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**Assessment of USAID Sponsored Training Activities
in support of Small Towns Development
in Kenya**

Prepared for:

**USAID/Kenya
and
Urban Infrastructure Division, REDSO/ESA**

Prepared by:

**Faye Haselkorn
Urban Development Consultant**

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Preface

This report, "Assessment of USAID Sponsored Training Activities in Support of Small Towns Development" was substantially completed in November 1994. At that time, a draft was circulated to Government Training Institute (Mombasa) faculty, Ministry of Local Government officials, local authority representatives, and other donors that are involved in local government training in Kenya. As a result of that review, a few minor corrections were made in the report, mostly in regard to facts about GTI.

An important recommendation of this report is that the relevant actors in the local government arena needed to come together to look for solutions to the problems facing the local government training effort in Kenya. In December 1994, USAID sponsored a workshop in Naivasha at which they did just that. This report provided the reference for workshop participants in their discussions and formulation of solutions.

The December Workshop succeeded in redefining the objectives and methodology of the Project Management Consultative Workshop, the innovative vehicle which USAID developed with GTI for delivering post-construction management training for local officials. Participants also explored ways of improving the coordination of local government training, and commitments for future actions were made by the various actors. (A separate report was prepared on the workshop proceedings.)

USAID is currently working with GTI and the Ministry of Local Government to implement the recommendations of both this report and the December workshop.

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List of Abbreviations

DPM	Directorate of Personnel Management
FES	Frederick Ebert Foundation
FKE	Federation of Kenyan Employers
GOK	Government of Kenya
GTI	Government Training Institute
GTZ	German Agency for Technical Assistance
HG	Housing Guarantee
HRDA	Human Resources Development Assistance Project
IULA	International Union of Local Authorities
KIA	Kenya Institute of Administration
Ksh	Kenya Shillings
LADP	Local Authority Development Programme
MLG	Ministry of Local Government
PMCW	Project Management Consultative Workshop
REDSO	Regional Economic Development Services Office (USAID)
RHUDO	Regional Housing and Urban Development Office (USAID)
RP	Resource Person
UID	Urban and Infrastructure Division (REDSO)
USAID	U.S. Agency for International Development

I. Introduction

USAID/Kenya, through REDSO/UID, has been supporting local government training at GTI Mombasa through local currency financing since 1990. The funds are intended to support the implementation of a series of Project Management Consultative Workshops which were designed to enhance the success of infrastructure projects implemented under the GOK-USAID Small Towns Shelter and Community Development Project (615-HG-006), specifically markets, slaughterhouses and bus parks. The current training effort is not the first evidence of USAID-GTI Mombasa collaboration in the realm of local government development. USAID/Kenya, through the then RHUDO, has been supporting GTI Mombasa in delivering local government training since 1984, initially through a grant that was Small Towns Project specific.

Although many of the results have been positive, the success of these workshops has been diminished by some confusion about the conceptual and methodological basis for the training by the workshop organizers and an overall lack of coordination and cooperation for local government training in Kenya. Certainly, the local government training effort has realized some very encouraging results. The findings contained in this report reveal both the accomplishments as well as some of the obstacles, all of which can be overcome with renewed commitment on the part of the active and interested participants in the local government training process.

The following report summarizes the results of discussions with officers of MLG, GTI Mombasa, USAID/Kenya, donors and local authorities as well as observations of two Project Management Consultative Workshops and numerous infrastructure projects financed under the Small Towns Project. Finally, recommendations are made for improving the training effort.

II. GTI Mombasa

GTI Mombasa began as the Coast Secretarial College in 1963 and was upgraded to a government training institute in 1978, thus becoming a fully fledged in-service middle management training institute. Its mission was to provide long-term residential training programs to prepare government secretaries, clerks and finance officers for certificate examinations.

In 1984, as a result of the institutional assessment carried out by the RHUDO regional training advisor and a consultant, a momentum was created among the staff and the leadership to bring about some fundamental changes in its mandate. GTI Mombasa became the main training institution through which local authority training is carried out.

Currently, GTI offers courses for both central and local government officers in the areas of finance, management, and secretarial services. They have four academic departments to cater for this, including Management Development, Finance and Business studies, Secretarial Studies and Local Government Development.

They also have various training support units including the administrative services unit, the library (with over 14,000 volumes), the media section (for producing training materials), the catering and housekeeping unit and the supplies unit. The institute has residential facilities consisting of 410 beds located in 200 single rooms and 105 double rooms. There are 25 conventional classrooms, 2 viewing rooms and seven special tuition rooms in addition to a large multi-purpose hall which can seat up to 600 people. There is also a medium size kitchen and dining hall, two student lounges and a medium size laundry for the institute's linen.

GTI Mombasa has the necessary classrooms, audio-visual equipment and boarding and dining facilities for supporting many of the long courses. In terms of short courses (workshops and seminars), the staff has found the facilities inadequate and must use private hotels and conference facilities to carry out this training. Like many other government institutions, transport services are inadequate and it often becomes problematic to share the limited resources between the demands at the institute and outside venues.

Although the institute mainly caters to Kenyan personnel, they have plans to become a regional training institute for local government studies. They recently began construction with IULA funding on what will be a Regional Local Government Training Center.

The institute operates under the auspices of the Directorate of Personnel Management (DPM) of the Office of the President. It offers both donor and GOK funded courses and is a sister institute to KIA and GTI Maseno.

III. Local Government Development Department

In order to enhance local government training efforts, the Local Government Development Department was established at GTI Mombasa in 1992. The department is responsible for the overall coordination and implementation of short courses and workshops for local authorities. The department is staffed by 5 lecturers (including departmental head) and support staff. However, lecturers from other departments are utilized in the delivery of their courses while local government faculty may teach in other departments when their expertise demands.

Current Curriculum

Currently, the department has in its portfolio eight courses, two of which are donor funded and the remainder offered occasionally when GOK funds are available. Almost all of the courses are held at GTI or a Mombasa hotel. They have found regional courses (closer to

local authorities) difficult to run due to scarcity of manpower and money. Staff are expected to teach long courses in other departments. The curriculum is described as follows.

