

Bridging the Urban and Rural Divide: The Test Case for Kenya

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Key words: Rural folk 1; urban delight 2; rural exodus 3; governance 4; public investments 4; economic stimulus package 5; role model 6

SUMMARY

December 12th, 2010 marked 47 years since Kenya became an Independent State by attaining self Governance from Great Britain. In that time Kenya's population has grown from 10 million to nearly 40 million. According to the Kenya National Bureau of Statistics and the Kenya National Population Census of 2009, 37% of the 40 million live in the urban (towns and cities) areas. The rest (63%) still live in rural areas. Perhaps heeding the call by Jomo Kenyatta, Kenya's first President (1963 to 1978) who asked everybody to “ go back to the land”.

Before Political Independence indigenous people were uprooted or attracted or forced to leave their countryside homes to proffer cheap labour on the then White Highlands, occupied by white Settlers. Others were attracted to urban areas to seek employment. In those days people always returned to their rural homes, where most had left their families.

I am interested in this topic because although Kenya is one nation of many communities, regardless of where one lives, all of us expect equitable access to quality and affordable service – medical, education, legal, consultancy, employment, investment opportunities, markets, participatory governance. At the moment those in cities and towns have access to everything they need. They have the distinct advantage of policy and decision making in laws, budgets. In short they have civic education and know how to enforce their rights. They command higher incomes, and greater opportunities for personal and family growth. Unfortunately they are a tiny minority. They live in the city within the city. This totally goes against the principle of Pareto Optimality, and is a potential source of much chagrin, ill-will, insecurity, even illegal enrichment.

In terms of the 3 pillars of Kenya Vision 2030, the Economic Pillar works in favour of the urbanites; the Political Pillar has its focus and arena of activities in urban areas. Those in the rural areas see what is happening, hear what is happening if they are lucky to have radios and TV's and newspapers, or listen/watch the neighbours' from the windows. The Social Pillar too favours urban people. Rural folk feel alienated, their aspirations are not addressed and mainly are ignored. Information, the rarest and most precious asset of all, which is the needed ingredient for participatory governance is not easily available. My thesis is that Vision 2030 and the Millennium Development Goals will not be realized in the foregoing scenario. 47 years of Political Independence ought to have closed the gap. Worse, that we are fermenting trouble if nothing is done to redress the divide between the haves and the have nots.

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1. INTRODUCTION

The subject of Rural Urban Divide is real; in some instances the two are as different as day and night, literally. Bridging the gap becomes a tall order, and perhaps the only chance of realizing any “détente” is at the “fringes”, in the peri-urban sphere, where there is no clear line between the countryside and the city. Yet in my first experience of a train ride from London to Reading, in 1983, as a postgraduate student, I waited and waited for the ending of city and the appearing of rural and there was barely. It was all developed. One could not differentiate the city and rural persons. The only hints of rustic behaviour were the tourists from outside London, who used maps and asked directions, from me, a stranger myself!

Some Definitions

Rural areas are large and isolated areas of an open country with low population density. The terms "countryside" and "rural areas" are not synonyms: a "countryside" refers to rural areas that are open. Forest, wetlands, and other areas with a low population density are not a countryside. Thus, rural areas comprise open country and settlements with fewer than 2,500 residents; areas designated as rural can have population densities as high as 999 per square mile or as low as 1 person per square mile; US Office of Management and Budget

In the USA

About 91 percent of the rural population now earn salaried incomes, often in urban areas. The 10 percent who still produce resources generate 20 percent of the world's coal, copper and oil; 10 percent of its wheat, 20 percent of its meat, and 50 percent of its corn. The efficiency of these farms is due, in large part to the commercialization of the farming industry, and not single family operations.

According to the handbook, Definitions of Rural: A Handbook for Health Policy Makers and Researchers, “Residents of metropolitan counties are generally thought to have easy access to the relatively concentrated health services of the county's central areas. However, some metropolitan counties are so large that they contain small towns and rural, sparsely populated areas that are isolated from these central clusters and their corresponding health services by physical barriers.” To address this type of rural area, “Harold Goldsmith, Dena Puskin, and Dianne Stiles (1992) described a methodology to identify small towns and rural areas within large metropolitan counties (LMCs) that were isolated from central areas by distance or other physical features.”

In the United Kingdom

In Britain, "rural" is define by the government Dept for Environment, Food and Rural Areas (DEFRA), using population data from the latest census, such as the UK Census 2001. These

definitions have various grades, but the upper point is any local government area with less than 26% of its population living in a market town ("market town" being defined as any settlement which has permission to hold a Street Market).

A National Health Service (NHS) patient is defined as rural if they live more than 5 km (3.1 mi) from either a doctor or a dispensing chemist. This is important for defining whether the patient is expected to collect their own medicines. While doctors' surgeries in towns will not have a dispensing chemist, instead expecting patients to use a high-street chemist to purchase their prescription medicines, in rural village surgeries, an NHS dispensary will be built into the same building).

