

付 属 資 料 1

- (1) 要請書(T O R)
- (2) S / W及びM / M
- (3) 主要面談者リスト
- (4) 収集資料リスト

(1) 要請書 (T O R)

REPUBLIC OF KENYA
MINISTRY OF FINANCE AND PLANNING

Telegraphic Address: 22921
FINANCE - NAIROBI
Telephone: 338111
When replying please quote
EA/TA 79/78/01/AW
Ref. No.
and date



THE TREASURY
P. O. Box 30007
NAIROBI
KENYA
16th February 00
....., 20

Embassy of Japan
P. O. Box 60202
NAIROBI

Attn. Mr. H. Kawato

Dear Sir

RE: REQUEST FOR JAPANESE ASSISTANCE FOR THE DEVELOPMENT
STUDY ON THE UTILIZATION OF THE PRIVATE SECTOR IN ROAD
MAINTENANCE

The Ministry of Roads and Public Works, has identified the need to enhance the impact of contracting out routine and periodic maintenance of both the classified and trunk roads by the private sector.

One of the major constraints under the above initiative is the lack of a technically sound private sector contracting system. In order to address the constraint, the Ministry of Roads and Public Works has prepared a Development Study proposal whose main objective is to develop an organizational, legal and technological framework for the execution of road maintenance by private sector contractors,

We enclose the proposed study Terms of Reference and formally request for Japanese technical cooperation for the study implementation.

Yours faithfully

A handwritten signature in dark ink, appearing to read 'J. K. Kanithi'.

J. K. Kanithi
For: PERMANENT SECRETARY
MINISTRY OF FINANCE AND PLANNING

Encl.

cc Resident Representative
JICA, Kenya Office
P. O. Box 50572
NAIROBI

TECHNICAL COOPERATION BY THE GOVERNMENT OF JAPAN

Development Study Proposal

Project Title: Study on the Utilization of Private Sector in the Road Maintenance System

Location: Nation-wide (Republic of Kenya)

Implementing Agency: Ministry of Public Works & Housing (MOPWH)
(Roads Department)

Justification

The trunk road network in the country is very essential to Kenya and the neighbouring countries of Tanzania, Uganda, Rwanda in the East African Region. With the revival of the East African Co-operation, there is going to be a significant increase in trade and other economic activities among these countries.

However, the road maintenance system has not been well established neither for the trunk roads nor the feeder roads. These roads have been inadequately maintained such that even minor damages develop to seriously affect the basic functions of the road system. Vehicles driving on tracks off the carriageway as a result of poor state of the roads is a common scenario.

The Government of Kenya (GOK) introduced fuel levy in 1994 to meet the needs of road maintenance. However, the desirable impacts of this initiative have not been realized yet. One reason is the lack of an apt engineering system on planning, designing, tendering & contracting system, supervision and maintenance system.

Another reason is the shortage/inadequacy of technically sound private local contractor system, which GOK would utilize in road maintenance contract execution. Road maintenance can be carried out at a lower cost if executed at the appropriate time. Therefore, a system is to be established to respond quickly and adequately to the needs of road maintenance.

The external support agencies within the roads (commonly referred to as donors) have expressed their desire to have GOK commit itself to maintenance of the trunk road network and contract-out routine & periodic maintenance of the feeder road network.

Therefore, it is necessary to have a Master Plan Study on the package of new road maintenance system that includes necessary organization, legal system, appropriate technology, to be applied by local contractors and a management system to function the related factors.

Implementation Schedule

Study to be commenced in January 2000 and to be ended in October 2000.

Expected Funding Source

Partly from Japan and partly by domestic resources

Other Relevant Projects

Roads 2000 project

The Study on Rural Road Improvement in Western Kenya (JICA)

Terms of Reference for the Study

1. Review of the present situation and the national road network master plan prepared by JICA in 1994
2. Review of the roads maintenance system of Ministry of public Works and housing and Ministry of Local Authorities
3. Review of small-scale road maintenance activities by NGOs and other donors
4. Assessment of the level of technology and financial management within the private contractor system.
5. Review past studies of expenditure and funding needs in the roads sector, and delivery options for road maintenance
6. Identification of training and other needs for private sector contractors.
7. Review of the activities of GOK through the road maintenance levy fund and prediction of future funding scheme.
8. Identification of areas of improvement in the road maintenance system of GOK and private contracting system.
9. Analysis on the area of improvement in road maintenance especially for feeder roads and suggestion of appropriate technology for easy & apt paving systems on feeder roads.
10. Preparation of a Master Plan on national feeder road maintenance including suggested priority road sections and establishment of appropriate surfacing techniques.
11. Preparation of a Master Plan on the Utilization of private sector for road maintenance e.g. setting standards/guidelines for private contracting, tendering, supervision of private contractors and utilization of the fuel levy fund for private sector involvement.
12. Suggestion on rural road maintenance techniques with Participatory Rural Appraisal (PRA).

