CITIES DEVELOPMENT STRATEGIES FOR IMPROVED URBAN ENVIRONMENT AND POVERTY REDUCTION

In the Lake Victoria Region

KAMPALA, KISUMU and MUSOMA

UN HABITAT
UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

PART I:
CDS AND THE REGIONAL DIMENSION

CDS and the Regional Dimension

1.1 City Development Strategies (CDS)

1.1.1 OVERVIEW OF THE CDS

The social and economic future of nations is increasingly being determined in their urban areas. Globally, the process of decentralization is shifting power and resources to cities and their citizens, raising the importance of how well cities are managed, and how well city economies are performing. Two alternative scenarios are emerging: one of cities characterized by increasing poverty, social exclusion and decline; the other of inclusive cities characterized by equitable and sustainable growth. It is often the quality of urban governance that differentiates declining cities from prosperous ones.

The UN-HABITAT and World Bank formed the Cities Alliance[1] to work in partnership with cities that are attempting to improve opportunities for all their citizens, particularly the urban poor and women who are often the most disadvantaged, and that they do so in an inclusive manner. Many cities are leading the way in redefining their priorities, rethinking the way in which cities are managed, and introducing innovations and improvements in urban governance.

> **City Development Strategies** (CDS) are **action plans** for equitable growth in cities, developed and sustained through participation, **to improve the quality of life for all citizens.**

The goals of a City Development Strategy include a collective city vision and action plan aimed at improving urban governance and management, increasing investment to expand employment and services, and systematic and sustained reductions in urban poverty.

Characteristics and Scope Defined by Each City: Achieving these goals will occur through a wide variety of approaches in different cities around the world, with local and national conditions determining both the chosen approach and the final outcomes. Notwithstanding local differences, Cities Alliance places great emphasis on the lead being taken by the city itself, with the urban poor and local business leaders actively involved within a wider participatory process. In short, local ownership of the process is vital.

---

[1] The Cities Alliance is a global alliance of cities and their development partners committed to improving the living conditions of the urban poor through action in two key areas: i) City Development Strategies (CDS) and ii) City-wide and nation-wide slum-upgrading. The Cities Alliance was launched in 1999 and its Consultative Group members are the World Bank, United Nations Human Settlements Programme (UN-Habitat), Associations of Local Authorities and Governments.

The CDS has so far been applied in many countries in Asia, Africa, Europe and Latin America. At the end of 2000, 42 cities in six regions were involved in the CDS activity[2]: six in Africa, 18 in East Asia, 1 in Eastern Europe, five in Latin America, nine in South Asia and three in the Middle East. The Urban Management Programme has completed the participatory development of CDS in seven cities.[3] These cities are Bamako (Mali), Cunca (Ecuador), Colombo (Sri Lanka), Johannesburg (South Africa), Santo Andre (Brazil), Shenyang (China), and Tunis (Tunisia). These numbers have gone up considerably with new initiatives coming up and with lessons and experiences gained from past initiatives.

The Lake Victoria CDS initiative in the three cities is a new initiative, which is adding a new dimension to the whole approach – the application of CDS to regional spatial and environmental planning.

1.1.2 APPLICATION TO REGIONAL SPATIAL PLANNING

The CDS process, which lays much emphasis on participation and shared city vision, has been found to be applicable to regional planning. Cities of the same region which share unique commonalities within the context of their natural, socio-cultural, development circumstances or history, may find it mutually beneficial to form a shared vision for development of their entire region. The Lake Victoria CDS for Improved Urban Environment and Poverty Reduction is an attempt to apply the CDS to regional spatial planning.

1.2   Project Background

1.2.1 OBJECTIVES

The Lake Victoria CDS/Slum Up-grading for Improved Urban Environment and Poverty Reduction aims to mobilize city authorities in the Lake Victoria region, and other stakeholders to develop a programme for laying out City Development Strategies. These strategies uphold popular, private and public participation and decision-making in efforts to improve the living conditions and environment for urban dwellers. This project is an effort to address the absence of effective planning in cities and to complement the Master Planning approach, which is mainly physical in nature and often non-inclusive.

This initiative informs the sub-regions and participating cities on participatory approaches for preparation of the CDS/Slum upgrading programme. It builds on the ongoing Municipal Development Programme (MDP) activities in Kampala, the Sustainable Cities Programme (SCP – a joint programme of UN-HABITAT and UNEP) activities in Tanzania, and UMP activities in the entire region. Collaboration with the Lake Victoria Region Local Authorities Cooperation (LVRLAC)[4] is inevitable to support the replication process.

The project has targeted three local authorities along the lake – Musoma in Tanzania, Kisumu in Kenya and Kampala in Uganda.

---

[2]   *City Development Strategies, Progress on Action Plan*, CDS Issues Paper, p.1; Tim Campbell and Dinesh Mehta, World Bank/UN-HABITAT.

[3]   See also: *City Development Strategies: Lessons from UMP/UN-HABITAT Experiences, UMP publication Series #29*.

[4]   LVRLAC is an association of local authorities in the Lake Victoria catchment area. Its members are urban and rural local authorities of the three Lake Victoria riparian states – Kenya, Tanzania and Uganda.

1.2.2 PROJECT EXPECTED OUTPUTS

The three cities have undergone a broad-based participatory process and delivered the following project outputs:

- The establishment of an inclusive, coordinating mechanism at city/municipal levels to address urban poverty reduction, slum upgrading and environment challenges.
- Improved urban planning and management capacities of the respective councils.
- Formulation of CDS/Slum Upgrading Programme for improved urban environment and poverty reduction.
- Development of proposals and investment plans for resources targeting city and regional level initiatives aimed at improving the urban environment and reducing urban poverty.

1.3   The Region and Project Sites: Musoma, Kisumu, Kampala
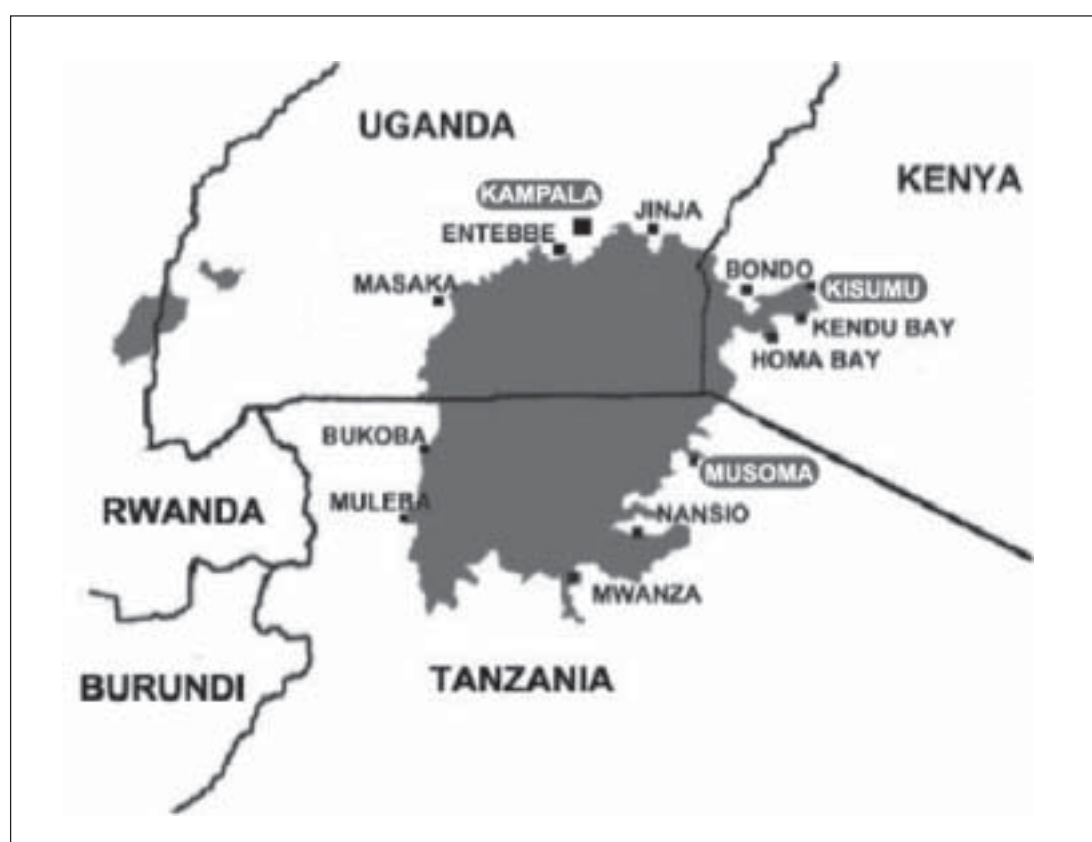
1.3.1 DESCRIPTION OF THE REGION

1.3.1.1   Urban Environment and Poverty Reduction

Lake Victoria is the world's second largest fresh water body whose surface area is shared by three countries: Kenya (6%), Tanzania (49%) and Uganda (45%). It is estimated that one-third of the combined population of Kenya, Tanzania and Uganda derive their livelihood from the Lake, through subsistence fishing and agriculture. Thus, the Lake represents an important economic resource for the region. However, this resource can only be sustained if the Lake's rich and diverse ecosystem is well managed.

The rapidly growing urban and peri-urban centers located on the shores of the lake depend on its natural resources for their economic growth. The lake is also a source of clean water for domestic use for the lakeside communities.

Regrettably, the urban centers have contributed significantly to the increased environmental degradation of the Lake. Uncontrolled municipal and industrial effluents from the brewery, textile tanning, fish and agro-processing industries continue to pollute the lake, threatening the very basis of the local and regional economy.

The poorer communities, which rely on subsistence agriculture and fishing activities, have settled along the Lake. These communities do not have adequate shelter and infrastructure and suffer under the double burden of increased competition for degraded natural resources and the resultant increased prices for safe water.

The municipalities located on the shores of Lake Victoria lack the capacity to implement sustainable development policies, especially within a regional context of rapid urbanization and weak national and regional economies. Many residents live in poor conditions with limited access to basic services and infrastructure. This is compounded by the uncontrolled pollution of the surrounding environment and dwindling economic opportunities. The poorer sections of the community are particularly at risk.

1.3.2 THE PROJECT SITES

The project sites of Musoma, Kampala and Kisumu all reflect the scenario depicted above. These cities development and environment have been directly impacted by their proximity to the Lake. The Lake Victoria project, in an effort to apply the CDS to spatial planning, is targeting these three cities. To achieve regional integration, maximize on lessons learnt and for national and regional replication, it is necessary to involve cities in all three countries – Kenya, Uganda, and Tanzania – which surround the lake. It is also worthwhile to consider the variable levels of development in these three cities.