Context of Rural Living in Kenya

These two men both come from rural areas. One is from Rural Sweden and the other from Rural Kenya. They struck instant camaraderie, and were able to share their experiences and preferences. I asked the Swede if he would like to move to Stockholm where he used to work before he retired. His answer was quick and straight. He



would have to be paid a lot of money and other incentives before he could consider moving back to the city. He is happy with the open spaces, fresh air, fresh food. He walks his dogs every morning, then returns to have coffee with his lovely wife. His children, all adults, work in cities and they visit occasionally.

He has a large house with electricity, running water, fresh food, internet access, the post is delivered to the doorstep, and garbage is collected regularly. He farms trees, for his children's children. If he requires supplies, he can drive to the village and buy what he needs.

The other gentleman is older, retired as a village elder. He lives in a hut, built to keep heat out. He has grandchildren, who work in the big city, but he has no desire to visit them, they come to him instead. He has a herd of cattle, goats and sheep, even a few donkeys. His house has no running water, no power, and in fact until Rotary International and Water is Life came to sink a borehole and install a water pump, his family fetched water from about 10 -14 km away. The ladies who fetch the water have to look out for wildlife, as they get the water. He

prefers tea.

The surrounding is hot, dry and miserable, on the outside but inside is very cool, no doubt due to the Vernacular Architecture; use of animal dung all round keeps it cool in the day and warm in the night. It has the same effect as the basement in Canada, which is relatively cool in the summer and quite warm in the winter.

This is his home. He is comfortable and happy. He has never been to hospital, no need for that. He eats fresh meat, drinks fresh animal blood, and takes wild honey.



The exterior of the home

Manifestations of Rural Urban Mode of Living



The Homestead of the Maasai family, note the Women and Children, water jerrycans



A school in Enkorbobit near Mt. Kilimanjaro adjacent to Amboseli National Park



A Herd of beautiful Calves

The Export from Rural Areas to Urban Areas in Kenya

Able bodied and cheap labour; The young; The intelligent; The workers (professionals, politicians and technocrats); Food; Water; Electricity; Raw materials for construction - like sand cement steel; Fresh vegetables; Fresh meats; Fresh fruits; honey

Export from Urban Areas to Rural Kenya

Money at Christmas; School fees every start of school term or school year; Used Clothes; Old people; The dying; The dead; Visitors during vacation (this cuts both ways?); Solid Waste; Sewerage; Liquid waste; Western ideas culture and practices; Superiority complex; Western food; GMO; Modern day diseases; Holidays or vacations

An urbanized area consists of a central city and surrounding areas whose population ("urban nucleus") is greater than 50,000. They may or may not contain individual cities with 50,000 or more; rather, they must have a core with a population density generally exceeding 1,000 persons per square mile; and may contain adjoining territory with at least 500 persons per square mile (other towns outside of an urbanized area whose population exceeds 2,500).: Wikipedia

2. CONTEXT OF URBAN LIVING IN KENYA

The idea of urbanization in Kenya began in 1895, with the construction of Kenya Uganda Railway. Urban settlements materialized alongside the railway, first in Mombasa, then Nairobi and finally Kisumu (the called Port Florence). Since then, our people move into urban areas to look for employment and other economic opportunities. A major contributing factor is known as "rural exodus". In rural areas, often on small family farms, or none at all, it is

THE CHALLENGE

NAIROBI - KIBERA



ENCROACHMENT OF THE RAILWAY LINE



BIRDS EYE VIEW OF KIBERA





The Phenomenon of Informal Settlements in Kenyan Towns and Cities

Rural migrants are attracted by the possibilities that cities can offer, but often settle in informal settlements, experiencing extreme poverty. In the 1980s, this was attempted to be tackled with the

urban bias theory which was promoted by Michael Lipton who wrote: "...the most important class conflict in the poor countries of the world today is not between labour and capital. Nor is it between foreign and national interests. It is between rural classes and urban classes. The rural sector contains most of the poverty and most of the low-cost sources of potential advance; but the urban sector contains most of the articulateness, organization and power. So the urban classes have been able to win most of the rounds of the struggle with the countryside..."

After all cities, are known to be places where money, services and wealth are centralized. Cities are where fortunes are made and where social mobility is possible. Businesses, which generate jobs and capital, are usually located in urban areas. Whether the source is trade or tourism, it is also through the cities that foreign money flows into a country. It is easy to see why someone living on a farm might wish to take their chance moving to the city and trying to make enough money to send back home to their struggling family.

Within the urban class where Lipton reckons it contains most of the articulateness, organization and power, are to be found many very poor people living in terrible conditions of existence. Most of the urban poor in developing countries, able to find work can spend their lives in insecure, poorly paid jobs. Anything is better than being in rural area. To this extent, the larger the city, the bigger the informal settlements.