1) **Policy Maker's Workshop** This is a five day program for mayors or chairmen of councils, chairmen of finance, town clerks and town treasurers sponsored by FES. The course covers several topics relevant to local authorities and is used as an opportunity to familiarize and sensitize chief officers and politicians to the local government system. The main topics include:

- * local government system relationships, leadership, communication and negotiation skills
- * Personnel Management
- * Financial Management
- * Standing Orders and Council Procedures
- * Development Policies, strategies and programs
- * Gender and development
- * Land issues
- * Environment
- * Governance, decentralization and representation

Lecturers are drawn from GTI, MLG and FES and the training is jointly coordinated by GTI and FES. 13 such workshops have been conducted since 199 and another 10 are planned before the end of the 1994 calendar year. By the time the course is completed all municipalities, town councils and county councils and some urban councils will have been trained.¹

2) **Project Management Consultative Workshop** This workshop series was developed in support of the GOK-USAID Small Towns Shelter and Community Development Project and is aimed at assisting local authorities in addressing post-implementation problems of bus parks, markets and slaughterhouses, specifically how to increase revenue and meet loan obligations. The first such workshop was offered in 1992 and a total of 7 workshops have been conducted. The workshop targets town clerks, chairmen of finance, town treasurers and supervisors of markets, bus parks and slaughterhouses for participation. The workshop was designed jointly by GTI Mombasa, MLG, RHUDO and GTZ and representatives from each of the above participate as resource people.

3) **Supervisory Management Course for Local Authorities** This is a three week course sponsored by GOK and based on a training package developed jointly by USAID and DPM. It targets middle managers including accountants and departmental supervisors. GTI Mombasa last offered the course in October, 1993 and have been unable to run it again due to lack of funding.

¹Currently in Kenya, there are 137 local authorities, in total, including 45 county councils, 32 municipal councils, 31 town councils and 29 urban councils.

4) **Financial Management Course** This course for local authority officers was organized and started in 1985 through the joint efforts of USAID/RHUDO, MLG and GTI Mombasa. The major focus of the course is to improve the financial viability and management practices of individual local authorities. The British Council later supported the course by providing technical experts. Only two course have been offered since 1992 due to lack of funds.

5) **Establishment Officers Course** The purpose of this course is to enhance participants understanding of the local authority's personnel function including manpower planning, recruitment, placement, induction, training motivation, grievance handling, staff welfare and discipline. It provides a forum for local authority establishment officers and senior administrative officers to exchange experiences on matters pertinent to their day to day operations. It is a three week course targeting personnel officers, establishment officers, executive officers or any officer dealing with human resource development in local authorities. The course has, in the past, been funded by both USAID/RHUDO and GOK.

6) **LADP** The purpose of this workshop is to develop and strengthen internal planning capacity within local authorities and introduce them to longer range planning. Participants are exposed to the inputs necessary for project identification and are guided through a process of rational selection through pre-feasibility studies to ensure that scarce resources are used effectively. LADP preparation was introduced on a pilot basis in the USAID-GOK Small Towns Project and the training design and associated manuals were developed under the project grant. The Ministry of Local Government now requires that all local authorities prepare a LADP. Workshop participants include town clerks, treasurers, engineers and other technical officers, council chairmen and chairmen of committees, district development officers and district physical planning officers from up to three local authorities. The course has not been offered for over one year due to lack of funds.

7) **Secretarial Management Course** This is a two week course targeting senior secretaries in local authorities and based on the idea that effective secretaries are part and parcel of project success. The course helps them to understand their role and identify ways that they can support council management and be effective conveyors of council processes. Topics include council regulations, public relations and finance and encourages independent and effective work habits.

In addition to the above course, the department of finance and business studies offers long courses for local authorities, parastatals and central government. Most of the long courses, however, are funded by GOK.

Future Plans

In addition to the above courses, the local government department would like to offer what they call revenue generation workshops and in-house training programs which will be a partnership with local authorities and GOK. The following donor funded activities are in the pipeline.

Civic Heads Workshop This will be a series of 16 workshops for councilors. The British Council is currently negotiating with MLG and GTI over the implementation of the project. One of the major issues is whether or not to include chief officers in the training.

Regional Training Programs Through IULA, GTI Mombasa is preparing to become a regional training institute to cater for local authority training needs in the E. Africa region.

Environment and Urban Development Program GTI Mombasa lecturers have been participating in a Training of Trainers (TOT) program through the Green Towns Project which is a joint MLG-Dutch project. They are currently negotiating an agreement on the planning and funding of workshops.

The local government department would also like to engage in research and consultancy with local authorities. The purpose is to re-examine local authority training needs in an attempt to be more client oriented. They are currently looking for funds to do training needs assessment and evaluation.

IV. Project Management Consultative Workshop

In 1992, GTI, in collaboration with MLG and REDSO/UID, designed and implemented a training program called Project Management Consultative Workshops (PMCW). The main purpose of the workshop was to bring local authorities together to discuss and analyze their projects with a view to improve their performance in terms of service quality and ability to service their loans. Based on the experience of the USAID-GOK Small Towns Project, projects that were designed to be revenue generating, upon completion, fail to fulfill that objective due to poor management practices.

The goal of the PMCW is to increase project management effectiveness and efficiency by providing a forum for mutual consultation and critical review of project performance in terms of service quality and loan-servicing ability. Recognizing that local authority officers are the best experts in their operations, it encouraged experience sharing among local authorities. The training would consist of a three day 3 workshop and associated field interventions. The specific objectives for the workshop were:

1. To introduce the participants from different councils to the strategies for mutual consultation and assistance.
2. To provide a forum for the exchange of knowledge, information and experiences pertinent to project planning and management.
3. To identify and articulate actionable recommendations on how to resolve existing project management problems.

During the planning stages, the topics such as housing management and sanitation were discussed for possible inclusion in the workshop. It was agreed that the first workshops would focus on slaughterhouses, markets and bus parks and at a later stage, the other topics would be included.

The first workshop was held in Meru in March, 1992 and included 21 participants from the municipal councils of Meru and Nyahururu and town councils of Chuka and Isiolo. All of the towns had benefitted from financing through the GOK-USAID project except for Chuka which is participating in the GTZ/MLG Small Towns Development Project. Resource People were drawn from GTI (two), MLG (one), USAID (one) and GTZ (one).

Each council came prepared with a pre-workshop assignment describing the operations of their market, slaughterhouse and bus park. Participants, after introduction to the methodology of problem solving, questionnaire design and consultation broke up into four groups, each group comprising members of various councils.

The sessions on markets began with a brief presentation on market operations from each council. The presentations were followed by group analyses of market related issues where each group analyzed and reported on the following topics.

Group 1 - Management and Administrative Issues

Group 2 - Political Issues

Group 3 - Personnel Issues

Group 4 - Revenue and Records issues

Slaughterhouse and bus park facilities were discussed using a consultative technique whereby a group of consultants made up of officers from different local authorities developed questions to identify problems and propose solutions for a client local authority. The information was based on the pre-workshop assignments and an interview with a representative of the client local authority. At the end of the workshop each consultant group made recommendations for the client local authority to implement.