13. Financial analysis of GOK budgeting related to the project including appropriateness of introduction of external aid/resources, development of the construction industry, etc.

Other Relevant Information

a) Organization Chart of the Ministry

The organization charts of the Ministry of Public Works and Housing (MOPWH) in general and the Roads Department in particular is hereby attached as Annex 1(a) and 1(b) respectively.

MOPWH is responsible for planning, designing, development and maintenance of classified roads and public buildings and for the development of the housing policy in Kenya. It is therefore divided into four main sectors:

- i. the Roads Sector
- ii. the building Sector
- iii. the Housing Sector, and
- iv. the support Services Sector.

The Roads Sector consists of the Roads Department, the Mechanical and Transport Department, the materials Department and the Kenya Institute of Highways and Building Technology (KIHBET). The Building Sector consists of the Architectural, Quantities and Contracts, Structural and Electrical Departments. The Housing Sector has only the Housing Department while the support Services Sector has the departments of Finance and Administration.

MINISTER

P. SECRETARY

E.I.C

MATERIALS
DEPARTMENT

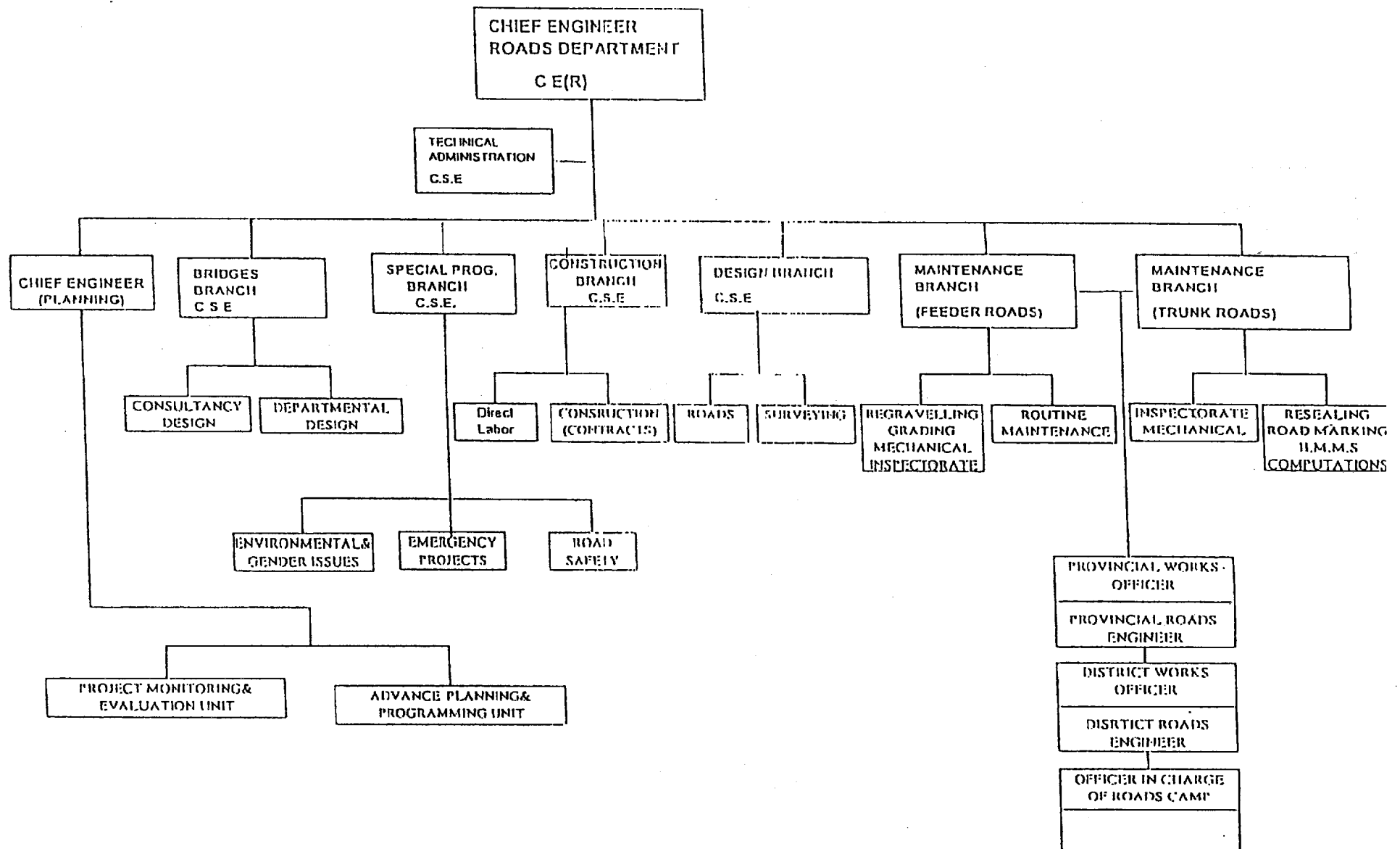
KENYA INSTITUTE OF HIGHWAYS
& BUILDING TECHNOLOGY

ROADS
DEPARTMENT

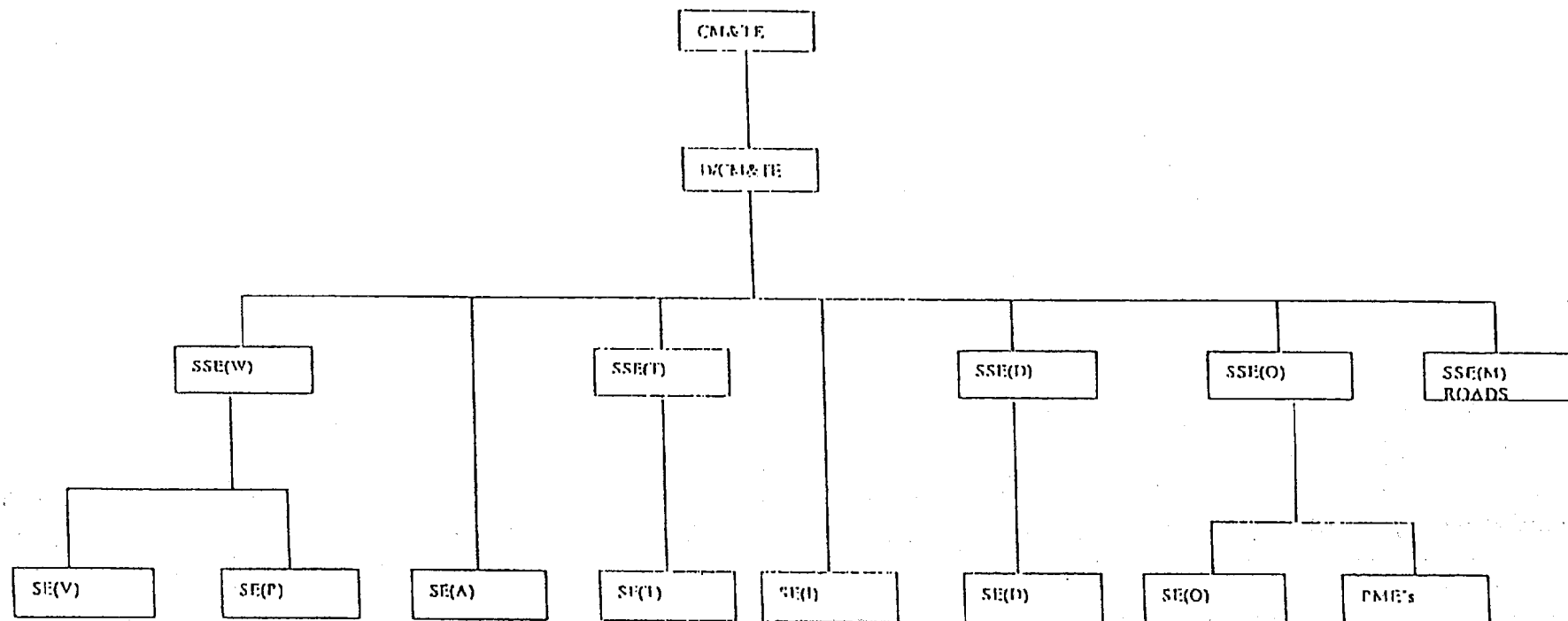
MECHANICAL &
TRANSPORT
DEPARTMENT

PROVINCIAL
WORKS
OFFICES

ORGANIZATION OF THE ROAD'S DEPARTMENT



ORGANISATION CHART FOR MECHANICAL AND TRANSPORT DEPARTMENT

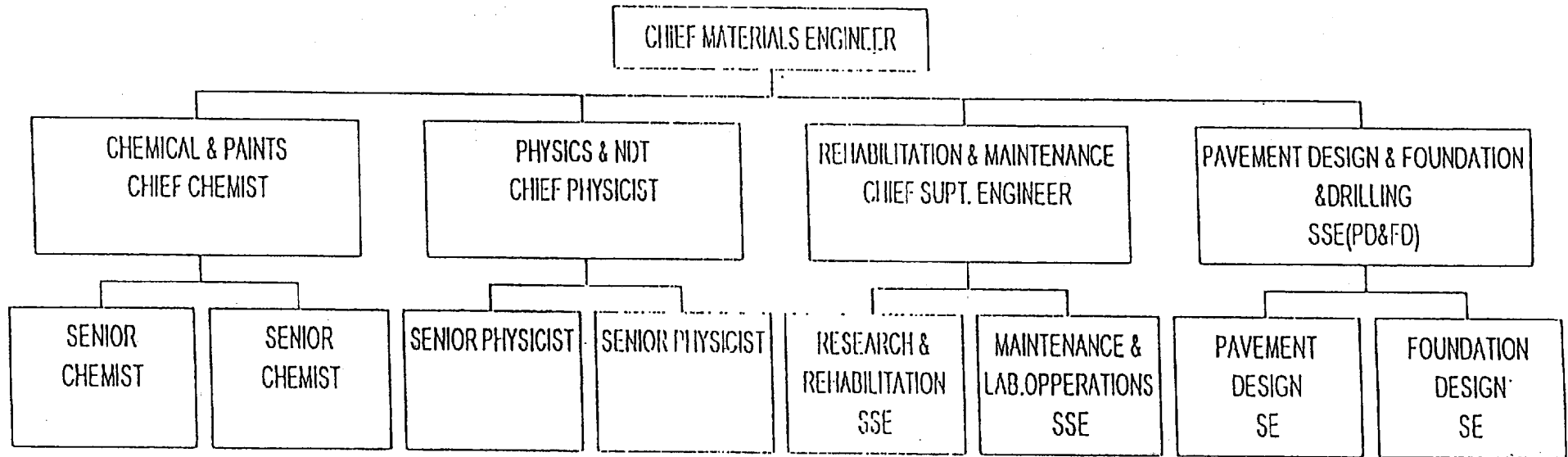


KEY

CM&TE	CHIEF MECHANICAL AND TRANSPORT ENGINEER
DCM&TE	DEPUTY CHIEF MECHANICAL AND TRANSPORT ENGINEER
SSE(V)	SENIOR SUPERINTENDING ENGINEER(WORKSHOPS)
SSE(T)	SENIOR SUPERINTENDING ENGINEER(TECHNICAL)
SSE(D)	SENIOR SUPERINTENDING ENGINEER(DEVELOPMENT)
SSE(O)	SENIOR SUPERINTENDING ENGINEER(OPERATIONS)
SSE(M)	SENIOR SUPERINTENDING ENGINEER(MECHANICAL)ROADS
SE(V)	SUPERINTENDING ENGINEER(VEHICLE)
SE(P)	SUPERINTENDING ENGINEER(PLANT)

SE(A)	SUPERINTENDING ENGINEER(AXLE LOAD)
SE(T)	SUPERINTENDING ENGINEER(TECHNICAL)
SE(D)	SUPERINTENDING ENGINEER(INSPECTION)
SE(D)	SUPERINTENDING ENGINEER(DEVELOPMENT)
SE(O)	SUPERINTENDING ENGINEER(OPERATIONS)
PME's	PROVINCIAL MECHANICAL ENGINEERS

MATERIALS DEPARTMENT



TECHNICAL COOPERATION BY THE GOVERNMENT OF JAPAN

DEVELOPMENT STUDY PROPOSAL

Project Title: Study on the Utilisation of Private Sector in the Road Maintenance System
Location: Nationwide (Republic Of Kenya)
Implementing Agency: Ministry of Public Works & Housing (MOPWH)
(Roads Department)

Terms of Reference Of Master Plan Study On

The Utilization Of Private Sector in the Road Maintenance System

1. The Project

1.1 Background

The road network in the country is very essential to Kenya and the neighboring countries of Tanzania, Uganda, Rwanda in the East African Region, and the southern part of Ethiopia and Sudan for their socio-economic development. With the revival of the East African Cooperation, there is going to be a significant increase in trade and the economic activities using road transport among these countries.

