

Figure B.2-4 Overview of Management, Supervision and Manual Labour

(2) Evaluation of the Horizontal Structure - Spans of Control

As a rule of thumb the span of control (the number of people subordinate to one manager or supervisor) should not exceed 5 or 6 subordinates.

Spans of control from the Director down to the District Inspectors (DI) are reasonable and the horizontal structures appear sufficient for current needs.

A comparison of the Districts' charts is given in Section 2.3 of Data Book (1). The comparison shows that below the level of DIs there are horizontal structural differences. These are differences in the spans of control rather than vertical differences. Generally the spans are reasonable for staff functions with the exception of Senior Headmen who supervise the Headmen.

On average a Senior Headman supervises 6.4 Headmen and there are large differences in the numbers ranging from 2 to 14. Spans above 6 or 7 are too wide. Senior Headmen have an important supervisory role to play and should not be overburdened. It is recommended that large spans of control should be reviewed and reduced in number as appropriate.

(3) Delegation and Assignment of Responsibilities

Responsibilities are not clearly delegated and assigned to individual members of the DoE's staff. This creates lack of accountability for individual performance. Tasks are set but there are no formal procedures to monitor individual performance. There is a lack of an "accountability" culture which vitiates the effectiveness of the DoE's human resources and service delivery. This is due to a number of reasons:

Firstly, there are no job descriptions for any of the staff. Job descriptions are vital to clarify responsibilities, set accountability and assess an individual's performance.

The Council's **Scheme of Service** defines general duties for each scale but these are very general descriptions and do not define individual job functions. The Scheme of Service was adopted and approved by the Council in June 1991.

Secondly, NCC lacks policies and plans to manage and develop its human resources. As a result staff motivation is low. There are no formal procedures to monitor and appraise staff performance.

Accountability can be improved by setting tasks for subordinates and monitoring results, periodic monitoring of individual performance against agreed performance objectives and targets and giving more responsibility to staff. Over supervision of staff stifles enterprise and initiative.

(4) Staff and Line Balance

The total number of support staff (actual in post at May 1997) is 88 out of a total of 2,393 of the Cleansing Section's staff, of which 2,305 are line (actual in post at May 1997). The ratio of line to support staff is about 26 to 1, i.e., 3.6% of total staff are administration. This is very low even though many support functions, e.g., financial management and human resource management, are provided outside the Department.

(5) Functional Departmentation - Are all functions covered and defined?

Generally the existing operational and non operational functions within the DoE appear to be adequately organised for current requirements. As these requirements change these need to be reviewed.

However functions lack clear objectives and definitions, and there are certain ones which are deficient and some which are missing and need to be established. These are:

Disposal: Currently disposal activities are subsumed under Embakasi District. A separately managed disposal unit needs to be established within the Cleansing Section.

Handling Non Municipal Wastes: Currently the DoE is having to collect and accept different types of waste at its Dandora dumpsite. These include industrial, hospital and possibly toxic or hazardous wastes.

The DoE lacks technical knowledge on these wastes and needs to establish procedures to correctly handle their collection and disposal. The DoE also needs to have a capability to monitor and also enforce penalties for the illegal dumping of these types of non municipal waste.

Monitoring and Enforcement: monitoring the collection, transportation and disposal activities of generators of waste, of private collection companies as well as the Cleansing Section's own operations is very weak. As a result there is negligible enforcement of the Councils By-laws relating to solid waste under the Local Government Act. The DoE needs to establish a Monitoring Unit.

The Department therefore needs to employ qualified staff who have technical knowledge and experience in the problems of handling such wastes.

Financial Management: Currently the DoE has no financial planning or budgetary control capability. It needs to establish a financial unit which will maintain budgets for each operational and non operational activity in the Department, prepare financial plans and control any special billing.

Contract Management: The DoE has no capacity to monitor private sector contracts. As it is policy to contract out collection services a contract management capability needs to be set up ahead of any PSI. This would be a separate unit in the DoE headed by someone with contracting expertise.

The contracting manager would be subsumed under the DoE's SWM Section and should have strong coordination with the Town Clerks Department. Contract management is covered in more detail in **Chapter 4 of Volume 3, Main Report - Feasibility Study**, and in **Supporting Report Section D, Private Sector Involvement in Solid Waste Management**.

2.5.5 Policy and Planning

(1) Policy

At the moment the DoE has few formalised policies and no mission statement. Currently the main policy issues are:

- (a) contracting out collection services for the Central Business District to the private sector;
- (b) reorganising the DoE to include enforcement and other proposed sections; and
- (c) private sector management of the collection and treatment of veterinary and hospital waste. Currently the DoE collects these wastes.

The DoE's Director initiates all policy and high level decisions on SWM. The Council formulates and approves environmental policy through the

Environmental Committee. The Director is then responsible for implementing it.

Before policy goes through the political approval process the Director obtains agreement on it with the relevant Heads of Departments at the NCC. After this it will be considered by the DoE's Environmental Committee which meets once a month. This Committee considers routine operational matters eg staffing issues, operational performance, procurement as well as approving policy.

The Committee is comprised only of Councilors one of whom is the nominated chairman. The quorum is 9. It is obligatory for the Director to attend. Other chief officers in the administration sometimes attend eg the Town Clerk, the City Engineer.

Once policy is approved by the Environmental Committee it is presented to other appropriate Committees for approval:

- (a) the General Purposes Committee;
- (b) the Finance Committee; and
- (c) the Staffing Committee.

The General Purposes Committee considers only major policy formulation and decisions, e.g., contracting out collection services to the private sector or reorganising the DoE.

The Finance Committee considers the annual budget and any decisions which have financial implications.

Decisions on staffing, e.g., recruitment, promotions and disciplinary cases, etc. involve the Staffing Committee.

After these Committees approvals, proposals are sent to the full Council for approval as a Council Resolution. The Council Resolution is then approved by the Minister of Local Government.

(2) Planning

Effective planning should include preparation of medium and long term strategic plans as well as annual operational, financial and manpower plans.

In the DoE there is no formalised periodic planning by which annual, medium and long term SWM plans are prepared and periodically assessed. Planning is limited to specific operational or organisational issues, e.g., creating a new district or PSI in collection services.

We do understand that the DoE's financial uncertainties and other institutional constraints act as a disincentive to preparing plans. However simple planning capabilities need to be developed.

The planning scope should include a mission statement, objectives, policy statements, performance targets, action plans with indicative scheduling for: operational, technical, human resources and financial components. It should also contain a resourcing plan including a financing plan.

2.5.6 Objective Setting and Performance Measurement

Outputs from the planning process should include objective setting and performance measurement for sections, units and managers.

Currently, however, the DoE has no procedures to set and monitor objectives from the strategic level down to middle managers and supervisors. There should be a periodic (i.e., 3 or 6 monthly) assessment of managers and supervisors performance against agreed performance targets and objectives.

2.5.7 Operational Management of the Cleansing Section's Services

(1) Collection, Transportation and Street Cleansing

NCC cannot sustain proper collection, street cleansing and disposal services for the City as a result of chronic under-funding, too few vehicles, poor equipment and inadequate maintenance. In addition it has significant difficulties in managing its human resources whose quality at the lower levels is poor.

The DoE's overriding constraint on the delivery of services is lack of finance. Its primary operational constraint is the lack of collection vehicles and equipment.

As a result both the level and the coverage of its collection service are very low. Forward scheduling of collection and street cleansing is no longer necessary and the service is operated on a day by day basis in exceptionally difficult circumstances, i.e., "crisis management".

Nevertheless the Cleansing Section has adapted to these circumstances and manages to plan and supervise the service day by day as best it can. The level of services depends upon the number of vehicles available each day.

(2) Daily Management of Operations

Daily Operations are managed from the Cleansing Section's Kaloleni Depot where the Deputy Superintendents are based.

No weekly or monthly operational plans are produced. Only daily plans are prepared. Weekly operating plans were prepared until recently which set weekly targets for the same data as the Daily Plans, e.g., numbers of trips, areas covered. They were discontinued because services can only be planned on a day by day basis.

The planning and the recording of performance starts at the bottom of the Section with the Headmen. They prepare Daily Work Plans and Daily Performance reports for their beats from their daily logs.

This information is reconfigured and summarised by more senior supervisors and managers until it reaches the Deputy Superintendent Operations (DSO) who is the key officer responsible for planning the days collection and street cleansing operations. The DSO approves the 6 separate District plans after consultation with the District Inspectors.

The DSO then prepares a Daily Section Report containing a Daily Work Plan and a Daily Performance Report of the previous day's activities. These are sent to the Cleansing Superintendent who reviews them and passes them to the Deputy Director who disseminates them to the:

- (a) the Director of DoE;
- (b) the Town Clerk; and
- (c) the Mayor.

The DSO also prepares Weekly and Monthly Performance Reports for the Section. These contain the same data categories as the Daily Performance Reports: A full description of the operational planning process are given in Section 2.7 of Data Book (1).

Box 3 below gives details of the data recorded in the Daily Work Plans and the Daily Performance Report.

Box 3 - Daily Work Plan and Daily Performance Report

The **Daily Work Plan** details the next days operations for:

1. areas to be covered for waste collection;
2. number of trips for collection;
3. areas to be covered for street sweeping; and
4. number of staff working per truck for each sweeping team.

The **Daily Performance Report** records data on:

1. areas covered by waste collection;
2. streets swept and manholes/gullies cleared;
3. number of staff working, analysed per truck for each sweeping team;
4. log of vehicles' time in and time out;
5. vehicles operating and the number of trips;
6. differences between planned services and performance; and
7. any problem encountered.

(3) Disposal

There is minimal supervision at the Dandora site. One Forman in Embakasi District supervises operations at the site. He is supported by three clerical

officers who collect Tipping Fees and one Headman and some manual workers. The Forman keeps a log of all trucks that dispose their waste at the site. This information is forwarded to the Cleansing Superintendent who reports it in the Daily Section Report.

(4) Transportation - Vehicle Management

Vehicles are usually allocated in equal numbers to each district. Because there are so few vehicles available, the allocation has to be made daily. Some large districts, like Central, get priority if they have urgent needs.

The allocation process is that the Transport Officer (TO) at Kaloleni reviews the daily work plans and receives requests during the day from the District Inspectors. The TO then makes a general allocation of vehicles at around 5.00 pm and prepares a Daily Vehicle Allocation Plan and Performance Reports. This allocation is reviewed by the TO and the Deputy Superintendent and any relevant DI's the next morning and by 7.30 am the final vehicle allocations are made.

(5) Vehicle Maintenance

All routine repairs are carried out at the Kaloleni Depot. Vehicles requiring major repairs are sent to the City Engineers Main Depot where the Chief Mechanical Engineer (CME) is responsible for all major repairs on the DoE's vehicles.

The CME is very poor at reporting on the status of vehicles being repaired or the requisitioning and ordering of spare parts, to the TO or the Deputy Cleansing Superintendent Operations.

Spare parts are controlled by the CME of the CED, not by the Transportation Unit, although the cost of spare parts is carried in the DoE's budget. The CME also authorises payment for these items. The DoE has no control over whether its money is properly and effectively spent on spares.

(6) Coordination between Departments

The coordination and communication between Departments is poor. In practice middle managers and below do not communicate with one another on inter-departmental issues because they lack the necessary weight, authority and accountability. This means that issues typically have to be discussed between Departmental Heads. This wastes their time and is highly inefficient.

2.5.8 Regulation, Monitoring and Enforcement of SWM Activities

The DoE has virtually no regulatory or monitoring policy or capacity for SWM.

(1) Monitoring of the Generators of Waste and Private Collection

The DoE carries out almost no monitoring of the collection, transportation and disposal activities of generators of waste, i.e., households, commercial, institutional, industry and hospitals, or of private collection companies.

At the moment this is the responsibility of the City Inspectorate (CI) which is responsible for enforcing the Council's By-Laws on solid waste. The CI's Enforcement Officers are empowered to enforce all the Council's By-Laws relating to solid waste and if necessary arrest anyone who breaches them. This applies to all generators of waste as well as private collection companies.

In practice however they are ineffective in carrying out their duties since they have no monitoring methodology. This has contributed to the enormous levels of illegal dumping throughout the city.

As a result the CI has agreed to send a number of Enforcement Officers or City Askari to the DoE of which 2 will be Senior Inspector Prosecuting Officers who have authority to prosecute in the City Court. The seconded officers would report directly to Col. Nthigah. The intention is then to increase the number of seconded officers. There are no plans to transfer them to the DoE.

(2) Monitoring of its Own Activities

The monitoring of the Cleansing Section's own operations is by physical inspection. Most of this is done by the Headmen and Senior Headmen but District Inspectors, Senior Foreman and Foreman also carry out spot inspections. Since the level of collection and street cleansing services is low these arrangements are probably sufficient for municipal waste.

However, the Cleansing Section has responsibility for industrial, hospital and hazardous wastes in the city. It lacks the technical knowledge and capability to monitor and enforce penalties for these types of waste.

As a priority the DoE needs to establish a monitoring and enforcement unit to cover these responsibilities.

Regulation and management of contracts is dealt with in **Supporting Report Section D, Private Sector Involvement in Solid Waste Management.**

2.5.9 Management Decision Making Capacity

The decision making capacity of managers and supervisors is ineffective and weak. This because there is no management or "accountability" culture in the DoE or in NCC where responsibilities are clearly assigned to individual members of staff and there is accountability for individual performance.

Effective decision making can only come with the assignment of full responsibilities to managers and supervisors and good management training to develop these skills. Senior managers also need to be supported by a good management information

system (MIS) to enable them to make decisions based on accurate and timely information.

This lack of capacity particularly impacts on the Director who often makes decisions and carries out tasks that subordinate officers should be doing but cannot. Examples are: difficult vehicle allocation decisions, chasing the Chief Mechanical Engineer on overdue vehicle maintenance or on purchasing spare parts, or decisions about borrowing staff from other Districts to work in the Central District.

The Director should not be involved in these decisions; over-managing subordinate officers wastes a lot of his time and is highly inefficient.

There are similar problems with senior officers who cannot coordinate with other Departments because they lack the necessary weight and authority and because procedures are not established. Instead they rely on the Director or his Deputy to take responsibility.

2.5.10 Systems and Management Information Systems

Management needs appropriate information systems to provide relevant and regular information to make effective decisions and to efficiently carry out responsibilities.

Generally, the Management Information System (MIS) capability in NCC is very weak and is aggravated by the reluctance of departments to share information. An "information culture" is lacking in the Council.

Currently the DoE has no MIS capability under which information is periodically planned and performance reported to managers to enable them to make effective decision and efficiently carry out their responsibilities.

Information is only prepared for the day to day "crisis management" of operations. The daily activity plans and performance reports only give basic data for daily operations and are summarised by week and month. At the moment this system is sufficient and the DoE doesn't need a robust MIS capability.

However as the resourcing and the level of services improves and an effective MIS will be required. It is, therefore, recommended that an MIS capability is developed at the appropriate time which, as a **minimum**, produces the following data:

- (1) Service frequency, by district and subdistrict, identifying streets where planned service frequencies were not achieved;
- (2) Coverage rate;
- (3) Collection quantity by district (and subdistrict) and by types of waste;
- (4) Collection quantity by district per employee;
- (5) Collection quantity by district per truck;
- (6) Unit costs of waste collected and transported, by district and by truck type;
- (7) Rate of vehicle utilisation;
- (8) Average number of trips made by vehicles by district;

- (9) Number of complaints by district; and
- (10) Results of environmental monitoring, e.g., leachate quality.

2.5.11 Future Role, Status and Development of the DoE

There are questions about the DoE's status, its autonomy and the way in which it is managed and regulated. As a general rule the more autonomous an institution is, ie the more authority it has to manage its affairs and take major its own decisions, the more efficient and effective it is. Worldwide experience supports this. Autonomy requires not only administrative freedom but also less political interference in its affairs.

Improving the autonomy of the DoE is a vital part of the Department's reform. It is hoped that the UNDP Capacity Building Program for NCC (CBP) will lead to the implementation of increased autonomy for NCC's Departments including the DoE. Presumably options for the DoE's and NCC's other Departments status will also be formulated under the CBP.