The Meru workshop was an overwhelming success. Resource People reported working to late hours of the night preparing for upcoming sessions. After all, this was to be the model other workshops would be based on. A workshop report was prepared and distributed after about one month in which the workshop was described and evaluated. The evaluation (from participants) revealed that participants were most happy about the choice of resource persons and the substance/content of the workshop. Many of the participants thought that the workshop was too short and rated the duration poorly.

The second workshop was held at Oceanic Hotel Mombasa for the municipalities of Machakos, Kitui, Malindi and Voi with a total of 23 participants. 7 Resource People were present including GTI (3), GTZ (2), USAID/RHUDO (1) and MLG (1). The second workshop saw the introduction of the LADP as a workshop topic, and it has been part of the agenda ever since. The proceedings were prepared and distributed around July, 1992 and included the following recommendations for future workshops:

- (1) The questionnaire was complicated for some of the participants and this should be revisited.
- (2) A summary of the problems should be presented by each town clerk to shorten the duration.
- (3) The opening should be done on the evening before day one to save time.
- (4) Guidelines for case studies should be prepared to facilitate easy and proper understanding.
- (5) An evaluation system for resource persons should be designed in future workshops.

Due to unavailability of funds in 1992/93, GTI did not offer the next PMCW until January, 1994. So far, five workshops have been offered in 1994 and seven in total. All the workshops have been held in Mombasa, except for Workshop #1 which was in Meru. The following table describes the attendance.

TABLE 1: Project Management Consultative Workshops

Workshop #	Participating Local Authorities	Date of Workshop	Total Participants
1	Meru*, Isiolo*, Nyahururu*, Chuka	March 1992	21
2	Malindi*, Kitui*, Machakos*, Voi	May 1992	23
3	Kisii, Homa Bay*, Keroka, Nyamira*, Oyugis	January 1994	25
4	Kisumu, Kimilili, Bungoma*, Mumias, Vihiga*	April 1994	26
5	Kakamega*, Busia*, Siaya*, Luanda, Bondo	May 1994	20
6	Kapsabet*, Nandi Hills	July 1994	8
7	Nakuru, Molo*, Maralal*, Narok	September 1994	15

*indicates town participated in GOK-USAID Small Towns Shelter and Community Development Project infrastructure and/or shelter component.

In total, 139 participants from 29 local authorities have attended one of the seven PMCW's. GTI Mombasa plans on holding two additional workshops in 1994 with an additional 11 local authorities and 66 participants.

Associated Field Visits

An important feature of the PMCW activity is that preparatory field visits are usually carried out jointly by MLG, GTI and USAID in preparation for the workshops. The technical intervention visits take place about two weeks before a scheduled workshop as a way to collect data to be used in the workshop. The last technical intervention was carried out prior to workshop #5 for the municipalities of Kakamega, Busia and Siaya. The technical intervention has served as a way for local authorities to start thinking about their management problems and for resource people to understand the problems first hand.

Post-workshop field visits have been used to serve as both an impact assessment and encouragement for local authorities to re-focus on the lessons learned at the workshop. As an impact assessment, the visit provides data for ascertaining how far a local authority has gone in implementing an action plan for improving management of markets, bus parks and slaughterhouses. It also provides an opportunity for local authority officers to recognize where they've failed and seek advice from resource people on how they might adjust their plans.

The first follow-up visit was carried out in Western Kenya in August, 1994 for the municipalities of Kisumu, Vihiga, Kakamega and Bungoma. It revealed that many local authorities have tried to implement action-plans, but they are faced by many challenges. This includes political interference and lack of resources including finances and land. The follow-up brought to light the problems some local authorities have in designing appropriate and implementable action plans. It also demonstrated the need for additional assistance. Most of the local authorities expressed a desire for technical assistance from MLG, GTI or USAID in carrying out in-house training for lower cadre staff. Nonetheless, many local authorities have reported improved revenue as a result of implementing management innovations learned at a PMCW.

Assessment of PMCW

The PMCW approach is a new and innovative strategy for local government training in Kenya. The consultative method has brought together local authority officers with varying experience and expertise to help each other solve their day to day management problems. By training local authority officers to be "consultants" on project management, new (and old) ways of management and supervision are advanced. Some supervisors rarely have the opportunity to share views with both senior management of their council and their counterparts at other local authorities and the PMCW provides that occasion.

The technical interventions that were introduced in the training design have added a realistic dimension to the training which is shared by both resource people and participants. Similarly, the follow-up visits recently implemented were well received by local authority officers who often commented that no official had ever visited their local authorities to see how they had implemented training lessons. They were both excited and encouraged.

The follow-up/impact assessments visits also brought to light the impressive progress some local authorities have made in implementing workshop action plans. It revealed that the workshops have been especially successful in refocussing chief officer's attention on operations of their projects. They reported having commenced or reinstated visits to project sites, streamlined record-keeping and reporting and held departmental meetings. Renewed commitment to team-work was also noted in several of the "graduates" of PMCW's. Almost all of the local authorities reported increased revenue as a result of these changes.

However, some difficulties in execution of this training methodology has been noted. These

problems are described as follows:

(1) The "consultative" nature of the workshops has changed. The PMCW was meant to be consultative in nature whereby local authority officers advise each other based on their own expertise and experience. This was how it was designed and first implemented. Recent workshops have differed in that work groups are formed by members of one council and the only interaction between the different local authorities is during plenary session. The dynamics of a client-consultant exercise has been weakened.

In addition, lectures have been introduced in a training design which was meant to be discussion oriented. Most local authority officers have numerous years of experience in local authority management while most of the GTI lecturers have little practical local government experience. The training was designed to recognize this and avoid a format where participants are taught by lecturers. The introduction of lectures has created some tension between participants and lecturers with the former often challenging the latter's authority. This wastes a lot of time which could otherwise be spent in useful discussions.

(2) Participating local authorities need to be reassessed. Although the workshops were originally designed to support projects implemented under the GOK-USAID Small Towns Shelter and Community Development Project, most of the PMCW participants did not participate in the USAID project. As of the close of workshop #7, 16 of the 25 USAID towns have participated in a PMCW. If the training is to continue targeting USAID towns, it should include in one of the upcoming workshops the nine USAID towns which have not participated. Those USAID towns that have not participated include:

1. Naivasha
2. Londiani
3. Eldama Ravine
4. Embu
5. Iten
6. Karatina
7. Kerugoya/Kutus
8. Kiambu
9. Muranga

In addition, those towns which do participate are not always well targeted. In order to maximize the quality of interaction between local authorities, workshops should mix strong, well-established local authorities and weaker newly-formed ones. It is also important that each local authority should be operating with the facilities under discussion, namely bus parks, slaughterhouses and markets.