KENYA

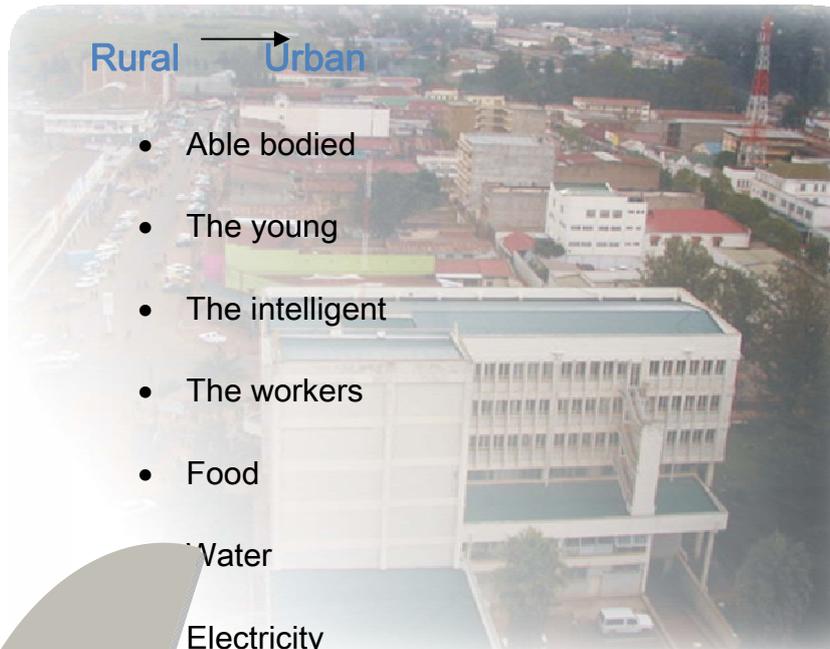


Urban → Rural

- Money at Christmas
- School fees every start of school term or school year
- Used Clothes
- Old people
- The dying
- The dead
- Visitors during vacation
- Solid Waste
- Sewerage
- Liquid waste
- Western ideas culture practices
- Superiority complex
- Western food
- GMO

Rural → Urban

- Able bodied
- The young
- The intelligent
- The workers
- Food
- Water
- Electricity
- Raw materials for construction - like sand cement steel
- Fresh vegetables
- Fresh meats
- Fresh fruits



- Modern day diseases
- Holidays or vacations

3. WHAT ARE THE POSSIBLE CAUSES OF THIS LOW STANDARD OF LIFE

Self Serving Policy and Execution

Every year in June, Government announces elaborate plans through budget speeches in Parliament. This year will be the 48th Budget speech since Independence in 1963. These budgets have both development and recurrent expenditure schedules. Whatever is written in those budget proposals ends up in Parliament for approval before implementation. Given the level of deprivation, poverty, ignorance and disease, it is logical to assume that national policies have systematically been skewed towards urban centres. The major cities of Nairobi, Eldoret, Mombasa and recently, Kisumu take the lion's share of the national cake. If anything is left over it is allocated to the rural areas by default, that is seldom the case.

The large cities and towns have, by comparison, better physical infrastructure of roads, water, fibre optic cabling, electricity, and social infrastructure as well. It can be argued that most of the taxes are paid by those in urban areas and hence they deserve a higher return and bigger slice. This is a subject for debate.

The Capital City as the centre of all services:

One of the most glaring sins of omission or commission is the policy to have everything (government, diplomatic, commercial, educational, political, social, transport and communications, international trade) centred in the capital city. This is a severe and crippling disadvantage to the rest of the country. The communities that live around the city provide the bulk of professional, unskilled and skilled labour. They also supply the goods and services needed in the city. They dominate the policy making apparatus of Government and may be blinded to the requirements of the rest of the country. It is easy for them to operate in both worlds of rural and urban, enjoying both to the exclusion of the rest. Peri urban advantage. Even in terms of community to community, proximity to the markets, is an economic boon. In England this was said of London, and the Government was compelled to compensate the rest of country through special policy programmes of equalization.

Water Service Boards and Water Resources Management Board

In 2002 Parliament passed the Water Act and Government invoked this law to set up several agencies to implement massive reforms in the Water Sector as part of its economic development strategy. 8 Boards were formed one for each of the regions in the country. The Boards were mandated to take over all water equipment and infrastructure assets and also to create Water Service Provision Companies. These companies were location specific, and were expected to enter into Water Service Provision Agreements with the Water Services Boards. Their role was to provide water while the Water Services Board were to provide infrastructure, stakeholders are represented at Board level. This initiative has been successful but not without challenges. The communities at the sources of the water have complained of being mere conduits of water for the cities and towns, without benefit to them. Guess where the sewerage is discharged....back in rural areas!!!!

