaid
139. Patricia Awuor Ngalo	8/8/89	0	Active
140. James Mubia Gitundu	11/8/89	2000	Repaid
141. Grace Mbeneka Makau	11/8/89	822	Repaid
142. Thomas Abok Ogendero	14/8/89	7000	Active
143. Alice Waithera	25/8/89	600	Active
144. Mary Wanjiru Gikungu	25/8/89	1200	Repaid
145. Joyce Wanjiru Kagochi	25/8/89	1000	Repaid
146. John Warai Muiruri	8/9/89	1980	Active
147. Maragi Mwangi	8/9/89	900	Active
148. Peter Muturi Kamau	8/9/89	2055	Repaid
149. Patrick Ndungu Waithaka	11/9/89	7000	Repaid
151. James Thuo Gitimu	8/9/89	900	Repaid
152. Simon Njumbi Gatonye	20/9/89	8000	Active
153. Macharia Njuguna	21/9/89	1500	Active
154. Mutuku Kyeti	4/3/87	1750	Active
155. Louisa Wairimu Nyoik	22/9/89	5800	Active
156. James Ndungu	28/9/89	1250	Active
157. Mary Oduho Otieno	28/9/89	1500	Repaid
158. Jane Waithira Kungu	28/9/89	630	Active
159. Mary Njeri Kisienya	28/9/89	1120	Repaid
160. Mwangi Gathara	9/10/89	12000	Active
161. Charles Wanjohi Kima	18/10/89	10270	Active
162. Beatrice Wayua	6/10/89	650	Active
163. George Makimei	9/10/89	18975	Active
164. Musyoki Ndooni Makau	24/11/89	1952	Repaid
165. Wanja Musyoka	5/12/89	1500	Active
166. Franja Njeri Karuri	11/1/90	600	Active
167. Henry Mwangi/Nichola	11/1/90	0	Active
168. Kateve Ndivo Agnes	11/1/90	0	Active
169. Grace Mumbi Ngatia	30/11/89	2000	Active
170. Jane Watetu	15/1/90	2000	Active
171. Susan Wanjiku Mwangi	21/12/89	8000	Active
172. Charles Wamai Ngacha	12/1/90	1550	Active
173. Mercy Nyambura	12/2/90	2025	Repaid
174. Salome Wanjiru Mwangi	15/1/90	1900	Repaid
175. George Suma Musyoka	24/1/90	10500	Active
176. Simon Estinjir Ambog	7/6/90	10000	Active
177. Kangethe Njoroge	12/1/90	1500	Repaid
178. Elizabeth Mwugusi	12/1/90	2000	Active
179. Grace Mbeneka Makau	15/1/90	1000	Active
180. Peter Kariuki Njoroge	19/3/90	6000	Active
181. Joseph Akoko Gaya	9/3/90	14000	Active
182. Fred Nzivo Phillip	16/2/90	2490	Active
183. Susan Muthoni Mbugua	16/2/90	2492	Active
184. Catherine Wairimu Ma	16/2/90	0	Active
185. Helen Njeri	16/2/90	0	Active
186. Margaret Njeri Kihara	26/2/90	2500	Withdrawn
187. Agnes Mwasya	12/4/90	2586	Active

188. Irungu Ndonga	24/5/90	1630	Active
189. Fatuma Alio	9/7/90	475	Active
190. Mary Oduho Otieno	7/9/90	2800	Active
191. Weru Kahete	12/9/90	2295	Active
192. John Ngumba Njoroge	18/9/90	7800	Active
193. Simon Mwangi Kuria	14/9/90	1700	Active
194. Scolastica Wangari K	13/9/90	2000	Active
195. Nancy Wambui Mwariri	13/9/90	2000	Active
196. Karanja Mwangi Karan	18/9/90	3000	Active
197. Jacinta Wangui	20/9/90	580	Active
198. Helen G. Kainga	21/9/90	2800	Active
199. Peter Golya Lele	14/9/90	619	Active
200. Mary Wanjiku Mwangi	24/9/90	850	Active
201. Stephen Musyoka Muem	24/9/90	0	Active
202. Mathews Okumbe	24/9/90	0	Active

Notes Date D = Date of Disbursement.

