

Evaluation report on the capacity development component of the Kenya Executive Urban Leadership Conference

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1. Executive summary

This report presents the evaluation findings on the Executive Urban Leadership Conference programme that was undertaken in 2015 by the International Centre for Local Democracy under an agreement of cooperation with UN-Habitat.

The programme encompassed four capacity development conferences targeted at the Kenyan county governors and county executive committee members, discussion on and drafting of the unified national statement, and production of a video on the unified statement.

The analysis of the evaluation results shows that the majority of participants rated the capacity development activities highly and found them to be relevant to their work. However, the programme was affected by the low attendance of governors as well as by challenges with time keeping.



2. Background

Rationale for the project

The rationale for the project is Kenya's recent devolution and the need to engage the new county governors in a debate on urban development. The Constitution of Kenya 2010 enabled the creation of county government and in 2013 47 county governors and county assemblies were elected. The new county-level functions, funds and institutions are a good opportunity for increasing the capacities for dialogue on urban development.

The Memorandum of Understanding between UN-Habitat and the Council of Governors provides for collaboration for an executive training programme for county governors. This project is executed by the International Centre for Local Democracy under an agreement of cooperation with UN-Habitat and with the support and participation of UN-Habitat.

Description of training

The structure, timetable and target group of the training changed several times during the course of the programme in response to discussions with the Council of Governors. The local training partner was also changed due to poor performance.

The final structure was as follows:

28th September 2015	Conference for County Governors of Kenya to discuss key urban topics. Main sessions were: International Processes and the Future of Urbanization, Urban Development Committee, Fact Mapping in Kenya, Urban Municipal Finance, and Urban Planning Principles and Frameworks in Kenya.
30th September 2015	Conference for County Executive Committee Members and Town Administrators to discuss key urban topics. Main sessions were: International Processes and the Future of Urbanization, Urban Development Committee, Fact Mapping in Kenya, Urban Municipal Finance, and Urban Planning Principles and Frameworks in Kenya.
2nd November 2015	Conference for governors and county executive committee members to discuss key urban topics and the draft unified statement. The Conference focused on discussion on urban issues, giving presentations, and on the draft unified statement.
7th December 2015	Paving the Way to Habitat III: Conference to present the unified statement and video internally and to hear contributions from key sectors. The conference consisted of presentations from key sectors and presentation of the draft unified statement and video.

Training objectives

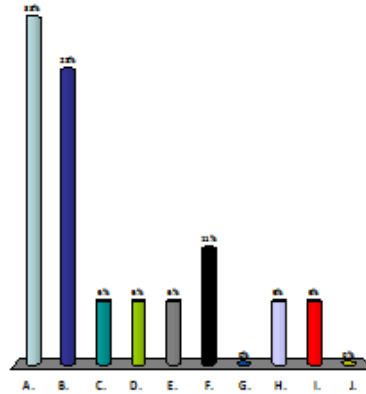
The main objective of the training was to increase the capacity of Kenyan county governors to develop a constructive dialogue on sustainable urban development with the central government and to provide input to the ongoing debate on the national and international processes relating to sustainable urban development. The objective of training was also to draft a unified statement to contribute to Kenya's national and international debate on urban development.

As part of the September 28th and 30th conferences, introductory sessions were undertaken by UN-Habitat to better understand the priorities of the participants.

The participants at the conference for County Governors on 28th September identified urban poverty and inequality and inadequate infrastructure as the main problems in their counties.

If you were asked to prioritise, the main problem in your county would be:

- A. Urban poverty and inequality
- B. Inadequate infrastructure
- C. Slums and informal settlements
- D. Rural to urban migration
- E. Marginal role of local governments
- F. Lack of suitable land clear for development
- G. Lack of accountability
- H. Environmental degradation
- I. Autonomy and devolution of local government
- J. Other



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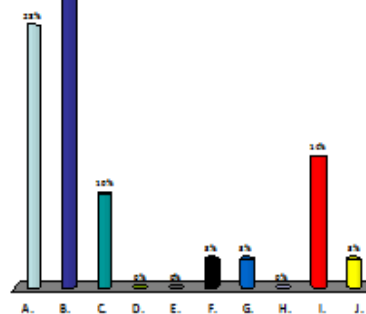
28.09.2015, Safari Park Hotel, Nairobi
Executive Leadership Conference

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The participants at the conference on 30th September aimed at the county executive committee members also indicated that urban poverty and inequality and inadequate infrastructure are the main problems in their counties.

