

**MINUTES OF MEETINGS**  
**BETWEEN THE EX-ANTE EVALUATION STUDY TEAM**  
**OF THE GOVERNMENT OF JAPAN**  
**AND THE AUTHORITIES CONCERNED**  
**OF THE GOVERNMENT OF THE REPUBLIC OF KENYA**  
**ON TECHNICAL COOPERATION**  
**FOR**  
**SPECIALIZED ROAD MAINTENANCE MANAGEMENT UNIT**  
**IN KENYA**

The Ex-Ante Evaluation Study Team of the Government of Japan (hereinafter referred to as “the Team”) on technical cooperation for the Specialized Road Maintenance management Unit in Kenya (hereinafter referred to as “the Project”), organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) headed by Mr. Jiro Inamura, was dispatched to the Republic of Kenya from January 17<sup>th</sup> to February 1st 2005. The purpose of the dispatch was to formulate the Project requested by the authorities concerned of the Government of the Republic of Kenya (hereinafter referred to as “GOK”) under the technical cooperation of the Government of Japan (hereinafter referred to as “GOJ”).

During its stay, the Team exchanged views with the authorities concerned of GOK through a series of meetings and field observations on the Project.

As the result of the discussions, both parties reached common understanding regarding the matters referred to in the documents attached hereto. Both parties agreed to recommend them to their respective governments.

Nairobi, January, 31st 2005

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Jiro Inamura  
Deputy Resident Representative  
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Permanent Secretary  
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## **ATTACHMENTS**

### **1. Background to the Project**

One of the important features of post independence development in Kenya is the massive expansion of the road network to approximately 197,000 kilometres. However, inadequate maintenance over the last 30 years has resulted in about 40 % of this road network being “lost”, which in turn has produced higher vehicle operating cost and longer travel times for road users that are having a negative effect on the national economy. On the other hand, traffic demand has been increasing very rapidly during the past decade and there is now a shortage of road capacity to meet the rising demand.

Road infrastructure is one of the fundamental factors in increasing the socio-economic performance of a nation. From this viewpoint, it can not be stressed enough that road maintenance activities after the completion of construction are an essential factor in maintaining the road facility and providing good conditions for users.

### **2. The Framework of the Project**

The draft project design stated herein may be modified and finalized over the course of discussions prior to the official signing of the document titled “Record of Discussions” (hereinafter referred to as “R/D”).

#### **2.1. Project Title**

The project is titled as “Specialized Road Maintenance Management Unit in Kenya”

#### **2.2. Executing Organizations**

The Project will be executed by the following organizations:

2.2.1 Ministry of Roads and Public Works that will take overall responsibility for project administration and implementation.

2.2.2 Roads Department will be the lead managerial and technical implementation agency.

#### **2.3. Project Locations**

2.3.1 Project head office: Headquarters of Roads Department

2.3.2 Project areas: Nairobi

#### **2.4. Project Beneficiaries**

2.4.1 Direct beneficiaries: Specialized Road Maintenance Management unit and Maintenance Branch of Roads Department

#### 2.4.2 Indirect beneficiaries: Kenyan Citizens and Road Users in Kenya

#### 2.5. Project Duration

Three (3) years commencing on the date specified in the R/D.

#### 2.6. Overall Goal

To improve maintenance of road network through achieving self-sustainable road maintenance system

#### 2.7. Project Purpose

To establish efficient and effective road maintenance management system through improvement of planning and monitoring of road maintenance work and improvement of pavement repair techniques

#### 2.8. Expected Outputs

2.8.1 Roads Department strengthen their organizational structure for road maintenance

2.8.2 Roads Department obtains adequate allocation of maintenance budget for roads

2.8.3 Road maintenance works are conducted based on manuals through out the country

2.8.4 Technical level of pavement repair of roads by the Department is improved and high level of maintenance are attained

#### 2.9. Possible Broad Activities

2.9.1 Prepare recommendations for organization and activities for road maintenance related agencies include KRB and road department