Preparation of Business Development Training Materials

The original assumption that the project would use existing ILO Business Development Training Materials. The materials were found to be culturally and professionally unacceptable. Even the ILO now recognises this and has come to Undugu to purchase training time! Undugu staff have spent a lot of time in first developing training materials for trainers; second, for ordinary literate clients and thirdly, for illiterate business clients. The development of these materials, which can be offered to many organisations, is a major contribution of the project. Samples of the materials developed will be made available to Agro Action through the second consultant.

National and Regional Training Capacity

Over and above the tasks which are specific to clients the unit has become an important source of training in Business Development in the nation and the region. This is an important contribution for Undugu was the first organisation to develop the business development capacity in Kenya. It has thus become a consulting resource for donors; the ngo, governmental and private sectors. Efforts towards this end generated net income of Ksh.1,127,300 in the last two years. The consultant estimates by selling consultancy services of the Business Development Unit, Undugu can generate a gross income of Ksh. 2,000,000. Out of this gross income Ksh. 1,200,000 will be net income. Such income will go a long way towards assuring project sustainability.

Below is a list of the consultancy services which have been undertaken in the past two years, 1989 and 1990:

a. Evaluation of the Technical Training Job creation programme for the Diocesan Development Services (DDS) Machakos Catholic Diocese.

b. Business Diagnosis and Market Surveys for six hardware stores and one bakery for the Diocesan Development Services Department of Machakos Catholic Diocese. The hardware store managers were also trained in business management.

c. A Participatory Evaluation of the Diocesan Development Services of the Machakos Catholic Diocese.

d. Feasibility study for a printing press for Christian Industrial Training Centre, CITC, Nairobi.

e. A six weeks Training of Trainers course held and organised by the Business Development Unit.

f. Business Diagnosis for Kibera Handicrafts Centre for NORAD.

g. Evaluation of the Credit Administration System of CITC Nairobi.

h. Assessment and preparation of an implementation proposal of 7 Christian industrial Training Centres in the Country for DANIDA.

i. Identification, Implementation followup and Evaluation of the Micro Loan Scheme for women in and around Rural Growth Centres in Malawi.

j. Business Proposal for a Kindernothilfe client.

5.1.2. LOCAL CONTRIBUTION

Undugu's local contribution to the project is in offering office space at Delta, Mathare, Kitui-Pumwani and Kibera. Since the workload has increased Undugu also offers transport from the general pool. Undugu also contributes management, accounting, and backup from social work and educational components. The consultant is not able to put a financial cost on these contributions for analysis of the Undugu accounts and staff time will take much more time than is in the consultancy.

Total net income, over the past two years, from the unit's consulting activities is Ksh. 1,796,578. The consultant estimates that a net average income level, from consulting services and database sales, of Ksh.1,200,000 annually can be maintained over the next five years. This calculation assumes that the hardware for the database and the business unit's staff training in computing will be completed in the first six months of the project extension year one.

5.1.3. METHODS OF WORKING

Integration with other Undugu departments

The project staff are completely integrated into the wider Undugu

professional staff and they get programming support from them for they depend on them to identify possible trainees, to solve social work type of problems with the trainees and in use of facilities.

5.1.4. EQUIPMENT AND LOGISTICS

The project is supported by the computing, typing and transport backup of Undugu. To date, it has not had computing capacity of its own. This should be built up immediately to enable it to manage project data efficiently, thereby releasing staff time for more interactions with clients in the field.

5.1.5. STRUCTURE OF ORGANISATION

The organisation chart of Undugu is found in Appendix 7. Within the Business Development Department, where the project is located, functionally there are only two organisational levels, even if that. These are the coordinator and the other staff who operate in the field. The comment even if that relates to the point that the coordinator more often than not gets clients and handles them in the office. She had a case load in the past. Thus the project team works without formal management stratification, which is an advantage given its tasks. This is commendable.

The unit has distributed staff to all the programme area, viz. Kitui-Pumwani, Kibera and Mathare. The Coordinator, the Loans Officer and, staff responsible for ISP are in the head office. All staff come to Delta House, where each has a desk, for coordinative and management meetings every Monday and Friday.