Corruption Case studies:

Universal Primary Education (UPE): Kenya won a UNESCO Award for declaring in 2003, that all Kenyans have a right to free Primary education. This is meant to create equal opportunities for all. Support came from everywhere, UK, USA, UNESCO, etc. People as old as 84 (Guinness Book of World Records), and who had missed out on account of lack of school fees, enrolled. This Government initiative was a great success. Registration in schools shot up by as much as 200%. Then rumours of graft set in. DfID alleged that there was abuse of office by Ministry of Education officials, putting their hands in the till. As of last year the DfID has declared that it will continue to support the effort, but will not disburse the aid through the Ministry. The policy makers are unlikely to facilitate change, either because they benefit from the system or their children go to school abroad. After 48 years, it is only the other day that Government announced she was to construct 100 national secondary schools. Not as a well thought out policy but as a result of media exposure to shortcomings in current arrangements.

We have another problem, those who enrolled in FPE are due to join universities, and the numbers of spaces, even with private sector participation is limited. Out of 180,000 who will qualify more than half will not gain admission, because of shortage of spaces. Majority cannot afford to send their children abroad either. Who cares?

Food aid to Rural Poor and Internally Displaced Persons: With 63% of the population living in rural areas, of which only 20% is arable land, we experience drought and floods quite frequently and Government has to step in to feed the people, sometimes with help from the World Food Programme and even, NGO's like World Vision. Children in rural areas and informal settlements alike, get attracted to school if they can get a meal, sometimes it is the only meal of the day. Then corruption sets in. Government officials diverting the food aid or selling what should be given free of charge. Other Government officials at a higher level, take advantage to import duty free maize then sell it at supernormal profits.

Healthcare Interventionist Strategies: In the beginning, Government policies were geared towards providing health care to all. Then the population increased so much, due to good health that, resources got strained. Since then and despite elevated budgetary allocations, little service of quality reaches the intended user. Medicines are diverted, equipment get disused or discarded, and facilities are generally run down. The workers –doctors and nurses- are demoralized because of low pay. Now only Ministers of Government and Members of Parliament can afford to get sick. They have excellent salary perks and health insurance. They are the policy makers and are unlikely to see a sense of urgency. Their personal needs are already taken care of, reforms in the Healthcare Social Insurance are slow and off target.

Sugar Production: This agricultural activity is mainly conducted in Western Kenya, around Lake Victoria, where water is in plenty. It has great potential to empower the rural people who farm it. Thus far it remains a backwater industry that does not benefit farmers to the optimum. The policy makers have interest in importing the commodity cheaply from abroad and selling it as a COMESA product (so duty free) and then off loading it into the market thus

competing down the wholesale and retail prices of sugar and denying the farmers their rightful share of profits. No one has been taken to court yet.

Agricultural Development: Agriculture is the backbone of Kenya's economy and contributes more than 40% to the GDP. Because it is still labour intensive it is a major source of employment. Since it is rural based, it would be a sure way to attract and retain people in rural areas. But like in sugar industry, which is a sub sector, there are serious flaws in the policy framework and its implementation. The exceptional success story is the horticultural subsector, and it is not because of Government, but in spite of it. We have excellent researchers and institutions, but the land has been taken over by private interests. Agricultural Development Corporation (ADC) was formed as a model farm for farmers, but it is not within reach of the ordinary farmers. Instead it is a cash-cow for the policy makers

Water Pipelines and Dams for National Food Security:

Kilimanjaro Water: Water from Mt. Kilimanjaro was intended to serve the people of Machakos Town. On its way there, there were to be tee joints to serve the people and their animals. Indeed there are signs of attempts to do so. However, somewhere along the way the tees were shut off and the water diverted to a flower farm. Machakos, the city originally meant to get the water did not, and neither did the people along the pipeline.

Dams were planned and are actually being built somewhere, one near Kitui Township and the other in Ongata Rongai, a suburb of Nairobi Metropolitan, the intended user destinations. The idea was to retain the water and in so doing facilitate irrigation agriculture, downstream, and as well serve the urban settlements within the vicinity.. Although it has taken Government this long after independence to execute what should have been a priority item for the people, for people who are hard working but get little rain, it was a noble getsure. The budgeted amount for the projects has more than doubled, without commensurate increase in scope of works. Several of these projects are in court over allegations of graft, thanks to the good work of whistle blowers and the Kenya Anti Corruption Commission.

Bura Irrigation Scheme in Coast/North Eastern Provinces. This was a 3 billion irrigation project. It failed to meet its objectives of taking development to the rural areas. No one was charged in court. Government is restarting the project all over again.

Turkwell Gorge in Northern Kenya: Another attempt at taking development to the rural areas. It has never filled up. More than 8 Billion was spent on its construction.

Secession of Territory and Referendum: No government expenditure for services

Soon after Independence from Great Britain in 1963, the people of North Eastern Province and parts of Eastern Province, all of whom are of Somali Origin, were asked, via a referendum if they would like to secede to Somalia or remain part of Kenya. They voted to

secede, but Jomo Kenyatta, our first President overruled them and they were forced to remain part of us. So bitter were these communities that they went to war, the Shifta War, which is now hardly talked about, but it claimed many lives on both sides.. The people persisted in their quest for secession, and in 1984, there was the infamous Wagalla Massacre, where several women, men and children were rounded up and taken to the Wajir Airstrip, where they were brutalized and some murdered. A UN Commission of Inquiry declared Government culpable.