There has been a tendency to invite up to six local authorities to participate in the PMCW. Since each local authority is requested to bring six officers and councilors, the total attendance would be 36 participants which is very large. This could potentially result in a situation where each participant may not have the opportunity to take part in the discussion. However, the turn-out during the last two workshops was so poor that this problem was not experienced. Rather, there were too few participants.

(3) No Workshop reports have been prepared and distributed since workshop #2.

Workshop reports can provide an opportunity for review and evaluation of successes and failures of a particular workshop. It may also lead the way for implementing improvements on how the training is carried out. The fact that there have been no reports distributed is a major impediment to this process.

(4) Technical intervention and follow-up has been introduced, but it is not always used effectively.

Officers from USAID, MLG and GTI have conducted field interventions in the past without a shared objective and methodology. Each officer, rather, has his own set of priorities and may gain some valuable lessons. However, what is learned in the field is not always incorporated into the workshop design. In terms of impact assessment and evaluation, there is no agreed upon measure for determining training impact. Reports of revenue increases is indeed encouraging, but they are not always accompanied by adequate supportive data. There is a need to re-define the purpose, objectives and methodology of field visits as well as to develop a mechanism to incorporate it into the workshop design.

Some specific needs for technical assistance have been identified from these field interventions. They include possible in-house or regional training of staff as well as assistance in data collection and implementing improved record keeping methods. At present, there is no formal mechanism for incorporating this type of assistance into the training strategy.

(5) There are no shared and articulated workshop objectives or methodology.

Participants do not always understand what is expected of them. On some occasions when participants of the PMCW were working in small groups, they have not understood their assignment. As a result, each group might interpret their assignment differently and may present something to the entire group which differs from what was intended. They have even been criticized for this, resulting in reduced morale and enthusiasm among participants.

This situation could be improved if more guidance is provided to participants. There is a need to develop course materials (including worksheets and hand-outs) as well using other materials more effectively (i.e. flip charts could be used by participants to present the results of their discussions.) The objectives of the workshop should be clearly described and understood by participants and resource people.

Before participants can be guided effectively, it is necessary for resource people to agree on a common objective and methodology. Planning meetings and post-workshop de-briefing can assist in reinforcing the objectives. Enhanced channels of communication among resource people, both within and outside GTI Mombasa may need to be explored.

(6) The last two workshops have been characterized by poor participant turn-out.

During workshop # 6 only two local authorities with a total of 8 participants showed up for the workshop. At PMCW #7, six local authorities had been invited and four local authorities attended with one of the local authorities represented by one officer only. The reasons given for lack of attendance were many, but overwhelmingly the local authorities had conflicting activities or were not willing to incur the transportation expenses.

The occurrence of no-shows in a discussion-oriented workshop is distressing in that the workshop depends on a complementary and adequate mix of participants for success. The invitation process needs to be re-examined to ensure that such inadequate turn-out does not continue. A process whereby local authorities are consulted as to their availability before and during the invitation process may help the situation.

(7) Some local authority officers try to hide information. In order for the workshop to be a success, local authority officers and councilors must be willing to share information about their council which they believe to be negative and even embarrassing. However, it has been observed by some resource people that participants will often hide information. For instance, members of one town council were observed discussing the problems of their bus park and agreeing that they wouldn't share some information with the other participants since they were embarrassed about how little revenue the bus park earns. Resource people should explore ways to improve openness and honesty among participants.

(8) There is a feeling among both participants and resource people that the workshop is too short. Participants complain that they have to rush through assignments or presentations and may not have the opportunity to discuss all the topics they would like. The problem is not only a matter of time, but also about guidance and organization. In a workshop with such a short duration, it is even more critical that time should be spent wisely. If participants have to do an exercise twice because they did not understand it the first time, clearly a lot of time has been wasted. The required duration of the workshop, as well as how the time is organized, needs to be explored by resource people.

(9) There is not sufficient preparatory work for workshops. Resource people (from GTI, MLG and USAID) do not meet regularly to discuss the progress of PMCW's. There are no pre-workshop planning meetings nor are there post-workshop debriefings. There is a need for workshop organizers to sit down with resource people before, during and after workshops to critically evaluate the progress of the training. More feedback needs to be summoned from participants to contribute to the process. During the workshop, participants should be requested to summarize their reactions to the day's activities to ensure that the workshop is on the right track.

(10) Pre-workshop assignments are not always used in the context of the workshop. Local authorities are required to prepare a report on the management of their bus parks, markets and slaughterhouses prior to attending the workshop. In the original design, the assignment was used as a resource for consultants from different local authorities to analyze the problems of the client council. Since the client-consultant approach is no longer being implemented, there is no apparent purpose for the assignments since they are never addressed during the three day workshop. Moreover, if officers see that their work is not being used, they will be less likely to prepare assignments for future workshops.

(11) Participants often dwell on problems that are not management related. The title of the workshop implies that "management" is the topic to be discussed. Often, when discussing their problems, local authorities will dwell on non-management problems. These other problems are often not within the control of the local authority and probably not implementable. For instance, some participants will often discuss the fact that they need a donor to fund a particular project. It may be very legitimate to want a donor to fund a project, but it may not be very actionable, especially on the part of the local authorities. Participants should be encouraged to stick to the topic of management, since, whether or not a donor funds their projects, they will still need to effectively manage them. This is particularly important for the "back-home" project so that local authorities go home with solutions they can implement. It is up to the resource people or facilitators to guide the participants so that they stick to the subject at hand.

V. USAID Financial Support of Workshops

USAID/Kenya has been supporting local government training through local currency generation accounts since 1990.² Local Currency funding is based on accounts held by treasury from local currency revenue earned from the sale of USAID provided commodities by the Government of Kenya. The funds are jointly programmed by USAID and GOK for use by ministries, parastatals or non-governmental organizations.³

²RHUDO/USAID supported local government training at GTI Mombasa through a project Grant prior to 1990. USAID/Kenya has also been supporting both public and private sector training through the Human Resources Development Assistance Project (HRDA) which is both grant and local currency generation funded. HRDA is implemented by DPM and FKE, and GTI Mombasa courses has also been assisted through this project.