The lay out of the office is being upgraded by the design unit to facilitate a more genial setting. All field offices are on phone and each field officer has a desk.

The Monday and Friday work at Delta House is important for it facilitates: a. business unit management coordination b. problem solving with other Undugu departmental staff and c. solution of field staff problems by Undugu administration.

5.1.6. OBJECTIVES AND CONCEPT OF DEVELOPMENT

The project objective of business training and extension is still central. It is surprising that these objectives were supposed to be achieved in two years in the original project conception. However given the absolutely weird exchanges on financial procedures and disbursement rates between Agro Action and Undugu, the latter has had to pre-finance significant parts of the operation. Agro Action should consider financing these Undugu costs. On the other hand the delays led to a refining of the strategies needed to arrive at the initial broad objectives.

In the refining of the strategies, Undugu developed approaches to

credit, business development training materials, and product development workshops over and above the strategies of training and extension identified in the original documents.

Internal staff training has taken place. Trainers have been trained and target group members have been systematically evaluated. Materials for literate and illiterate business clients have been developed. Sectors which are not viable from a business point of view have been identified. Currently new areas for vocational training are under assessment.

To address the refined strategies to the objectives, and given the turnover of staff, it became clear that the planned staff of three business advisors was not sufficient even if the Undugu Social Workers were trained to act as formal business development backup. The staff compliment was thus accordingly increased to eight.

Originally the objective of product design was not considered. This became necessary once the project started and staff was hired with funds from without the project. Although the main design contribution has been within the workshop, it has linkage to the project through training. Along the same lines product development workshops for clients have been organised and conducted successfully. What remains is the merging of the professional design capacity and clients product innovations into a system which will translate to clear incomes for the business clients.

Agro Action should fund this effort if Undugu requests it as they have made clear to the consultant. The funding needed will be for a volunteer and a Kenyan to undertake technical products specifications, supervise alternative production techniques so as to reduce costs, marketing and relations between design and business advising and the producers. The two would be working with clients directly.

Undugu is also desirous that staff be involved in developing business innovations and discussing them as part of extension with clients. Some of this effort will be essentially in the area of extending information to clients to produce value added products, to cater to more stable and thus higher income generating national markets outside the slums and finally to explore alternative external markets for some products.

Yet perhaps the most exciting concept of development is to break from the traditional areas of business opportunity and to explore new areas of recycling waste, electronics, fibre glass and resin uses and weaving. These are areas where there is potential for better profits for the clients, whilst playing an ecological role. They also are areas where women can feature more than in the past conventional areas of mechanics metal work etc as shown in the Tables 4 and 5.

A related issue, which the unit is already working on, is the attempt to identify which vocations are oversubscribed and to channel the informal trainees and certification training in those areas whilst avoiding the traditional areas.

5.1.7. STRUCTURE OF COOPERATION

As shown above, under 5.1. Personnel, the project has cooperated with donors, other ngos, government and private sector at the national level. It also has trained regionally. Most significantly, it is part of a national committee of the Kenya Government in developing an approach to the informal sector for a major national programme for supporting the informal sector. This effort is conducted by ILO and UNDP together with the Ministries of Industry, Planning and National Development, Finance, Commerce, Science and Technology, Culture and social Services, and Technical Training and Applied Technology which is the project contact ministry. Undugu was the only national institution with experience in business development.

5.1.8. PROVISION FOR FURTHER USE

It is Undugu's intention to continue efforts in business development in the future. Towards that over and above the Ksh. 1,127,300 which the unit acting as consultants generated over the past three years, one should note that in Undugu's 1989 budget of Ksh. 24m., 9 m (38%) came from consultancy. The consultant estimates that the business unit consultancy activities can annually generate Ksh.1,200,000 net income over the next five years. Clearly then the institution is in a position of carrying on with the project in the long term.

5.3. ANALYSIS OF TARGET GROUP

Project Target Groups and Selection Criteria

There are several distinct target groups in the project. These are: Informal Sector Trainees: Business Loanees: Business Trainers: Business Unit Staff: Targets of Consultancy Services.