”Rudi Mashambani”

The Kenyan Somalis are not the only rural folk who have been left behind through government policy of social exclusion. In general terms rural areas everywhere have been neglected and left far behind. In 1966 Kenya Government announced a policy of African Socialism. One of the key deliverables was to encourage people who had moved to towns and cities to go back to the land. Every so often you could hear on Radio the President and his Ministers aurgng people to go back to the land in Kiswahili...”Rudi Mashambani”. Most had left rural villages in search of better prospects in cities and towns. They had no place else to go. No factories, no industrial activities, and no land on which to farm. In short, no policies relating to how to improve the lifestyles of the people who live here were in place.

What about other Nations?

Darfur Region in the Sudan is at war with Government. On TV the other day the leaders of the Guerilla movement cited the development differential as the main cause of the conflict. No roads, no schools, no hospitals....no opportunities for the young

South Sudan Secession: Early this year our neighbours (mainly Christian and Animists) to the north voted almost to a person to secede from the north (which predominantly Muslim). They too were voting with their feet against subjugation, where their natural resources are harnessed and sent to the north or sold but without benefit for them.

The Pulling and Push Factor

In both instances, there are better basic services as well as other specialist services that are not found in rural areas. There are more job opportunities and a greater variety of jobs. Health is another major factor. People, especially the elderly are often forced to move to cities where there are doctors and hospitals that can cater for their health needs. Other factors include a greater variety of entertainment (restaurants, movie theaters, theme parks, etc) and a better quality of education, from early childhood learning centres to universities. Due to their high populations, urban areas can also have much more diverse social communities allowing others to find people like them when they might not be able to in rural areas.

These conditions are heightened during times of change from a pre-industrial society to an industrial one. It is at this time that many new commercial enterprises are made possible, thus creating new jobs in cities. It is also a result of industrialization that farms become more mechanized, putting many labourers out of work. This is currently occurring fastest in India

and China. This scenario is likely to lead to a reversal of the rural urban migration, but to what end?

Environmental effects

The urban heat island has become a growing concern and is increasing over the years. The urban heat island is formed when industrial and urban areas are developed and heat becomes more abundant. In rural areas, a large part of the incoming solar energy is used to evaporate water from vegetation and soil. In cities, where less vegetation and exposed soil exists, the majority of the sun's energy is absorbed by urban structures and asphalt. Hence, during warm daylight hours, less evaporative cooling in cities allows surface temperatures to rise higher than in rural areas. Additional city heat is given off by vehicles and factories, as well as by industrial and domestic heating and cooling units. This effect causes the city to become 2 to 10° F (1 to 6° C) warmer than surrounding landscapes. Impacts also include reducing soil moisture and intensification of carbon dioxide emissions.

In his book *Whole Earth Discipline*, Stewart Brand argues that the effects of urbanization are on the overall positive for the environment. Firstly, the birth rate of new urban dwellers falls immediately to replacement rate, and keeps falling. This can prevent overpopulation in the future. Secondly, it puts a stop to destructive subsistence farming techniques, like slash and burn agriculture. Finally, it minimizes land use by humans, leaving more for nature.

Intensive versus extensive growth

Extensive growth refers to the increase of overall wealth, while intensive growth refers to the increase of per capita wealth. Unlike extensive growth, intensive growth is mainly driven by productivity growth and technological progress. While economies in the pre-industrialization period grew extensively, intensive growth is a relatively recent phenomenon that came with modern economic growth. Such is the case with Kenya's economy, that indeed the GDP has grown at an average of 6%, the challenges is does it make everybody a little better off? Statistics indicate that the majority, the rural and urban poor, remain the same or worse while the political class double or even treble their earnings. This does not conform to Pareto optimality.

Does growth create development?

Dependency theorists argue that poor countries have sometimes experienced economic growth with little or no economic development; for instance, in cases where they have functioned mainly as resource-providers to wealthy industrialized countries. There is an opposing argument, however, that growth causes development because some of the increase in income gets spent on human development such as education and health.

According to Ranis et al. (2000), we view economic growth to human development as a two-way relationship. Moreover, Ranis suggested that the first chain consist of economic growth benefiting human development with GNP. Namely, GNP increases human development by expenditure from families, government and organizations such as NGOs. With the increase in economic growth, families and individuals will likely increase expenditures with the increased in incomes, which leads to increase in human development. Further, with the

increased in expenditures, health, education tend to increase in the country and later will contribute to economic growth. This theory would fall flat; in that Kenya has remained one of the most unequal societies on earth.