Kampala, the capital of Uganda, is the largest of the three cities with an appreciable level of development. It is currently undergoing considerable levels of growth and expansion. The city holds some 1.2 million inhabitants. Kampala presents a complex development situation as the high increase in urban population has not been matched by a corresponding increase in the provision of basic infrastructure, housing and social amenities. The local city authority is the Kampala City Council (KCC). The rapid population increase has stretched the council's capacity to deliver services.

Key urban environmental issues here include proliferation of slums and unplanned human settlements, inadequate water supply, poor sanitation, solid waste management, increasing traffic congestion and pollution, growing crime rates, amongst others.

Kisumu is the third largest urban center in Kenya after Nairobi and Mombasa. It was recently elevated to city status and has an estimated population of 345,312, majority being young people under the age of 19. It has a relatively well-developed urban infrastructure. It is a leading commercial, trading, fishing, industrial, communication and administrative center in the Lake Victoria basin. The city is ranked the poorest in Kenya with 48% of its inhabitants living below the poverty line. Its main environmental and development issues include poor land use planning, high HIV/AIDS prevalence, lack of public awareness owing to low literacy levels, outdated and inadequate water and sewerage system, poor solid waste management, presence of water hyacinth on Lake Victoria hampering water supply, inadequate energy supply, and unplanned settlements. The city's authority is the Kisumu City Council.

Musoma in Tanzania is a relatively smaller town, with a population of about 120,000. Nevertheless, it is growing at an increasingly high rate and is beginning to experience typical city problems. The town's infrastructure is poorly developed. It has a weak transport network and poor waste disposal facilities. The town's local authority is the Musoma Town Council, which admittedly requires capacity building to maximize its revenue base.

KAMPALA

Kampala is the capital city of Uganda and is situated on Lake Victoria. It is the largest city in the country and the administrative, communication, economic and transportation center of the country.

KISUMU

Kisumu is the third largest Kenyan City and lies on the eastern shores of Lake Victoria. It is a leading commercial, fishing, industrial, communication and administrative center in the lake basin.

It is ranked as the poorest city in Kenya and has a population of 345,312.

MUSOMA

Musoma is located on the southern shores of Lake Victoria and is a small city with an urban population of about 120,000.

1.4   Project Partners:

The Lake Victoria Region City Development Strategies/Slum Upgrading for improved Urban Environment and Poverty Reduction is an initiative of UN-HABITAT facilitated by the Urban Management Programme (UMP) in collaboration with the Regional Office for Africa and the Arab States (ROAAS). The project received support from the Swedish International Development Agency (SIDA). ITDG-East Africa was the regional anchoring institution while the Kampala City Council, Kisumu City Council and Musoma Town Council are the project implementers.

UN-HABITAT and its Urban Management Programme (UMP) and the Regional Office for Africa and the Arab States (ROAAS)

UN-HABITAT

Mission Statement: The mission of UN-HABITAT is to promote sustainable urbanization through policy formulation, institutional reform, capacity-building, technical cooperation and advocacy, and to monitor and improve the state of human settlements worldwide.

Mandate and Background

UN-HABITAT, formerly known as UNCHS (HABITAT), was established in October 1978 as the lead agency within the United Nations system for coordinating activities in the field of human settlements. It is the focal point for the implementation of the HABITAT Agenda – the global plan of action adopted by the international community at the HABITAT II Conference in Istanbul, Turkey, in June 1996. Its activities contribute to the overall objective of the United Nations system to reduce poverty and promote sustainable development within the context and the challenges of a rapidly urbanizing world.

PROJECT PARTNER	KEY ROLE
SIDA	**Funding and Technical Support.** Support for urban development and the environment is a priority area for Sida. The environmental problems in the growing cities are a global problem. Sida's programmes in the area of global environment have the aim of reducing pollution of the air and water, and promoting economical energy systems and efficient transport systems. In Sida's work special priority is given to the hydrological cycle in the cities, i.e., water management, drinking water, water pollution, tariffs, institutional development, alternative sanitation technologies, surface water, effects on watercourses, lakes and coastal zones, etc. Other important areas in Sida's work for a better urban environment are traffic planning, public transport and solid waste management.
UN-HABITAT (UMP and ROAAS)	**Project executors, Technical cooperation.** With wide global expertise in urban management and city development strategies, UMP and ROAAS applied its knowledge in participatory planning, poverty eradication, urban environmental planning and facilitated the documentation & dissemination of the project outcomes.
ITDG-EA	**Regional Anchoring Institution.** As the regional anchoring institution, ITDG provided lead technical support to the project, especially in Musoma and Kisumu. With wide experience in urban management in the East African region, the ITDG ensured the provision of adequate technical expertise, skills and know-how. This was through provision of qualified staff and also identification of key relevant civil society partners at the local levels, contributing to broad-based participation.
City/Municipal Councils of Kampala, Kisumu and Musoma	**Project Implementers.** **Kampala City Council's** responsibilities include public health and environment, engineering services and developments, primary schools and markets. **Kisumu City Council's** main functions are mobilizing resources to address basic social needs, provision of social services, infrastructure development, and nurturing an enabling environment for urban development. **Musoma Town Council's** responsibilities include resource mobilization, environmental management to promote sustainable development, and promoting the social and economic welfare of its residents.

Objectives:

1. To improve the shelter conditions of the world's poor
2. Facilitate the adoption of operationally effective governance
3. To promote international cooperation in shelter and sustainable human settlements development

UN-HABITAT's Strategy for Sustainable Urbanization: Preventive Strategies:
• Slow-down the pace of rural-urban migration
• Strengthen local authorities outside rapidly growing cities
• Enhance rural livelihood and security

Adaptive Strategies and Interventions: fight poverty but not the poor; fighting squatting, and not squatters; Decent housing; Water and sanitation; Disaster preparedness & prevention; Community-led safer cities initiatives; Improved infrastructure; Attracting investment; Sound urban policies; Promoting inclusion, gender awareness, participatory decision-making, and building local capacities.

The Urban Management Programme (UMP)

The Urban Management Programme (UMP) was launched in 1986 as an initiative of UNDP, UN-HABITAT, the World Bank and several bilateral partners (currently the UK, Sweden, Switzerland, the Netherlands and Germany). It is one of the largest urban global technical assistance programmes of the UN system. The UMP develops and applies urban management knowledge in the fields of participatory urban governance, alleviation of urban poverty and urban environmental management, and facilitates the dissemination of this knowledge at the city, country, regional and global levels.

UMP works in 120 cities in 57 developing countries in Africa, the Arab States, Asia, and Latin America and the Caribbean through its six regional and sub-regional offices, 19 regional anchor institutions and over 40 national and local institutions and other networks of community-based organizations, NGOs and municipal associations.

The Regional Office for Africa and Arab States (ROAAS)

ROAAS supports the Africa and Arab States region in implementing The HABITAT Agenda, emphasizing its two main themes: "Adequate shelter for all" and "Sustainable urban development". Its mission is to promote the HABITAT Agenda at the regional level through the implementation of the two Global Campaigns – on Secure Tenure and Urban Governance. ROAAS provides country and city partners with policy options, technical expertise, information management, and project implementation capabilities. It contributes to the strengthening of the normative capacity of UN-HABITAT and its visibility at the regional level, while carefully considering social, cultural and gender issues in all projects and programmes.

Intermediate Technology Development Group (ITDG)

ITDG's vision is one of *"a more equitable and just world in which technology enriches and benefits the lives of poor people".* Its mission is to *"build the technical skills of poor people in developing countries enabling them to improve the quality of their lives and that of future generations".*

Founded by the author of "Small is Beautiful", Dr. E.F. Schumacher, it is an international Non-Governmental Organization which has seven country and regional offices, including in East Africa. The organization works in seven programme areas: Urban Livelihoods and Shelter, Energy, Transport, Manufacturing, Food Security, Agro-processing and Disaster Mitigation (including conflict management and resolution). In addition, ITDG-EA has three programme support units: Fund-raising and Marketing, Communication, Finance and Administration.

ITDG-EA has established action-oriented rapport with a number of professional associations, research and academic institutions in Eastern Africa.

ITDG–EA is totally committed to empowering the urban poor and making positive changes in their livelihoods. ITDG's participation in this project is guided by its core principles as follows:

- Recognizing the rights of the urban poor (women, men and the youth) to effective participation;
- Building on ongoing efforts within the respective local authorities and drawing inspiration from regional, central and local government reforms in each of the three countries;
- Operating within an inclusive institutional framework in which each of the local authorities plays an enabling role in strategy development, municipal planning and urban management;
- Working with a range of public, private, civil society and community actors to mobilize resources for poverty reduction;
- Mainstreaming gender and paying due attention to vulnerable and marginalized groups;

- Lesson learning, horizontal exchange and contributing to knowledge management systems in city development strategy and ensuring that the impacts of project interventions are felt in other local authorities in the region and at international levels;
- Giving good value for the project investment and being accountable for all actions.

MUSOMA TOWN COUNCIL

The main functions and responsibilities of the council include:

- To facilitate the maintenance of peace, order and good governance within its area of jurisdiction.
- Promote the social welfare and economic well being of all persons within its area of jurisdiction.
- In accordance with national policies, urban and rural plans, to carry out development activities to promote economic and social development within its area of jurisdiction.
- Take necessary measures to protect and enhance the environment in order to promote sustainable development.
- Enhance meaningful decentralization in political, financial and administrative matters at all levels of local government.
- Promote and ensure democratic participation by the people.
- Establish and maintain reliable sources of revenue and other resources enabling the council to perform other functions effectively and to enhance financial accountability of the council to its members and employees.

KISUMU CITY COUNCIL

The Council's main functions include:

- Mobilize internal and external resources and, within existing regulatory framework,
- Direct the resources towards answering basic social needs of the populace in the Municipality.
- Provide social services especially water supply and sewerage services.
- Infrastructure development (roads, parking spaces, houses).
- Environmental sanitation, garbage collection and disposal.
- Housing, Health, Education, Welfare, Markets, and Sports.
- Nurturing an enabling environment for the enhanced participation of the citizens in urban development.

KAMPALA CITY COUNCIL

Kampala City Council's Mission statement is "to provide and facilitate the delivery of quality, sustainable and customer oriented services efficiently and effectively".

The broad responsibilities of Kampala City Council are:

- Engineering services and developments including roads, street lighting, public parks, land management and planning.
- Primary schools.
- Public health and environment, including solid waste management.
- Development and management of markets.
- Enforcement of laws affecting these functions.