Informal Sector Trainees

On the whole these are selected out of slum families by a process which involves other Undugu departments working in conjunction with the unit. To date the main recruiting base have been the Parking Boys Programme, the Undugu Basic Education Programme and the Community Organisation Department. The Machuma schools should begin to produce some trainees over the next five years.

During interviews some information suggests that individuals working for Undugu are beginning to get very few trainees into the informal training system outside the criteria of depravation which

was the original justification for Undugu. This is something worth watching by all, and especially by Undugu management, given the fact that the initial trainees are in the tracking system for certification training which is highly valued.

Those to take the Government of Kenya trade tests are selected by the unit out of the informal training. The criteria for selection are that the person is poor, has been attached to an informal sector or college trainer. The other Undugu departments informally get involved in the selection of the certification trainees.

Business Loanees

These are selected under criteria which involve consideration by the branch office staff social workers, other Undugu staff and of course the Business Development Unit appraises the loans. It spends a considerable amount of time in this effort. The fact that all clients are distributed to the Business Unit Staff as cases means that before one becomes a loanee, there is considerable interaction with the unit.

Business Trainers

These are essentially identified by the prospective informal trainees. They must be viable businesses, near the trainees home to reduce travel costs and to build in social relations. If they cannot get a good trainer, the staff do suggest some trainers. Personnel from the unit appraise them before attaching a trainees to them.

An emerging pattern, which should be encouraged in the future, is to use ex trainees or ex loanees as business trainers. This will be useful if pursued systematically for it will mean that those who benefitted out of the Undugu system can be used to continue the training. Below is a table showing the types of Business trainers associated with the project since inception.

TABLE 9. TRAINERS ASSOCIATED WITH PROJECT BY SECTOR 1985-1990

Type of Training	Number
Dress making	52
Motor Mechanics	57
Metal Work	29
Carpentry	29
Electronics	13
Panel Beating	5
Cushion Making	3
Leather work	3
Hair Saloon	3
Sign-writing	2
Weaving	2

Screen Printing	1
General Fitting	1
Knitting	1
Printing	1
Fibre Glass Moulding	<u>1</u>
Total	203

Business Development Unit Staff

From the beginning of the project, it was clear that there would be considerable training of the unit staff. The notion of using social workers for business training and extension was misplaced concreteness and it did not happen for they have a very heavy workload. The past turnover of staff has also meant that new people have had to be integrated to operations.

A notable fact about the staff is that an inordinately high number are graduates of Kenyatta University programme of business education. Surprisingly all of them are about the same age. Future hiring must consciously seek to diversify these two parameters in quest for diversity both in style, ideology and experience. It may be a good idea to ensure that the next hires, if either some leave or the unit expands, are people with experience in business proper and not just business education. The recruitment of the Head of the Business Development Department from a planning background could begin to contribute towards this diversity.

Targets of Consultancy Services

These are not a pre definable group. Those who need the service seek it.

Level of Loans

Since inception and up to 23/10/1990, Ksh.480,046 has been loaned. Of this only Ksh. 27,000 or 5.6% has been written off. This compares very well with the general banking system which writes off close to 10%. The two tables below show the amounts of loans to different activities and average lending per activity.

TABLE 10. STRUCTURE OF LOANING: TYPES, NUMBER AND AMOUNTS

Business Type	No. Assisted	Amount (Ksh.)
Tailoring/selling Clothes	26	81695
Vegetable selling	24	34110
Grocery/Retail shop	21	74400
Charcoal/paraffin selling	15	27955
Carpentry	11	75900
Food Kiosk	8	23690
Water selling	7	26573
Selling grains	7	10650

Painting/Paint making	7	11050
Electronic repairs	6	23580
Rental houses	6	96710
Banana selling	5	5160
Tinsmith	4	19370
Metal work	4	33975
Cobblers	4	27470
Basketry	4	5550
Newspaper selling	2	3586
Knitting/ Thread Seller	2	2500
Weaving	2	21200
Upholstery	2	22800
Barber/Hair salon	2	5960
Curio kiosk	1	7000
Hardware store	1	52464
Livestock selling	1	27000
Laundry	1	2000
Ice cream making	1	1700
Screen printing	1	5000
Selling utensils	1	1900
Butcher	1	2000
Selling firewood	1	1000
Building Stones	1	1500
Selling flowers	1	2490
Waste metal collector	1	1500
Selling gas lighters	1	619
Chicken selling	1	650