In addition to increasing private incomes, economic growth also generates additional resources that can be used to improve social services (such as healthcare, safe drinking water etc...). By generating additional resources for social services, unequal income distribution will be limited as such social services are distributed equally across each community; benefiting each individual. Thus, increasing living standards for the public. Indeed to some degree this is so, the economic stimulus package was intended to facilitate the rural folk to participate in

The exogenous growth model (or neoclassical growth model) of Robert Solow and others places emphasis on the role of technological change. Unlike the Harrod-Domar model, the saving rate will only determine the level of income but not the rate of growth. The sources-of-growth measurement obtained from this model highlights the relative importance of capital accumulation (as in the Harrod-Domar model) and technological change (as in the Neoclassical model) in economic growth. The original Solow (1957) study showed that technological change accounted for almost 90 percent of U.S. economic growth in the late 19th and early 20th centuries. Empirical studies on developing countries have shown different results (see Chen, E.K.Y. 1979 Hyper-growth in Asian Economies).

Also see, Krugman (1994), who maintained that economic growth in East Asia was based on perspiration (use of more inputs) and not on inspiration (innovations) (Krugman, P., 1994 The Myth of Asia's Miracle, Foreign Affairs, 73).

Even so, in postindustrial economy, economic development, including in emerging countries is now more and more based on innovation and knowledge. Creating business clusters is one of the strategies used. One well known example is Bangalore in India, where the software industry has been encouraged by government support including Software Technology Parks.

In Kenya we are working on developing, four brand new cities all designed to serve as Technology and Tourism Parks.

We in Kenya, are counting on the claim that when looking at the growth rate put forward from the neoclassical growth model, it seems to suggest that countries with same characteristics and technology will eventually converge to the same rate of growth. However, one should know that the knowledge presented in countries that promote technological advancement is not stationary. Meaning that knowledge is linked to individuals and not to the country, hence the brain drain.

According to Lucas Jr (1988) to compensate the movement of knowledge, we should implement factors such as labour factor to predict immigration flow. With labour movement coming into factor, we can then predict the flow of knowledge which can then successfully lead to increase in technology

Regional policy

Kenya has set up Regional Development Authorities, and a whole Ministry to oversee them. To my mind these have not fulfilled their mandates in a meaningful manner that would propel

TS01D - Bridging the Rural/Urban Divide

17/24

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FIG Working Week 2011:

Bridging the Gap between Cultures:

Marrakech, Morocco, 18-22 May 2011

the economy forwards and attract people away from the towns and cities. In its broadest sense, policies of economic development encompass three major areas:

- Governments undertaking to meet broad economic objectives such as price stability, high employment, and sustainable growth. Such efforts include monetary and fiscal policies, regulation of financial institutions, trade, and tax policies.
- Programmes that provide infrastructure and services such as highways, parks, affordable housing, crime prevention, and K–12 education.
- Job creation and retention through specific efforts in business finance, marketing, neighbourhood development, workforce development, small business development, business retention and expansion, technology transfer, and real estate development. This third category is a primary focus of economic development professionals.

4. SERVICE DELIVERY MODEL BY SANDEEP MEHTA

The Role of the Surveyor in Bridging the Rural/Urban Gap

If surveyors in the sense of the call by FIG President Bob Foster (2001) wish to expand their professional sphere and in particular to win more socio-political influence, then they and the Geodetic education institutions should concern themselves still more with the ‘Land, Property and Construction Managing’ sphere, basing themselves naturally on the central tools ‘Data Gathering’ and ‘Data Managing and Manipulation’, called Modelling (Kennie, loc. cit.). Prof. Holger Hagel, “Sustainable Land Development and Land Management in Urban and Rural Areas - Surveyors’ Contribution to Building a Better World”, 2001, Nairobi)

I would like to add more to this list by President Bob Foster, as paraphrased by President Holger Magel . Time has come for Surveyors to conduct their affairs as services, as businesses. We have ourselves to blame for not learning as much as we should about business and how it operates. How can we be at the decision making table if we have no real grasp on what makes businesses tick? It is perceived that we lack financial and budgeting skills. It is also alleged that we are deficient in customer care and public relations skills, problem-solving and decision-making, goal-setting and prioritizing, planning and organization, analytical skills and time management. To fully mature and be competitive, as a discipline, we Surveyors must take the responsibilities of knowledge, planning and management just as any other business function. For example we should be able to read balance sheets and income (P and L) statements, and knowing how to undertake research, as basic requirements. (Anne Gregory: Planning and Managing PR Campaigns, 2nd edition, 2005)

5. CONCLUSIONS

From the foregoing it is self-evident that a Rural Urban Divide exists in Kenya, and it is desirable that this gap is addressed as soon as possible. It is also obvious that the divide is growing wider and deeper, in terms of citizens’ participation in the development of the nation. According to the Population Census of 2009 more than 67% of Kenyans still live in rural

areas under unacceptable circumstances. Of the 33% that live in urban areas 60% live in squalid conditions. In the case of Nairobi, the 60% live in informal settlements, on 1/6th of the land surface of the city. This scenario is not different in other cities and towns.