Recommendations for the DoE's structure and organisation are given in the **Volume 2, Section 4.6, Institutional Restructuring Plan.**

2.5.12 Summary of Main Findings

From our evaluation of the DoE's organisation and management of SWM and based on our discussions with the Director of Environment, officers in the DoE and other Heads of Departments and senior officers in NCC, the following key issues were identified:

(1) Autonomy

The DoE lacks the autonomy to organise and manage itself and to finance its functions.

(2) DoE's Deficient Operational Capacity

The DoE cannot sustain proper collection, street cleansing and disposal services for the City as a result of chronic under-funding, too few vehicles, poor equipment and inadequate maintenance. In addition it has significant difficulties in managing its human resources whose quality at the lower levels is poor.

The DoE's overriding constraint on the delivery of services is lack of finance. Its primary operational constraint is the lack of collection vehicles and equipment. Organisational and management deficiencies are also significant contributory factors.

As a result SWM services are operated on a day by day basis in exceptionally difficult circumstances, i.e., "crisis management".

(3) Delegation and Assignment of Responsibilities

Responsibilities are not clearly assigned to the DoE's staff. There are no job descriptions. As a result there is no accountability for individual performance. This lack of an "accountability" culture vitiates the effectiveness of the DoE's human resources and the delivery of services.

Main causes are the complete absence of job descriptions and human resources policies and programs.

(4) Evaluation of the Vertical Structure

There are 13 levels in the vertical structure from the director down to manual workers. There are too many levels and this has created duplication and overlap of responsibilities between different levels.

This makes management ineffective and slows decision making. The numbers of levels need to be reduced.

(5) Functional Organisation

There are certain function within the DoE which are deficient and certain functions which have yet to be established. These are:

Disposal: Currently disposal activities are subsumed under Embakasi District. A separately managed disposal unit needs to be established within the Cleansing Section.

Handling Non-Municipal Wastes: Currently the DoE collects and disposes of industrial, hospital and possibly toxic or hazardous wastes at its Dandora dumpsite site. The Department lacks technical knowledge on these wastes and needs to establish procedures to correctly handle their collection and disposal.

Monitoring and Enforcement: the DoE has virtually no regulatory or monitoring capacity for SWM. The DoE needs to establish a monitoring unit with appropriate policies and monitoring methodology.

Financial Management: Currently the DoE has no financial planning or budgetary control capability. It needs to establish a financial unit which will maintain budgets for each of its operational and non operational activities, prepare financial plans and control any special billing.

Contract Management: The DoE has no capacity to manage and monitor private sector contracts. A contract management unit needs to be set up in the DoE before PSI is introduced which will properly manage contracts. It needs to be headed up by a manager with contracting and legal expertise.

(6) Policy and Planning

At the moment the DoE has few formalised policies or formalised planning capability by which annual, medium and long term SWM plans are prepared.

Simple planning capabilities need to be developed. This would include a mission statement, objectives, policy statements, performance targets, action plans with indicative scheduling for: operational, technical, human and financial resources. Resourcing plan including a financing plan should also be prepared.

(7) Objective Setting and Performance Measurement

Currently, however, the DoE has no procedures to set and monitor objectives from the strategic level down to middle managers and supervisors. There should be a periodic (i.e., 3 or 6 monthly) assessment of managers performance against agreed performance targets and objectives.

(8) Management Decision Making Capacity

The decision making capacity of managers and supervisors lacks effectiveness and managers lack a basic understanding of what management means. This is not due to individual deficiencies but is a direct result of the weak management culture within NCC and the almost complete lack of management training. Managers and supervisors need training to develop their management skills.

(9) Management Information System

The DoE has no MIS capability. Currently information is only prepared for the day to day "crisis management" of operations. However, an effective MIS capability needs to be implemented before and in preparation of the DoE providing a normal operating service.

(10) Future Role, Status and Development of the DoE

There are questions about the DoE's status, its autonomy and how it is managed.

As a general rule the more autonomous an institution is the more efficient and effective. Improving the autonomy of the DoE is a vital part of the Department's medium and long term reform. A number of options should be considered, e.g., corporatisation.

(11) NCC's Disfunctionalities are a Major Cause of the DoE's Deficiencies

Institutional and financial improvements in SWM depend upon the reform of NCC. The success of the joint GOK and UNDP Capacity Building Program for Nairobi will have an important bearing on the DoE's performance.

2.5.13 The Way Forward - Institutional Restructuring of the DoE

The DoE needs substantial restructuring of its management and organisation of SWM. Section 3.7 of Chapter 3, sets out an Institutional Restructuring Plan (IRP) for the DoE to establish effective organisation and management arrangements for SWM.

A major component of the IRP will be a Capacity Building Assistance Program (CBAP) which will critically support the implementation of the IRP. The CBAP will comprise a mixture of technical assistance (TA) and training.

There will be several components in the TA each of which will be provided by specialist consultants, e.g., organisational, human resource management, financial etc. Some of the training can be provided by Kenyan resources but the majority will be delivered by specialist consultants.

The TA will also assist the DoE to prepare the Capacity Building Assistance Program. An outline configuration of the TA and the training, including the type of consultants and their required inputs, will be formulated in the IRP.

2.6 Human Resource Management and Development

2.6.1 Introduction

The scope of the study considers the management and development of human resources. Human resource development covers not only training but also how staff are developed in the workplace through setting them objectives and measuring their performance, as well as, procedures for appraisal and promotion.

2.6.2 National Framework for Human Resource Management

Section 170 of the Kenya Constitution empowers the Public Service Commission (PSC) to appoint, promote, discipline and discharge all employees of local authorities on Kenya.

In 1984 the Local Government Act was amended to transfer responsibility for the recruitment, transfer, promotion, discipline and discharge of Senior Council Officers of scale 1 to 9 from local authorities to the PSC. This change had far reaching effects on the subsequent staffing and attitude of senior officers working in local authorities.

Local authority staff are therefore divided into two categories. The Senior officers owing their allegiance to the PSC and scales 10 to 22 whose appointment, promotion, discipline and discharge is vested in the Council.

The recruitment and promotion of PSC staff involves a very complicated process of approvals from NCC through the MOLG to the PSC. The PSC is very remote from the Council and this adds to the fragmentation and lack of coherence of human resource management.

2.6.3 Human Resource Management and Development at NCC

(i) Management

There are a number of issues:

Firstly, NCC lacks a proper human resource management capacity under which there are formalised policies and programs for managing and developing their staff. There is no Director of Personnel or Personnel

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Department although there is a Personnel Section under the Town Clerk's Department.

Secondly, heads of department and senior officers lack control over junior level staff. This is due to a considerable extent to political interference by some Councilors over the recruitment, promotion, discipline and discharge of staff of scales 10 to 22. Low staff morale, poor prospects and a lack of training are also contributory reasons.

Even without political interference recruitment and promotion is a very undisciplined process. There appears to be a complete absence of the delegation of personnel responsibilities to officers.

The effect is that poor quality staff with no allegiance to their senior officers are recruited and promoted. They lack discipline and accountability, and supervisors find them very difficult to manage. Absenteeism is high. This seriously impacts on the delivery of services.

Thirdly, there is also significant over-manning at lower levels of staff; This is considered in Item (5) below.

Fourthly, senior and middle officers generally have poor management capabilities.

(2) Training

NCC lacks a proper human resource training policy and program. Very little training is given to NCC staff.

2.6.4 Human Resource Management and Development in the Department of Environment

The deficiencies in NCC's human resource management are mirrored into the DoE.

(1) Management

The DoE has no human resource development policies or program.

The overriding problem is that officers in the DoE lack control over their junior staff particularly at scales 16, 17 and 18 because of political interference by Councilors over their recruitment, promotion and discipline etc. Like NCC poor quality staff are being recruited and promoted. This significantly constrains the delivery of services.

The periodic appraisal of staff, including setting objectives and measuring performance is not carried out. Staff are only appraised when they are promoted.

Procedures for carrying out recruitment and promotions appear to be very ad hoc and undisciplined. Senior officers seem totally unclear about their responsibilities in such matters.

(2) Training

Virtually no training is being offered to staff in the DoE. The DoE has no training policies or programs.

2.6.5 The Problem of Over-manning

There are considerable problems of over-staffing in NCC at the junior scales 16,17 and 18. This a significant problem for the DoE which is running a minimal collection service but is employing large numbers of loaders. It is unclear how much over-staffing there is in the DoE's street cleansing activities.

There is now clear consensus amongst the senior officers at NCC, the MOLG and other parties in the GOK that this situation cannot continue at NCC. The Presidential Commission on Local Government has clearly recognised this problem.

The MOLG is now in the process of agreeing very substantial technical assistance for a Capacity Building Program (CBP) for NCC under a UNDP Programme Support Implementation Arrangement (PSIA). One of the immediate areas being addressed under the CBP is rationalising of staff numbers as well as formulating new strategies for human resource development in NCC.

Currently there is an embargo imposed by MOLG on the recruitment of scales 10 to 22 into NCC. It appears that the current policy appears to be to reduce staff levels by natural wastage. This will take time and the UNDP program will consider alternative methods to rationalise numbers.

2.6.6 Recommendations

(1) Improvement of Human Resource Management

The DoE needs to initiate its own human resource management and development policies and program. These needs to address:

- (a) implementing job descriptions for each member of staff;
- (b) implementing a proper staff appraisal system;
- (c) improving procedures for recruiting and promoting staff. The Director should exercise strong control over any recruitment and promotion and prevent any political interference;
- (d) increasing staff accountability by linking promotion and pay to performance;
- (e) recruiting key people for new functions eg a contract manager; and
- (f) improving staff morale and motivation.

The DoE needs a separate TA program to assist implementation.

(2) Manpower Review

Currently the DoE's over-staffing is economically onerous and contributes to the DoE's inefficiency.

The sensitive issue of reducing staff numbers needs to be seriously addressed by the Director. We recommend that the DoE should actively participate in the forthcoming UNDP and GOK capacity building program to rationalise staffing and formulate methods for reducing their numbers.

(3) Training

The DoE needs training to augment its organisational restructuring. Preliminary training needs should cover both technical and administrative areas. For example:

- (a) management training for senior officers covering policy, planning, decision making, communication, human resource management, i.e., how to be an effective manager, etc.;
- (b) financial management for senior managers. Senior managers need to have basic understanding of financial management including how to set and monitor budgets, accounting concepts and principles, basic cost accounting, etc.;
- (c) workshop management;
- (d) collection and street cleansing scheduling;
- (e) vehicle maintenance;
- (f) landfill management; and
- (g) environmental management.

Training will be provided through courses or on the job training. The delivery will be through a combination of foreign experts who would need to cover the specialist areas and local resources, e.g., the University of Nairobi's Industrial Resource Unit (successfully used for the Water Department's training program under the World Bank Nairobi Third Water Supply Engineering Project), Kenya Institute of Management (KIM), etc.

3. INSTITUTIONAL RESTRUCTURING PLAN

3.1 The Objectives of the Institutional Restructuring Plan

The Institutional Restructuring Plan (IRP) has three strategic objectives. These are:

- (a) to strengthen NCC's Department of Environment (DoE) so that it can effectively and efficiently manage its SWM responsibilities and services;
- (b) to strengthen the Department of Environment so that it has the institutional capacity to manage and sustain the Priority SWM Projects proposed under the Master Plan; and

- (c) to propose a strategy for the future role and structure of the DoE as a whole.

The strategic goal of the IRP is to fully implement the IRPs proposed organisational arrangements for the DoE by the end of the year 2000 on the completion of a proposed Capacity Building Assistance Program which is recommended in the IRP.

The IRP proposes the most suitable institutional and organisational arrangements for the DoE and defines and schedules the necessary implementing actions over the Master Planning period from 1999 to 2008 which will achieve these strategic objectives and this strategic goal.

The primary focus of the IRP is the organisational restructuring and strengthening of the DoE's SWM functions. There are no recommendations for restructuring the DoE's Parks management function which is beyond the scope of the study.

The IRP also makes recommendations concerning SWM responsibilities amongst NCC, national and other institutions at the national level. These are only outline proposals since the national level is beyond the scope of the Study.

3.2 Formulation of the Institutional Restructuring Plan

The formulation of the IRP is based on the evaluation of the DoE's organisation and management which is presented in Section 3.3. The formulation was then developed through two institutional Workshops which were held for the DoE in Nairobi during the Feasibility Phase of the Study. These Workshops were:

- (a) the Organisation and Management Workshop for the Department of Environment; and
- (b) the Contract Management Workshop for the Department of Environment.

The outputs from these Workshops formed the basis for the final formulation of the IRP.

3.3 Strategy for Strengthening the DoE's SWM Functions

The central focus of the IRP is the strengthening the DoE's SWM functions. The IRP's recommendations for strengthening these functions can be grouped into three key areas:

- (1) restructuring the existing organisational structure;
- (2) establishing a number of new functions; and
- (3) development of key management capabilities.

Some of these recommendations can be implemented fully or partially by NCC itself (Preparatory Actions), but most of them require assisted implementation provided by consultants under a separate Capacity Building Assistance Program (CBAP) which the IRP proposes will begin in April 1999. The CBAP will critically support the IRP. These recommendations are phased in the following way:

3.3.1 Preparatory Actions - 1998/1999

Recommendations which NCC can implement by itself are essentially Preparatory Actions for the CBAP. They must be substantively implemented between 1998 and 1999 to enable the CBAP to begin. They cover:

- (a) restructuring the existing organisational structure of the DoEs SWM functions;
- (b) setting up of a number of new functions, including the appointment of new managers and staff to them; and
- (c) establishing a Management Team.

3.3.2 Strengthening under the CBAP - 1999/2000

The IRP's actions to be implemented under the Capacity Building Assistance Program cover:

- (a) full development and implementation of the new functions which are initially set up by NCC in 1999; and
- (b) development of key management capabilities.

The CBAP will comprise a mixture of direct implementation assistance combined with training provided in classes or workshops, covering a number of organisational areas. It is recommended that the CBAP begins in the middle of 1999 and continues to 2000. It is intended that the IRP's recommendations will be fully implemented under the CBAP by 2000.

3.3.3 Institutional Strengthening after the CBAP - 2000 to 2008

The CBAP will consider and recommend further capacity building assistance to be implemented after its completion. This would consider assistance in the remainder of 2000 and 2001.

3.4 Structure of the Institutional Restructuring Plan

The IRP is structured as follows:

- (1) Recommendations for reforming solid waste management at the national level, in **Section 3.5**;
- (2) Recommendations for the future role and structure of the DoE, in **Section 3.6**;
- (3) Recommendations for strengthening the DoE's SWM Division, in **Section 3.7**;
- (4) Recommendations for establishing the DoE's Environmental Planning and Management Division, in **Section 3.8**;
- (5) Recommendations for strengthening the DoE's Administration Division, in **Section 3.9**;
- (6) The DoE's proposed organisation structure, in **Section 3.10**;
- (7) Development of key management capabilities in the DoE, in **Section 3.11**;

- (8) Phased implementation of the Institutional Restructuring Plan, in Section 3.12;
- (9) Capacity Building Assistance Program (CBAP) for the DoE, in Section 3.13;
and
- (10) Training Program for the DoE, in Section 3.14.

3.5 Recommendations for SWM at the National Level

A detailed study of the national level is beyond the scope of the Study. Therefore, only outline recommendations are given and their implementation is not defined. However, implementation by the Government of Kenya would greatly assist NCC to deliver and regulate SWM services more effectively.