Since the independence, the Government of Kenya has developed the national road network. Despite the comparatively well-established trunk road network, the road conditions have hampered the capacity of the network to meet needs of road transportation for economic development and social improvement in the country. Inadequate road maintenance is the most cause of the situation.

In 1990, the Government introduced a policy of Road Maintenance Initiative with the World Bank. Further the Maintenance Fuel Levy Fund has been introduced since 1994 in order to assure the Government ownership for the sustainable road maintenance.

The Government intends to make the Roads Board act to enhance this road maintenance policy. Under the Roads Board Act, the Ministry of Public Works and Housing will be reformed. Some functions of departments will be contracted-out and privatised. Utilisation of the private sector is now a key issue of the road maintenance policy.

1.2 Needs of the Study

The road maintenance management needs to be well-established and improved both for trunk roads and rural feeder roads. These roads have been inadequately maintained so even minor damages develop rapidly to seriously affect the basic function of the road system. Increased vehicle operating costs and traveling time for road users have negative effects on the national economy and reduce national competitiveness of the international markets. Proper road maintenance system must be urgently established by applying the government privatisation policy and following the context of Roads Board act.

1.3 Scope of the Study

The study will cover the development as well as enhancement of capacity building in the road maintenance management for the public sector and the private sector. The Road Sector in the MOPWH requires to improve management and engineering skills in planning, designing, contracting as well as supervision and monitoring.

The Contractors including small, medium and national size in the private sector must be proper and capable implementing agencies for road maintenance operation in the field. Building their capability to meet contracted maintenance will be required. In the rural area, community participation will be considered for community feeder roads. Employment generation will be considered in order to absorb extra staff of MOPWH through the privatisation process, in particular in the rural areas where the employment opportunities are quite poor.

Total construction industries development programme is necessary taking into consider industry environment and relevant manufacturing sector. The incentive policy will be planned along the line of equipment leasing market creation, and tender and bond guarantee, and financial credit facilities establishment for the contraction industry. For the target of industrisation by 2020, the major contractors and the consultants will need

to initiate and increase export capacity in the EAC countries. Small and medium contractors will need to contribute to the development of the local economy and to create employment opportunities in the rural poor areas. Human resource development and Research and Development will play an important role as basic training and appropriate technology development.

Therefore, it is necessary to have a Master Plan study on the package of new road maintenance management system that includes necessary organisation, legal system, appropriate technology, to be applied by local contractors under a total construction industry development programme.

2. Implementation Schedule

Study will be commenced in January 2000.

3. Expert Funding Source.

Partly from Japan and partly by domestic resources.

4. Other Relevant Projects and Study

- Road 2000 project

- The Study on Rural Road Improvement in Western Kenya (JICA)

5. Terms of Reference for the Study

A. Review of Policy and Strategy

5.1 Review of the present situation and national network master plan prepared by JICA 1994.

5.2 Review of the roads maintenance system of the Ministry of Public works and Housing and relevant roads authorities.

5.3 Review of small-scale road maintenance activities in the rural community which is carried out by NGO and Other donors.

5.4 Assessment of the level of technology and financial management within the private contractor.

5.5 Review of functions and activities between the Public and the Private sector in

the road maintenance management.

- 5.6 Review of activities of the Road Sector in a proposed Roads Board and MOPWH through the Road Maintenance Levy Fund and prediction of future funding scheme.

B. Analysis of Road Maintenance System

- 5.7 Identification of areas of improvement in the road maintenance management in GOK and private contracting system.

- 5.8 Analysis on the areas of improvement in road maintenance management. For feeder roads, appropriate technology for easy and apt pavement will be suggested.

C. Planning of Improvement Road Maintenance System

- 5.9 Preparation of a Master Plan on road maintenance management in the feeder roads.

- 5.10 Preparation of a Master Plan on the utilisation of the private sector for road maintenance management together with a total Construction Industry Development strategy.

- 5.11 Suggestion on rural road maintenance with PRA (Participatory Rural Appraisal) in the Community participation.