It is also known that the incomes are higher in urban areas than in rural areas, thus causing the rural/urban migration and accelerating it.

6. RECOMMENDATIONS

According to research by the Overseas Development Institute pro-poor urbanization will require labour intensive growth, supported by labour protection, flexible land use regulation and investments in basic services.'

In March 2002 the Prime Minister of Great Britain set out the four principles of reforms to address Public Service Delivery

- **National standards:** Providing national standards that really matter to the public,
 - within a framework of clear accountability, designed to ensure that citizens have the
 - right to high quality services wherever they live. This is certainly key to achieving a level ground and obviating the need for people to relocate from rural to urban areas.

- **Devolution:** These standards can only be delivered effectively by devolution and
 - delegation to the front line, giving local leaders responsibility and accountability for
 - delivery and the opportunity to design and develop services around the needs of
 - Local people. The model of development described in this paper is based on centralized planning, where the civil service plans at head office and loads it onto the provinces, who then load it on the districts, then the divisions, the locations, the sub-locations, then villages. It is not a two way system. The New Constitution provides for devolution, but this by itself is not adequate. Civic education is necessary to assure that the people of Kenya shift their mind set from subservience and mere subjects of the government to citizens who know and can invoke their rights, while at the same time are aware of their duties and obligations

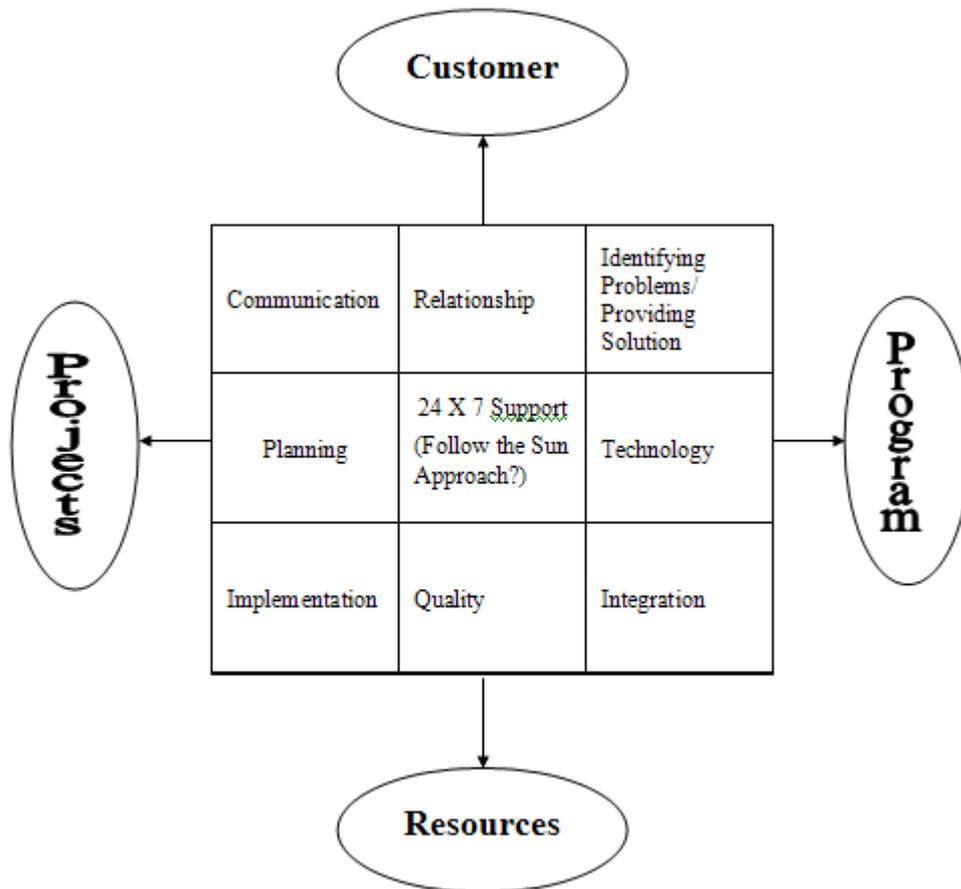
- **Flexibility in delivery:** More flexibility is required for public service organizations
 - And their staff to achieve the diversity of service provision needed to respond to the
 - wide range of customer aspirations. This means challenging restrictive practices and
 - reducing red tape; greater and more flexible incentives and rewards for good
 - performance; strong leadership and management; and high quality training and
 - Development.

- **Expanding choice and contestability:** Public services need to offer expanding

- choice for the customer. Giving people a choice about the service they can have and
- who provides it helps ensure that services are designed around their customers. An
- element of contestability between alternative suppliers can also drive up standards and empower customers locked into poor service from their traditional supplier.

- The use of Public Interest Companies, like many other aspects public service reform,
- could be associated with each of these principles. However, there are three inter-linked potential advantages of PICs that relate closely to the spirit and the detail of these principles of reform. They are:
 - o Providing for contestability in the delivery of key public services
 - o Providing for clarity over management responsibilities and flexibility in how services
- are managed
 - o Providing for accountability and devolution of organizational governance to local communities.