If you were asked to prioritise, the main problem in your county would be:

- A. Urban poverty and inequality
- B. Inadequate infrastructure
- C. Slums and informal settlements
- D. Rural to urban migration
- E. Marginal role of local governments
- F. Lack of suitable land clear for development
- G. Lack of accountability
- H. Environmental degradation
- I. Autonomy and devolution of local government
- J. Other



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Methodology and scope of the evaluation report

The training evaluation was undertaken with interactive automatic response devices from Turning Technologies. These devices enable participants to answer multiple choice questions anonymously in real time. The results are presented immediately to the group. The multiple choice questions were complemented with a discussion on the results after each question. Evaluations were undertaken at the end of 28th and 30th September conferences and the 7th December conference. The results are in the annex.

The strength of this method is that it allows for higher response rates given that it is instantaneous and provides anonymity. The evaluation facilitator can also clarify any questions, which lowers the possibility of questions being misunderstood. In addition, participants can see the compiled results of the whole training group immediately, which provides transparency and triggers discussion on the results and the training. The method can also easily be used in large group settings. The weakness of the method is that the devices are relatively expensive and the questions are not open ended. The multiple choice questions should therefore be complemented with discussion on the results with the participants to gather possible additional information.

The scope of the evaluation report is to assess the participants' reactions after training events. Given the target group of the training, high level politicians, it is difficult to undertake evaluation of the impact of training on individual learning, job performance or organizational performance. Suggestions are given in section 4 to assess these aspects.

Training participants

The programme was initially targeted to county governors only. However, at a later stage the target group was widened to also include the county executive committee members. The training participants therefore included both the political level and the technical level. The lists of the participants are attached to the workshop reports written by the International Centre for Local Democracy.



3. Training evaluation

The data collection for the evaluation was undertaken at the end of each training conference in September and at the end of the conference on 7th December. The questions asked concentrated on training organisation, meeting of expectations, views on the training event, and usefulness of training.

Due to the changes in the structure and scope of the training programme collecting data was challenging. Particular issues were posed by last minute changes affecting training design, change of focus from capacity development to facilitating dialogue among participants, as well as by challenges with time keeping. The evaluation was also affected by the low number of governors attending the conferences. In particular, no governors attended the conference on 7th December.

Common questions at the 28th and 30th September conferences:

Did the conference meet your expectations? – The majority of participants felt that the conferences met their expectations. 68% thought that the conference on 28th met their expectations. The figure was 91% for 30th September.

How would you rate the conference? – The majority of participants (54%) rated the conference on 28th September as good. 21% thought it was very good and 13% excellent. 13% found it adequate. There was more dispersion in the feedback for the conference on 30th September. The majority of participants (52%) rated the conference as very good. 12% and 20% found it excellent or good respectively. 4% and 12% rated the conference as adequate or not very good.

How would you rate the organisation of the conference? The vast majority of participants rated the organisation of the conferences as good or better (82% and 88% for 28th and 30th September respectively). There were no participants who found the conference not good at all.

Was today's conference too short, right length, too long? – Significant percentage of participants expressed that the conference was too short (44% and 60% for 28th and 30th September respectively). Very few participants found the conference to be too long. This indicates that there is significant demand for further capacity development events.

Was the conference useful for your work? – 96% of participants found the conference either very useful or useful to their work. This applies to both of the conferences.

Which session will you use the most in the future? – While the two conferences had similar sessions, the feedback on the sessions was very different. The sessions on fact mapping in Kenya and urban municipal finance were rated most highly at the 28th September conference while at the conference on 30th September it was the session on urban planning principles and frameworks in Kenya.

Additional question – 30th September conference:

I will make use of the knowledge and information acquired during the conference when I am back at work – 85% of the participants completely agreed with the question.

Questions at the 7th December conference:

The questions at this evaluation session were divided into questions for those participants who had participated in some previous aspects of the programme and for participants who had not. The majority had participated in previous aspects.