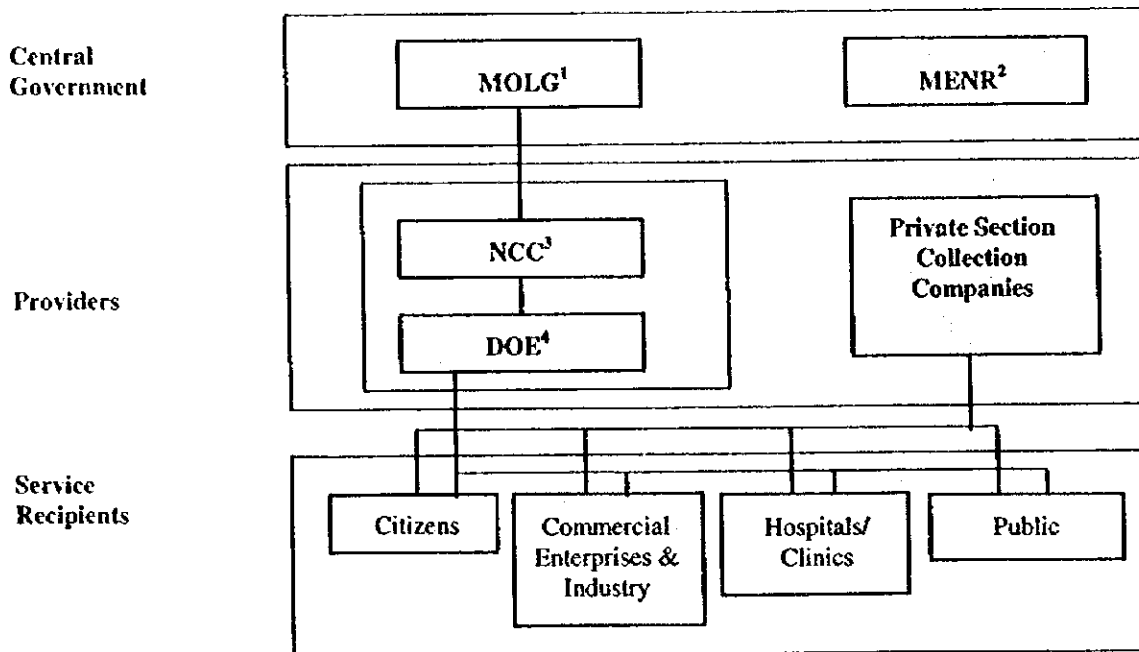
At the national level there is almost no regulation of solid wastes. No central government Ministry or body has been assigned with responsibility for SWM policy and planning and there are no laws, regulations or codes of practice which comprehensively cover waste management.

Figure B.3-1 summarises the current linkages between the main institutions at national and local level for providing SWM in Nairobi City.

The new National Environmental Secretariat (NES) of the Ministry of Environment and Natural Resources (MENR) will have primary responsibility for the regulation of all categories of solid waste but, as yet, it has no formal policies and has not formulated any standards or guidelines on SWM.

Currently, NES has drafted an environmental policy paper including some policy on SWM which will soon be presented to Parliament for approval. The Environmental Bill also makes provision for institutional responsibilities for different categories of waste. NES's regulatory activities are therefore in the early stages of institutional set up. Currently it has no regulatory capacity - its regulatory functions and operations cannot be implemented until the Bill becomes law.

The policy paper and the Environmental Bill are not in the public domain and it is unclear how comprehensive they are. On the basis of our evaluation of the current situation we have made the following outline recommendations for the national responsibilities towards SWM.



Notes:

- 1 Ministry of Local Government
- 2 Ministry of Environment and Natural Resources
- 3 Nairobi City Council
- 4 Department of Environment, NCC

Figure B.3-1 Institutional Responsibilities for Solid Waste Management in Nairobi City

3.5.1 National Policy and Strategy

The MENR should prepare a comprehensive national strategy and plan for solid waste management. This would:

- (a) set national objectives and policies on SWM;
- (b) define and assign institutional responsibilities for each category of waste, distinguishing between those of waste generators and those of local authorities;
- (c) set certain broad SWM goals, eg the number of municipal landfill sites to be constructed; and
- (d) set objectives and criteria for private sector involvement (PSI), eg whether to allow private sector BOOT arrangements for landfill sites or treatment facilities.

3.5.2 Setting Standards and Codes of Practice on SWM

As an output from the planning process, MENR should set standards and codes of practice on SWM for local authorities and generators of waste. These would cover each category of waste and all aspects of its management, ie storage, collection, transportation, treatment and disposal.

At the moment, local authorities in Kenya have an implied responsibility to collect, transport and dispose of all types of solid wastes. It is understood that the Environmental Bill assigns responsibility for the management of industrial, hazardous and clinical wastes to generators, i.e., local authorities will no longer have primary responsibility. However, it appears that the Bill may still leave the disposal of these wastes with local authorities.

Until the legislation is enacted and generators comply with it, local authorities will need guidance from NES on how to manage the collection and transportation of industrial, hazardous and clinical wastes.

Local authorities will also need guidance on how they might co-dispose municipal and non-hazardous industrial wastes, i.e., to use the physical and chemical properties of municipal wastes to attenuate industrial waste. Hazardous wastes should be disposed of in separate disposal facilities.

3.5.3 Issuing and Monitoring Licenses for Waste Treatment and Landfill Sites

The MENR should establish arrangements for licensing of waste treatment facilities and landfill sites including the transportation of wastes. Licensing arrangements should cover both public and private sector facilities and set out the procedures that operators need to take to safely manage their wastes.

Typically a license for a disposal site will include standards for operational procedures, levels of staff competence required, etc. The MENR should regularly inspect the site. If the operator breaches the license it should be required to rectify the situation or face prosecution.

3.5.4 Monitoring of Local Authorities Municipal Waste Activities

MENR should establish a system to monitor local authorities waste activities under which local authorities periodically report information to the MENR. This would include:

- (a) quantities of waste generated;
- (b) service coverage;
- (c) types and quantity of equipment used;
- (d) staffing numbers;
- (e) the methods used for collection and disposal; and
- (f) service cost data.

MENR can use the information to evaluate municipal SWM conditions, to assist it to issue guidelines to local authorities and to evaluate implementation of its national SWM plan.

3.5.5 Regulation of Private Sector Involvement in SWM

The Ministry of Local Government (MOLG) as the Ministry responsible for local government services, should take the lead to formulate policy and issue guidelines to local authorities on how to regulate and manage PSI in their SWM services. Policy should be coordinated with the Ministry of Environment and Natural Resources.

The Ministry should also act as a national watch dog and monitor local government's management of the private sector involvement, e.g., to ensure that it complies with certain standards of tendering, awarding and monitoring contracts and that PSI meets basic criteria, e.g., VFM.

3.6 Recommendations for the Future Role and Structure of the Department of Environment

Participants in the Organisation and Management Workshop formulated the future role and organisational structure of the Department of Environment. These outputs covered recommendations for the DoE's:

- (a) role and organisational structure;
- (b) Mission Statements;
- (c) strategic objectives and goals; and
- (d) main responsibilities and functions.

Although the DoE was set up as an environmental department it does not carry out any environmental regulation. Currently it provides SWM services and Parks management services (provided through its Parks Section) which are very different types of services. Three options for the DoE's future role and structure are therefore considered. Either the DoE becomes an:

- (a) environmental regulator, and a provider of SWM and Parks services;
- (b) environmental regulator and a provider of SWM services; or
- (c) environmental regulator only.

The main criteria used to evaluate the options are:

- (a) environmental regulation and environmental services should be separated; and
- (b) DoE's environmental regulatory responsibilities should not overlap with national environmental responsibilities.

Based on this evaluation the following proposals are made.

3.6.1 Recommended Role and Organisational Structure of the DoE

It is recommended that the DoE's main roles are:

- (a) providing environmental regulation;
- (b) SWM services; and
- (c) Parks management services.

For this purpose the DoE would be organised into four (4) new Divisions:

- (a) SWM Division;
- (b) Environmental Planning and Management Division;
- (c) Parks Division; and
- (d) Administration Division.

Divisions would then be organised by Sections and Sections by Units. Each Division would be headed by a Deputy Director at Scale 3, Sections headed by Managers at

Scale 4 and Units headed by Assistant Managers who would be generally at Scale 5. The Mission Statements and Strategic Objectives of each Division are given below.

For the moment it is proposed that the Parks Division remains in the DoE. However, it is recommended that its position within NCC is reviewed with a view to moving it out of the DoE to another Department. This is because the Division provides a recreational and aesthetic service to Nairobi's citizens which is quite dissimilar to SWM which is an environmental and public health service. The two functions do not fit together. This review should be done under the joint MOLG and UNDP Capacity Building Program (CBP). See Chapter 4 for the description of the CBP.

The proposed organisational structure of the DoE is given in Figure B.3-2 which shows the four Divisions. A detailed chart of the proposed structure of the DoE is given in Section 3.10.

3.6.2 Recommended Mission Statements and Strategic Objectives for the DoE and its Divisions

(1) The DoE's Mission Statement

The Department of Environment will be responsible for the local environmental planning and management in Nairobi City and the Department will also provide solid waste management and parks management services to the people of Nairobi.

(2) Environmental Planning and Management Division's Mission Statement

The Environmental Planning and Management Division is responsible to prevent, minimise and mitigate the effects of environmental pollution and to establish an effective environmental planning and management function within the DoE of which the scope covers local environmental needs for solid wastes, air, water and soil.

(3) SWM Division's Mission Statement

The mission of the SWM Division is to provide solid waste management services to the people of Nairobi.

(4) SWM Division's Strategic Objectives

The DoE's overriding strategic objectives for SWM are:

- (a) to make Nairobi a clean and tidy city;
- (b) to protect the environment against the effects of pollution from solid wastes; and
- (c) to protect public health from prevent detrimental affects arising from solid wastes.

Section B

(5) Parks Division's Mission Statement

The mission of the Parks Division is to maintain and protect parks for aesthetic value, recreational use and conservation for the people of Nairobi.

(6) Parks Division's Strategic Objectives

The primary objective of parks management is to improve the recreational facilities and scenic value of parks and open spaces in Nairobi.

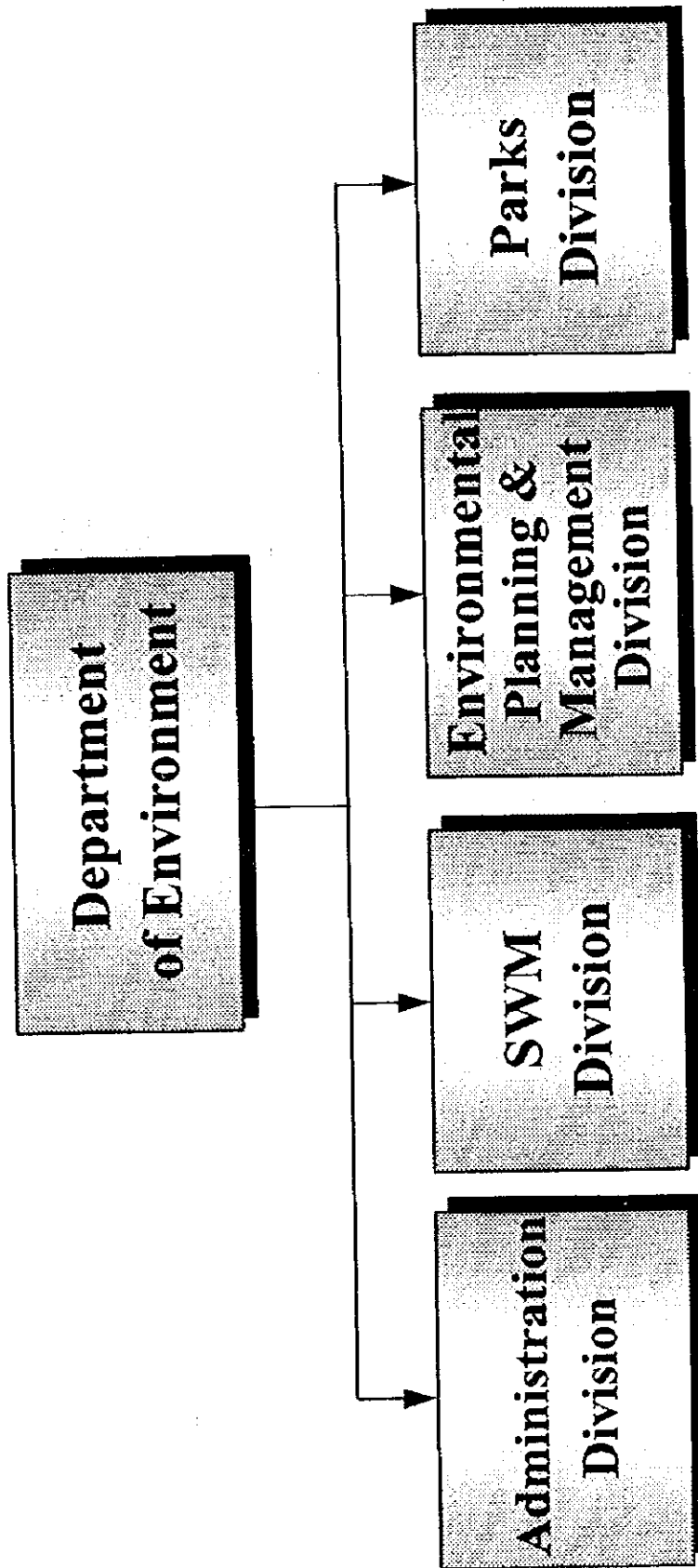


Figure B.3-2 The Proposed Organisational Structure of the Department of Environment

3.6.3 Recommendations for Divisions' Functions and Responsibilities

(1) SWM Division

The SWM Division's main functions and responsibilities are to provide collection, street cleansing and disposal services. Through its Community Development Section the Division will also work to facilitate the extension of self-help community schemes and the formation of local residents' associations to establish community-based primary collection.

(2) Environmental Planning and Management Division

The main functions and responsibilities of the Environmental Planning and Management Division are:

- (a) to formulate environmental management policies;
- (b) to formulate environmental management By-laws;
- (c) to prepare an environmental management plan;
- (d) to promote public awareness for the protection and conservation of the local environment;
- (e) to issue permits to waste operators;
- (f) to control local air polluters through permits;
- (g) to monitor and enforce permits under environmental management By-laws and national laws; and
- (h) to control noise polluters.

(3) Parks Division

The Parks Division will continue to provide the following services:

- (a) nurseries and landscaping;
- (b) maintenance of open spaces in the city, i.e., parks, estates, road reserves and cemeteries;
- (c) recreational amenities within the parks, e.g., boating, children's playgrounds;
- (d) tree planting, plant propagation and plant breeding; and
- (e) training of gardeners for both NCC and other institutions.

(4) Administration Division

The Administrative Division will provide:

- (a) human resource management;
- (b) financial management; and
- (c) logistics for transportation.

3.7 Organisational Restructuring and Strengthening of the SWM Division

The primary focus of the IRP is the organisational restructuring and strengthening of the DoE's SWM functions. The DoEs SWM activities need substantial restructuring. This Section presents a number of key recommendations and actions for strengthening the SWM Division. These are:

- (a) restructuring the existing organisational structure of the DoEs SWM activities, in **Section 3.7.1**;
- (b) establishing a number of new functions in the SWM Division, in **Section 3.7.2**;
- (c) reorganisation of the management of the operational activities of SWM, in **Section 3.7.3**; and
- (d) a proposed organisational chart for the SWM Division based on the proposed changes is presented in **Section 3.7.4**.

Staffing numbers given in the recommendations for new functions are purely indicative and include secretarial support. The international consultants will review staffing levels and make recommendations in the CBAP.

A summary of the phasing of the recommendations and actions is presented in the Phased Implementation of the Institutional Restructuring Plan in **Section 3.12**. A summary of the Capacity Building Assistance Program and its phasing and costs is presented in **Section 3.13**, and the proposed organisational chart for the whole DoE is presented in **Section 3.10**.

3.7.1 Restructuring the Existing Organisation of the DoE's SWM Functions

A number of changes to the organisational structure of the DoE need to be made. These are presented in **(1), (2) and (3)** below. The proposed organisational chart of the SWM Division based on these recommendations, is given in **Figure B.3-7**.

(1) Disposal is separately managed from collection and street cleansing

Currently, the Dandora dumpsite is managed under the Embakasi District by one Foreman who reports to a Senior Foreman. Disposal is a key responsibility of the DoE and should be managed at a much higher level than the district level, given the environmental and social responsibilities involved.

It is recommended that disposal is separately managed from collection and street cleansing in a new Disposal Section. The Section will be managed by a Disposal Manager reporting directly to the new Deputy Director of the SWM Division.