2.9.1.1 Monitor organizational changes and activities

2.9.1.2 Prepare and advice on recommendations

2.9.2. Rationalize planning of road maintenance

2.9.2.1 Enhance inspection of the road conditions

2.9.2.2 Improve planning of maintenance works

2.9.3. Utilize Road Maintenance Manual

2.9.3.1 Workshops on road maintenance manual

2.9.3.2 Monitoring the utilization of the manual

2.9.3.3 Revise the manual

2.9.4. Improve pavement repair techniques

2.9.4.1 On the job training of staff for the specialized road maintenance management unit

2.9.4.2 On the job training of staff for the road maintenance units

#### 2.9.5. Carry out evaluation of the project

### 2.10. Inputs from Kenyan Side

#### 2.10.1. Personnel for the Project

GOK will provide necessary personnel to ensure the smooth operation of the Project as follows.

Project Director:	Chief Engineer (Roads)
Project Manager:	Principal Superintending Engineer (Maintenance)
Counterpart Staff:	Staff of Specialized Road Maintenance Management Unit

Supporting Staff: Administrative Staff and Secretaries

#### 2.10.2. Facilities and Equipment

2.10.2.1 Office space for project head office in Roads Department headquarters

2.10.2.2 Training facilities in Ministry of Roads and Public Works

2.10.2.3 Electricity, Telephone and Water Supply

2.10.2.4 Vehicles

#### 2.10.3. Administrative and Operational Costs

2.10.3.1 Materials for pavement repair

2.10.3.2 Travel allowance and per diem for Kenyan Staff

### 2.11. Inputs from Japanese side

#### 2.11.1. Experts

##### 2.11.1.1 Long-term Experts

1 Technical Advisor

##### 2.11.1.2 Short-term Experts

Short-term experts will be dispatched as appropriate.

#### 2.11.2. Counterpart training

Short-term training in Japan and/or any other third countries for one (1) road engineer every year.

#### 2.11.3. Seminars and Workshops

2.11.3.1 On Road maintenance manual

2.11.3.2 On other relevant issues where necessary

#### 2.11.4 Equipment

Equipment for Road Maintenance Unit

### 3. Joint Steering Committee

#### 3.1. Function

For the effective and successful implementation of the Project, a joint steering committee will be established to make decisions relevant to the Project. The Joint Steering Committee will meet when necessary and at least once a year in order to fulfil the following functions:

3.1.1 To formulate annual work plan of the Project based on the Plan of Operations within the framework of the R/D.

3.1.2 To review the results of the annual work plan and the progress of the Project.

3.1.3 To exchange views and ideas on major issues those arise during the implementation period of the Project.

#### 3.2. Committee members

The committee will be composed of the chair and the members. The rules and guidelines for the management of the committee will be determined at the initial stage of the Project. The possible composition might be as follows:

##### 3.2.1. Chair:

Permanent Secretary, Ministry of Roads and Public Works

##### 3.2.2. Members:

###### (1) Kenyan Side:

- ① Desk Officer responsible for JICA, Ministry of Finance
- ② Chief Engineer (Roads) as Project Director
- ③ Principal Superintending Engineer (Maintenance) as Project Manager
- ④ Chief Superintending Engineer (Trunk Roads)
- ⑤ Chief Superintending Engineer (Feeder Roads)
- ⑥ Provincial Roads Engineer (Nairobi)
- ⑦ Other relevant personnel accepted by Chairperson, if necessary

###### (2) Japanese side:

- ① Expert(s)
- ② Resident Representative of Kenya Office, JICA
- ③ Other member(s) accepted by Chairperson, if necessary

### 4. Proposed Measures to be taken by GOJ

In addition to the compliance to the “Agreement on Technical Cooperation between the

Government of Japan and the Government of the Republic of Kenya”, signed in Nairobi on April 29<sup>th</sup>, 2004 (hereinafter referred to as the “Agreement On Technical Cooperation”), both sides confirmed the following points as the responsibilities of the Japanese side:

4.1. The Japanese side will make the contributions described in article 2.11 of this document.

## **5. Proposed Measures to be taken by GOK**

In addition to the compliance to the “Agreement on Technical Cooperation” both sides confirmed the following points as responsibilities of the Kenyan side:

5.1. The Kenyan side will make the contributions described in article 2.10 of this document

5.2. The Kenyan side will involve and engage all the related organisations and stakeholders to the implementation of the Project.