Based on the principles set out by Premier Tony Blair, I sought a way of implementing them and came across a model developed by Sandeep Mehta of Projects Perfect. This allows for flexible and personalized approach to executing policies of a public nature.



The above diagram shows the Service Delivery Model, which can be applied irrespective of industry and/or technology. The author has derived this model from his experience and knowledge

As indicated in the diagram above, in this model, there are:

- 4 Key areas
 - Customer; Resources; Projects; Programmes
- 9 Sub areas
 - Communication; Relationship; Identifying Problems / Providing Solutions; Planning; 24 x 7 Support; Technology; Implementation; Quality; Integration

Let us discuss the sub areas. The 4 key areas are at the heart of these 9 sub areas. The areas of Customer, Resources, Projects and Programmes are inter-woven through the sub areas.

Communication

Communication is the most important aspect of the Service Delivery Manager (SDM). The

responsibility of the SDM is to communicate with the Management, Resources, Project Managers and most importantly, the Client. The communication should be crisp, clear and unambiguous without leaving any doubt in the minds of the listener.

Relationship; Identifying Problems/ Providing Solution

A second name for an SDM is “Account Manager”. Of course, there will be another responsibility in the organization known as, Business Development Manager, but it is less effective than the SDM. Clients see the SDM as, the primary contact for solutions and services. The SDM’s phone is the first number, which is dialled by the client when they are facing any issues or problems.

Planning

All the project activities have to be planned. The schedule is discussed by the SDM with the customer. The project manager is involved in the efforts required to estimate and execute the project. Planning also involves defining the scope of the project, constraints, assumptions, identifying associated risks, back-up plans, and resource planning.

24 X 7 Support

The 24 X 7 support for customer should be documented in a manual for processes and technical resolution of problems. There should be clear guidelines for assigning the priorities and taking actions. Assignment of priorities depends upon the criticality and impact of the problem.

The escalation procedures should be clearly defined with Primary and Secondary backup persons and their contact numbers. The support personnel should be provided with laptops, VPN, mobile, pagers whatever is needed to service the calls from out of the office.

Appropriate automated ticketing system should be in place. This is also called a Customer Relationship Management (CRM) application. There could be the following three categories of tickets.

- Change requests
- Inquiry tickets, which may turn into change requests
- Incidence/Problem Management

All the tickets should be tracked to closure and analyzed for performance issues. The data is analyzed using statistical techniques. A change ticket should carry a deployment/release plan for any RFC (Requirement for change) raised.

Each ticket should contain the estimated time for completing the change, current status, action taken (work-log) and responsible person for resolving the issue. Estimation techniques should be in place to have error free estimation irrespective of who is doing the estimation. The estimation model should be agreed with the customer, if necessary.

Right testing procedures should be in place. The Development, UAT (User Acceptance

Testing) environment should be in place along with the Production environment. The test data should be verified by the customer's representative prior to moving the change to Production. A suitable configuration tools should be in place to avoid loss of information.

Follow the Sun Approach

Not many companies adopt this approach for their support needs where support offices are located in three parts of the world (i.e. US, EMEA and APAC). Each region provides 8 hours of support and hand-over to the next region. There has to be a proper handover report mentioning open issues, resolved issues and health of the system. There has to be at least half an hour of overlap on each side to ensure smooth transition to the next region. Good communication is very important to ensure that, customer's issues are resolved without missing issues, and that someone is working on all the issues.

Technology

The SDM should possess a skill set related to cutting edge technologies. Technology plays a vital part in the client's business, e.g. systems like business process management, ERP, supply chain, production planning, content management, business intelligence, enterprise application integration, CRM etc. To put in place a technology that works for the client, and which can deliver a high ROI is a challenging task.

Implementation

Implementation of new technology or any innovative idea demands a thorough execution. The SDM should be able to communicate the customer's priorities to the Project Manager. A lot of tools are available to plan, monitor and track the performance of projects. The Project manager chosen by the SDM should be able to execute the high-level guidelines and expectations. These guidelines are derived from the goals and objectives of the project plan. The project plan has to be approved by the SDM before the start of the implementation and changes thereafter also need approval.

Quality

For the Service Delivery Manager, quality is stated in terms of the Key Performance Indicators (KPI). The data related to the project is measured and statistically analyzed. For a support project, it is termed Service Line Agreements (SLA). Both SLA's and KPI's are discussed with customer and they agreed the numbers.

Program Management

Program management is about deciding priorities. Managing a portfolio of projects, the availability of resources, and their skills, and how they work on different projects. It can be a mix of product development, service management, account management, pre-sales activities, solutions and support.

For more information on Project tools or Project Management visit www.projectperfect.com.au. **Service Delivery Management by Sandeep Mehta of Project Perfect**

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