Recommended Implementation: The DoE can implement this between 1998 and 1999. It will need to recruit or internally promote a new manager.

(2) Separate the management of collection from street cleansing

The daily management of collection and transportation should be separated from the daily management of street cleansing within each of the Division's

Districts. This will reduce spans of control which are too wide and contain managers, e.g., in Western District, rationalise the organisational structure and strengthen operational management of both services.

It is recommended that in each District each of these activities is separately managed by one Senior Foreman instead of Senior Foreman managing both collection and street cleansing.

Recommended Implementation: The DoE can implement this between 1998 and 1999. It will need to appoint four more Senior Foremen.

(3) Reducing the number of vertical levels in the organisational structure

There are several vertical levels in the organisational structure which should be removed to improve organisational efficiency. It is recommended that, on balance, four levels are removed reducing the number from 13 to 9.

Firstly, the two positions of Assistant Deputy Director which have not yet been filled should be removed. Instead, it is recommended that the Director is supported by four Deputy Directors.

Secondly, the position of Cleansing Superintendent should be removed and replaced with four Managers, each reporting to the new Deputy Director of the SWM Division.

One Manager heads a new Community Development Section, one heads a new Disposal Section, one heads the existing Collection and Street Cleansing Section and one heads a new Contract Management Section.

Thirdly, within the Collection and Street Cleansing Section the positions of the two Deputy Superintendents and the two Assistant Deputy Superintendents should be removed and instead replaced by two Deputy Operations Managers. This will remove one level.

Each Deputy Manager will manage one Operating Division comprising three Districts similar to the existing arrangements.

In addition, the existing Transportation Unit will cease to be managed under Operating Division 1. Instead, it is recommended that the Unit is repositioned under the new Administration Division. The Transportation Manager will report directly to the Deputy Director for Administration.

Lastly, the positions of Forman I and II in each District should be removed. There is no need to replace them. Instead the Senior Headman should report directly to the Senior Foreman. This will remove two levels.

Recommended Implementation: All these structural changes and new appointments in (1), (2) and (3) above are required before the CBAP begins and should be implemented as Preparatory Actions by the DoE between 1998 and 1999.

3.7.2 Establishing New Organisational Functions

A number of new functions need to be established in the SWM Division. These are:

(1) The new Community Development Section

It is recommended that a new Community Development Section (CDS) is established in the SWM Division. The DoE will need to appoint a Community Development Manager to head the Section who will report to the new Deputy Director SWM. Initially, the Manager will need three assistants.

Creation of the CDS and the seniority of its manager gives recognition to the fact that some 50% of Nairobi citizens live in informal settlements which are largely beyond the reach of conventional centralised SWM services, and that a key role of the NCC is to facilitate the development of demand-based self-help community services in these areas.

Five (5) distinct areas of work are identified which will form the core activities of the Section during its initial years. These are:

- (a) to establish links with NGOs and CBOs to facilitate the extension of self-help community schemes throughout the informal areas to improve sanitary conditions;
- (b) to facilitate the formation of local residents' associations which establish community-based primary collection schemes to complement minimum level secondary collection services provided by the NCC;
- (c) to work with NGOs and CBOs to help facilitate the improvement of the conditions of scavengers, especially those operating at the landfill site;
- (d) to work with NGOs, CBOs and all stakeholders to facilitate and foster recycling in Nairobi; and
- (e) to be responsible for the Department's public awareness towards all stakeholders in the community, i.e., all residents, small businesses, industry, public institutions, NGOs and CBOs.

In addition, the new Section will coordinate stakeholders where specific issues need resolving.

Recommended Implementation and Capacity Building Assistance: The DoE should appoint the Community Development Manager and staff, define objectives and implement simple tasks between 1998 and 1999. Capacity building assistance under the CBAP will then be required to fully establish the CDS's functions. The earliest capacity building assistance can be provided is in April 1999.

The assistance will be provided by a Social Analyst. The appointment will be for one year, in which the Analyst will help:

- (a) to establish and manage the CDS;
- (b) to establish relationships between NCC and relevant NGOs/CBOs; and

- (c) to put in place mechanisms whereby the actions identified in Item (1) to Item (3) of Subsection 3.7.1 above can be implemented.

The assistance would be conditional upon the creation and appropriate staffing of the CDS. The estimated Social Analyst's fee for five (5) months is Kshs. 9,850,000 (including Kshs. 1,100,000 for equipment and materials).

(2) The new Contract Management Section and contracting arrangements

It is recommended that responsibilities for managing solid waste contracts are assigned among a new Contract Management Section (CMS), a proposed Contract Team (CT), and the Council's existing Tendering Committee (TC). The arrangements are primarily focused at waste collection and street cleansing contracts.

The CMS would be a Section within the SWM Division headed by a Contract Manager who reports directly to the Deputy Director SWM. The appointee will need contracting expertise. Detailed recommendations are given in Item (b)(ii) below.

The timing of setting up these arrangements will depend on when the DoE intends to contract out more services. At the moment, only the Central Business District is contracted out. Further contracting is very uncertain because NCC cannot afford it.

(a) Description of Contract Management Arrangements

By contract management is meant the system of controlling and managing contracts from their very inception, i.e., the identification of the contract requirement, to their final completion when the contractor ceases to provide services.

Contract Management falls into two distinctive types of activity; those activities before a contract is awarded, i.e., pre contract award, and those activities after a contract is awarded, ie post contract award. **Figure B.3-3** below summarises the contract management process in its entirety.

Pre Contract Award Arrangements

The main stages of the pre contract award process include identifying the contract requirement, preparation of the contract specification, formulating the contract strategy, setting tender evaluation criteria, prequalification, the invitation to tender ie from preparation to issuing the tender documentation, tender evaluation and selection, and post tender contract negotiation and award of the contract.

Figure B.3-4 shows the typical stages of the pre-contract award process.

Post Contract Award Arrangements

Post contract award arrangements are the systems of contract control and monitoring which ensure that after the contract is awarded, it is executed and carried out to the required performance, standard and quality specified in the contract, and to the contracts terms and conditions.

These arrangements include procedures to monitor service delivery, to monitor for compliance with contract terms and conditions, to manage change to contract requirements and/or terms and conditions, to maintain documentation, to deal with failures to perform, default and contract termination, to provide a workable structure to resolve disputes and to carry out a VFM assessment.

Figure B.3-5 shows the typical components of the post-contract award process.

Good contract management ensures that the most suitable contractor is selected, the contract is carried out efficiently and effectively, that both parties fulfill their contractual obligations and that the contract provides best Value For Money (VFM).

The Contract Management Process

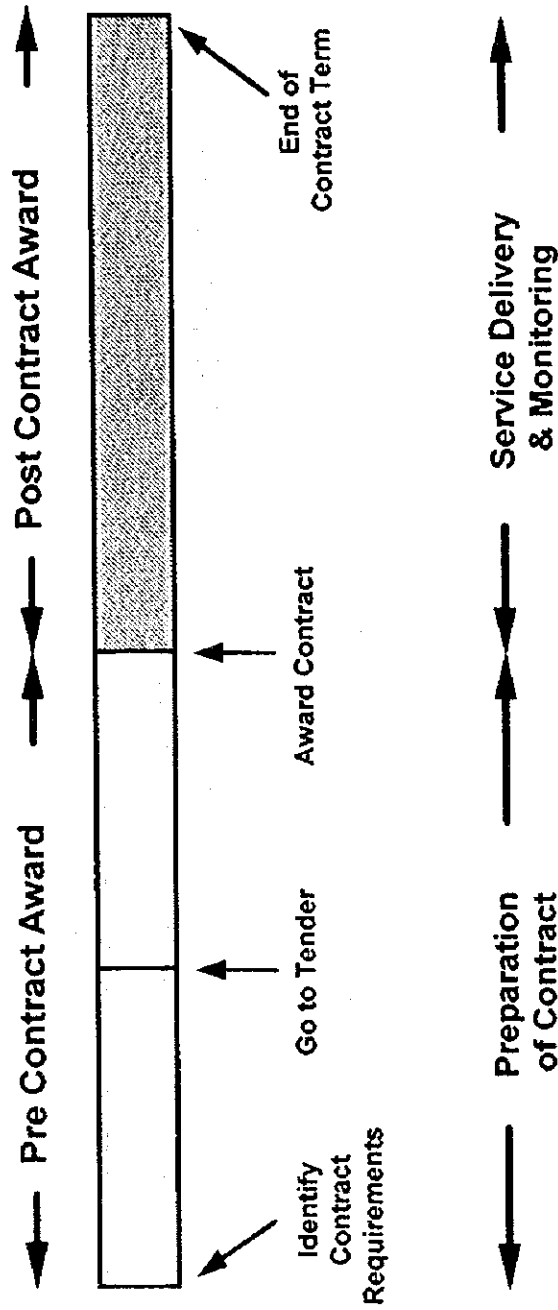


Figure B.3-3 The Contract Management Process

The Pre Contract Award Process

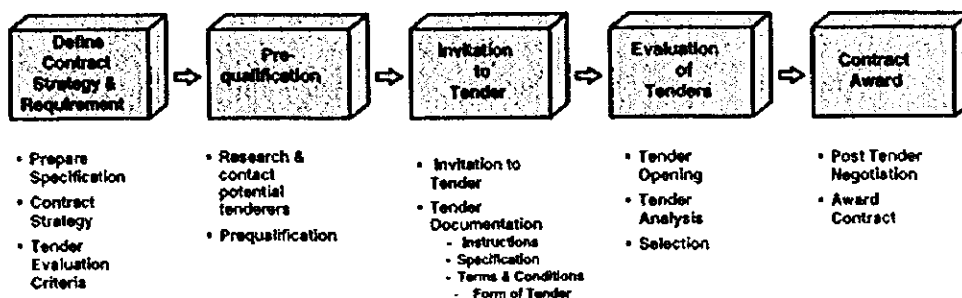


Figure B.3-4 The Pre-Contract Award Process

The Post Contract Award Process

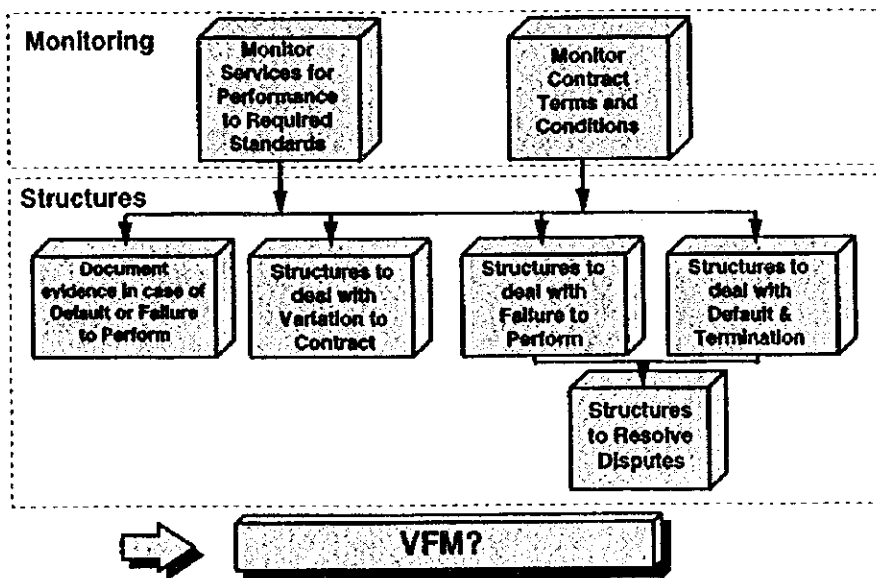


Figure B.3-5 The Post-Contract Award Process

(b) Recommended Organisational Responsibilities and Roles

The responsibilities for the new Contract Management Section (CMS), the proposed Contract Team (CT), and the Council’s existing Tendering Committee (TC) are:

The Pre Contract Award Process

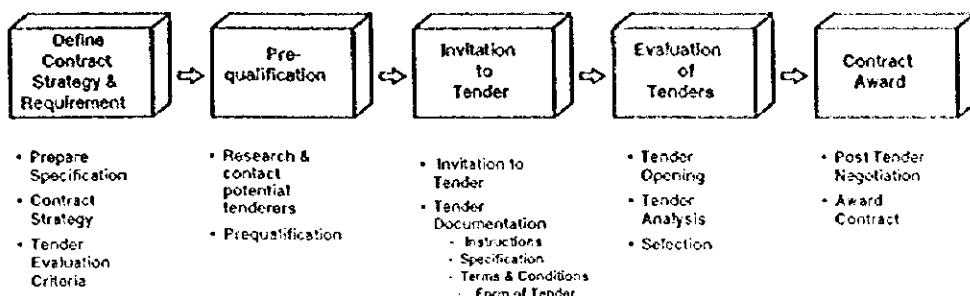


Figure B.3-4 The Pre-Contract Award Process

The Post Contract Award Process

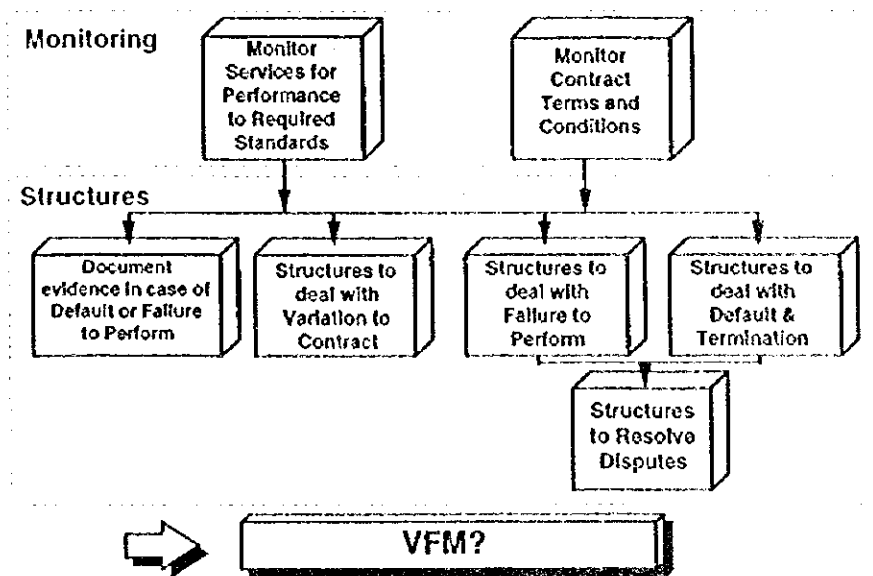


Figure B.3-5 The Post-Contract Award Process

(b) Recommended Organisational Responsibilities and Roles

The responsibilities for the new Contract Management Section (CMS), the proposed Contract Team (CT), and the Council’s existing Tendering Committee (TC) are:

The Contract Management Section is responsible for each stage of the preparation and award of the contract. In this capacity the CMS acts as the Secretariat of the Contract Team.

After award the CMS will also be responsible for monitoring the contractor's performance and managing or running the contract ie monitoring for compliance of the contract terms and conditions.

The DoE should use a mixture of continuous monitoring for problematic areas, e.g., high density commercial areas, random or sample monitoring in residential areas and both to be augmented by self monitoring by the contractor. "Complaints based monitoring" is recommended when it is possible for the DoE to resource it.

A **Contract Team** is set up for each contract and oversees the contracting process up to award. The CT's roles are (1) to advise and approve the Contract Management Section's activities at each stage of the contracting process, and (2) to ensure that the preparation and award of the contract complies with Local Government legislation, as well as NCC's policy, rules and regulations.

Membership of the CT will be drawn from the DoE, the Administration and Legal Sections of the Town Clerk's Office and the City Treasurer's Department. The member from the Administration Section will head the CT. The life of CT will only be for the period of contract preparation. The CT will cease on the execution of the contract.

The role of the **Tendering Committee** is to formally evaluate and select the winning tender on behalf of the Council.