2. Implementing the CDS in the Lake Victoria Region

2.1 Framework for a Participatory CDS process in the Lake Region

Figure I: The general Participatory CDS Process
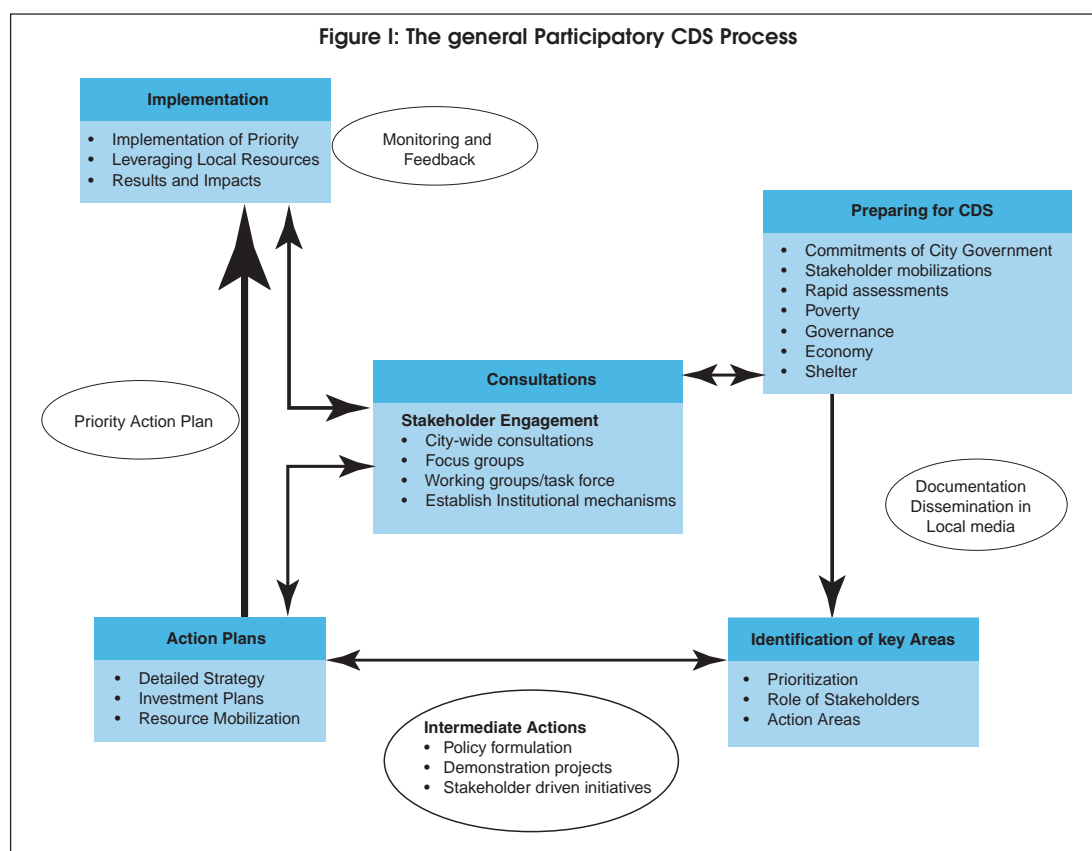
Based on global experiences, the general framework for a participatory Lake Victoria CDS process comprises four basic phases:

Phase 1: Preparing for the CDS: This involved securing commitments from the Ministry of Local Government, the three local authorities involved in the CDS, politicians, mayors and councillors, identification, mobilization and commitment of stakeholders, including NGOs, CBOs, women groups and representatives of the private sector, and conducting rapid assessment and profiling of local development issues such as the Kisumu City Scan, profiling of governance, poverty, environment, economy and shelter aspects of the participating cities.

Phase 2: Identification of Key Areas: This involves prioritizing of the key areas identified from the assessment and profiling exercise. More specifically, it involves the identification of the roles of stakeholders with an interest in the key issues and preparing action areas to address these issues.

Phase 3: Action Plan: This stage involves detailed action planning for the identified issues and areas of implementation including timeframes, resources and lead actors for the implementation.

Phase 4: Implementation: The final stage of the participatory CDS involves the actual implementation of the action plans which are drawn up through broad based consultation and consensus building.

DESIGNING THE CDS

The exact design of the CDS process should be adjusted to complement the institutions and planning practices of each country, as well as the size and complexity of the different municipal authorities. The Urban Management Programme (UMP) has adopted a general framework for the implementation of CDS *(see Figure 1)*. Although the same CDS Principles are applicable in both large cities and small urban areas, the procedures used in implementation may differ substantially and different interpretations may therefore be used. For example, in developing strategies for capital investment in large cities, it is acceptable to break down the capital budget into component segments for individual analysis. In smaller towns, it is more viable to look at the entire capital budget at once, but the kind of information that is used to support priority setting has to be much less elaborate.[5]

The Lake Victoria CDS aims to address and effect improvements in these key issues: Participation, Partnership, Local Economic Development, Poverty Reduction, and Environmental Improvement.

Participation:

Wide stakeholder participation is of critical importance in the CDS approach. Additionally, a CDS "torch bearer", such as a civic leader or mayor, is vital to ensure that the enthusiasm and effectiveness of the stakeholder participation process is not dissipated. The Lake Victoria CDS attempted to include many diverse groups and to maintain interest through regular communication, consultations and formation of working groups and committees that were truly representative of the diverse group of stakeholders. In addition, at the local levels key public personalities – City Mayors and businessmen – were the torchbearers for the project.

Partnerships:

Partnerships were part and parcel of the Lake Victoria CDS initiative. Partnerships were formed at the regional as well as local levels to ensure project success and sustainability. At the regional level partnerships were formed with agencies and professional institutions to ensure continued resource flow and technical back up. Local partnerships between the public, private business, and popular sectors helped to sustain the process through continued participation in the project. The partnerships also enhanced opportunities for capacity building among the different sectors involved. This ensures the institutionalization of participatory methodologies of the CDS approach at the local level.

Local Economic Development:

As a part of the CDS exercise, a local economic development strategy is developed in each city. The CDS process brings together a diverse group of stakeholders – the local government, the private sector, and the poor – to define priority areas and develop action plans that focus on improving the city's overall economic performance and efficiency, and promoting employment generation both in the formal and informal sectors. The CDS exercise, for example, saw the formation of micro enterprises and small saving schemes that would foster the development of local economies.

---

[5]   See also: From Master Planning to City Development Strategies: Issues, Challenges and Opportunities for Africa; Cecilia Kinuthia-Njenga: A Paper presented at Planning Africa Conference, South Africa, September, 2002.
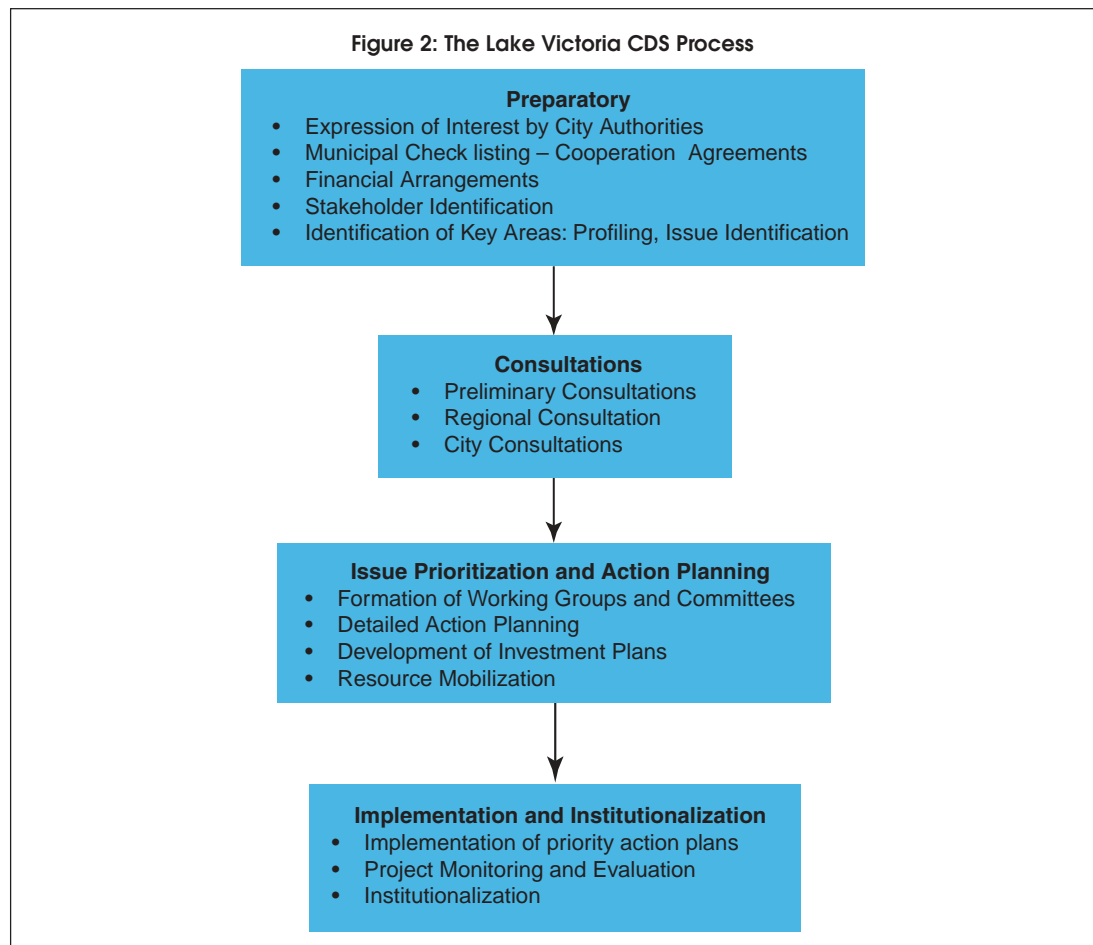
Poverty Reduction and Environmental Improvement:

The three cities recognize that poverty is a key challenge to their economic development. The Lake Victoria CDS is one of the initiatives in the region addressing this fundamental challenge. Basic information on the poor, such as their housing situation, employment conditions and service delivery, was disaggregated, as is the case in many cities in developing nations. The CDS in the region undertook to profile such information in each of the target cities. The information was the key to prioritization of action areas and formulation of action plans and investment plans for reducing poverty and improving the urban environment.