1. Questions for those who had been involved:

How would you rate the aspects of the programme you were involved in? – The answers to this question showed a great deal of dispersion. 32% gave an excellent rating, 27% very good, 18% good, 14% satisfactory, and 9% not very good.

How would you rate the organisation of the aspects of the programme you were involved in? – 89% of respondents selected excellent, very good or good.

What could have been better? – 48% answered that it would have been better to focus more on the county executive committee members and technical officers rather than on the governors. However, this reflects the fact that most of the participants were county executive committee members and no governors were present.

Has this programme been useful to your work? – 86% felt that the programme has been either very useful or useful.

Do you feel that you were sufficiently consulted on the unified statement? – 77% responded that they were sufficiently consulted on the unified statement.

2. Questions for everyone:

Do you feel that the draft unified statement reflects your priorities? – 90% answered yes.

What do you think is the most important next step? – The majority (62%) selected the option on UN-Habitat needing to work with the counties on urban development.

How has this programme inspired discussions about urban planning in your county? – The results show that the programme has inspired discussions and work in counties. 50% chose the option A: 'Yes, it has really inspired the County government and we are working towards implementing and developing new plans'. 41% chose option B: 'Yes, it has inspired some active involvement in my County'.

What do you expect from UN-Habitat? – The majority (62%) replied technical support for counties on urban development. 38% selected the option on capacity development support for counties on urban development.

4. Conclusions and recommendations

Conclusions

The evaluation results indicate that the participants valued the capacity development programme and found it useful to their work. This suggests that there is demand for capacity development on urban development in Kenyan counties. However, as highlighted earlier in this report, the programme suffered from low attendance of county governors at the different conferences. In particular, no governors attended the last conference on 7th December. When it comes to the governors, the results therefore only reflect the views of a small sub-set.

The issues on attendance and timekeeping observed at the different conferences indicate that there may have been a lack of strong commitment to the programme on the part of some of the target audience.

The different conferences of the programme and the drafting of the unified statement created a platform for discussion on urban development for the duration of the programme. It is not within the scope of this evaluation to assess whether this dialogue on urban development will continue beyond this programme.

Recommendations

1. It is recommended to undertake further evaluation of the programme given that this evaluation report focused on participant reactions. It is suggested to send an electronic follow-up questionnaire to the county executive committee members and to hold a meeting with the governors. This would enable evaluation of the impact of the training on participants' behavior and performance, and would also assess whether the dialogue on urban development started by the programme is continuing.
2. Given that the evaluation results indicate demand for further capacity development, it is recommended to organise more capacity development activities on urban development for Kenyan counties.
3. In the light of the issues highlighted by this programme, it is recommended to ensure in future programmes that sufficient buy-in and commitment is shown by the intended target audience.
4. It is recommended to follow-up on the particular areas of interest shown by the governors and the county executive committee members. The governors expressed that fact mapping in Kenya and urban municipal finance were the sessions that were the most useful for them in the future. The county executive committee members selected urban planning principles and frameworks in Kenya and urban municipal finance as the sessions they will use the most in the future.

5. Annex

Conference on 28th September 2015

Executive Leadership Conference
- Evaluation Session -

28.09.2015, Safari Park Hotel, Nairobi
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Did the conference meet your expectations?

A. Yes
B. No

Response	Percentage
A. Yes	32%
B. No	68%

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How would you rate the conference?

A. Excellent
B. Very good
C. Good
D. Adequate
E. Not very good
F. Not good at all

Rating	Percentage
A. Excellent	13%
B. Very good	21%
C. Good	54%
D. Adequate	13%
E. Not very good	0%
F. Not good at all	0%

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How would you rate the organization of the conference?

A. Excellent
B. Very good
C. Good
D. Adequate
E. Not very good
F. Not good at all

Rating	Percentage
A. Excellent	4%
B. Very good	35%
C. Good	43%
D. Adequate	9%
E. Not very good	9%
F. Not good at all	0%

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Was today's conference:

A. Too short
B. Right length
C. Too long

Response	Percentage
A. Too short	44%
B. Right length	52%
C. Too long	4%

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Was the conference useful for your work?