The detailed stages of the pre-award process are recommended as follows:

- (i) the DoE through the CMS prepares the contract specification, formulates a contract strategy and prepares a contracting plan including a tendering plan. The CT gives advice.
- (ii) the CT approves the specification, strategy and plan;
- (iii) if appropriate, the CMS carries out prequalification, short lists the bidders and prepares a prequalification report. The CT reviews the report and approves the short list;
- (iv) the CMS with the assistance of the Legal Section prepares the Tender Documentation. The CT approves the Tender Documentation and the CMS then invites tenderers to bid;
- (v) bids are received and evaluated by the CMS which co-opts assistance as necessary from the Internal Audit Section of the City Treasurer's Department and the Legal Section. The CMS selects

the preferred bid and prepares a Bid Evaluation Report. The CT reviews and approves the Bid Evaluation Report;

- (vi) the DoE forwards the Bid Evaluation Report to the Tendering Committee;
- (vii) the Tendering Committee assesses the bids and formally selects the winning tender. Full Council approval is obtained in the usual way;
- (viii) the CMS then prepares the Contract Documentation. The CT reviews and approves the Contract which is then formally executed.

Figure B.3-6 below illustrates the proposed organisational structure of the pre-contract award process within the NCC.

(c) Recommended Implementation and Capacity Building Assistance

The CMS should be firstly set up - the CM and some staff appointed and simple tasks defined - as a Preparatory Action. After this the DoE will need capacity building assistance under the CBAP to properly establish the Section and the system of contract management.

The assistance will be provided by a Contract Management Consultant. The Contract Manager and staff from the Section will work closely with the consultant. The consultant will assist in two fundamental aspects:

- (i) setting up appropriate systems and procedures; and
- (ii) developing the contract management skills of the Section's staff.

The capacity building assistance will cover all aspects of the contract management process both pre and post contract award. The assistance would be primarily focused on the Section but it would also consider procedures and needs of the Contract Team and the Town Clerk's Department as appropriate.

Organisational Structure of the Pre Contract Award Process in NCC

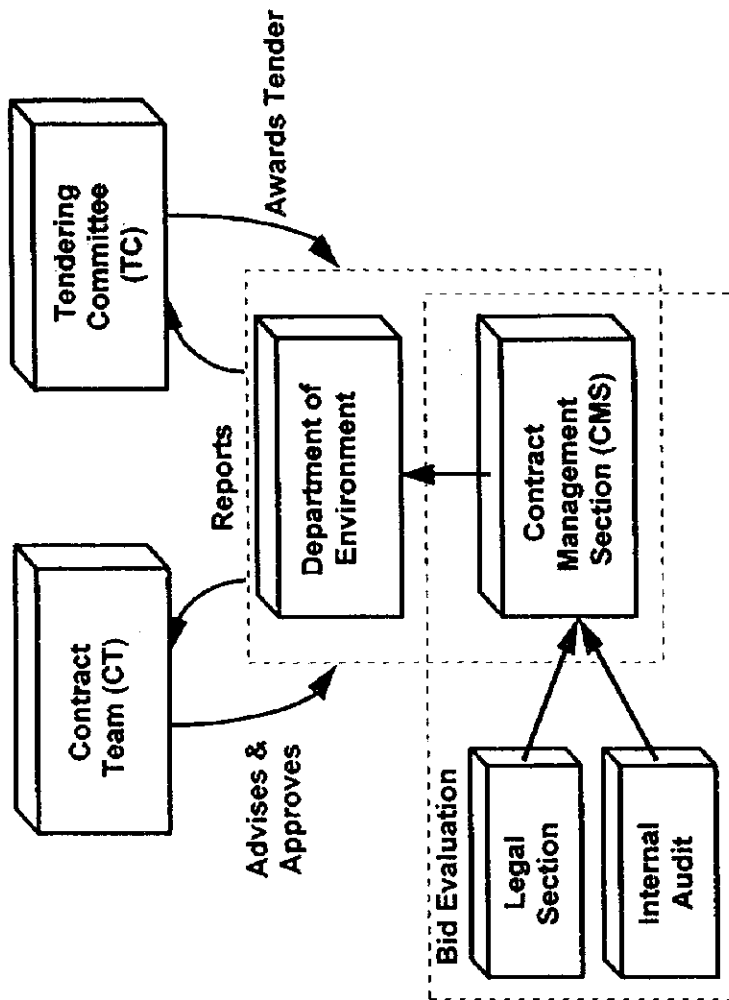


Figure B.3-6 Organisational Structure of the Pre Contract Award Process

It is not intended that the consultant is solely responsible for the implementation. The focus will be on involving the DoE's staff and improving their skills. The new system will be designed by the consultant but the Section's staff will be trained in the new system by being involved at each stage of its design and implementation, i.e., they will be trained on the job. The consultant will also provide training for the Section's staff through seminars on specific topics.

The timing of the Preparatory Action and capacity building assistance should be synchronised with the PSI program. Systems must be in place before the DoE contracts out services.

Assuming that the DoE begins to issue contracts in 1999 the CMS should be set up by the DoE as a Preparatory Action in 1998. It is recommended that the contract management consultant is then provided for two (2) months in 1999. The earliest that assistance can be provided is April 1999. The assistance will be conditional upon the creation and appropriate staffing of the CMS.

The estimated consultant's fee for two (2) months is Kshs. 3,500,000.

(3) New Management Information System Capability

The SWM Division needs a management information system (MIS) to enable the Division to monitor performance, make effective decisions and efficiently carry out its responsibilities.

It is recommended that an MIS Section is created directly under the Director of Environment for ease of communication. The Section will prepare MIS reports for the SWM Division's Deputy Director and managers. Nearly all the data capture will be at the district level in the Division. A detailed description of this recommendation is given in **Subsection 3.9.4**.

Recommended Implementation and Capacity Building Assistance: The DoE will need assistance from the organisational and management consultant to design and implement the MIS. This will involve defining the PIs and designing simple data capture and data analysis systems. The consultant will review the requirement for a computerised information system.

The consultant will also provide training for the SWM Division's staff covering the MIS and monitoring methodologies.

3.7.3 Organisational Arrangements for the SWM Division's Operational Activities

The administrative arrangements for disposal, collection and transportation, and street cleansing are briefly discussed below.

(1) Disposal

Disposal should be managed at a much higher level than the district level where it is currently managed. It is a key responsibility of the DoE given the environmental and social responsibilities involved.

It is recommended in Subsection 3.7.1(1) above that disposal is separately managed from collection and street cleansing in a new Disposal Section. The Section will be managed by a Disposal Manager reporting directly to the Deputy Director SWM.

The DoE can implement this in 1998 and it will need to recruit or internally promote the new manager. The organisational, staffing and technical recommendations for the new Disposal Section are given in Subsection 4.4.4, Disposal Plan, Volume 2, Main Report - Master Plan Study.

(2) Collection and Transportation and Street Cleansing

As proposed above, the Collection and Street Cleansing Section is managed by a new Operations Manager who is assisted by two Deputy Managers. Each Deputy Manager will manage one Operating Division comprising three (3) Districts similar to the existing arrangements.

It is also proposed above that the daily management of collection and transportation should be separated from the daily management of street cleansing within each of the Cleansing Section's Districts. Each of these activities should be separately managed in each District by one Senior Foreman, instead of Senior Foreman managing both collection and street cleansing.

This will reduce spans of control, rationalise the organisational structure and strengthen daily management.

Detailed proposals for collection and transportation and street cleansing are given in Subsection 4.4.2, Volume 2, Main Report - Master Plan Study.

(3) Vehicle Maintenance and Management

We recommend that the Transportation Unit ceases to operate under Operating Division 1 and that vehicle maintenance is centralised in a new Logistics Section in the Administration Division. It will be managed by a Logistics Manager. The Section's responsibilities will cover preventative and routine maintenance, vehicle fueling and vehicle procurement.

Vehicle allocation will remain under the responsibility of the Operations Manager. The Section should be set up and staff appointed between 1998 and 1999 as a Preparatory Action.

3.7.4 Proposed Organisation Chart for the SWM Division

The proposed organisational structure of the SWM Division is given Figure B.3-7 below. It reflects the recommendations and changes for the SWM Division.

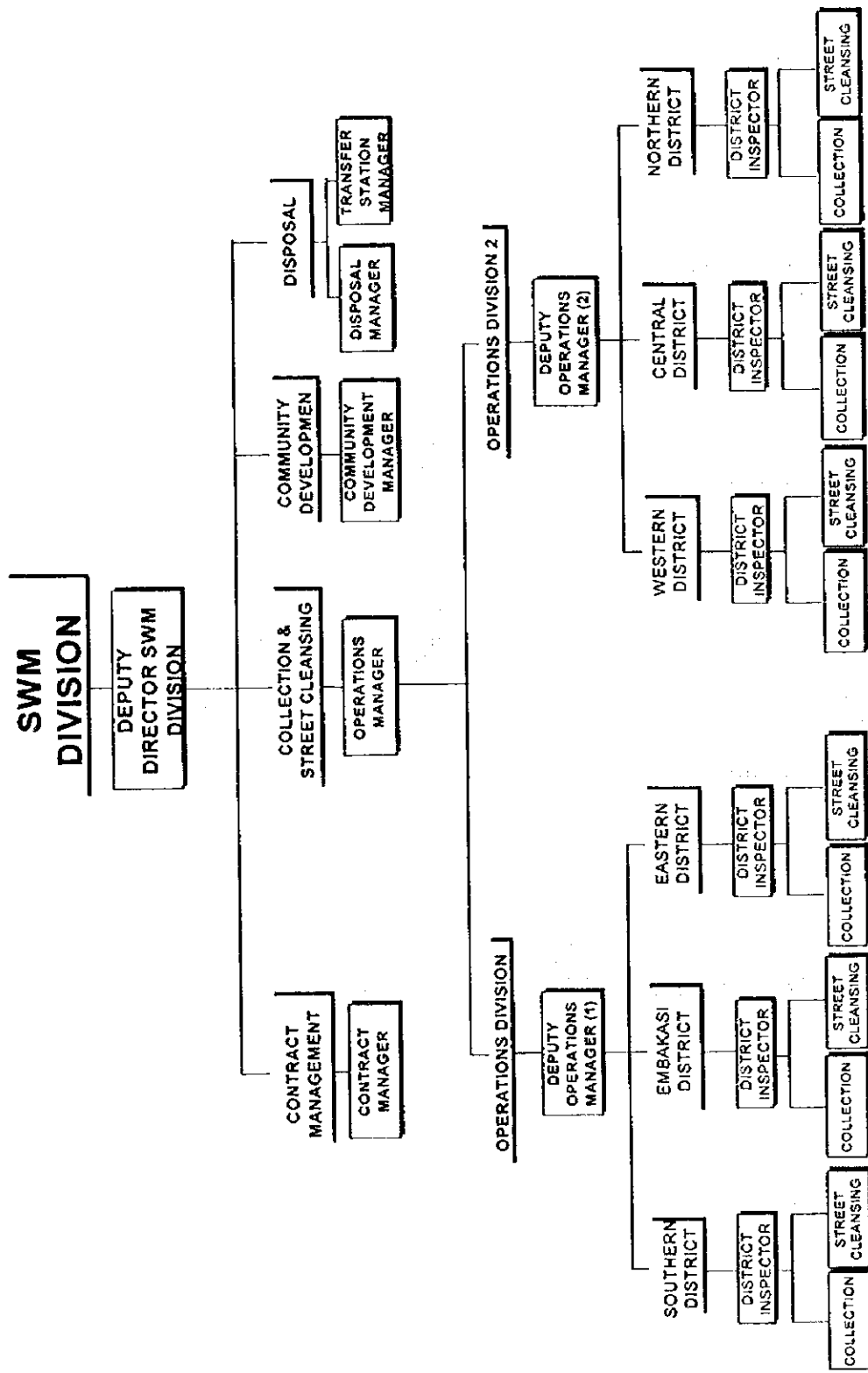


Figure B.3-7 Proposed Organisation Chart of the SWM Division

3.8 Recommendations for Strengthening the Department of Environment's Environmental Planning and Management Division

It is recommended that a new Environmental Planning and Management Division is established in the DoE. Its mission is to prevent, minimise and mitigate the effects of environmental pollution in Nairobi. Its scope of responsibility covers local environmental needs for the media of solid wastes, air, water and soil.

Initially the Division will be set up to regulate solid wastes only. Its main responsibilities will be to monitor the activities of (1) generators of waste - in particular industrial, hazardous and clinical; (2) private waste operators, i.e., mostly collection companies; and (3) the DoE. These activities are principally the transportation and disposal of solid wastes. The Division will also enforce SWM legislation at national and local levels, i.e., the proposed SWM By-laws and the provisions of the new Environmental Act.

The Division will regulate waste operators and generators by licensing them and monitoring the licences for compliance. When the new national Environmental Bill is enacted and generators comply with it, the DoE can cease monitoring industrial, hazardous or clinical waste generators. It is assumed that MENR will then take over these responsibilities.

The focus of monitoring the DoE's activities would be on its handling of industrial, hazardous and clinical wastes. Currently the DoE is having to collect and accept these wastes at its Dandora dumpsite site. The Division will need to formulate basic procedures for the safe handling of these wastes and to develop the staff's technical knowledge.

The Division will also coordinate and cooperate with the Town Clerks Department to formulate the new SWM By-laws. This will require assistance from a legal expert. Details of this assistance are given in **Supporting Report Section C, Legal Study**. It should also review the workings of the By-laws after it is enacted and recommend amending it as appropriate.

The Division will be organised into three Sections - Planning, Environmental Management and Environmental Impact Assessment (EIA). These Sections will each be organised into four (4) media Units, i.e., Solid Wastes, Air, Water and Soil. Initially, only the Waste Unit will be established. The proposed structure is as given in **Figure B.3-8**.

Initially, the Division needs a staff of 10. Staffing numbers are purely indicative and include secretarial support. The consultants will review staffing levels and make recommendations in the CBAP.

A summary of the phasing of the recommendations is presented in **Section 3.12** below. A summary of the CBAP for the Environmental Division, its phasing and costs is presented in **Section 3.13**.

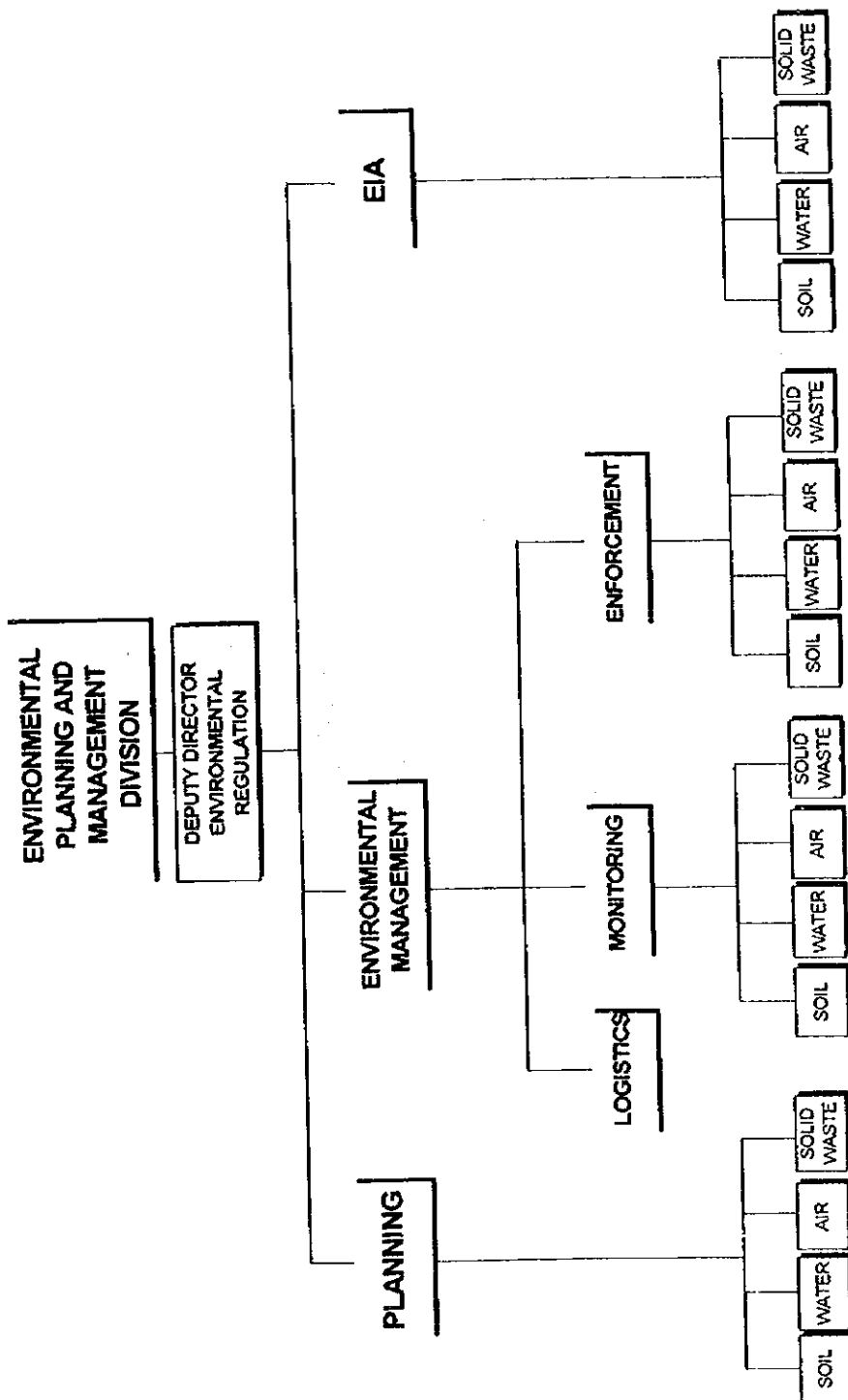


Figure B.3-8 Proposed Organisational Structure of the Environmental Planning and Management Division

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Recommended Implementation and Capacity Building Assistance: the DoE should set up the Division, appoint the Deputy Director and his staff and establish and define basic tasks between 1998 and 1999. The DoE will then need capacity building assistance under the CBAP to establish the Division's functions and to properly set it up. The capacity building assistance will be implemented in 1999 and 2000.