## **6. Schedule before the commencement of the Project**

6.1 JICA will prepare the Ex-Ante evaluation of the project for the approval by JICA.

6.2 The R/D will be finalized by JICA incorporating the comments of the ministry.

6.3 The R/D shall be signed between the Ministry of Roads and Public Works, the Ministry of Finance and JICA Kenya Office as soon as possible after finalization of R/D.

## **7. Monitoring and Review of the Project**

7.1 Joint Review of GoK and GoJ will annually conduct monitoring and review of the project activities.

7.2 Joint Final Review of GOK and GOJ for the final evaluation of the project activities will be conducted in the last year of the project period.

## **8. Project Design Matrix (PDM) of the Project**

The draft of Project Design Matrix (PDM) of the Project, which describes the project framework, activities and input is attached as Annex 1.



**PDMo**

**Attachment I**

Project Name: "Specialized Road Maintenance Management Unit"

Duration: JFY2005 to JFY 2008

Target Region: Kenya, East Africa

Implementing Agency: Roads Department, Ministry of Roads and Public Works

Project Site: Nairobi, Kenya

<b>Narrative Summary</b>	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumptions</b>
<b>Overall Goal</b> To improve maintenance of road network through achieving self-sustainable road maintenance system	- Levels of budget for road maintenance	- Annual report of MoR&PW	
<b>Project Purpose</b> To establish efficient and effective road maintenance management system through improvement of planning and monitoring of road maintenance work and improvement of pavement repair techniques	- Number of prepared recommendations - The amount of budget for road maintenance	- Project monitoring report - Annual report of MoR&PW	- Government policy on road sector remains consistent
<b>Output 1</b> Roads department strengthen their organizational structure for road maintenance	- Number of prepared recommendations	- Project reports	- Government role for road maintenance remains unchanged
<b>Output 2</b> Roads department obtains adequate allocation of maintenance budget for roads	- The amount of budget for road maintenance	- Annual report of MoR&PW	- Investment level for road maintenance are unchanged
<b>Output 3</b> Road maintenance works are conducted based on manuals throughout the country	- Number and level at staff for road maintenance	- Project report - Workshop report - Number of trainees	- Personnel trained under the project are retained by Roads department
<b>Output 4</b> Technical level of pavement repair of roads by the Department is improved and high level of maintenance are attained	- Number and level at staff for road maintenance - Length of repaired road	- Record of road database	- Personnel trained under the project are retained by Roads department

<u>Activities</u>	Inputs		Inputs are secured and availed timely
<p>1. <u>Prepare recommendations for organization and activities for road maintenance related agencies include KRB and road department</u></p> <p>1.1 Monitor organizational changes and activities</p> <p>1.2 Prepare and advice on recommendations</p> <p>2. <u>Rationalize planning of road maintenance</u></p> <p>2.1 Enhance inspection of the road conditions</p> <p>2.2 Improve planning of maintenance works</p> <p>3. <u>Utilize Road Maintenance Manual</u></p> <p>3.1 Workshops on road maintenance manual</p> <p>3.2 Monitoring the utilization of the manual</p> <p>3.3 Revise the manual</p> <p>4. <u>Improve pavement repair techniques</u></p> <p>4.1 On the job training of staff for the specialized road maintenance management unit</p> <p>4.2 On the job training of staff for the road maintenance unit</p> <p>5. Carry out evaluation of the project</p>	<p><u>Japanese Side</u></p> <p>_ Long-term expert (s)</p> <p>_ Short-term expert (s)</p> <p>_ Training budget</p> <p>_ Equipment</p> <p>_ Evaluation</p>	<p><u>Kenyan Side</u></p> <p>_ Counterpart personnel</p> <p>_ Office facilities, materials and equipment</p> <p>_ Recurrent budget</p>	<p><u>Pre-conditions</u></p> <p>-Road Department keeps the capability to implement the project</p>