- 5.12 Financial analysis of GOK budgeting related to the project including appropriateness of introduction of external aids and resources.

- 5.13 Preparation of a Master Plan for privatisation of Mechanical and Transport Department of MOPWH

- 5.14 Preparation of a Master Plan for improving capability of Kenya Institute of Highway and Building Technology for human resource development in the road maintenance management.

- 5.15 Preparation of a Master Plan for improving capability of Test and Research Department in MOPWH in co-ordination with universities and relevant institutes.

D. Programming of Implementation

- 5.16 Preparation of a Implementation Programme for the above Master Plan for the future financing arrangement.

6. Other Relevant Information

- 6.1 Organisation chart of the Road sector of MOPWH

- 6.2 Road Sector Strategic Plan

Proposal of the Study Plan

I. Objectives of the Study

The objectives of the study is to formulate a Master plan for improving road management system by utilising the private sector and the public involvement.

II. Study Area

The study area shall be nation-wide in the road maintenance management. For community participation, the planning areas will be selected through the study for the availability of co-operation with local authorities and NGOs.

III. Scope of the Study

1. Analysis of the present conditions

- 1.1 Collection and analysis of relevant data and information
- 1.2 Review of national road maintenance strategy and policy
- 1.3 Review of natural conditions
- 1.4 Review of current road maintenance system
- 1.5 Review of training system in road maintenance
- 1.6 Review of test and research development in road maintenance
- 1.7 Review of the Contractor and Consultants capacity

2. Planning ,Programming, and Formulation of total road maintenance management improvement plan

- 2.1 Road maintenance management system
- 2.2 Pavement maintenance management system
- 2.3 Community participation programme for the rural feeder road maintenance in the specific districts

3. Planning, programming, and formulation of Construction Industry Development
 - 3.1 Strategic plan for Construction Industry Development
 - 3.2 Privatisation plan of Mechanical and transport department of MOPWH.
4. Planning, programming, and formulation of Human resource development plan
 - 4.1 Training Programme for road maintenance management under the total Construction Industry Development
 - 4.2 Improvement Plan for Kenya Institute of Highway and Building Technology
5. Planning, programming, and formulation of Appropriate Technology Development
 - 5.1 Improvement plan for capability building of Test and Research Department of MOPWH in co-ordination with universities and other research institutes, and private sector in road maintenance management.
6. Special Programme for Community Participation in rural feeder road improvement and maintenance by initiatives of NGOs.
7. Overall evaluation and Recommendation
 - 7.1 Preparation of overall implementation programme
 - 7.2 Recommendation
8. Experts proposed

	M/M
8.1 Study leader (Highway planner/Engineer)	8
8.2 Road maintenance specialist	8
8.3 Highway Engineer	4
8.4 Mechanical Engineer	4
8.5 Organisation and institute development specialist	2
8.6 Training specialist	2
8.7 Industrial research and development specialist	4

8.8 Pavement, soil and material specialist	3
8.9 Economist (Finance)	3
8.10 NGO Co-ordinator	4
8.11 Community Facilitator	2
8.12 Environmental Specialist	2
8.13 Legal Specialist	2
Total	48

Study Schedule

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

1. Analysis of the Present Condition											
- Review of the Present Documents	_____										
- Survey of the Present System			_____								
2. Planning for Road Management System											
- Road Management System			_____								
- Pavement Management System					_____						
- Community Participation			_____				_____				
3. Planning of Construction Industry											
- Strategic Plan				_____							
- Privatization Plan of Mechanical Department				_____			_____				
4. Planning of Human Resource Development											
- Training Programme Strategy							_____				
- Improvement Plan of KIHBT							_____				
5. Planning of Appropriate Technology											
- Strategy of R&D					_____						
- Improvement Plan of TR Department							_____				
6. Special Programme of Community Participation											
- Programme preparation			_____				_____				
7. Evaluation and Recommendation											
- Preparation of Implementation Programme							_____				
- Recommendation								_____			

Assignment schedule

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Study Leader	_____										
Road Maintenance Specialist	_____										
Highway Engineer		_____					_____				
Mechanical Engineer		_____					_____				
Organisation Specialist			_____					_____			
Training Specialist							_____				
Industrial Researcher			_____				_____				
Pavement Specialist					_____						
Economist/Finances			_____				_____				
Ngo coordinator			_____				_____				
Community Facilitator			_____								
Environment			_____								
Legal Specialist				_____							