# Case Study for The Kenyan School of Government ToT Workshop

## Introduction

This case study is based on two documents:

1. an Asset Management Profile and Assessment of Needs report for Supercounty, a Kenyan county government; and
2. a draft AMAP prepared by Supercounty government staff during the UNDESA/UNCDF workshop in December 2022.

You will need to refer to these documents to complete these exercises.

## Diagnostic Tool Exercises

The following exercises will help you understand the Diagnostic Tool and how to complete the three parts. Refer to Asset Management Profile and Assessment of Needs report for the Country Government of Supercounty for your answers.

### Exercise 1: Diagnostic Tool Case Study Part 1 Interview Responses

Interviewee: You are a member of the Supercounty County Government staff and are taking part in an assessment to determine the asset management needs for your local government. Refer to **Annex A** of the Asset Management Profile and Assessment of Needs report for the Country Government of Supercounty. Provide the answers to the interviewer when asked.

Interviewers: You are the consultant hired to undertake an assessment to determine the asset management needs for the Country Government of Supercounty. Your first task is to complete Part 1 of the Diagnostic Assessment. Act as the interviewer and ask questions of the local government staff to complete Part 1.

## Part 1 Information

**Local Government name**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­­­­­­­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| **DAYTIME Population:** | \_\_\_\_\_\_\_\_\_ |
| **NIGHTTIME Population:** | \_\_\_\_\_\_\_\_\_ |

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| **Questions** | | | |
| 1. Please list three major local government economic, environmental and community development challenges you are facing in your community that have an impact on the assets you have and how you manage them? | | | |
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| 2. Briefly describe the principal goals your government/organisation has set for the next 3-5 years. | | | |
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| 3. Please indicate which of the following **main physical assets** are in your local government's inventory (Circle/highlight all that apply and add comments as needed). | | | |
| **Land** | **Buildings** | **Equipment  (list only critical assets)** | **Infrastructure** |
| None | None | None | None |
| Surplus/ Available for disposal | Cultural (e.g. museums) | Garbage collection trucks | Cemeteries |
| Unoccupied/ Available for use | Educational (e.g. schools, universities, libraries) | Cars, lorries (trucks), tractors, caterpillars | Energy Supply (generation and distribution) - Ministry |
| Public markets | Emergency Services (e.g. fire, police) - under Ministry | Computer systems | Street lighting |
| In use | Government Offices | Office furniture | Parks & public spaces |
| Other (Describe) | Housing | Safes | Community roads only (those roads not upgraded - neighbourhood roads) Transfer funds for other roads to Road Authority |
|  | Judicial (e.g., jails, courts) - Under Ministry |  | Solid waste collection and disposal |
|  | Health (e.g. hospitals, clinics) |  | Transportation Network : bus terminals |
|  | Public lavatories |  | Wastewater Utilities (including sanitary and storm water collection and treatment) Money not transferred |
|  | Recreational Facilities |  | Water Utilities (including treatment and distribution) |
|  |  |  | Port facilities (e.g. wharves, docks, terminals, etc) |
|  |  |  | Flood protection (e.g. storm water retention ponds, dikes, levees, etc) |
|  | Other (Describe) |  | Other (Describe) |
| 4. What is the most Critical Asset that you are managing (a critical asset is an individual asset that is critical to the agency for the delivery of its services and has high consequences in case of failure or loss)? | | | |
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| 5. How does the performance of your critical assets affect the delivery of services in your local government? E.g. Poor roads affect the ability to deliver goods to market and thus have an economic impact. | | | |
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| 6. Who manages the different types of physical assets in your municipality/organisation? What assets are managed locally and what assets are managed at a higher level (e.g. district or nationally)? | | | |
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| 7. Who is involved in asset acquisition, operations and maintenance and the disposal of assets? Is there a documented decision-making process? If so, please provide a copy. | | | |
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| 8. Have you had any external review of your asset management practices or plans previously? If so, what was the outcome? | | | |
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| 9. Briefly describe any asset management improvement initiatives currently in progress, or already planned for the next year (e.g. implement a GIS, improve inventory data, etc). | | | |
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| 10. Please list the major national laws, regulations and policies that govern how you manage your assets. Considerations include: laws, regulations, and policies regarding the management of municipal assets; the authority given to the municipality over municipal assets; legal provisions for the municipal authority on land management, acquisition, disposal, lease, contract, etc.; and, policies such as a standard inventory policy for the municipalities or a documented classification for fixed assets. | | | |
|  | | | |
| 11. Where do you need the most support/help to improve? How can we help you? | | | |
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### Exercise 2

Within your group, review the answers provided for Part 2 of the Asset Management Profile and Assessment of Needs report for the Country Government of Supercounty and answer the following questions:

1. Refer to **Annex B** of the Asset Management Profile and Assessment of Needs report for the Country Government of Supercounty. What evidence do you want to see to support the answers provided?
2. Refer **Annex D** of to the profile. Was this evidence sought and provided?

### Exercise 3

Within your group, review the answers provided for Part 2 of the Asset Management Profile and Assessment of Needs report for the Country Government of Supercounty. **Pick 2 of the 14** asset management sections and answer the following:

1. What sections did you select? Refer to **Annex D** of the profile. What are the assigned and target scores for the sections you selected?
2. What interventions would you propose for each section to help the local government progress from its assigned score to its target score?
3. Refer of to the RECOMMENDED AREAS OF INTERVENTION in the profile and compare your answers. What interventions did you propose that are similar? What different interventions did you propose?

## AMAP Exercises

The following exercises will help you understand the Asset Management Action Plan and how to complete the five sections. Refer to draft AMAP prepared by the Supercounty County government for your answers.

### Exercise 1

The Supercounty County government staff identified the following critical assets in Part 1 of the Diagnostic Assessment: Storm/ Waste/ Sewage Lines Infrastructure. In their AMAP they identified **liquid waste management and solid waste management** as their priority assets.

Prioritise these assets using one of the prioritisation methods (or another of your choice) discussed to determine the priority asset.

What is your priority asset and why? Compare your answer with that provided in Section 2 of the Supercounty County AMAP.

### Exercise 2

Refer to Table 2c of the Supercounty County AMAP. Review the performance goals/ levels of service and the performance measures.

Are these SMART? Would you modify any of them? If so, why?

### Exercise 3

Review the Asset Management Profile RECOMMENDED AREAS OF INTERVENTION for Supercounty and the information provided in Tables 4 & 5 of the draft AMAP and answer the following questions:

1. Does the gap analysis capture the gaps previously identified? Please explain.
2. Will the plan help them achieve their goals? Please explain.