³ There are three types of local currency accounts which include: (1) Private Sector Commodity Import Program - This program is based on proceeds from imports of U.S. goods to Kenya. Local currency generated from the sale of these goods is held in an account while the U.S. government pays the exporter in U.S. dollars. This program ended in 1991 and the balances in the account are expected to be depleted in two to three years; (2) Food Aid (PL480 Title 1 or 2) - This account is based on the importation of U.S. wheat to Kenya; (3) Direct payment to GOK (grants).

Kenyan government ministries are often slow to requisition funds from these accounts which results in the availability of funds for a longer duration. However, local government training is tied to the Private Sector Commodity Import Program whose duration is not infinite. The funds are alternately called local currency or counterpart funds.

USAID counterpart funds are disbursed based on a client consultant relationship between MLG and GTI. The money is released to MLG (the client) who in turn, disburses funds to GTI Mombasa (the consultant) for local government training. The allocation for local government training from local currency has been consistently Ksh 1,600,000 annually. However, GTI does not receive the full amount since the Ministry of Local Government retains part of the money for other training activities. In fact, in fiscal year 1992/93, the Ministry of Local Government did not request the funds from treasury and, as a result, GTI did not receive any money that year. The following table describes the local currency funding trend at GTI.

Table 2: USAID Counterpart Funding for Local Government Training

Fiscal Year	Annual Allocation (Kshillings)	Date of Receipt	Amount Remitted by MLG to GTI	Amount Retained by MLG
1990/91	1,600,000	9/04/90	1,340,000	260,000
1991/92	1,600,000	6/25/91	1,400,000	200,000
1992/93	1,600,000	n.a.	0	n.a.
1993/94	1,600,000	6/18/93	1,480,000	120,000
1994/95	1,600,000	7/1/94	1,223,000	387,000
TOTAL	8,000,000.00	222,168.00	5,443,000.00	967,000.00

USAID requires that all recipients of U.S. government funds, no matter how small, submit quarterly expenditure reports. The Ministry of Local Government has never accounted for their expenditures and GTI Mombasa's submission of quarterly reports has been sporadic at best. In fact, they tend to submit such reports on a yearly basis with the last expenditure report submitted in July 1994 for the entire 1993/94 fiscal year. There is need for both agencies to improve reporting.

Local currency has funded a number of activities prior to PMCW's. In 1990/91, GTI offered 2 LADP workshops, 1 establishment officers course, 1 financial management course and 1 informal sector manual review through local currency funding. In recent years, the costs of mounting courses have escalated and GTI is no longer able to mount the number and

frequency of courses it did in earlier years with the same level of funding. As a result, they have opted to offer shorter, less expensive courses. In 1993/94, GTI mounted the following courses using USAID local currency funding:

- 3 Project Management Consultative Workshops
- 1 Rent collection and report writing course
- 1 Cleansing supervisors workshop
- 1 Secretarial Management Course
- 6 TOTAL COURSES IN 1993/94**

At the close of 1993/94, GTI reported a balance Ksh 182,254 which was carried over to 1994/95. This balance, plus the new allocation, gave GTI Mombasa over Ksh 1.4 million for 1994/95. They have already conducted two PMCW's this year. In addition, USAID/Kenya has recommended that GTI's allocation for local government training be increased to Kpounds 100,000 for the next four fiscal years.

VI. Local Authorities - Results of Field Visits

During the months of July and August, 1994, field visits were carried out in five local authorities and thirteen local authority officers were interviewed regarding the PMCW's and local authority training, in general. Most of the officers interviewed attended one of the workshops, either in Mombasa or Meru. The discussions focused mostly on the PMCW's, but also expanded to include the overall training needs of the local authority and their impressions of the current training effort.

The interviews were carried out in the municipalities of Machakos, Malindi, Meru, Kitui and Vihiga. The types of officers interviewed ranged from slaughterhouse supervisors to town clerks. Unfortunately, no councilors were interviewed. Of the roughly 30 officers and councilors who participated in a PMCW, about 10 were no longer with the local authority or had been re-assigned to another section. Because the workshop is discussion oriented and driven by participant inputs, the topics vary during each workshop depending on the interests of the participants. Therefore, their impressions on the training varied, as did the lessons learnt. The following summarizes the results of discussions with local authority officers.

Relevancy of Topic - Most of those interviewed agreed that the PMCW workshop was able to address the real problems of their council. Participants felt that many of the topics/suggestions that came out of the workshop were useful, especially improved resource utilization, the need for proper records and internal checks as a method of increasing revenue and programming ones work, among others. However, they felt the workshop was not able to address all their problems in the short duration. Among the additional training needs that were identified by the local authorities were:

1. Budget and budgetary control.
2. Financial management including preparation of abstracts and quarterly reports.
3. Supervision of staff.
4. Additional training for middle or lower level staff.
5. Additional training for enforcement section.
6. Revenue collection techniques.
7. Financial management for non-finance staff.
8. Appreciation of data interpretation.
9. Basic accounting and bookkeeping.
10. Solid waste management.
11. Housing and Estate Management (suggestion from larger municipalities).
12. Access to training offered at private institutes in Kenya and abroad (i.e. financial assistance to send officers to training through Federation of Kenya Employers or Esami in Tanzania).

Workshop Venue - There were mixed reactions regarding the workshop venue. Some officers appreciated the opportunity to visit Mombasa and were grateful that the workshop gave them the opportunity. Others felt that the distance was far and travel was time consuming and costly and would prefer venues closer to their local authorities.

Resource People - Most of the officers felt the resource people were useful. There were some who felt that lecturers were too theoretical and didn't offer enough practical experience from local authorities. Experienced local authority officers, they felt, were some of the best resources.

Forum for dialogue - Most of those interviewed appreciated the opportunity for exchanging ideas with their colleagues from other local authorities and felt it was one of the most useful outcomes of the workshop. Some officers commented that this was also true in the case of officers in the same local authority. Top management and supervisors of facilities rarely communicate effectively on a day to day basis and the workshop offered that chance.

Implementation of Action Plans - Most of the officers interviewed reported having attempted to implement back-home projects or action plans with varying degrees of success. The local authorities reported improved revenue performance as a result of implementing some of these innovations, notably:

1. Closer supervision of revenue collectors.
2. Surprise visits by senior management.

3. Setting revenue targets.
4. Staff meetings (as a means for motivating workers).
5. Meetings with public (as in case a slaughterhouse).
6. Revision of fees and charges.

However, most of the officers conceded that many of the lessons learnt were either unimplementable or unsuccessful owing to various difficulties they faced upon return to their local authorities. These include political pressures (and lack of political support), lack of time and resources including finances and land and insufficient cooperation from staff.