2.2   The Lake Victoria CDS Process

The Lake Victoria CDS process has generally followed the generic CDS process. It started with activities to engage and commit city local authorities. These commitments were ensured through the signing of Cooperation Agreements between the authorities and the global partner – the UN-HABITAT. Prior to such understandings being drawn, interest to be involved in the CDS activity was expressed by the individual city governments to their global counterparts. The global partners committed themselves to ensuring the adequate funding of the process. This was accomplished through fundraising from international bilateral donors and by encouraging local contributions by cities.

The process entailed conducting a detailed municipal check listing; primary stakeholder identification to ensure broad-based and meaningful participation; profiling; consultations; action and investment planning; and implementation of priority action plans. The process is categorized through four main phases of activities in all the three local authorities (see Figure 2 below). The conclusions drawn from the process will provide feed back for the regional programme.

Figure 2: The Lake Victoria CDS Process

Preparatory
- Expression of Interest by City Authorities
- Municipal Check listing – Cooperation Agreements
- Financial Arrangements
- Stakeholder Identification
- Identification of Key Areas: Profiling, Issue Identification

Consultations
- Preliminary Consultations
- Regional Consultation
- City Consultations

Issue Prioritization and Action Planning
- Formation of Working Groups and Committees
- Detailed Action Planning
- Development of Investment Plans
- Resource Mobilization

Implementation and Institutionalization
- Implementation of priority action plans
- Project Monitoring and Evaluation
- Institutionalization

2.2.1 PREPARING FOR THE LAKE VICTORIA CDS

2.2.1.1 Start-up

a) **Project Document:** A project document was prepared by UN-HABITAT that indicated the project purpose and objectives, activities, outcomes, targeted partners, and budget. This document was useful in informing the potential partners and the interested donors.

b) **Expression of Interest by city authorities:** With knowledge of existence of the project document, cities along Lake Victoria registered their interest to participate in the project with UN-HABITAT through formal communication.

c) **Municipal Check-listing:** For the success of any participatory process, certain minimum political and institutional conditions have to be in place. A Municipal Checklist was conducted in the Lake Victoria CDS in each city in order to examine these conditions and the existing local realities. The exercise provided the information necessary to better design the CDS to be as specific as possible to the local context.

Results of the Municipal checklist analysis broadly revealed the following:

- *Political will:* There was evidence of political will in the cities, particularly in Musoma where the incumbent mayor has been instrumental in the whole project.

- *Ability to mobilize local and other resources:* All three cities demonstrated their ability and eagerness to mobilize local resources in addition to providing free office space and staff time to compliment the project. There was the presence of other existing and past initiatives in the cities from which there was potential to build-up on or partner with. There is currently an ongoing Cities Without Slums project in Kisumu and Kampala, and a proposed Safer Cities project for Kampala all of which can provide synergy with the Lake Victoria CDS.

- *Presence of Stakeholder groups:* All three cities have organized stakeholder groupings, particularly the non-governmental organizations and community based organizations that were a necessary condition for inclusion in the process. In Kampala, an NGO, Living Earth, was active in environmental and development issues while UMABU is an active NGO in Musoma. In Kisumu, the Western NGO network, an alliance of several NGOs, has a strong presence.

- *Institutional conditions for operationalizing stakeholder involvement:* Analysis and discussion revealed that although broad-based participation in decision-making for municipal development was not routinely practiced, there had been attempts to involve other sectors of society in municipal council activities.

The result of the above analysis and discussions led to formal agreements between local partners and external partners, in the form of **Cooperation Agreements**. The following is a listing of such agreements under the regional CDS:

- Cooperation Agreement between United Nations Human Settlements Programme (UN-HABITAT) and Musoma Town Council
- Cooperation Agreement between UN-HABITAT and Kampala City Council
- Cooperation Agreement between UN-HABITAT and Kisumu Town (now City Council)
- Cooperation Agreement between ITDG and UN-HABITAT

The supporting tool used for this activity was mainly *Municipal checklist*

> **The Municipal Checklist Tool**
>
> The principle aim of municipal checklist is to assess the minimum local political and institutional conditions for a participatory process. The key elements are:
>
> 1. Analysis and discussion to assess, for example, the level of political will, and presence of stakeholder groups, and
>
> 2. Terms of reference which are formal agreements in the form of Cooperation Agreement or similar instruments that reflect the outcomes of analysis and discussions and often include agreement on priority issues, scope and form of participatory process, actors, procedures and actions. (See also Tools to Support Participatory Urban Decision-Making, UN-HABITAT's Urban Governance Campaign Toolkit Series, 2001).

d) Financial arrangements

Following the above formal agreements between partners, UN-HABITAT sourced funding from the Swedish International Development Agency (SIDA), one of the funding partners of UN-HABITAT activities. Fund transfers to UN -HABITAT were then made and obligation to various activities of the Lake Victoria CDS process finalized and budget lines drawn. The Municipal councils also contributed in kind to the project.

2.2.1.2 Stakeholder Identification

Stakeholder[6] identification is perhaps one of the most crucial activities of any participatory process. Within the Lake Victoria CDS initiative, stakeholder identification was one of the preparatory activities undertaken. Stakeholders fall in two categories: regional stakeholders and local stakeholders. The main regional stakeholder in the project is ITDG- EA, which was identified by the city practitioners and global partners (UN-HABITAT, ROAAS, and UMP) for their credibility, ability in partnerships and experiences in working with local communities in East Africa for sustainable development.

The local actors primarily undertook local stakeholder identification. This ensured the inclusion of civil society, private and public institutions in the CDS process for each city. The supporting tool for this activity was *stakeholder analysis*.

Stakeholder Analysis for Participation
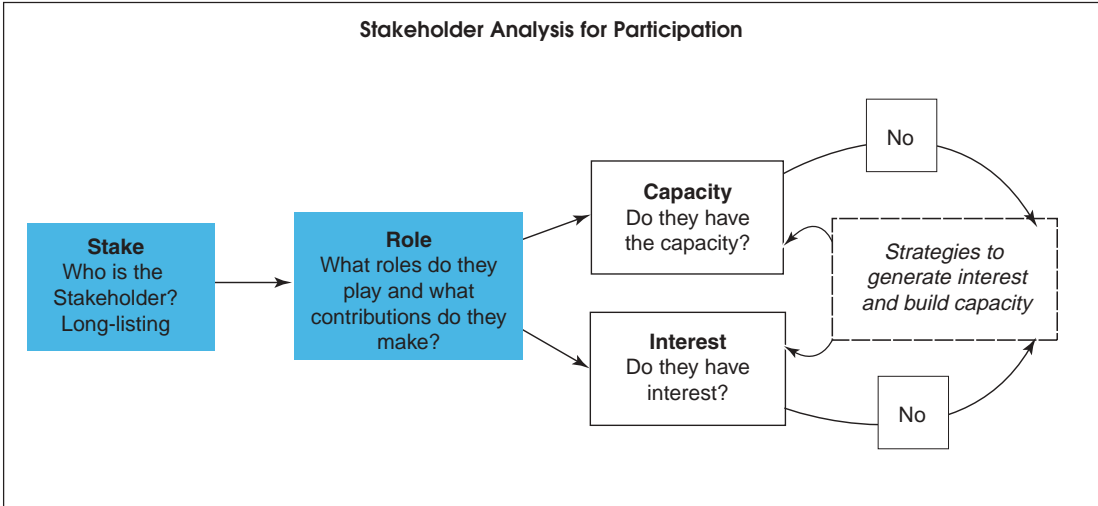
From: *Tools to Support Participatory Urban Decision Making*; Urban Governance Toolkit Series; UN-HABITAT, 2001

---

6   Stakeholders are: i) those whose interests are affected by the issue or those whose activities strongly affect the issue; ii) those who possess information resources and expertise needed for strategy formulation and implementation; iii) those who control relevant implementation instruments.

With this inclusive stakeholder base, it was now possible to forward-plan for the project and form project teams at regional and local levels

An Example from the Stakeholder Groups involved in Kampala

A.   **Public Sector**
- All Kampala City Council Departments
    1. Department of Public Health and Environment Improvement
    2. Department of Works, Physical Planning and Inspection
    3. Department of Social Improvement, Community Development and Antiquities
    4. Department of Education and Sports
    5. Department of Finance and Economic Affairs

- All Kampala City Council Councillors (Local Council V)
- All Kampala City Council Division Technical Personnel
- All Kampala City Councillors at the Division (Local Council III)
- Technical Personnel from Wakiso
    1. Wakiso Chairperson.
    2. Wakiso Chief Administrative Officer
    3. Wakiso Urban Officer
    4. Wakiso District Environment Officer

- Lower Councils in the City (Local Councils I and II) in the candidate areas
- Residents in the slum areas that are going to be Upgraded
    1. Residents of Kinawataka slum area
    2. Residents of Kagugube slum area
    3. Residents of Katwe I and II slum areas
    4. Residents of Kawala, Kiwunya and Kasubi slum area
    5. Residents of Bwaise and Lower Kawempe slum area

- Other Government Organs including:
    1. All Resident District Commissioners in the City
    2. Urban Authorities Association of Uganda (UAAU)
    3. Makerere University Institute of Environment and Natural Resources (MUIENR)
    4. National Environment Management Authority (NEMA)
    5. National Water and Sewerage Corporation (NWSC)

B.   **Private Sector**
    1. Central Broadcasting Services (CBS)
    2. The East African newspaper
    3. The New Vision newspaper
    4. Radio One

C.   **Popular Sector**
- UNDP
- Uganda Environment Protection Forum (UEPF)
- National Association for Environment Professionals (NAPE)
- Foundation for African Development (FAD)
- Living Earth Uganda

2.2.1.3 Preliminary Country and City Consultations

In line with the overall objectives of the project and specifically in response to requests from the respective local authorities, the project team from UN-HABITAT's UMP and ITDG visited each of the three local authorities as part of the project's inception process. These sessions served to achieve four key objectives, namely:

- To build personal rapport with representatives of the cities, government departments, civil society organizations and professional associations;
- To disseminate information on the concept and principles of the City Development Strategy to the project partners;
- To identify within each city/municipal authority, the focal points and roles for the CDS process; and
- To present and agree on the indicators and format for preparing the respective city/municipal profiles.

The preliminary consultations accomplished three key outputs. First, the local governments agreed to adopt an inclusive process by including representatives of civil society organizations, government, associations of local authorities and the private sector in the respective city/municipal coordinating committees. Secondly, each of the cities agreed to prepare country profiles using the format presented for the purpose. Lastly, the teams agreed to select representatives to participate in a planned regional consultative workshop.

2.2.2 IDENTIFICATION OF KEY AREAS

2.2.2.1 *Profiling*

To assist in providing city information, situation analysis and ensure the early involvement of a full range of stakeholders in the CDS process, specific profiling was undertaken in the three cities involved in this project. Profiling as tool was used in this aspect.