TABLE 11. AVERAGE LOAN PER TYPE OF BUSINESS

Business Type	No. Assisted	Average Loan(Ksh.)
Hardware store	1	52464
Livestock selling	1	27000
Rental houses	6	16118
Upholstery	2	11400
Weaving	2	10600
Metal work	4	8494
Curio kiosk	1	7000
Carpentry	11	6900
Cobblers	4	6868
Screen printing	1	5000
Tinsmith	4	4843
Electronic repairs	6	3930
Water selling	7	3796
Grocery/Retail shop	21	3542
Tailoring/selling Clothes	26	3142
Barber/Hair salon	2	2980
Food Kiosk	8	2961
Selling flowers	1	2490
Laundry	1	2000

Butcher	1	2000
Selling utensils	1	1900
Charcoal/paraffin selling	15	1864
Newspaper selling	2	1793
Ice cream making	1	1700
Painting/Paint making	7	1578
Selling grains	7	1521
Building Stones	1	1500
Waste metal collector	1	1500
Vegetable selling	24	1421
Basketry	4	1388
Knitting/ Thread Seller	2	1250
Banana selling	5	1032
Selling firewood	1	1000
Chicken selling	1	650
Selling gas lighters	1	619

It was not possible to investigate all the loans and to find out the logic of the loan amounts. The consultant is aware that the lending is broken into micro loans of less than Ksh. 2,000 and major loans of above Ksh.2,000. The logic of this distinction needs internal review. During the review, analysis of arrears and defaulting by type of activity as well as type of loan, sex, individual versus group loans should be made. This will enable the unit to a. review the levels of micro and major loans b. to evaluate what activities to loan and c. to make policy on whether to continue lending to individuals and groups or to limit lending to individuals and d. to reevaluate the criteria for lending to individuals, for example should the focus be the poorest in the slums as opposed to those who already have business concerns going?. These are programming questions to be tackled by the unit and Undugu management as an effort in self evaluation.

Several generalisation are however possible. Where groups are loaned for expensive type of operation, like slum rental housing, the amounts are large. There also are fields of individual operation where the amounts must be large to get a viable business going eg upholstery or weaving. By the same token there are popular activities like tailoring or vegetable selling where the amounts are small and one wonders what the returns are given that entry is easy and there are many competitors in the sector.

It seems to the consultant that the logic of loans from a business return point of view must be systematised more. Undugu needs to develop hard data on returns per type of business so as to set criteria for the level of loaning. A step towards this end seems to have been taken when the effort to identify crowded business sectors was launched. It must be taken to its logical conclusion by systematically establishing loaning levels for each sector or each slum area given analysis of business opportunity.

Women in the Project

Women integration into the programme can be viewed from the staff level, the trainee level, from the business trainers level and at the loaning level. The role of women in the project is very impressive.

Women form 63% of project staff.

Women form 63% of the individual loanees.

Women form 100% of the group loanees.

Women form 23% of the informal trainees.

Women form 20% of the certification trainees.

Women form 23% of the business trainers.

Clearly women are central in the staffing and loaning process. Given that Undugu has made a policy decision to diversify loaning sectors and to emphasize recycling and higher value added, for example in upholstery and weaving, women will continue to benefit from the project.

Relations Between Undugu Staff and Target Groups

There appears to be good professional relationships between Undugu staff and all target groups. Staff are motivated. This in turn energises the target groups. Administration is not overly bureaucratic. One area which needs attention is to enable all staff to become computer literate for this will contribute greatly to more efficient management of the project. Towards that end, Agro Action should enable Undugu to further computerise its operations and indeed to begin to facilitate computer literacy to all formal trainees as part and parcel of their training in modern business practices.