Follow-up - Since follow-up visits have only recently been carried out by GTI Mombasa, only one of the local authorities visited had benefitted. The officers from that local authority felt the follow-up visit was extremely useful in that it assisted them in refocusing on their management problems and gave them new ideas for improvements. Those local authorities that had not been visited expressed a desire for a follow-up visit. Some of the activities they would like to see included in a follow-up visit include:

1. Visit to projects and suggestions for improvement.
2. Data collection including conducting interviews with traders to ascertain why they don't use a particular facility.
3. Practical applications to show how improvements in revenue collection can be carried out.
4. Workshops for market staff (or staff from other facilities).
5. Public relations activities with clients and public (i.e. butchers and slaughterhouse staff).

Suggestions for future PMCW's - Local authority officers were asked what they would change about the workshop and offered the following suggestions:

1. Visit to a "real-life" project.
2. More discussion on cost control.
3. More practical examples and solutions including how to implement changes.
4. Longer duration of workshop.
5. Formal resolutions at close of workshop and printed for participants.

VII. Ministry of Local Government

The Ministry of Local Government (MLG) is the main government agency through which local government support is channelled. They have over 130 local authorities to oversee. Within its organizational hierarchy there exists a human resources department, which was formed about three years ago to coordinate a KFW Water and Sewerage Project. The project targeted human resources development at both a technical and management level. It focussed on-the-job training, addressing personnel matters including job descriptions and motivational factors for seven local authorities.

The human resources department also has within its mandate responsibility for coordinating all local government training activities. In May 1994, the ministry adopted, in principle, a plan to make the department the designated training coordinator within the ministry. The plan has not yet been implemented and the department, still being in the inception stages, has been unable to fully manage this role. They consider the lack of a fully researched and developed training needs assessment as a major hinderance to fulfilling this function. As a result, they do not have a training agenda and projects are implemented individually.

Among the donors that work through MLG are GTZ, USAID, KFW, FES, British Council, Dutch Green Towns Project and the World Bank. Most of the donors that support local government training work with a particular MLG officer who has been designated as a liaison or counterpart. This officer usually reports to the urban development department or finance department. Most of the donors working within the local government arena have individually defined their agenda and negotiated with MLG. The human resources development department has not yet fulfilled its mandate of overseeing their activities. As a result, MLG tends to be more responsive to donor initiated activities than pursuing their own agenda.

MLG has empowered GTI Mombasa to carry out many of the local government training activities on their behalf. From MLG's perspective, GTI has the necessary facilities and staff, and their ability to carry-out training activities in many cases surpasses MLG's. However, their capacity is limited. GTI can not conduct all courses since they are overstretched in terms of facilities and staff. GTI Mombasa is well versed in terms of management training but does not have the expertise for technical training. In some quarters, it is felt that a significant problem in carrying out local government training in Kenya is that no local government training institute exists, whose sole mandate is to deliver local government training and whose faculty are competent in both the management and technical aspects of local authority operations.

In the case of USAID local currency funding, MLG has opted to release part of the money to GTI to carry out workshops and the remainder is used to enable a team of MLG trainers to conduct in-house training for local authorities about four times a year. The training covers elements of personnel, finance and supplies. Often 3 or 4 local authorities are trained together. However, MLG has never formally reported to USAID on these activities.

Certainly, MLG, because of their position and mandate, would seem the natural leader for local government training in Kenya. In order to strengthen the impact of local government training activities, sound leadership is necessary to direct and coordinate activities. If MLG is not ready to assume this role, then it is necessary to develop that leadership role, either within MLG or by a committee consisting of the various players.

VIII. Donor Support of Local Government Training

The donors that support local government training have interests that range from environment and urban development to councilor training and financial management. Some work through MLG and carry out their own training activities while others work through GTI Mombasa. Some may collaborate with both. Among those donors who work with both MLG and GTI or with GTI alone are British Council, FES, USAID/Kenya and UN Habitat. GTZ primarily works with MLG, but has a history of collaboration with GTI Mombasa.

There have been cases of conflicts that have arisen in the execution of training by various donors and implementors. In early 1994, two simultaneous workshops were held in Kilifi town both dealing with local government issues. One was sponsored by GTZ and implemented through MLG while the other was sponsored by USAID/HRDA Project and implemented through DPM and GTI Mombasa. Neither group was aware that the other would be there. Organizers from both groups found themselves relying on the same resources which neither had intended to share.

Most of the donors have recognized this as a problem of poor coordination. They have expressed a willingness to collaborate in order to pursue a coordinated effort among the interested parties including MLG, GTI Mombasa and the various donors.

Two donors were interviewed for the purposes of this study and their responses are summarized below.

Frederick Ebert Foundation (FES)

FES has been supporting councilor training for many years, and their most recent collaboration with GTI Mombasa and MLG is a series of workshops known as "Policy Maker's Workshop". The workshop is intended to familiarize councilors and chief officers to the local government system and the many issues that affect them. It attempts to strengthen the political process by educating political leaders in an effort to make them more effective conveyors of the democratic process. Chief officers are included since they are essential in the implementation of council policy.

Each workshop consists of 32 participants from 8 local authorities. Resource people are drawn from MLG, FES and GTI. At one point they employed the services of consultants, but later discontinued this as they tended to be rated poorly by the participants. FES officers have identified certain MLG officers they find efficient and productive to work with and tend to utilize their services whenever possible.

The workshop series is jointly coordinated by FES, GTI Mombasa and MLG and is overseen by a Program Advisory Committee consisting of officers of the same organizations who develop the curriculum and plan the workshops. The FES coordinator for this program is extremely active in its implementation. He personally handles the finances and payments as well as brings his own photocopier to the venue.

FES recognizes some hindrances in carrying out local government training in Kenya. They have identified a need for improved coordination of training activities. They would like to see these problems addressed and have proposed expanding their program advisory committee into a steering committee which would include themselves, other donors, MLG and GTI Mombasa in an attempt to improve coordination of activities.