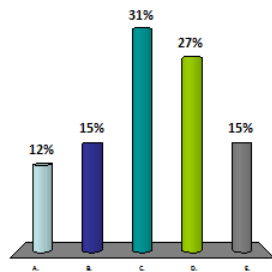
A. Very useful
B. Useful
C. Indifferent
D. Not very useful
E. Not useful at all

Response	Percentage
A. Very useful	40%
B. Useful	56%
C. Indifferent	4%
D. Not very useful	0%
E. Not useful at all	0%

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Which session will you use the most in the future?

- A. International Processes and the future of Urbanization
- B. Urban Development Committee
- C. Fact Mapping in Kenya
- D. Urban Municipal Finance
- E. Urban Planning Principles and Frameworks in Kenya

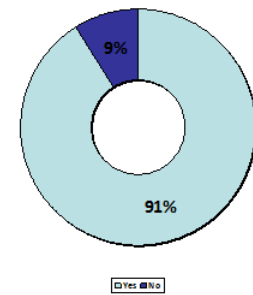


Conference on 30th September 2015



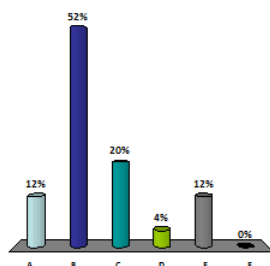
Did the conference meet your expectations?

- A. Yes
- B. No



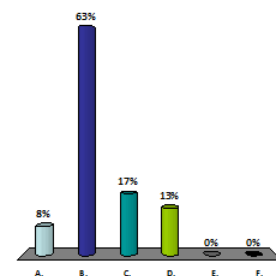
How would you rate the conference?

- A. Excellent
- B. Very good
- C. Good
- D. Adequate
- E. Not very good
- F. Not good at all



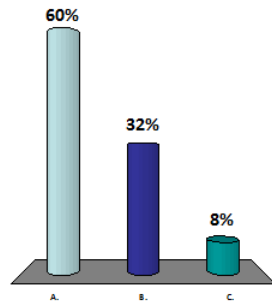
How would you rate the organization of the conference?

- A. Excellent
- B. Very good
- C. Good
- D. Adequate
- E. Not very good
- F. Not good at all



Was today's conference:

- A. Too short
- B. Right length
- C. Too long



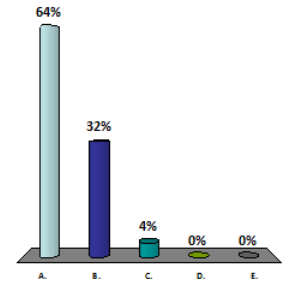
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Executive Leadership Conference

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Was the conference useful for your work?

- A. Very useful
- B. Useful
- C. Indifferent
- D. Not very useful
- E. Not useful at all



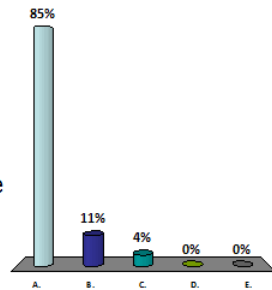
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Executive Leadership Conference

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I will make use of the knowledge and information acquired during the conference when I am back at work:

- A. Completely agree
- B. Somewhat agree
- C. Neither agree nor disagree
- D. Somewhat disagree
- E. Completely disagree



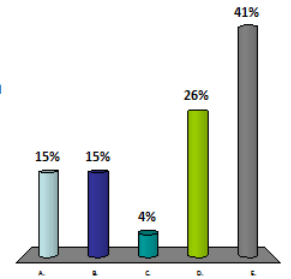
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Executive Leadership Conference

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Which session will you use the most in the future?

- A. International Processes and the future of Urbanization
- B. Urban Development Committee
- C. Fact Mapping in Kenya
- D. Urban Municipal Finance
- E. Urban Planning Principles and Frameworks in Kenya



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Executive Leadership Conference

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Conference on 7th December 2015

Executive Leadership Conference
- Evaluation and way forward discussion -

07.12.2015
Kristina Eisele
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The following five questions are for those who have been involved in the programme in some way

How would you rate the organisation of the aspects of the programme you were involved in?