The assistance will be provided by an Environmental Regulation Consultant (ERC) who will help to establish the Divisions functions, formulate regulatory methodologies and implement regulatory systems. The consultant will also advise on the appointment of the Division's staff and provide training to them covering regulatory policies and practices, waste monitoring methodologies and systems. Finally, the consultant will assist the Division's staff in the enactment of the SWM By-laws.

The ERC will be required for three (3) months in two visits between 1999 and 2000. The assistance will be conditional upon the creation and appropriate staffing of the Division.

The estimated Consultant's fee for three (3) months is Kshs. 5,250,000.

3.9 Recommendations for Strengthening the Department of Environment's Administration Division

It is recommended that the new Administration Division is structured into three (3) Sections to manage the DoE's human resources, finance and transportation logistics, respectively. The new Deputy Director for Administration should have strong financial skills and analytical expertise.

The recommendations for these new Sections are dealt with in the following three (3) sections:

- (1) Financial Section, in Section 3.9.1;
- (2) Human Resource Management Section, in Section 3.9.2; and
- (3) Logistics Section, in Section 3.9.3.

The Deputy Director will also deputise in the Directors absence to perform administrative duties, e.g., head Department meetings, attendance at Committee meetings, etc.

Staffing numbers given are purely indicative and include secretarial support. The consultants will review staffing levels and make recommendations in the CBAP.

A summary of the phasing of the recommendations is presented in Section 3.12. A summary of the CBAP for the Administration Division, its phasing and costs are presented in Section 3.13.

3.9.1 Finance Section

The DoE receives little management accounting support from the Treasurers Department. It therefore needs a financial and management accounting capability.

It is recommended that the DoE shall establish a Finance Section managed by a Financial Controller who will report to the Deputy Director for Administration. Initially, the Financial Controller will need six (6) support staff.

The Section will cover the whole Department. The main responsibilities of the Section will be:

- (a) to assist the Director to formulate financial policy;
- (b) to assist the Director to review and set waste tariffs;
- (c) to prepare the Department's annual budget and financial forecasts;
- (d) to monitor and report on the Department's outturn monthly revenues and expenditures;
- (e) to maintain a simple internal budgetary planning and control system under which Divisions and Sections managers would have budgets; and
- (f) to control any special billing.

Arrangements and systems for preparing and monitoring the Department's annual and monthly budgets will be set up first. After these are established, the Section will implement a simple internal budgetary system, under which budgets are assigned and monitored.

Recommended Implementation and Capacity Building Assistance: the DoE should appoint the Financial Controller and staff between 1998 and 1999. The DoE will then need capacity building assistance under the CBAP to establish the Finance Sections functions and to properly set it up. The earliest capacity building assistance can be provided is April 1999.

The assistance will be provided by a Financial Consultant who will be required for six (6) months over a total elapsed period of 12 months, i.e., one year's budget cycle, during 1999.

The consultant will assist the DoE staff in setting up the Finance Section, including the budgeting systems, to implement the computing systems and to train the Section's staff in their use. He will also provide financial training for the staff, covering accounting principles and concepts, budget setting and monitoring, financial forecasting, tariff setting, etc. The assistance will be conditional upon the creation and appropriate staffing of the Finance Section.

The estimated Financial Consultant's fee for three (3) months is Kshs. 5,250,000. The estimated cost of the computing hardware and software is Kshs. 500,000. This is an indicative estimate.

3.9.2 Human Resource Management Section

It is recommended that a new Human Resource Management Section is established in the DoE. The Section will be headed by a Personnel Manager, who will report to the Deputy Director for Administration, and will have a support staff of 8. The Section will cover the whole Department. Detailed responsibilities of the Section are presented below.

Recommended Implementation and Capacity Building Assistance: the DoE should appoint the Manager and staff between 1998 and 1999. The DoE will then need capacity building assistance under the CBAP to establish the Human Resource Section's functions and to properly set it up. The earliest capacity building assistance can be provided is 1999.

The assistance will be provided by a Human Resource Consultant. The consultant will also provide training for the Section's staff, covering human resource policies, practices, methodologies and systems. The consultant will be required for two (2) months between 1999 and 2000. The assistance will be conditional upon the creation and appropriate staffing of the Finance Section.

The estimated Human Resource Consultant's fee for two (2) months is Kshs. 3,500,000.

(1) Detailed Responsibilities

The responsibilities of the Section are:

- (a) to manage basic personnel functions, e.g., recruitment, promotion, appraisal, etc.;
- (b) to prepare an annual human resource plan;
- (c) to manage and coordinate the DoE's training program;
- (d) to improve employee performance; and
- (e) to monitor working conditions to ensure compliance with minimal acceptable occupational health standards.

There are five basic functions to be set up. These are:

(a) To establish basic personnel functions

Basic personnel functions will need to be set up. These will include:

- (i) maintaining all personnel records;
- (ii) establishing and implementing procedures for the appointment of staff, covering external recruitment or internal promotion;
- (iii) implementing a staff appraisal system; and
- (iv) providing job descriptions for each member of staff.

The international Human Resource consultant will assist the HRMS in defining and implementing procedures. Arrangements for the appointment of staff of scale 1 to 9 will have to take account of the formalised PSC appointment procedures.

The quality of the DoE's staff will greatly depend on the strength of the appointment system. It is vital that these arrangements ensure that positions are filled with staff with appropriate skills, expertise and experience. It is also essential that the Director exercises strong control over recruitment and promotion to prevent any political interference.

(b) To prepare an Annual Human Resource Plan

The consultant will assist the HRMS in preparing a Human Resource Plan (HRP) as an integral part of the DoE's annual plan. The HRP will comprise:

- (i) human resource policies and objectives;
- (ii) preparation of a detailed manpower plan which estimates numbers of staff required for each Division analysed by Section and Unit;
- (iii) identification of the skills and expertise required for these human resources;
- (iv) formalising the staff establishment; and
- (v) a strategy and action plan for implementing the manpower plan.

The HRP's strategy will be executed through certain actions which adjust staff numbers to achieve planned numbers. These actions will fall into a mixture of:

- (i) recruitment and retention;
- (ii) promotion; and
- (iii) redundancy, retirement, natural wastage or redeployment.

Rationalisation of NCC's staff numbers and human resource management will be a key part of the forthcoming UNDP/MOLG Capacity Building Program (CBP) for NCC. The DoE and the consultant will therefore have to very closely take account of the CBP strategy for human resources which will cover the whole of NCC, including the DoE.

(c) To formulating a Training Program

The Human Resource Consultant will assess the impact and effectiveness of the training provided by each of the consultants under the CBAP.

Based on this assessment he will assist the DoE in assessing further training needs and in preparing a future training program. The DoE can finance the program by itself or through a donor agency or a mix of both.

(d) To improve Employee Performance

The Human Resource Consultant will assist in formulating ways to improve employee performance and accountability. Some examples of these might include:

- (i) annual appraisal of each member of staffs performance against agreed objectives or targets. This should include self assessment by individual staff members;
- (ii) managers and supervisors setting tasks for subordinates and monitoring results. Managers and supervisors should, however, avoid over-supervision of staff as it stifles enterprise and initiative;

- (iii) improving employee morale and motivation through good leadership, managers knowing how to encourage and motivate their staff (managers need training for this), giving staff more responsibility and rotating staff among different tasks;
 - (iv) rewarding good performance, e.g., linking promotion to performance; and
 - (v) clear career paths. This helps to retain good managers.
- (e) **To implement Occupational Health Arrangements**

Currently, loaders face serious health risks in handling industrial and hazardous wastes.

The consultant will assist the DoE in establishing codes of practice and in monitoring working conditions. This will take account of existing laws on occupational health in Kenya.

3.9.3 Logistics Section

It is recommended that all transportation is centralised in a new Logistics Section in the Administration Division. The Logistics Section will be managed by a Logistics Manager. The Section will provide preventative and routine maintenance, vehicle fueling and vehicle procurement. Major repairs and servicing will continue to be provided by the City Engineers Department. The main reason for centralisation is economies of scale. The Department will be financially constrained for a considerable time.

Vehicle allocation will remain the responsibility of each operating Division. The Section should be set up and staff appointed between 1998 and 1999 as a Preparatory Action.

3.10 New Management Information System Section

The DoE's Director, the Deputy Director for SWM and the SWM Division's managers need a management information system (MIS) to provide relevant, accurate and regular information to enable them to monitor performance, make effective decisions and efficiently carry out their responsibilities.

It is recommended that an MIS Section is created directly under the Director of Environment. It will be managed by an MIS manager who will be initially supported by two assistants. The Section will manage and prepare MIS reports for all the DoE's senior management, and support middle managers MIS needs. The Section should be set up and staff appointed between 1998 and 1999 as a Preparatory Action.

Monitoring the activities of the SWM Division should be based on a number of performance indicators (PIs), some of which will be global, i.e., aggregated for the whole Division and contained in the annual plan, and others which are useful to the managers of Sections or Units.

Indicators are used to detect strengths and weaknesses of a given activity or procedure, to compare objectives and targets with outturn results and to measure the

impact of previous actions - managers can see the effects of their decisions through the change in the indicator.

Management decisions based on indicators will only be valid if the data used for computing the indicators is reliable. We therefore recommend that a simple MIS capability is developed for the SWM Division which, as a minimum, produces the following set of indicators for collection and disposal:

- (1) Service frequency, by district and sub-district, identifying streets where planned service frequencies were not achieved;
- (2) Coverage rate;
- (3) Collection quantity by district (and sub-district) and by types of waste;
- (4) Collection quantity by district per employee;
- (5) Collection quantity by district per truck;
- (6) Unit costs of waste collected and transported, by district and by truck type;
- (7) Rate of vehicle utilisation;
- (8) Average number of trips made by vehicles by district;
- (9) Number of complaints from citizens by district;
- (10) Number of vehicles and the quantity of waste received at the disposal facility; and
- (11) Results of environmental monitoring, e.g., leachate quality.

Some indicators will be produced daily, e.g., Items 3, 7, 8 and 10 above, and some weekly or monthly, e.g., 1, 4, 5 and 6. Similar PIs will be produced for street cleansing.

Nearly all the data capture will be at the District level in the SWM Division. District Inspectors will collect data and report them to the Deputy Operations Manager who will prepare the PIs and analyze them.

The Logistics Manager in the Administration Division will similarly prepare PIs for the rate of vehicle utilisation and the average number of trips made by vehicles per district and report them to the Deputy Director Administration and the Deputy Director for SWM.

Likewise, the Disposal Manager will prepare PIs for the number of vehicles and the quantity of waste received daily at the disposal facility and environmental monitoring data. He will report them to the Deputy Director for SWM.

The MIS Section will be responsible for preparing global PIs for each of the above and report them to the relevant SWM managers, the Deputy Directors, the Director and the Management Team.

Implementation and Capacity Building Assistance: The DoE will need assistance from the Organisational and Management Consultant to design and implement the MIS. This will involve defining the PIs and designing simple data capture and data

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analysis systems. The consultant will review the requirement for a computerised information system.

The consultant will also provide training for the SWM Division's staff covering MIS and monitoring methodologies.

3.11 Proposed New Organisational Structure for the Department of Environment

The proposed organisational structure of the DoE which is based on the recommendations in Sections 3.5 to 3.8 above, is presented in Figure B.3-9. The structural changes can be summarised from the top down as follows:

- (1) Reorganise the DoE into four Divisions - SWM, Environmental Planning and Management, Administration and Parks - and appoint four (4) Deputy Directors to manage them;
- (2) In restructuring the Cleansing Section into the new SWM Division:
 - (a) create a new Community Development Section and a new Contract Management Section in the Division;
 - (b) separate disposal from collection and street cleansing, set up a new Disposal Section in the Division and appoint a Disposal Manager;
 - (c) appoint an Operations Manager for the Collection and Street Cleansing Section;
 - (d) separate the daily management of collection from street cleansing; and
 - (e) reduce the number of vertical levels in the Division.
- (3) The new Administration Division manages the DoE's Human Resources, Finance, Logistics and MIS. Each is organised into a Section;
- (4) The new Environmental Planning and Management Division is organised into three Sections - Environmental Planning, Environmental Management and Environmental Impact Assessment; and
- (5) Deputy Directors head Divisions on Scale 3, Managers head Sections on Scale 4, and Assistant Managers head Units generally on Scale 5.

The restructuring will also include clearly defining and assigning functional responsibilities throughout the new organisation to all Divisions, Sections, Units and Sub-units in the DoE. Currently these responsibilities are not clearly assigned.

Likewise, staff responsibilities should be defined and assigned to all staff positions, i.e., job descriptions should be prepared for each staff position. Job descriptions are vital to clarify responsibilities, set accountability and use as a basis to assess an individual's performance.

The DoE will have to make these preliminary structural changes including the creation of new positions and appointment of staff between 1998 and 1999 as Preparatory Actions for the CBAP. The key organisational development will be implemented under the CBAP from 1999 to 2000. During the CBAP the organisational structure

should be reviewed by the Organisational and Management Consultant and recommendations for further changes made.