Profiling

The strength of a "profile" in a participatory decision-making context comes from the way in which relevant stakeholders are involved in the collection and interpretation of information. Focus or consultative groups consisting of key stakeholders will be established for this purpose. Information collection is informed throughout by constant interactions among stakeholders. Participatory information collection tools such as Rapid Appraisal are often applied. Focus group discussions and consultations augment information from secondary data sources.

Profile preparation consists of **four elements**, which generally follow in sequence:

1. **Design:** Initial design of the profile involves two aspects. First is the _substantive_, which includes determining the theme, scope, and scale, as well as clarifying the analytical framework to be used, and also forging agreement among the key participants. Second is the _organizational,_ which includes initial identification of stakeholders and sources of information, and also devising mechanisms for contacting, involving and engaging them.

2. **Information Collection***:* Using various methods (for example, Rapid Appraisal, small-scale surveys, data search, focus groups), existing and readily acquired new information is gathered, using the skills, contacts, and linkages of the key stakeholders.

3. **Analysis:** The carefully designed framework of the profile will ensure that the information is structured into meaningful patterns focused on the topic of the profile. A variety of analytical tools can then be used to draw tentative conclusions regarding spatial patterns, evolving trends, plausible correlations, etc.

4. **Communication:** Effectively communicating the collected information to users and stakeholders is a challenge. The profile should be written in a comprehensible language and attractive style, to be readable by a wide audience but while still maintaining the logic and data content necessary to give force to its conclusions. Stakeholder involvement in reviewing, critiquing and enriching the profile, before it is finalized is essential.

See also: *Tools to Support Participatory Urban Decision-Making;* Urban Governance Toolkit Series;   UN-HABITAT, 2001.

The profiles produced would prove useful at future regional and city level consultations as they form part of important background materials from which issues and actors can be identified, with the result that consensus can be built and areas of priority marked. Each of the local authorities commissioned case study teams to compile city/municipal profiles.

The **Kampala Case Study** was coordinated by the City Planning department in close liaison with the Town Clerk's office and a representative of Living Earth, an NGO addressing urban environment concerns in that city.

Similarly in **Musoma**, the Town Director's office with the support of the Town Engineer and a local NGO (UMABU) worked together to prepare the **Musoma Case Study**. The Town Director's Office coordinated an interdepartmental committee.

In **Kisumu,** under the coordination of the Town Clerk's office, the profiling of the city involved a four-step process:

*   Representatives of Western Kenya NGO network undertook a secondary data review from publications provided by the Council, government departments, NGOs and previous research studies.

*   A citywide City Scan[7] involving a representative sample of 3,764 community members from each of the 17 wards was conducted. The Scan generated detailed information on challenges and priorities by gender, ward, social class and occupation. In addition, the city scan captured the citizen's perceptions of the roles and impact of public, private, and local authority organizations. Based on a participatory analysis of the cross-tabulations, the city council staffs in conjunction with ITDG finalized the report of the City Scan.

*   Using the information provided above, the Town Clerk's office synthesized and re-packaged the document for discussion by a consultative group comprising councillors, NGOs and council staff.

*   A two-day retreat was held away from the city to critique the draft and identify priority issues for the CDS.

The profiling exercise took a participatory approach involving the public, private and popular sector. The resultant profile documents were, therefore, those representing multi-sector views and were readily acceptable to other stakeholders.

> In itself, the very process of writing the case studies and city profiles was quite significant in building teamwork and a sense of shared responsibility and vision in each of the target cities. Secondly, each of the case studies provided insights on the character of the cities and the key indicators and concerns specific to urban poverty, environment and investments. The timely completion of the reports served to provide the regional workshop with vital data on the challenges and aspirations of each of the target cities/municipalities. Copies of the City Profiles were circulated within and between the Lake Region cities.

2.2.2.2   Issue Identification

Through preliminary consultations with stakeholders and especially through city profiles and case studies, the cities were able to identify areas of concern for their development and improved urban environment. Before holding formal regional and city consultations, cities were already quite informed and able to pinpoint the various challenges to poverty alleviation affecting their specific cities.

---

[7]   The Kisumu City Scan was adapted from the UN-HABITAT's Safer Cities Survey, a user-friendly data capture instrument which categorizes issues, by gender, ward, social class, occupation, etc., within a short duration.

Issues in Kampala
• Sanitation and drainage • Waste management • Income generation systems • Shelter

Issues in Kisumu
• Neighborhood and city planning • Water and sanitation • Self-employment and poverty reduction • Security • HIV/AIDS

Issues in Musoma
• Poor solid and liquid waste management • The Kitaji pond management • Poor infrastructure services • Poor link between Musoma and Serengeti National Park • Outdated planning information • Inadequate clean and safe water • Inadequate council budget/revenue • Poor coordination of stakeholders • Poor Urban governance • Poor attention on informal sector • Low utilization of the lake resources • HIV/Aids pandemic

2.2.3 CONSULTATIONS AND ACTION PLANNING

2.2.3.1 Regional Consultations: The Regional Workshop

Participants of the Regional Workshop, held in Kisumu, Kenya, in March 2002

A regional workshop on the Lake Victoria Cities Development Strategies was organized by the UMP in conjunction with ITDG and hosted by the City of Kisumu. The three-day event attracted over 40 representatives from the three cities of Kisumu, Musoma and Kampala. There was a wide range of participants from these cities – the local governments, associations of local authorities, government departments, NGOs and representatives of ITDG, SIDA and UN-HABITAT.

The regional workshop to promote a regional vision had three specific objectives:

- To take stock of ongoing urban development initiatives in the Lake Victoria region and to identify the key issues/problems presented by each city;

- To share the UMP City Consultation methodology and City Development Strategy process and Sida's participatory approaches experiences with stakeholders and to provide examples of ongoing or completed interventions;

- To reach a consensus on common areas of interest and develop a framework for a joint regional project for improved urban environment and poverty reduction, through slum upgrading in each city.

Day One of the Regional Workshop: Introductions and Information Sharing

Participants highlighted the need to recognize common problems and shared responsibilities of the cities around the Lake. Representatives from the three cities made presentations on their key challenges and experiences and from the presentations, important issues on improved urban environment and poverty reduction emerged.

Kampala reflected the complex situation of large urban cities. It is the largest city in the Lake Region, and it faces both the greatest challenges and problems. Solid and liquid waste management emerged as the key problem facing the city. This problem is commonly shared with Wakiso District, which envelops the City of Kampala. Kisumu on the other hand, a city of approximately 350,000 people, faced similar challenges in relation to urban environment, increasing poverty and increasing informal settlements. Musoma, a much smaller town, demonstrated efforts in managing solid waste, although with appreciable difficulties.

Day Two of the Regional Workshop: Presentations on Issues

From the city presentations, the following four challenges with respect to urban management emerged:

- Improving urban environment
- Reducing urban poverty
- Slum upgrading
- Involving civil society/private sector

a) Improving Urban Environment

Common Issues and Trends

The common trends identified include:

- Increasing urbanization
- Deteriorating environmental conditions
- Increased levels of pollution
- Shortage and scarcity of land
- Lack of capacity of cities to manage service delivery
- Industrial pollution, hazardous industrial waste, vehicle emissions

- Weak/non-existent legal and regulatory frameworks (uncoordinated enforcement mechanisms)
- Poor spatial planning, conflicts in encouraging urban agriculture

Limiting Factors

Limiting factors facing the cities in improving the urban environment include:

❍ Inadequate/outdated laws and regulations
❍ Low participation by communities (apathy on the part of citizens, reluctance by city Chiefs)
❍ Revenue mismanagement/non-existent governance arrangements
❍ Poor information flow
❍ Lack of experience with appropriate, alternative and sustainable technology
❍ Lack of political will to take on remedial measures
❍ Stringent donor conditions

Opportunities

Opportunities exist in improving urban environment to:

❖ Take advantage of ongoing reforms (decentralization, participatory planning)
❖ Exploit existing human resources and skills
❖ Influence the review of laws and regulations

b) Reducing urban poverty

Common Issues and Trends

On reducing urban poverty, common issues and trends identified include:

- Lack of resources
- Limited coordination among key stakeholders involved in alleviating poverty (poor information sharing and poor planning)
- Poor governance and integrity issues
- Weak enforcement of laws
- Unequal distribution of resources
- Lack of representation of the poor in decision-making
- Ignorance of their rights
- Apathy by the poor
- Low self esteem
- Limited focus on urban poverty, despite preparation of the PRSP (Poverty
- Reduction Strategy Paper) at the national level

Limiting factors

The factors that limit reduction of urban poverty are:

❍ Unequal participation in socio-economic activities
❍ Poor infrastructure development
❍ Reduced access to markets
❍ Lack of relevant information
❍ Lack of knowledge and inefficient utilization of knowledge
❍ Poor communication accompanied by poor information flow and documentation
❍ Poor policy implementation

Opportunities

The opportunities that exist in reducing urban poverty are:

❖ Regional cooperation, including taking advantage of the East Africa Community
❖ Using the already existing modalities for information sharing
❖ Increase in human traffic that will enhance trade opportunities
❖ Decentralization policies, that allow decision-making at local levels, as is the case in Uganda
❖ Understanding that the poor have answers to their problems and utilizing the potential of the poor

c) Upgrading of Slum Areas

Common Issues and trends

• Population increase
• Lack of planning for slum upgrading
• Lack of collaboration in urban and rural planning
• Lack of good governance – lack of accountability mechanism
• Ownership of land – various tenure systems

Limiting factors

❍ Poor enforcement of existing laws
❍ Lack of policy governing provision of shelter
❍ Lack of planning between councils and investors
❍ Lack of capacity in the planning department (human, material and financial resources)
❍ Personal/political interests
❍ Lack of information and Land Information Systems (LIS)

Opportunities

❖ Policy governing slum-upgrading should be enforced
❖ Persuade landlords to put up better houses (participatory planning)
❖ Existing NGOs and private sector should be tapped for their capacities, resources and participatory skills and probably encouraged to improve some infrastructures
❖ Strengthening and improving council revenue collection
❖ Councils are institutions that can spearhead the upgrading initiatives as they already have the mandate.

d) Involvement of Civil Society and Private Sector

Common Issues and Trends

• Increased recognition and acceptance of Civil Society and Private Sector in development processes and activities
• Generally poor communication between the various stakeholders
• Poor coordination between councils and the private sector
• Mistrust between the various sectors
• Lack of good governance, as demonstrated by the lack of transparency, corruption and mistrust, amongst other factors
• Poor resource management
• Lack of an enabling environment for local authority/civil society/private sector engagement

Limiting Factors

❍ Restrictive urban management approaches
❍ Restrictive legal framework
❍ Lack of transparency

❍ Lack of effective community participation
❍ Inequitable distribution of resources
❍ Personal agendas
❍ Lack of gender sensitivity

Opportunities

❖ Existence of national policy frameworks such as the Poverty Eradication Action Plans
❖ Local Government Reforms
❖ Increased private sector involvement and support towards urban development initiatives
❖ Partnerships and collaboration between cities, potential donors and civil society and private sector

Day Three of the Regional Workshop: City Action Planning

The cities presented their City Action Plans on day three of the workshop. All the cities embraced the idea of forming steering/task committees that are inclusive for a successful CDS process. Kampala prioritized solid and liquid waste management as the key thematic area of focus, whereas the other two cities proposed a more open-ended approach to the process.