GTZ/MLG Small Towns Development Project

This is a joint effort of MLG and GTZ to enhance to the institutional capacity of small local authorities by providing technical assistance and training to local authorities in Kenya. The project concentrates its efforts on 6 to 8 pilot towns in Kenya and in the process develops a training design which they would like to see spread to other towns. Their training agenda falls into four categories and is described as follows:

- 1. LADP** - GTZ is interested in supporting LADP training and has been conducting a series of TOT's for MLG personnel. In the past GTI Mombasa implemented LADP workshops with some GTZ support. GTZ is concerned that there is no formalized technical assistance combined with the training. MLG has a large department of technical personnel, but they lack the necessary resources to conduct field work.
- 2. Demonstration Projects** - The project has been developing training modules based on demonstration projects in their pilot towns. It is an on-site training program in which the council is guided through the process of project implementation from the planning to management stages. This project is not easily adaptable to other towns as it is a very time-consuming effort.
- 3. Budgeting, Budget Monitoring, Rationalization of Budget and Revenue Potential** - The project has identified a need for improved financial management of local authorities especially in the area of budget rationalization and optimizing revenue potential. They have been working with their pilot towns and would like to share what they've learned with other towns. This objective could be achieved through an independent training institute whose sole mandate would be to deliver local government training.
- 4. Upgrading of Informal Settlements** - This segment of the project is still in the learning stages and like their other programs will be developed into a training module that they would eventually want to share with other local authorities.

The GTZ Small Towns Development team was instrumental in the design of the PMCW and provided resource people to workshop #1 and #2. Although they have not participated in recent workshops, they have expressed an interest in continued collaboration with REDSO/UID.

X. Summary and Recommendations

The results of the fieldwork carried out as part of this study have revealed some important findings which include:

1. The Project Management Consultative Workshop series has been extremely effective in providing a forum for local authority officers to discuss and analyze the problems of operating bus parks, markets and slaughterhouses. There are some difficulties that have been experienced in the implementation of the workshops which include both the organization of the workshop itself as well as the associated field interventions.
2. The PMCW is not an end in itself. There is little a three day workshop can accomplish in terms of implementing significant management innovations. Many local authorities require additional technical assistance in order to make long-term sustainable changes. The PMCW should be integrated into an approach whereby follow-up and technical services are available to them. This has certain funding implications as well as increased coordination between MLG, GTI Mombasa and USAID.
3. Neither GTI Mombasa nor MLG submit reports regularly. As recipients of local currency financing, they should submit both quarterly expenditure reports and workshop reports regularly.
4. There is a lack of a strong and effective leader for local government training in Kenya. The result has been that numerous training activities occur independently of each other which can result in conflicts and duplication of efforts. Communication between MLG, GTI Mombasa, USAID and others who support local government training is poor.

In order to improve the local government training efforts, the following recommendations are made:

1. A workshop should be held to reassess the Project Management Consultative Workshop. Participants drawn from GTI Mombasa, MLG, REDSO/UID, local authorities and GTZ should meet to discuss the way the training is carried out and define the objectives and methodology of the workshop and associated field interventions. They should also explore the roles of the resource people, evaluation measures and resource materials required.
2. Ways of incorporating field interventions (including in-house training programs) into PMCW's should be explored as a partnership between USAID, GTI Mombasa and MLG. The funding implications of this increased scope should also be considered.

3. GTI Mombasa and MLG should be required to submit quarterly expenditure reports on local currency funding. This is especially significant for MLG who, although they have use of the funds, have never submitted an expenditure report.
4. GTI Mombasa should be required to submit a technical workshop report (or proceedings) not more than 6 weeks after the close of a workshop. (A sample quarterly report form is reproduced in Annex 1.)
5. A steering committee convened by MLG and including MLG, GTI Mombasa and all the interested and active donors should be set up as a way of increasing communication and enhancing coordination of local government training activities.

Annex 1: Sample Quarterly Reporting Form

Sample Quarterly Report Form
 Local Government Training
 USAID Counterpart Budget

Report for period ____ / ____ / ____ to ____ / ____ / ____

This report form is an example of a report form that can be used for local government training funded through USAID-GOK counterpart funds. The form includes both financial and substantive course content and should assist both USAID and GTI in programming of future training activities.

Questions refer to training activities during the above period only.

1. Please list all workshops that were conducted during this reporting period.

Title of Course	# part.	Which L.A. participated	Date(s))

2. Please list any pre-workshop technical interventions, post-workshop follow-ups or any other activities that supported local government training during this reporting period.

Description	# of people	In support of which workshop?	Date of Activity

3. What was the outcome of the workshops and other training related activities held during this quarter?

4. Expenditure Report
Government Training Institute Mombasa
Quarterly Expenditure Report
 for the period _____ (month) to _____ (month) _____ (yr.)

Unexpended Amount From Last Quarter _____
 Amount Received From GOK During This Quarter _____
 Total _____ (A)

Expenditure Category	Budget Amount	Actual Expenditure	Cumulative Expenditure
Participant Accommodation	_____	_____	_____
Travel and Transportation	_____	_____	_____
Supplies and Reproduction	_____	_____	_____
Other (_____)	_____	_____	_____
Other (_____)	_____	_____	_____
Other (_____)	_____	_____	_____
Other (_____)	_____	_____	_____
	(Total this column)	(Total this column)	(Total this column)
		(B)	

Unexpended Amount (A - B) _____

5. What are your plans for the next reporting period?

Activity	# of Participants	Date(s) Planned	Which L.A. participating?	Expected Cost

6. Other Comments:

 Name and title of Respondent Date

Annex 2: Questionnaires - Training Section and those used in follow-up visits

The following is an excerpt from a questionnaire that was administered in five local authorities as part of an evaluation of the GOK-USAID Small Towns Shelter and Community Development Project.

**Local Authority Interview and Site Visit
Kenya Small Towns Shelter and Community Development Project**

Thank you for participating in the assessment of the Small Towns Project. This interview will be divided in three parts and may be answered by as many members of your staff as appropriate. Part I asks some general questions about your local authority, part II refers to the capital projects financed through the GOK-USAID Small Towns Project and part III refers to training, specifically the Project Management Consultative Workshop some of your officers recently attended.

Name of local authority: _____

Date(s) of visit: _____

Name of Respondent(s)	Title
_____	_____
_____	_____
_____	_____

Part III: Training

This part of the interview will focus on the training component and will specifically address the Project Management Consultative Workshop members of your Council recently attended. The purpose of the assessment is to analyze the above training with a view towards improvement. Most of the questions are open-ended allowing you to expand on them as you wish. Please feel free to express your views, both positive and negative. Your honest and frank opinion is appreciated.

- Over the past three years, have any of your officers attended training workshops or courses at GTI Mombasa or another facility. Please describe below.

Title	Officers Attending	Date	Sponsored by:
1.			
2.			
3.			
4.			
5.			
6.			

2. How do you decide which officers to send to training and which workshops to attend?
3. Which officers participated in the Project Management Consultative Workshop? Are they still with your local authority? If not, are they still working in local government?