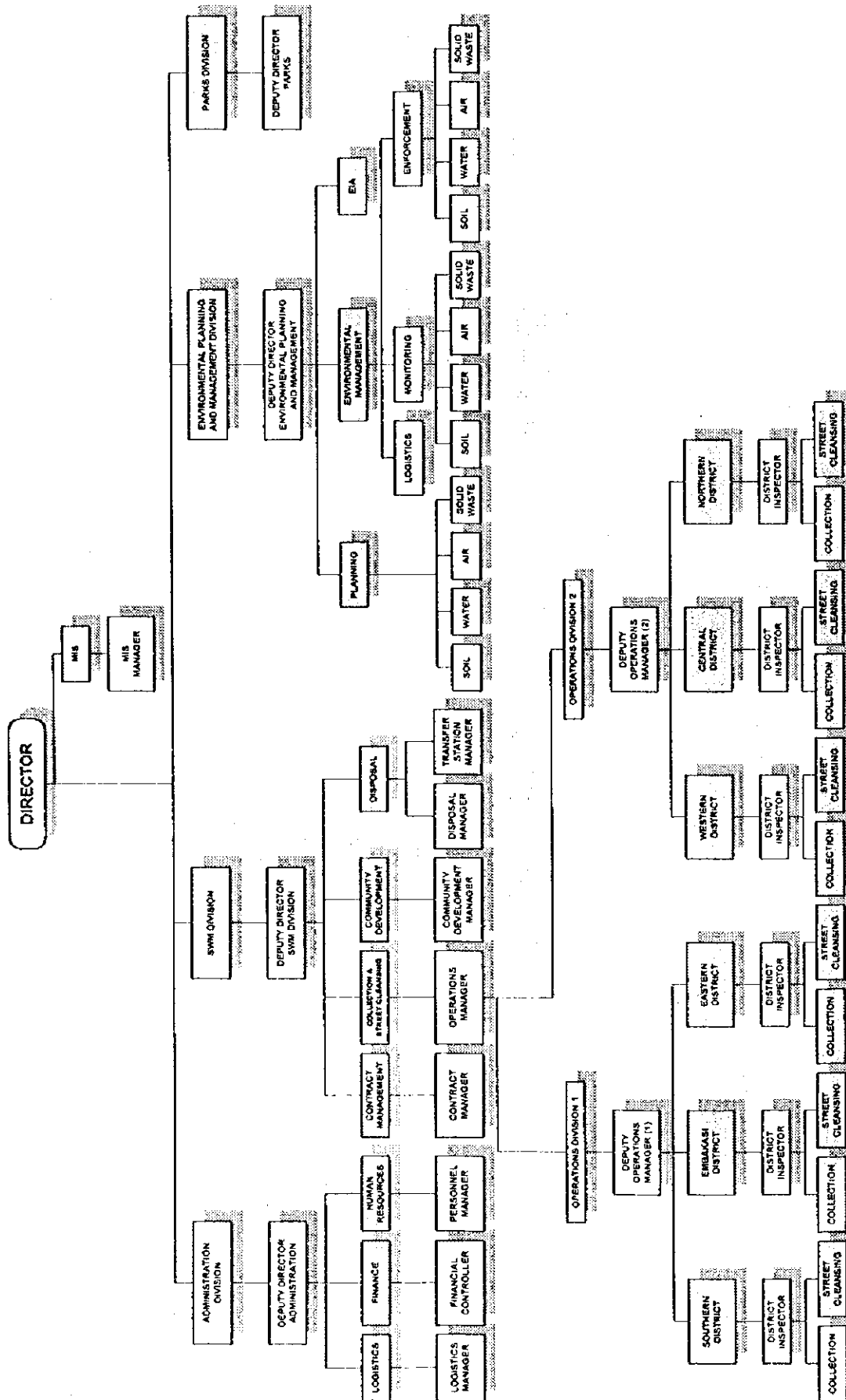


Figure B.3-9 Proposed Organisational Structure of the DoE

3.12 Development of Key Management Capabilities

In addition to establishing an efficient organisational structure, there are a number of key management capabilities which the DoE needs to develop. Good management is essential to administer services effectively and cost efficiently. These key capabilities are:

- (a) effective senior management;
- (b) effective policy and planning;
- (c) setting objectives and measuring performance;
- (d) management information systems (MIS); and
- (e) improving managers skills and effectiveness.

It is recommended that the DoE receives capacity building assistance from an Organisational and Management Consultant to assist it in developing these capabilities. The consultant will be required for six (6) months between 1999 and 2000.

The consultant will provide training for the Department's managers covering each key area. He will also fully review the structure and functional responsibilities of the organisation and make recommendations as appropriate. It is also recommended that the consultant oversees and manages the whole Capacity Building Assistance Program. Recommendations for each of the key management capabilities are given below.

3.12.1 Implementation of Effective Senior Management

The DoE's senior management will have to steer the SWM Division through a number of difficult organisational changes over the next few years.

It is recommended that the DoE establishes a new Management Team in 1998, comprising the Director and the four (4) Deputy Directors to manage the affairs of the Department. The Team will be created when all the Deputy Directors are appointed. Other Managers will be co-opted into the Team as appropriate.

The Team should meet weekly to coordinate the week's business, and monthly to review the Department's financial situation, operational performance and implementation of the CBAP and its own annual plan. The Consultant will give training to the Team.

3.12.2 Policy and Planning

Initially a system for preparing simple annual plans for the DoE and each Division should be implemented by the DoE. Plans should be achievable and assumptions reasonable and, if appropriate, they should be subject to sensitivity analysis before final agreement.

The Plan should present the DoE's and the Division's main objectives, goals policies and scheduled action plans for its:

- (a) operational, regulatory and other activities;
- (b) manpower resources; and

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- (c) technical needs.

The Plan should also prepare a financial budget covering both revenues and expenditures.

The DoE's and the Division's performance should be monitored and controlled against the Plan's objectives and targets. The Plan should be revised during the year if any adjustment is required.

A Planning Team should be established from among the senior officers of the Department with responsibility for Plan's preparation. The team should comprise the Director and the Deputy Directors and co-opt other managers as appropriate. The new Finance, Human Resources and MIS Sections will be very closely involved in the preparation of the Plan.

Monitoring of the implementation of the Plan will rest with the Management Team. Individual members of the Team will be responsible for reporting the outturn of their activities against the Plan's objectives and targets.

Recommended Implementation and Capacity Building Assistance: The Organisational and Management Consultant will assist the DoE in preparing the first Annual Plan and to set up annual planning procedures. In this role he will act as the planning coordinator and will provide assistance:

- (a) to formulate the structure of the Plan;
- (b) to set objectives and goals;
- (c) to prepare action plans for the SWM Division's and the Environmental Planning and Management Division's operational, regulatory and other activities;
- (d) to prepare a Manpower Plan in conjunction with the international Human Resource Consultant;
- (e) to prepare a Financial Plan including a simple financing plan in conjunction with the international Finance Consultant. This will be the Departmental budget;
- (f) to formulate the appropriate planning procedures to establish a planning cycle; and
- (g) to define what and how Managers report their Section's and Unit's performance to the Management Team.

The consultant will initially provide training in classes and workshops for the Management Team and other staff involved in planning. This will cover the planning cycle.

The consultant will also recommend the best arrangements for coordinating and managing the preparation of the plan for the following year. For example, this might involve appointing a planning coordinator in the Administration Division. More detailed operational planning may require the appointment of planning staff.

3.12.3 Objective Setting and Performance Measurement

The DoE should establish procedures to set and monitor objectives from the strategic level down to middle managers and to supervisors.

Higher level objectives and targets contained in the annual plan will be monitored by the Management Team as described in Subsection 3.12.1. These will include a number of global Performance Indicators. This will need to be supported by the MIS (see Subsection 3.12.4).

Lower level outputs from the planning process include the more detailed objective setting and performance measurement for each Division, Section and Unit and their managers and staff.

Sections' and Units' performance should be monitored by the relevant manager every month using appropriate performance indicators. He should report to his Deputy Director every month.

Managers' and supervisors' individual performance should also be periodical (i.e., annual or semestral) compared to agreed performance targets and objectives. Staff accountability can also be improved by setting tasks for subordinates and monitoring results and by giving them more responsibility. However, over-supervision of staff should be avoided as it stifles enterprise and initiative.

Capacity Building Assistance: The Organisational and Management Consultant will assist the DoE in establishing arrangements for Objective Setting and Performance Measurement.

3.12.4 Management Information System

The DoE's Director, the Deputy Director for SWM and the division managers need a management information system (MIS) to provide relevant, accurate and regular information to enable them to monitor performance, make effective decisions and efficiently carry out their responsibilities. The recommendations for an MIS, implementation and capacity building assistance are contained in Subsection 3.7.2 above.

3.12.5 Improving Managers Effectiveness

The DoE's managers need to improve their effectiveness in two respects:

Firstly, the DoE needs to delegate the required financial, personnel and operational powers to managers so they have the authority to carry out their responsibilities.

Secondly, managers' management knowledge and skills need to be developed in the following areas:

- (1) an understanding of how organisations work; the principles, process and functions of management;
- (2) how to strategically plan;
- (3) problem solving and decision making;

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- (4) leadership;
- (5) how to improve communication with and motivation of staff;
- (6) finance for non-financial managers;
- (7) how to improve time management;
- (8) how to delegate more effectively; and
- (9) presentation and meeting skills.

The DoE's managers will need training to develop these skills. The focus of the training will be on Senior Managers, i.e., the Director, the Deputy Directors, the Managers and the Assistant Managers.

Managers with operational responsibilities will have further technical training requirements some of which might be provided by technical specialists. For example, the Transportation Manager may require training in workshop management, the Disposal Manager may require training in landfill management, the District Inspectors may require training in scheduling collection and street cleansing services.

Supervisors, i.e., Senior Headman and Headman, may also need training to develop their supervisory skills.

Capacity Building Assistance: The Organisational and Management Consultant will prepare, design and manage a management training program for the Cleansing Section.

Most of the courses will be delivered by the Organisational and Management Consultant. However, it is strongly recommended that where appropriate some of the management training is delivered by local Kenyan trainers. There a number of good Kenyan management training organisations in Nairobi. The DoE and the consultant will decide what can be locally provided.

3.12.6 Departmental Regulations Manual

The DoE needs a Departmental Regulations Manual detailing procedures and rules for operational and non-operational activities. The Manual is essential to clarify working practices for staff and their managers. The DoE needs to prepare a Manual with the assistance of the Organisational and Management Consultant.

3.12.7 Summary of Capacity Building Assistance for Developing Key Management Capabilities

Assistance will be required under the CBAP from an Organisational and Management Consultant to assist it in developing its management capabilities.

The consultant will be required for the six (6) months between 1999 and 2000. The consultant will:

- (a) oversee and manage the Capacity Building Assistance Program;

- (b) assist the development of key management capabilities through a combination of implementation assistance and providing training for managers;
- (c) fully review the DoE's functions and organisational structure.

The estimated Consultant's fee for six (6) months is Kshs. 10,500,000.

3.13 Phased Implementation of the Institutional Restructuring Plan

The Institutional Restructuring Plan delineates the actions and tasks for restructuring and strengthening the DoE. The central focus of the IRP is the strengthening of the Department's SWM Division.

The IRP's main actions and tasks can be grouped into three (3) major areas:

- (1) Organisational restructuring of the DoE;
- (2) Establishment of new organisational functions; and
- (3) Development of essential management capabilities.

Some of these actions can be implemented by NCC as Preparatory Actions, but most of them will require assisted implementation under the CBAP. The CBAP will critically support the implementation of the IRP. It is recommended that the CBAP starts in April 1999 and continues until May 2000 with a total elapsed time of 14 months.

The IRP's actions and tasks are therefore phased as discussed in the following Subsections:

3.13.1 Preparatory Actions - 1998/1999

Preparatory actions must be substantively implemented between 1998 and 1999 to enable the CBAP to begin. The components of these Actions are as given below. They cover the major areas of:

- (1) organisational restructuring of the DoE; and
- (2) the establishment of new organisational functions.

3.13.2 Strengthening under the CBAP - 1999/2000

The IRP's actions to be implemented under the Capacity Building Assistance Program (CBAP) cover the major areas of:

- (a) full development and implementation of the new organisational functions; and
- (b) development of key management capabilities.

A description of the CBAP is presented in Section 3.14 below.

3.13.3 Institutional Strengthening after the CBAP - 2000 to 2008

The CBAP will consider and, if appropriate, recommend further capacity building assistance to be implemented after its completion. Typically, this will fall in the

remainder of 2000 and 2001. The assistance will cover further development of the DoE's new functions and key management capabilities.

Figure B.3-10 below illustrates the phasing of the three (3) major areas of the IRP.

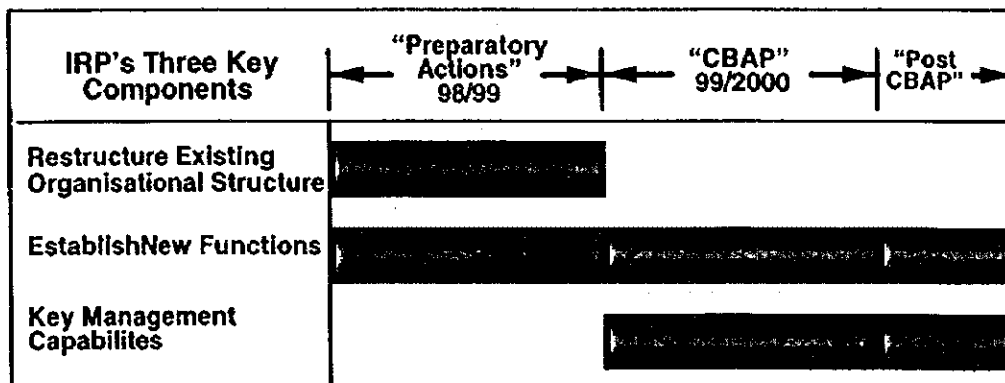


Figure B.3-10 Phased Implementation of the IRP

Table B.3-1 below shows the phasing of the major actions and tasks of the Institutional Restructuring Plan and the related costs of the CBAP which total Kshs. 47,773,000. Before Table B.3-1 is presented, the Preparatory Actions including urgent actions are described in more detail below.

(1) Preparatory Actions

The Preparatory Actions cover:

- (a) restructuring the DoE's existing organisational structure; and
- (b) setting up a number of new sections and functions, and appointing new managers and staff to them.

Among these are a number of Urgent Actions which are described below.

(a) Restructuring the DoE's Existing Organisational Structure

The DoE's existing organisational structure needs to be restructured in the following way:

- (i) Reorganise the DoE into four Divisions - SWM, Environmental Planning and Management, Parks and Administration - each headed by a Deputy Director. Establish a Management Team comprising the Director and the new Deputy Directors.
- (ii) Reduce the number of vertical levels in senior and middle management in the SWM Division and appoint one Operations Manager and two Deputy Operations Managers to head the Collection Section and the Street Cleansing Section, respectively, of the Division.

- (iii) Separate disposal from collection and street cleansing and establish a Disposal Unit in the SWM Division headed by a Disposal Manager.
- (iv) Separate the daily management of collection services from street cleansing. This will require the appointment of an additional four (4) Senior Foremen.

Since the process of formally approving these actions will take time, a number of Urgent Actions are required to temporarily establish functions and assign staff in an acting capacity while awaiting their formal approval. The process of formal approval will be initiated in parallel with the Urgent Actions. These Urgent Actions are as presented in Box 4 below.

Box 4 Urgent Actions for Restructuring the DoE

1. The DoE and the Heads of Department finalise proposals for changes to the existing organisational structure by the end of 1998.
2. Disposal: A temporary Disposal Section is established and the DoE temporarily assigns a member of its staff to manage the Section awaiting its formal creation. All actions are to be implemented by the end of 1998.
3. Separation of collection from street cleansing: Set up separate operational units for collection and street cleansing while awaiting their formal creation. Temporarily assign four additional Senior Foremen among the new units. All actions are to be implemented by the end of 1998.

(b) Establishing New Functions

The new functions which need to be established are:

- (i) a new Community Development Section in the SWM Division;
- (ii) a new Contract Management Section in the SWM Division;
- (iii) a new Environmental Planning and Management Division responsible for the environmental regulation of solid wastes and other media;
- (iv) a new Administration Division to manage the DoE's Human Resources, Finance and Logistics.

At this stage these functions will be partially established, i.e., Divisions, Sections and positions will be created, new managers and senior staff appointed and objectives and simple tasks defined and implemented.

Full implementation of these functions will require assistance under the CBAP. (See Box 5 below.)

Box 5 Urgent Actions for Establishing New Functions

1. The DoE and the Heads of Departments finalise proposals for establishing new functions by the end of 1998.
2. Finance Section: A temporary Finance Section is established. The DoE temporarily assigns a member of the City Treasurer's staff to manage the Unit while awaiting its formal creation. All actions are to be implemented by the middle of 1998.