In the proceeding period, Kisumu would consult with various stakeholders, whereas Musoma laid emphasis on a pilot project. Kisumu and Musoma would take a citywide approach, spearheaded by an all inclusive stakeholder consultative process, whereas Kampala has selected five settlements to start with. This diversity in the approaches offers an opportunity for city-to-city learning.

Workshop Highlights

Overall, the workshop was an ideal opportunity to enhance regional partnerships, present shared challenges and propose strategies for undertaking strategy development and investment planning. The workshop proceedings and resolutions were documented in multi-media format, i.e., print and electronic media, video, workshop newsletter and report.

During the end-of workshop protocol, participants were unanimous that the 3 cities have to devise strategies of addressing challenges – and opportunities – related to solid and liquid waste. They underlined the need for the setting up of broad-based teams to coordinate city consultation and strategy development processes in each city. Above all, the participants agreed to present and share information arising from project work to key audiences at neighborhood, city, national and regional levels.

The workshop reports and video have been widely disseminated within and beyond the target cities.

2.2.3.2   City Consultations: Kisumu, Musoma, Kampala

The three cities came together for a regional consultation and further undertook to hold city-specific consultations, as is appropriate when implementing a CDS. The city consultations involved a wider mix of stakeholders locally and clearly mapped out city visions, action and investment plans that detailed the actors, resources and timeframes involved. Each of the cities had several consultations that led to formation of committees and working groups to deal with specific priority issues identified and to draw action and investment plans based on these issues.

Kampala:

In Kampala, a one-day **citywide sensitization and consultative meeting** was held. Key stakeholders included executives of the central division, City Minister, Town Clerk, Councillors,

technical staff members of the steering committee, CBOs, NGOs and the Police Office. The meeting discussed the Kampala Case Study, which highlighted key urban environmental challenges, current initiatives and hot spots that need rapid intervention. The hotspots include waste management and improving infrastructure in unplanned settlements. The workshop went into a plenary session in which brainstorming as a tool was used to clarify and understand the issues especially that of unplanned settlements, i.e., slums.

It was recommended that the way forward was further consultation at the community/slum levels that were identified as priority areas for slum improvement. Concrete dates for such consultations as well as participants to be invited were included in the recommendations.

Following the city consultations, further consultations were held in the identified and prioritized communities, which require slum upgrading and improvement of infrastructure. Three **Community level consultations** were held in two divisions i.e. Central and Nakawa Divisions.

Brainstorming in Kampala City Consultation: Opener: Brainstorming of 'What is a slum?'

Guiding questions:
    i)   Give key Urban Environment Management Challenges caused by slums.
    ii)   Identify strategies/measures to address those challenges.
    iii) Assess the strengths and weaknesses of the strategies/measures taken.
    iv)   Recommend/suggest how to improve the strategies/measures taken.

The Brain Storm:
- Area of clustered houses, poorly built, lacking facilities, densely populated and with diverse informal skills.
- Inadequately planned settlement, with a nucleated low-income population, poorly served and with inadequate social facilities.
- Unplanned congested area, lacking facilities accommodating skilled and unskilled low-income people.
- An area characterized by disease.
- Areas characterized with poor road networks.
- A bunch of people alienated by societal prejudices.
- A demand responsive/driven unplanned settlement, comprising low income, deprived people, the educated and uneducated, the employed and unemployed usually located on land owned by absentee landlords.
- A densely populated area, with poor sanitary conditions inhabited by vulnerable groups and low-income people.
- Uncontrolled settlements.
- An unplanned settlement that is poorly serviced and densely populated.

1.1 The Definition of a slum
After the above contributions, the meeting decided to provide a guide for looking at a slum. A slum was defined as a settlement with the following characteristics:
Densely populated, Poorly serviced, Unplanned structures, Low income people, High illiteracy levels, High incidence of disease, Area associated with crime and vice, High levels of poverty, Poor and unhygienic houses, Congested and nucleated.

1.2 Challenges Presented by Slums
Poor sanitation, Low Literacy levels, Poor drainage systems, Lack of sensitization leading to low awareness and information, Unemployment, Poor housing, High crime and vice rates associated with drug abuse. Mass poverty, Bad nutrition, High incidence of disease, Poor behavioral attitudes, Poor waste management.

1.3 Possible Interventions
- Sensitization of the Division residents on their roles, responsibilities and the opportunities open to them.
- Use of partnerships with NGOs, CSOs and CBOs in building and maintaining drainage.
- Collection of Solid Waste regularly.
- Intensify the Functional Adult Literacy (FAL) Programmes.
- Encourage residents to participate in the Voluntary Community Services/work.

Cities Development Strategies for Improved Urban Environment and Poverty Reduction in the Lake Victoria Region

Participants of the City Consultations in Kampala, Uganda

2.2.3.3 Working Groups and Committees

Various committees were set up in each of the three cities to oversee the whole CDS process from its inception. The committee members were mainly from the local authorities with some members from other sections of society. In Kampala, community working-groups in the form of **Slum Upgrading Committees** were established according to resolutions reached at the divisional level community consultations. The committees were able to prioritize one slum dwelling in each division to focus attention based on established criteria. There were two committees for each of the two divisions. These were Kagugube Slum in Central division and Kinawataka Slum in Nakawa division communities.

Composition of Working Committee in Nakawa division of Kampala and Stakeholders Involved in the Committees work:

Members
Councillor Barigo Simon – Chairman
Councillor Komakech Godfrey – Secretary
Councillor Ssemogerere Annette – Member
Council Agent Kyambadde Teresio – Member
Council Agent Bataringaya Justus – Member

Co-opted Members
Mr. Magezi C. D. Officer KCC – Representing PATC
Mr. Nsobya Building Inspector – Representing Division Planner
Other Stakeholders Involved in Committee's work

Bukoto II Parish – Mulimira Slum
Byamugisha Alexandria – Secretary for Women Affairs
Kiiza Salongo Stephen – Community Health Worker and Child Advocate

Luzira Parish – Kisenyi Slum
Katesigwa Joseph – General Secretary LC I Zone I
Kabugo Denis – Secretary for Defence Zone II

Butabika Parish – Kirombe slum
Baali Moses – Information Secretary, Kirombe A.
Councillor Odeke Willy – Butabika Parish

Banda Parish – Acholi Quarters Slum
Muto Moro John – Vice Chairperson Banda zone I
Ocamgiu Benson – Secretary for Security Banda zone I
Councilor Okum Sam Mangeni – Banda Parish

2.2.3.4 Detailed Action Planning and Investment Planning:

The working groups undertook to further elaborate on the priority issues identified, look into possible action areas, lead actors, and resources (both available and potential) -to implement the action plans. The action planning stage of the process took a consultative approach among the actors, with the council as the lead actors in the committee. The planning was informed by internal council resources and work plans, and particularly by the ongoing local government reform initiatives in the three countries as well as the LASDAP in Kenya. Below is a snapshot of these plans.

Example 1: Strategic Action Planning in Kampala: Solid Waste Management in Kagugube Slums		
Objective: To empower communities in the project area to manage their solid wastes.		
Activities	**Funds Year 1 (UGS)**	**Responsible People**
Community sensitization	2,245,000	HI, CDO, Planner
Village sensitization meetings	3,650,000	Planner, CDO, HI
Sorting refuse	42,600,000	HA, Agricultural Officer.
Formation and training of community	1,840,000	Planner
Transport costs	69,550,000	HA, Planner, PATC
Monitoring and Evaluation	3,240,000	PATC, DMO, HI, CDO

Example 2: Strategic Investment Planning in Musoma: Improvement of Urban Environment – Solid and Liquid Waste Management						
Activity	**TOTAL (TZS)**	**COUNCIL**	**GOVERNMENT SOURCES**	**LOCAL SOURCES**	**PRIVATE SOURCES**	**FOREIGN SOURCES**
Development of landfill site	22,351,000	6,351,000	6,000,000	—	—	10,000,000
3 Refuse vehicles	255,000,000	—	170,000,000	—	—	85,000,000
2 Cesspit emptiers	200,000,000	—	100,000,000	—	—	100,000,000
57 Refuse bins	14,250,000	5,000,000		—	—	9,250,000
Cleaning equipment	7,880,000	880,000	7,000,000	—	—	
Environmental health campaigns	2,786,000	786,000	—	—	—	2,000,000
Construction of 4 sewage lagoons	12,000,000	6,000,000	—	—	—	6,000,000
Recycling waste	50,000,000	10,000,000	—	10,000,000	5,000,000	25,000,000
Rehabilitating Kitaji pond	374,400,000	10,000,000	—	—	—	364,400,000
Construction of spill way	56,512,762	6,512,762	—	4,000,000	—	46,000,000

Example 3: Strategic Investment Planning in Kisumu: *Improving Local Urban Economy*						
Activity	TOTAL (KES)	COUNCIL SOURCES	GOVERNMENT SOURCES	LOCAL SOURCES	PRIVATE LOCAL	OTHER FOREIGN SOURCES
Development of city urban poverty strategy (workshops, document packaging)	1,250,000	400,000	300,000	250,000	300,000	—
Survey/inventory of informal sector operators	2,000,000	300,000	200,000	600,000	300,000	600,000
Publicity materials to market Kisumu as a tourist spot and investment center (web, brochures, adverts)	2,300,000	600,000	—	400,000	1,000,000	600,000
Community group sessions on innovative savings schemes	800,000	300,000	—	300,000	200,000	300,000
Community savings/City-wide urban poverty reduction fund	38,000,000	6,000,000	6,000,000	12,000,000	6,000,000	—
Development of co-operatives	1,700,000	300,000	800,000	300,000	300,000	12,000,000
Business Development Services	3,500,000	700,000	700,000	500,000	500,000	1,000,000
Labor-based technology for infrastructure development	35,000,000	15,000,000	3,000,000	2,000,000	5,000,000	10,000,000
Design and demonstrate a range of low-cost housing	22,800,000	7,000,000	500,000	8,000,000	2,000,000	5,000,000
Non-motorized transport options	12,000,000	3,000,000	1,000,000	4,000,000	2,000,000	3,000,000
Household energy efficient technologies	10,000,000	500,000	500,000	3,000,000	3,000,000	3,000,000
Water and sanitation facilities for informal sector businesses	24,500,000	12,000,000	500,000	3,000,000	3,000,000	6,000,000
Extend services to target rural areas of the city	39,000,000	16,000,000	4,000,000	4,000,000	5,000,000	10,000,000

2.2.3.5 Resource Mobilization

Internal Resource Mobilization:

Internal resource mobilization has been part and parcel of the CDS exercise in the Lake Region. Local actors contributed mostly in kind to project activities. Internal resource mobilization was specifically considered during the Strategic Action and Investment Planning process. Funds that were already budgeted for by the local authorities were factored into these plans. For example,

the strategic action plan drew a substantial amount of its resources locally from government, private sector, and local authority funds. The investment plans of both Kisumu and Kampala also indicate that local resources will be sourced for the implementation of various activities.