Appendix 1. INFORMAL TRAINEES INTERVIEWED

Christine Atieno	Tailoring
John Karanja	Welder
Peter Gakuru	Metal Work
Jacob Eshitoli	Carpentry
John Kariuki Kamau	Fibre glass
Joseph Mwai	Motor mechanics
Wanjiku Njeri	T/Dressmaking
Wilson Oganga Onyancha	T/Dressmaking
John Ndotono	Carpentry
Geoffrey Murei	Carpentry
Mary Wanjiru	Weaving
James Kimani	Electronics
Robert B. Ogwankwa	Electronics
Peter Chege	Cobbler
David Nzuki	Motor Mechanics
Charles Maina	Motor Mechanics

Appendix 2. FORMAL CERTIFICATION TRAINEES INTERVIEWED

a. Trainees in Grade 3 (Total Number 4)

1. George Odhiambo	Metalwork
2. Sylvanos Aluhya	Carpentry

b. Trainees in Grade 2 (Total number 11)

1. Peter Wamuno	Mechanic
2. Justus Wambua Musyoki	Mechanic.
3. Njoroge Ndungu	Metal work
4. Jackson Macharia	Carpentry

c. Trainees in Grade 1 (Total number 6)

1. Andrea Shisia	Mechanics
2. Jeston Njiru	Mechanics

Appendix 3. BUSINESS LOANEES INTERVIEWED

Curio Seller	Wanjiru Njoroge
Waterseller	Emily Wanja
Weaving	Mary Wanjiru Ngeku
Metalwork	Brigitta Nyaminde
Carpentry	Joseph Akoko Gaya
Cobbler	Thomas Abok Ogendero
Vegetables	Beatrice Mueni
Electronic	Samuel Kabiru
Food Kiosk	Louis Wairimu
Paintmaking	Peter Muturi
Newspaper Seller	Agnes Muasya
Retailer	Karanja Macharia

Tinsmith
Upholstery
Dry Grains
Woodseller
Retailer/Charcoal
Berber/Vegetables

Charles Wanjohi
Aloys Maina
Julius Mwanzia
Wanjiru Kaguchi
Halima Mohamed
Christopher M. Maandishi

Appendix 4. BUSINESS TRAINERS INTERVIEWED

1. Martin & Company	Welding
2. Michael Muriuki	Tailoring, Dressmaking
3. John Muge	Fibre Glass
4. Augustine Makhoha	Carpentry
5. Fred Omondi Odhiambo	Tailoring
6. Mary Atieno	Tailoring
7. David Osore	Carpentry
8. Fabion Ochuka	Cobbler
9. Joseph Ngugu	Electronics
10. Sam Njoroge	Weaving
11. Stephen Musyoka Muema	Cobbler
12. Harry Kugi	Motor Mechanics
13. George Mutito Waweru	Metalwork
14. Fabion Ochuka	Cobbler

Appendix 5. BUSINESS DEVELOPMENT STAFF INTERVIEWED

Post	Name	Date Joined Undugu
Head	Samuel Gitau	July 1990
Co-ordinator	Rosemary Macharia	September. 1987
Bus Adv/Trainer	Karanja Thareki	January 1989
Bus Adv/Trainer	Pauline Kamau	April 1989
Bus Adv/Trainer	Eunice Omondi	January 1986
Bus Adv/Trainer	Minyu Mugambi	March 1990
Voc Skills	Charles Ogola	August 1989
Loans Officer	Christine Maina	April 1989

Appendix 6. OTHER UNDUGU STAFF INTERVIEWED

Ezra Mbongori	Executive Director
Patterson Gathuru Kuria	Urban Agriculture Coordinator.
Peter Njenga	Urban Agriculture Asst. Coordinator.
Joseph Wambua	Motor Mechanics Trainer
Mrs. Thepifta Machayo	House Mother, Mathare
Diego Masaris	Designer Volunteer
Joseph Sanna	Part-time Designer
Gilton Mango	Asst. Manager Carpentry
Vincent Lwale	Workshop Manager Carpentry.
Fred Kilonzo	Act. Workshop Manager Metal work
Simon Ndirangu	Social Worker Kibera.
Pauline Makwakah	Nursery & Handcraft Jasho Lako Y. Group
William Oduori	Asst. Instructor Machuma School
Patrick Wandera	Asst. Instructor Machuma School

Aloys Aluoch.
Josephine Mulli

Instructor Machuma School
Social Worker

Appendix 7. Undugu Organisational Chart

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Undugu Organizational
Chart.