Name of Officer/Councilor	Position at Training	Current Position
1.		
2.		
3.		
4.		
5.		
6.		

4. What do you consider to be the greatest training needs of your council?
5. Has the training offered through GTI, MLG, USAID or another donor been able to address itself to those needs? Why or why not?

Part IIIb: Management Consultative Workshops

This part of the interview should be completed by officers who attended the above workshop, either at GTI Mombasa or another locale.

1. Name and Title of person interviewed:
2. When did you join this local authority?
3. Please give a brief description of the responsibilities of your job.
4. When did you attend the Management Consultative Workshop? Where was the workshop held?

The following questions relate to the Workshop itself. In some cases it may be over 2 years since you attended. Please answer to the best of your recollection.

5. Was the workshop well organized? Why or why not?
6. To what extent did the resource people contribute to the quality of the workshop? Were the resource people adequately prepared for their sessions?
7. Did you bring any pre-workshop assignments with you to the training? What were they? Were they addressed within the context of the workshop?
8. What topics did you find the most useful? Why?
9. What topics did you find the least useful? Why?
10. Were there any topics not covered which you would have found useful? Which topics?
11. What did you think of the location of the workshop?
12. What would you change about the workshop?

The following questions relate to any lessons that you learned that you may or may not have implemented in your local authority.

13. Was the workshop able to address itself to the real problems of your council?
14. In your view, were any lessons learned from the workshop worth implementing? Which ones?
15. Have you or the council attempted to implement any innovations/changes as a result of the training? What are they? With what result?
16. Did you develop a "back-home" project? What did it consist of? Did you implement it?
17. Have you experienced any improvement in cost savings or revenue of facilities as a result of those changes?
19. Do you think the solutions proposed during the workshop are implementable?
20. Have any officers from GTI or MLG come to your council to assist/advise in improving project management? Yes or No. If yes, describe:
If they were to come, which topics would you want them to advise you on?
21. In your view, was the Management Consultative Workshop worth the effort? Why or why not?
22. Do you think the workshop has helped you in your job? Yes or No.
Please explain.
23. If you were to return for training, what topics would you want covered?
24. Do you have any other comments about the workshop or training, in general?

Example of Follow-up/Impact Assessment Questionnaire.

**Follow-up Visit to Local Authority
Vihiga Municipal Council**

Date of participation in PCMW _____

Date of follow-up visit _____

During the final session of the Project Management Consultative Workshop you attended at GTI Mombasa, members of the Vihiga team formulated a "back home" project which included activities Vihiga Municipal Council would implement upon return to your local authority. We would like to take this opportunity to review the activities you proposed and see what progress you've made towards their completion. Not only are we interested in the successes you've had, but we would also like to know about the problems that have arisen and how you plan on overcoming them.

A. Activity to be undertaken (as per back home project)	B. What steps have been taken to achieve A?	C. What has been the result of those steps?	D. What problems (if any) have you encountered?	E. What future actions do you propose to complete?
Market:				
In-house on the job training of council market staff				
Purchase of motor cycle for use by market master in the next budget				
Launch of education and public campaign on the land problem				
Look for resources (internal and external) to acquire land				

A. Activity to be undertaken (as per back home project)	B. What steps have been taken to achieve A?	C. What has been the result of those steps?	D. What problems have you encountered?	E. What future actions do you propose to complete?
Market (cont.):				
Draw MLG attention to the serious land problem facing Vihiga				
Bus Park:				
Identify and appoint existing staff to bus park supervisor				
Recruit and employ bus park supervisor				
Move toll booths to Chavakali and Majengo. Establish 3rd toll at hortquip on Luanda Rd.				
Conduct in-house on the job training of the staff				
Slaughterhouse:				
Installation of Refrigerator equipment				
Acquisition of meat transport van				
Construction of hides and skins banda				
Acquire land for staff houses				

Other Questions:

1. Do you think the solutions proposed during the workshop (per your back-home project) addressed the real problems of your local authority? Please explain:

2. Do you think the solutions were implementable? Why or why not?

3. Based on the successes and failures of implementing your back-home project, what would you change about your proposed solutions and implementation strategy?

4. Do you think you require any technical assistance to achieve your project management objectives? What type of assistance do you require?

5. Officers participating in follow-up visit:

Name

Title

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Annex 3: People Interviewed and Other Resources

From GTI Mombasa

Mr. John Ongondi, Head, Local Government Development Department
Mr. Mongoni, Lecturer, Local Government Development Department
Mr. Mongu, Lecturer, Local Government Development Department
Mrs. J. Wanyonyi, Lecturer, Local Government Development Department
Mr. S. Githaiga, Head, Management Development Department

From Ministry of Local Government

Mr. S.O. Kiaye, Deputy Secretary, Human Resources Department
Mr. Nicholas Nyariki, Engineer, Urban Development Department

From USAID/Kenya or REDSO/UID:

Ms. Nimo Ali Ms. Amina Salim
Mr. Stephen Ragama Mr. Richard Mwangi
Ms. Margaret Kimani

From donors:

Ms. Ursula Eigel, Team Leader, GTZ Small Towns Project
Mr. Z.P. Omwando, Frederick Ebert Foundation

From Local Authorities:

Machakos Municipal Council Malindi Municipal Council
Meru Municipal Council Kitui Municipal Council
Vihiga Municipal Council

Reports and Memorandums

1. Memorandum re: recertification of GTI Mombasa by Isaac Kataka, USAID/Controller, August 6, 1993
2. *An Evaluation of East and Southern Africa RHUDO Training*, conducted and prepared by Marja Hoek-Smit and Jaime Bordenave, September, 1986, Prepared for RHUDO/ESA and Office of Housing and Urban Programs/AID/Washington, D.C.
3. *Report on Local Authority Project Management Workshop No. 1 held at Meru County Hotel from 15 to 18 March, 1992*, prepared by GTI Mombasa, April, 1992.
4. *Report on Local Authority Project Management Consultative Workshop No. 2 held at Oceanic Hotel, Mombasa from 24 to 27 May 1992*, prepared by GTI Mombasa, July 1992.
5. Follow-up visits to local authorities in Western Kenya (Kisumu, Vihiga, Kakamega and Bungoma) August 30 - September 2, 1994 conducted by N. Nyariki, MLG, J.Ongondi, GTI Mombasa, S. Ragama USAID/Kenya, R. Mwangi, REDSO/UID and F. Haselkorn, Consultant.
6. *GTI Mombasa: History and Training Activities*, published by GTI Mombasa, January 1990.