External Resource Mobilization:

The project has so far been largely externally funded and the crucial next step of implementing the SAPs and SIPs will also draw substantially from external funds sourced from donors and the private sector. The sources of funding include partners that have regional interests in development projects and whose objectives subscribe to those of the CDS approach. The partners include SIDA, Cities Alliance, UN-HABITAT, and Department for International Development (DfID). Interested Donor communities with priority areas of funding that include support to local authorities, environmental improvement, poverty alleviation, and good governance are also being considered. Specifically, CARE Kenya with activities on the ground in Kisumu could support initiatives and build synergies between projects for Kisumu. Similarly, the UNDP- PPPUE (Public Private Partnerships in Urban Environment) project in Kampala could also provide support.

The regional anchoring institution ITDG-EA will develop project proposals for demonstration projects identified by the stakeholders in each of the cities. The proposals will be used for external fundraising.

2.2.4 IMPLEMENTATION AND INSTITUTIONALIZATION

2.2.4.1 Implementation of priority action plans through Demonstration projects

Based on the Action and Investment plans, it is proposed that in the next phase of the project, each city will have the opportunity to implement at least one demonstration project under the CDS initiative. It is proposed that the Partners, mainly UN-HABITAT and SIDA would mobilize resources and provide technical expertise for this next phase. At the same time, cities would develop proposals based on the Action and Investment plans to support the various intervention areas where local budgets are insufficient for implementation.

KISUMU PILOT PROJECTS	MUSOMA PILOT PROJECTS	KAMPALA PILOT PROJECTS
❍ Sustainable Urban Mobility Project (SUM) ❍ Rehabilitation of Jomo Kenyatta recreational Grounds ❍ Construction of a modern Kisumu Bus Park ❍ Commercialization of water and sewerage services ❍ A livestock scooping survey conducted in 2002. ❍ Solid and Liquid Waste Management	❍ Reclamation and improvement of Kitaji pond ❍ Construction of a dumping site ❍ Construction of storm water drainage ❍ Regularization of informal settlements ❍ Purchase of cesspit emptiers ❍ Updating of Cadastral plans and setting up a Geographical Information System (GIS)	❍ Kampala Urban Sanitation Project (KUSP) ❍ Ecological Kampala Sanitation Project ❍ The Local Government Development Programme (LGDP II)

2.2.4.2 Project Monitoring and Evaluation

Progress Reports and Meeting Minutes

At the regional level, progress reports were prepared by ITDG-EA and shared with other project partners. At the local level, all three City councils prepared minutes of their consultative meetings, and also reported on the progress of the process. These reports were mainly sent to UN-HABITAT

as project executors. UN-HABITAT distributed these reports among the local authorities and partners in order to promote sharing of experiences and lessons learnt.

Project Backstopping

UN-HABITAT and ITDG-EA regularly organized for missions to the three cities for project backstopping. These missions were organized either at the request of the local project partners or when the need arose to gauge the process on the ground. Mission reports, which were prepared by returning officers, provided information on the status of the individual projects on the ground as well as specific activities undertaken during the mission.

2.2.4.3 Institutionalization

The CDS has been and continues to be implemented in this region through a **participatory** methodology. So, far there has been evidence of:

i) Participation of stakeholders from different sectors, and
ii) Broad-based consultations with other stakeholders not centrally involved in the project.

It is hoped that this will cultivate an institutional **behavioral change** for the partners and their relevant staff involved and that future decision-making, particularly by the municipalities would adopt the participatory approach.

The involvement of the regional anchoring institution ITDG–EA was also important in ensuring the institutionalization of the participatory process, the CDS principles, and general urban management techniques at a regional level.

Local **NGOs** have also benefited from the above approaches, and it is hoped that the project has contributed to building awareness and capacity in dealing with urban issues in a participatory manner.

The project also deliberately undertook related **external capacity building** measures for partners including city-to-city exchanges. The partners gained exposure through international events such as the World Urban Forum held in Nairobi in April 2002, the Planning Africa Conference held in Durban in September 2002, and the Durban Study Tour.

Excerpts from a Report of the Durban Study Tour and the Planning Africa Conference

The study tour was very useful in providing learning experiences on all the projects visited which provided exposure on different approaches of housing delivery, and other community projects visited by the study team.

The high level of community involvement by both the Local and Central Government among other players in regards to project design, implementation and management impressed the study team. This was agreed to be a major reason for the successful implementation of various the projects. The team observed in their respective towns, community engagement might not have reached such levels. The delegates appreciated that, the success of all the projects visited, was a result of all stakeholders' participation. This was a key lesson since the three cities are preparing their CDS, whose preparation and implementation of the identified projects, calls for strong stakeholders involvement and commitment.

Among the salient useful aspects of the study was the Warwick Road Junction Project. Warwick, which is a community run and managed market project represents a success story of a project, which has transformed the lives of many poor residents of Durban. The project has also enhanced security not only in the area but also the entire city. Prior to implementation of this project Warwick junction used to be a no-go zone especially during the apartheid regime. The Sustainable Cities Programme (SCP) of UN-HABITAT and UNEP who provided technical support initiated the project, which is a winner of UN-HABITAT Best Practice award. The Municipality of Durban and the target community took the lead role in mobilizing the community, sourcing for resources, design, implementation and management. The project adopted a city consultation model similar to City Development Strategy (CDS) approach. There was every commitment by Durban Metro Authority to support this project. The existing project management structure at both Local and Municipal Levels was impressive leading to integration of Warwick informal market activities to the rest of the Durban economy. The team observed this project has transformed the "illegal to legal".

The team toured different housing sites/project with the delegates observing the importance of pro-poor housing policy. The team appreciated the need to encourage, promote and provide building and management skills especially to women. The linking of private sector to finance community housing was a vital experience. The involvement of NGO groups like the B.E.S.G. in supporting housing provision via providing training on building and management skills was agreed to be a good lesson.

However, too often, some of the housing scheme like rental schemes were abused where the beneficiaries in most case were not the poor target group with the well-off taking over. This may work negatively to the success of the project. The team observed that similar projects in East Africa had failed to deliver the desired results.

The Conference on Regenerating Africa through Planning was found to be a useful forum where the team was able to link field experience with the various conference themes. It provided an opportunity to share new ideas with other delegates from other part of the continent. The team observed that some of the presentations, e.g., by the Manager of Ethekweni Municipality on city economic development, was found to be very interesting especially to the city managers. Other discussions, e.g., the role the cities should play within the NEPAD initiative, strengthening the need for the three East African towns to play a more active role in promoting the ongoing regional cooperation through Lake Victoria Regional Local Authorities Cooperation (LVRLAC) and Lake Victoria Environmental Management Project (LVEMP). The delegates agreed that this would place their towns in a strategic position to benefit in the new NEPAD initiative.

PART II
CITY CDS PROCESS BRIEFS

This section provides a brief overview of the City Development Strategy process and outcomes for Improved Urban Environment and Poverty Reduction in each of the three Cities. It is an attempt to highlight how the CDS can be a common participatory approach, yet be flexible enough to be specific and sensitive to local situations. In this regard, it highlights activities, process and outcomes. It also intends to provide more insight into the process at city level. For each city, information is provided under the following four generic sub-headings:

A: Basic City Information:
The information here includes the city authority, population, growth rate, highlights of poverty/economic profiles, and the administrative functions. These are summarized in a tabular form.

B: Key Urban Management Challenges:
This section highlights the key urban challenges identified especially through the profiling and the consultation exercises in the cities.

C: Description of the CDS Process:
This section provides a summary of CDS activities, particularly the **process itself and highlights of the priority issues identified.**

D: Strategic Action Plans (SAPs) and Investment Plans (SIPs):
The SAPs and SIPs are some of the most important outcomes of the CDS initiative in the Lake Region. This section tables these plans that are based on the identified priority issues. It allocates resources for activities that address the priority issues.