(2) Formal Approval of Establishing New Functions

The process of obtaining formal approval for establishing new functions, creating new positions and appointing staff is as follows:

- (a) Approval by NCC's Heads of Department, relevant NCC Committees and the Full Council possibly by the end of 1998.
- (b) MOLG approves Full Council resolution possibly by the end of 1998;
- (c) formulate further adjustments eg as a result of discussions with the Local Government Workers Union and the Federation of Kenya Employees and obtain final approval from MOLG possibly by the end of 1998; and
- (d) Recruitment and appointment of staff to new positions possibly by the end of 1999.

The schedule is very indicative - in principle, NCC and MOLG will undertake to obtain approvals as soon as possible.

Table B.3-1 Phased Implementation of the Institutional Restructuring Plan

Main Implementing Actions	Preparatory Actions by DoE 1998/1999	Phasing Over Master Planning Period			CBAP Costs (Kshs.)
		1999	2000	2001-2004	
1. Organizational Restructuring of DoE				2004-2008	
1. Reorganise the DoE into four Divisions	SWM, Environmental, Admin & Parks Divisions set up. Appoint four new Deputy Directors	Consultants to review new organisational structure and functions under CBAP			
2. Reduce the number of vertical levels in the SWM Division. Create new manager positions	DoE removes old positions, creates new positions & appoints six new managers in the SWM Division, including an Operations Manager & 2 Deputy Operations Managers				
3. Separate disposal from collection and street cleansing	DoE sets up Disposal Section and appoints Disposal Manager. Collection and Street Cleansing is organised as a Section				
4. Separate daily management of collection from street cleansing	DoE appoints 4 more Senior Forman to enable collection to be separately managed from street cleansing in the Collection and Street Cleansing Section				
5. Assign responsibilities throughout the DoE's Divisions	DoE defines and assigns responsibilities to Divisions, Sections and Units and to all staff positions.	Consultants review organisational responsibilities under CBAP			

Table B.3-1 Phased Implementation of the Institutional Restructuring Plan (Cont'd.)

Main Implementing Actions	Preparatory Actions by DoE 1998/1999	Phasing Over Master Planning Period				CBAP Costs (Kshs.)
		1999	2000	2001-2004	2004-2008	
2. Establish New Functions						
1. Establish Community Development Section in SWM Division	DoE appoints Community Development Manager and staffs up Section	Social Analyst assists in establishing the Section's functions under CBAP	Social Analyst completes assistance in early 2000 and reviews for further capacity building assistance requirements			9,850,000
2. Establish Contract Management Section in SWM Division	DoE appoints Contract Manager and staffs up Section	Contracting Consultant assists to establish Section's functions under CBAP	As of 1999. Reviews for further CBA requirements			3,750,000
3. Establish Environmental Planning and Management Division	DoE appoints Deputy Director Environmental Regulation and staffs up the Division	Regulation Consultant assists to establish Division's functions under CBAP.	As of 1999. Reviews for further CBA requirements			5,750,000
4. Establish Finance Section in Administration Division	DoE appoints Finance Controller and staffs up Section.	Finance Consultant assists to establish Section's functions under CBAP. Assists implementation of computerised financial system.	As of 1999. Reviews for further CBA requirements			5,750,000
5. Establish Human Resources Section in Administration Division	DoE appoints Human Resources Manager and staffs up Section.	Human Resource Consultant assists in establishing the Section's functions under CBAP.	As of 1999. Reviews for further CBA requirements			3,750,000
6. Establish MIS Section in Administration Division	DoE appoints MIS Manager and staffs up Section.	Organisational & Management Consultant assists in designing, implementing and training for MIS	As of 1999. Reviews for further CBA requirements			
7. Establish Logistics Section in Administration Division	DoE appoints Logistics Manager and staffs up Section.					

Table B.3-1 Phased Implementation of the Institutional Restructuring Plan (Cont'd.)

Main Implementing Actions	Phasing Over Master Planning Period				CBAP Costs (Kshs.)
	Preparatory Actions by DoE 1998/1999	1999	2000	2001-2004	
3. Developing Key Management Capabilities A number of key management functions are developed under the CBAP		Organisational and Management Consultant (IOMC) develops key management capabilities under CBAP. Consultant oversees the CBAP.	Consultant completes assistance in early 2000 & makes recommendations for further organisational changes and capacity building assistance		10,500,000
1. Establish a Management Team	DoE establishes Management Team	Consultant trains Management Team			
2. Establish a planning capability		Consultant assists in preparation of Cleansing Section's first annual plan, setting up planning procedures and providing training	Consultant makes recommendations for future planning capability. DoE appoints planning coordinator and other planning personnel if appropriate		
3. Establish procedures for objective setting and performance measurement		Consultant assists establish arrangements for Objective Setting and Performance Measurement			
4. Improving Managers Effectiveness		Consultant prepares, designs and delivers a management training program for the Cleansing & Administration Section's senior and middle managers			

Table B.3-1 Phased Implementation of the Institutional Restructuring Plan (Cont'd.)

Main Implementing Actions	Preparatory Actions by DoE	Phasing Over Master Planning Period			CBAP Costs (Kshs.)	
	1998/1999	1999	2000	2001-2004		2004-2008
5. Preparation of a Departmental Regulation Manual		Consultant assists preparation of Departmental Regulations Manual				
4. Training		Training Program delivered under CBAP to support organisational restructuring. Program managed by the Consultant Individual Program components delivered by each consultant	CBAP training completed early 2000. Future Training Program formulated under the CBAP and implemented in 2000 possibly under donor agency program	DoE Training Program	DoE Training Program	
Total Cost for IRP						38,850,000

3.14 Summary of the Capacity Building Assistance Program

The Capacity Building Assistance Program (CBAP) comprises a mixture of direct implementation assistance combined with training provided in classes or workshops, covering eight (8) organisational components. It is recommended that the CBAP begins in April 1999 and continues for 14 months to May 2000. It is intended that the IRP's recommendations will be fully implemented under the CBAP by May 2000.

These components are:

- (a) development of key management capabilities;
- (b) community development;
- (c) financial;
- (d) environmental regulation;
- (e) formulating and drafting the SWM By-laws;
- (f) contract management;
- (g) human resource management; and
- (h) development of technical capability.

Each of these components will be prepared and managed by one consultant. The entire Program will be overseen and managed by the Organisational and Management Consultant. The detailed components of the training are given in Section 3.15 below.

Table B.3-2 below shows the phasing of the Capacity Building Assistance Program from April 1999 to May 2000, giving its main components and the required inputs of each international consultant. These inputs cover both implementation assistance as well as training. The timing of inputs is indicative and will be decided by the individual consultants.

Each consultant will assess the effectiveness of his capacity building and training and review the DoE's further needs after the CBAP's completion. They will then formulate a future capacity building program and recommend how it could be financed. This might be through a donor agency, by the DoE itself or a mixture of both.

The total cost of the CBAP of Kshs. 47,773,000 include consulting costs, information hardware and software costs and training costs, i.e., materials and venue costs. These costs are indicative only.

Table B.3-2 Phased Implementation of the Capacity Building Assistance Program

Main Components of CBAP	Consultant Responsible	1999	2000	2001 - 2008	Costs of CBAP (Kshs.)
Development of Key Management Capabilities Assistance in establishing Management Team, planning capability, procedures for objective setting and performance measurement, MIS setup and improving managers' effectiveness	Organisational and Management Consultant	■	■	The Organisational and Management Consultant reviews for further capacity building assistance on management	10,500,000
Financial Assistance in establishing financial systems in the Finance Section including implementation of computerised financial system	Financial Consultant	■	■	The Financial Consultant reviews for further capacity building assistance the DoE may require for Finance	5,250,000
Environmental Regulation Assistance in establishing Environmental Division's monitoring methodologies and systems and procedures for handling non-municipal wastes	Regulation/ Legal Consultant	■	■	The Regulation/Legal Consultant reviews for further assistance the DoE may require for Environmental Regulation	5,250,000
Formating and Drafting SWM By-laws Assistance in the formating, drafting and enactment of SWM By-laws	-ditto-	■		The Regulation/Legal Consultant reviews for further assistance the DoE may require for SWM By-law	including the above
Contract Management Assistance in establishing Contract Management Section's functions and procedures for both pre-contract award and post-contract award	Contract Management Consultant	■	■	The Contract Management Consultant reviews the need for further assistance the DoE may require on Contract Management	3,500,000
Human Resource Management and Development Assistance in establishing Human Resource Section's functions covering personnel functions, HR planning, improving employee performance and occupational health	Human Resource Consultant	■	■	The Human Resource Consultant reviews the need for further assistance the DoE may require on Human Resource Management	3,500,000

Table B.3-2 Phased Implementation of the Capacity Building Assistance Program (Cont'd.)

Main Components of CBAP	Consultant Responsible	1999	2000	2001 - 2008	Costs of CBAP (Kshs.)
Community Development Assistance in establishing the Community Development Section	Social Analyst	■	■	The Social Analyst reviews the need for further assistance on Community Development	9,850,000
Development of Technical Capability Collection and Transportation -Planning, Scheduling, Staffing & Vehicle Management Assists in establishing operations management staff's planning methodologies and functions covering arrangement, routing for collection, scheduling, staffing and reviewing systems. Also, assists in establishing Vehicle Management subunit's functions covering procurement of spare parts and tools, store methods and inventory management.	Planning, Scheduling, Staffing & Vehicle Management Consultant	■		The Planning, Scheduling, Staffing & Vehicle Management Consultant reviews the need for further assistance the DoE may require on Vehicle and Planning Management	2,270,000
-Maintenance Assists in establishing Maintenance subunit's functions focusing on improvement of craftsman's skills based on the job training.	Maintenance Consultant (mechanical and electrical)	■		The Maintenance Consultant reviews the need for further assistance the DoE may require on Vehicle Maintenance.	4,893,000
Final Disposal -Planning, Scheduling, Staffing & Maintenance Assists in developing operations management staff's planning, operating and reviewing systems.	Disposal Consultant	■	■	The Disposal Consultant reviews the need for further assistance the DoE may require on Disposal Planning, Scheduling Management	2,760,000
Total Cost					47,775,000

3.15 Summary of the Training Program for the DoE

The DoE's SWM, Environmental and Administration Divisions need training to support their organisational restructuring. The approach is to firstly provide a substantial training program delivered through classes and workshops under the CBAP covering key organisational and management areas.

The CBAP training will be provided in 1999 and 2000 and will be managed by the Organisational and Management Consultant. Individual components will be delivered by each consultant for his specialist area. A key aspect of the training will be to train trainers wherever it is appropriate. Trainers will be identified and given short courses in training skills.

Some training may also be provided by Kenyan training organisations. The DoE and the consultants will decide what local resources can be used. Examples are the University of Nairobi's Industrial Resource Unit (successfully used for the Water Department's training program under the World Bank Nairobi Third Water Supply Engineering Project) and the Kenya Institute of Management (KIM).

After the CBAP is completed the DoE will inevitably require further training. The Organisational and Management consultant and the Human Resource consultant will assess the impact and effectiveness of the training provided under the CBAP. Based on this assessment they will review the DoE's further training needs, prepare a future training program and recommend how it could be financed. This might be through a donor agency, by the DoE itself or a mixture of both.

Table B.3-3 below summarises the Training Program for the DoE under the CBAP with indicative suggestions for training post CBAP. The course descriptions are indicative only. The consultants will be responsible for preparing their training programs and deciding on their timing and duration.

Table B.3-3 Training Program for the DoE

CBAP		Training Program - 1999				Suggestions for Training after Completion of CBAP
Main Training Components	Course Description	Who Receives Training	Who Delivers Training	Type of Training		
Organisational and Management	<ol style="list-style-type: none"> Principles, process and functions of organisations & their management The planning cycle - strategic and operational planning Objective setting and performance measurement Management Information Systems (MIS) Improving managers skills and effectiveness: <ul style="list-style-type: none"> - problem solving & decision making - leadership - communication & staff motivation - time management - delegating - presentation & meeting skills. 	Management Team members: The Director Deputy Directors All Managers Other staff: Human Resources Management Section Financial Controller Deputy Operations Managers MIS Manager Logistics Manager District Inspectors	Organisational and Management Consultant	Workshops and Training Classes Scope of training will be different for senior managers and middle managers - they will be separately trained.	Managers will inevitably require further training particularly to improve their management skills. Organisational and Management Consultant will formulate training needs	
Financial Management	<ol style="list-style-type: none"> Accounting concepts and principles Budget setting and monitoring Simple financial forecasting and tariff setting Basic cost accounting Billing and collection Basic economic analysis of projects	Deputy Director Administration Financial Controller All financial staff in the Finance Section	Financial Consultant	Workshops and Training Classes	The Finance staff will need further training to improve their financial skills The Financial Consultant will formulate training needs	
Finance for Non Financial Managers	<ol style="list-style-type: none"> Accounting concepts and principles Budget setting and monitoring Simple financial forecasting and tariff setting 	The Director Deputy Directors All Non Financial Managers District Inspectors	Financial Consultant	Training Classes	Non financial staff will need further financial training The Financial Consultant will formulate training needs	
Regulation of SWM	<ol style="list-style-type: none"> Regulatory policies and practices, monitoring methodologies and systems Procedures for the safe handling of industrial, hazardous and clinical wastes 	The Director Deputy Directors Staff in the Environment Division Operations Manager Deputy Operations Manager Disposal Manager Logistics Manager	Regulation/Legal Consultant	Workshops and Training Classes	The Regulation/Legal Consultant will formulate training needs	

Table B.3-3 Training Program for the DoE (Cont'd.)

CBAP		Training Program - 1999			Suggestions for Training after CBAP	
Main Training Components	Course Description	Who Receives Training	Who Delivers Training	Type of Training	The Contract Management will formulate training needs	
Contract Management	<p>1. Pre contract award procedures.</p> <p>.2709 - Specification preparation, Contract, planning, design & pricing.</p> <p>.2709 - Prequalification, setting tender evaluation criteria, the tendering process, post tender negotiation and contract award.</p> <p>2. Post contract award procedures.</p> <p>.2709 - Monitoring service delivery & compliance with contract terms and conditions.</p> <p>.2709 - Procedures to manage change to contract requirements & terms and conditions.</p> <p>.2709 - Carrying out VEM assessment of contracts.</p>	<p>The Director</p> <p>Deputy Directors</p> <p>Contract Manager</p> <p>Staff from the Contract Management Section</p> <p>Appropriate staff from the Town Clerk's Department</p>	Contract Management consultant	Workshops and Training classes	The Contract Management will formulate training needs	
Human Resource Management and Development	<p>1. Human resource policies, methodologies and systems</p> <ul style="list-style-type: none"> - personnel functions of recruitment, promotion and staff appraisal <p>2. Human resource planning</p> <p>3. Improving employee performance</p> <p>4. Occupational health arrangements</p>	<p>Deputy Directors</p> <p>Human Resources Management Manager</p> <p>Staff from the Human Resources Management Section</p>	Human Resource Consultant	Training Classes and Workshops	The Human Resource Consultant will formulate training needs	
Collection and Transportation	<p>1. Planning Courses:</p> <ul style="list-style-type: none"> - Operation and management - Planning methodologies - Scheduling, staffing and reviewing system <p>2. Maintenance skills</p>	<p>The Director</p> <p>Deputy Directors</p> <p>Staff in the SWM Division</p> <p>Operations Manager</p> <p>Deputy Operations Manager</p> <p>Logistics Manager</p>	<p>Planning, Scheduling, Staffing & Vehicle Management Consultant</p>	Training Classes and Workshops	The Planning, Scheduling, Staffing & Vehicle Management Consultant will formulate training needs	
Final Disposal	<p>1. Planning Courses:</p> <ul style="list-style-type: none"> - Operation and management - Planning methodologies - Scheduling, staffing and reviewing system <p>2. Operation Capabilities</p> <ul style="list-style-type: none"> - Methodologies of sanitary landfill system - Monitoring system 	<p>New Disposal Section Manager and engineers</p>	Disposal Consultant	Training Classes and Workshops	The Disposal Consultant will formulate training needs	
Training the Trainers	<p>Training skills course:</p> <ol style="list-style-type: none"> 1. Designing courses 2. Training techniques 3. Presentation skills 	<p>Selected DoE staff</p>	Organisational and Management Consultant	Training Classes		