- A. Excellent
- B. Very good
- C. Good
- D. Satisfactory
- E. Not very good
- F. Not good at all

Rating	Percentage
A. Excellent	33%
B. Very good	39%
C. Good	17%
D. Satisfactory	0%
E. Not very good	11%
F. Not good at all	0%

Were you involved in the previous sessions of the Executive Conference?

- A. I attended one of the September sessions
- B. I attended the November session
- C. I attended both September session and November session
- D. I have been involved in drafting the unified statement
- E. I have been involved in another way
- F. I have not been involved

Response	Percentage
A. I attended one of the September sessions	8%
B. I attended the November session	0%
C. I attended both September session and November session	46%
D. I have been involved in drafting the unified statement	0%
E. I have been involved in another way	19%
F. I have not been involved	27%

How would you rate the aspects of the programme you were involved in?

- A. Excellent
- B. Very good
- C. Good
- D. Satisfactory
- E. Not very good
- F. Not good at all

Rating	Percentage
A. Excellent	32%
B. Very good	27%
C. Good	18%
D. Satisfactory	14%
E. Not very good	9%
F. Not good at all	0%

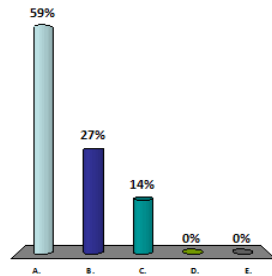
What could have been better?

- A. Conference organization
- B. Choice of local partners
- C. National involvement
- D. Citizen participation
- E. Technical and capacity building training
- F. More workshops
- G. Fewer workshops but a longer duration
- H. Focus more on CECs and technical officers instead of Governors
- I. Other

Suggestion	Percentage
A. Conference organization	0%
B. Choice of local partners	0%
C. National involvement	0%
D. Citizen participation	10%
E. Technical and capacity building training	14%
F. More workshops	14%
G. Fewer workshops but a longer duration	14%
H. Focus more on CECs and technical officers instead of Governors	44%
I. Other	0%

Has this programme been useful to your work?

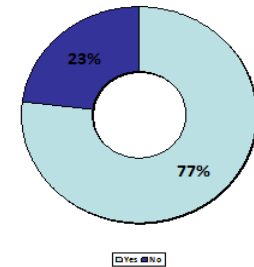
- A. Very useful
- B. Useful
- C. Indifferent
- D. Not very useful
- E. Not useful at all



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Do you feel that you were sufficiently consulted on the unified statement?

- A. Yes
- B. No

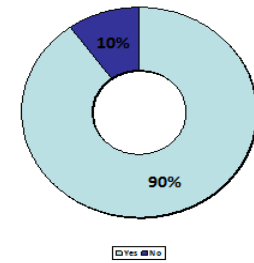


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Do you feel that the draft unified statement reflects your priorities?

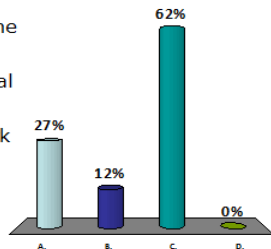
- A. Yes
- B. No



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What do you think is the most important next step?

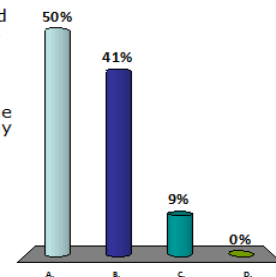
- A. Counties should take forward the recommendations of the unified statement
- B. There should be discussion with national government on the unified statement
- C. UN-Habitat should work with the counties on urban development
- D. Something else



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How has this programme inspired discussions about urban planning in your county?

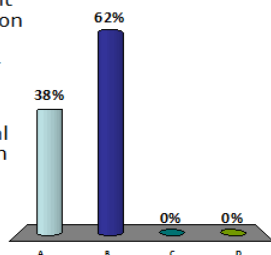
- A. Yes, it has really inspired the County government and we are working towards implementing and developing new plans
- B. Yes, it has inspired some active involvement in my County
- C. Things have stayed the same
- D. No, there is no new interest or activities



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What do you expect from UN-Habitat?

- A. Capacity development support for counties on urban development
- B. Technical support for counties on urban development
- C. Working with national government on urban development
- D. Something else



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