Cities Development Strategies for Improved Urban Environment and Poverty Reduction in the Lake Victoria Region

1. KAMPALA

A: BASIC CITY INFORMATION

City/Country	Kampala, Uganda
City Authority	Kampala City Council. Kampala attained District status in 1979. It covers a total of 189 km^2, close to 0.08% of the country. The land area is estimated at 176 km.^{2}
City and country population	According to the 1991 Population and Housing Census (PHC), the city had a population of 774,541 inhabitants. The population was 1.2 million in 2004.
Population density	4,581 people/ km^2 (1999); 7,051 people/km^2 (2001)
City Growth Rate	The population in the City is expected to grow at a rate of 4.9 per cent per annum between 1994-2004 resulting in an estimated population of 1.5 million in the year 2004 (Kampala Urban Study, 1994)
City's Main Function	Serves as the commercial, industrial, administrative and institutional center of Uganda. It also has some tourist activities. As the capital city, it is considered the administrative center of the country and houses all the District and Division Council offices as well as Ministry headquarters and the Parliament. The broad responsibilities of Kampala City Council are: - Engineering services and developments including roads, street lighting, public parks, land management and planning. - Primary schools. - Public health and environment, including solid waste management. - Development and management of markets. - Enforcement of laws affecting these functions. Kampala City Council's Mission statement is "to provide and facilitate the delivery of quality, sustainable and customer oriented services efficiently and effectively".
Economic /Poverty Profile	**Education** - Enrolment ratio in City primary schools is 70% - General illiteracy rate in the City is 47.4% **Water** - 50% have access to piped water - 8% have running water in their homes - 36% use protected spring water - 11% use unprotected spring water - 65% use contaminated City spring water

	Sewerage - 9% use a water borne system - 5% use septic tanks - 12% use private pit latrines - 72% use shared pit latrines - 80% of households lack latrines/toilets **Housing** - 65% of the population rents houses - 71% of families occupy rooms as opposed to houses - 36% of city houses are built of mud and wattle - 34% of city houses require upgrading or replacing **Slums** - 10% of Kampala's land area is covered by slums - 27% of the City's population lives in slums **Incomes** - 80% of the City's population is low income
Administrative Function	On 1st January 1949, Kampala was proclaimed a Municipality and got its first Mayor the following year. According to the Local Government Act, 1997, which consolidates all existing laws on Local Governance in Uganda in line with the 1995 Uganda Constitution, KCC is equivalent to a District. It is sub-divided into five administrative Divisions, at present equivalent to Municipalities. These are Makindye, Lubaga, Kawempe, Nakawa and Central. The Divisions are sub-divided into smaller units, from parish down to village level. There are 98 parishes (Local Council II) and 998 villages (Local Council I). This is done for administrative and political reasons. The administrative set-up of KCC runs parallel to the political set-up. Therefore, politically, an elected Council headed by a Mayor administers Kampala. The council is elected every five years. A team of professionals headed by the Town Clerk/Chief Executive carries out the executive functions.

B: KEY URBAN MANAGEMENT CHALLENGES

Urban sprawl and inadequate physical infrastructure have accompanied the rapid urbanization of Kampala. The depletion of natural resources and unchecked discharge of unprocessed wastes in the environment has resulted in severe health problems. The main issue concerning Kampala is the proliferation of slums and unplanned settlements. Safe water, sanitation and solid waste management are other serious issues facing Kampala.

Kampala, like other urban areas, has its own challenges including: inadequate financial resources, lack of employment, significant levels of poverty and the widening gap between the poor and the rich, and growing crime rates. Inadequate and deteriorating stock of housing units, poor services and infrastructure, improper land use, rising traffic congestion, increasing pollution, lack of green spaces, inadequate water supply, uncoordinated urban development and increasing vulnerability to disasters are other challenges (Byaruhanga, 2000).

The poor housing situation in Kampala is a result of two factors: the land tenure system and poor urban planning. Most of the land in Kampala is owned under Mailo land tenure system,

which does not facilitate planning. The land belongs to individual property owners who do not appreciate the need for proper planning. Planning and development control legislation has been weak, a situation that has been exploited by unscrupulous Mailo landowners who have put up illegal structures.

The sanitation problem in Kampala is a result of the proliferation of informal settlements that have taken advantage of lack of planning in the City. Residents have put up illegal structures that are devoid of sanitary facilities such as latrines and bathrooms. The housing structures are mainly located in wetlands, which have a shallow water table, making construction of pit-latrines difficult. As a result, residents have resorted to indiscriminate disposal of human excreta leading to cholera outbreaks in the City.

A significant proportion of the City does not have access to tap water and majority use spring water. In most settlements in the City, the spring water usually has high fecal coliform content. Overcrowding in settlements with pit latrines exacerbates the problem. Furthermore, there is little filtration space for spring water leading to contamination. It is proposed that the National Water and Sewerage Corporation (NWSC) expands the water supply and encourages households to use yard taps. Unfortunately, efforts towards this have been hampered by the fact that in several communities yard taps have been installed but the residents are not willing to pay for the water and in most cases these have been closed due to non-payment.

Due to the high and increasing populations in the City, there is increasing tonnage of unsorted garbage generated at the household level. This is coupled with indiscriminate dumping of waste and littering even where garbage skips have been provided. The amount of daily tonnage has overwhelmed KCC, which has resorted to involving the private sector in the collection and disposal of waste. The private sector has played a big role in garbage disposal. The problem is that the privatized services have tended to concentrate among the affluent neighborhoods, to the detriment of poor enclaves in the City.

Land constitutes the greatest impediment to environmental planning and management. Individuals own most of the land under the Mailo land tenure system. The issue is one of the hottest political questions in Uganda. Individual tenure rights facilitate haphazard and illegal settlements as shanty structures are easily constructed on privately owned land.

The other challenge is the presence of multiple land administration agencies in the City. Many agencies including religious organizations and traditional institutions own and administer land in the City. Therefore, there is lack of focus as regards planning and administration of land parcels to the City. The problem, however, emanates from poor enforcement of legislation. While the law provides for KCC to effect development control on all land within the City's areas of jurisdiction, it has failed to enforce development control on Mailo land.

The poor drainage in Kampala is a result of poor planning and inappropriate land utilization. The residents have taken advantage of poor planning and lack of enforcement and encroached on wetlands and lagoons for settlement and various socio-economic activities. These lagoons and other urban wetlands otherwise function as natural filters for sewage and catchment areas for surface run-off in the City. The frequent flooding experienced in the City is a result of this encroachment.

The problem of poor drainage has been exacerbated by poor methods of garbage management manifested by indiscriminate disposal of garbage in City drains. This has resulted in the blockage of these drains that has in turn caused silting and subsequent overflow of the run-off into roads. The murram feeder roads that are poorly adjoined to main roads result in more silting. Similarly, most roads lack culverts and pavers, which increases silting and consequently dust during sunny season and mud during the wet season.

Urban planning has encountered tremendous challenges in the City. The problem emanates from two major dimensions. Firstly, the majority of the people in the city do not appreciate the

returns from planning. Secondly, there is a chronic problem of capacity in planning which manifests itself in the inadequate staffing of planners in the Council. This means that many illegal settlements develop without planning and subsequent supervision. Furthermore, there is the problem of weak legislation. Most of the legislation is obsolete rendering the enforcement of development control very weak and ineffective.

It is proposed that the City planning and environmental management focus at a tangential point where maximum urban productivity is achieved with minimum environmental damage. The proposed intervention strategy should be based within the existing framework of KCC. The aim is to provide a catalytic role and ensure substance for ongoing activities for environmental management in the City.

C: DESCRIPTION OF THE CDS PROCESS

The coordination mechanisms in Kampala are evolving towards inclusive teams under the auspices of two chief officers – the Director of City Planning and the Director of Medical Services. The teams are addressing core issues related to the criteria for the community involvement and the challenges facing informal settlements in Kampala.

A Kampala Case Study was undertaken and documented in a City Profile. This profile provided information on the City's background, its economic status in the national context, key urban management challenges, and ongoing initiatives. It identified the following as some of the key urban issues facing Kampala:

* Sanitation and drainage,
* Waste management,
* Income generation schemes,
* Shelter.

Two divisional level city consultations were held for Nakawa Division and Central Division. The Consultations were well informed by the profiling and the issues presented. Slum Upgrading and Waste Management were prioritized for immediate action under the CDS. Committees for Slum Upgrading were then set up in each division. The committees established the criteria for analyzing the slums that exist in the two divisions and selected one priority slum for upgrading in each division. These were Kagubuge in Central and Kinawataka in Nakawa division. Specific Action and Investment Plans were then drawn for each of the two prioritized slums *(see D: Strategic Action and Strategic Investment Plans below)*. The criteria used in choosing the slums took into consideration factors such as the extent of environmental degradation, the effects, and the presence of stakeholder groups.

Below is an example of Nakawa Division giving a summary of the considerations and recommendations reached in favor of Kinawataka slum:

Recommendations

* That Kinawataka be considered for slum upgrading on the basis that it is on KCC land thereby easy to upgrade.
* That the residents of Kinawataka are better organized with various Community Organizations such as the PDC (Parish Development Committees), Community Based Organizations (CBOs) and other associations.
* That Kinawataka lacks most of the basic requirements for quality living.
* That Kinawataka lies near the wetland, and therefore unchecked garbage disposal affects water quality.
* That Kinawataka has a big population and it is the largest slum in Nakawa Division.

Comparisons of Slums in Nakawa Division

Terms of Reference	Candidate 1 Mulimira	Candidate 2 Kisenyi	Candidate 3 Kirombe (pulled out)	Candidate 4 Acholi Quarters	Candidate 5 Kinawataka
1. Area coverage (estimates)	10 hectares	5 hectares	6 hectares	2 hectares	2.5 hectares
2. Population size (estimates)	3,000	1,500	5,000	4,640	20,000
3. Degree of congestion	Fairly congested	Fairly congested	Average	Highly congested	Highly congested
4. Level of social services a. Schools	- One Private Primary School - Two Nursery Schools	- No Primary School but accessible to two government aided nursery and Private Secondary Schools.	- No Primary School but accessible to three government aided schools, three private Nursery Schools and two Secondary Schools	- No Primary School but accessible to two Primary Schools and one Nursery School.	- No Primary School but accessible to two government aided Primary Schools, one Private Primary School and three Nursery Schools.
b. Health Services	- Three Private Clinics with one Maternity	- No Hospital but accessible to two hospitals and three private clinics	- No Hospital but accessible to two hospitals and six private clinics	- Two drug shops	- Many private clinics - Many Drug shops
c. Access to safe water	- Unprotected springs	- Have tap water	- Tap water - Unprotected springs	- Tap water - Well spring	- Have tap water
d. Access to roads	- Accessible (gravel roads)	- Accessible (gravel roads)	- Accessible (gravel roads)	- Accessible but poor state of roads	- Not easily accessible
e. Markets	- No developed market	- No developed market	- Undeveloped market	- No market	- Undeveloped market
f. Sanitation	- Poor Drainage - No Skips - Shallow pit latrines	- Improved Drainage - Pit latrines - One Skip	- Drainage unplanned - Shallow pit latrines - No Skips	- No proper Drainage - Shallow pit latrines - No skips	- Poor Drainage - Poor toilets - No garbage skip
g. Land tenure	Mailo Land	Mailo Land	KCC Land	Lease-hold	KCC Land
h. Community Organization	Rated organized	Organized	Organized	Organized	Better Organized
i. Nearness to water body (Lake Victoria)	Wetland	On the bank of L. Victoria	On the bank of L. Victoria	Close to the Wetland on high rise	Close to a wetland and on a slope

D: Strategic Action and Strategic Investment Plans

a) Kinawataka Slum-Upgrading Action Plan

Problem Identified	Action/Activity	Actors	Existing Opportunities	Required Resources	Source of funds	Time Frame
Lack of Plans for the area	- Survey the area - Re-planning	- Community - KCC - LGs - PDC	- Division Technical Staff - Data from Census	- Funds	- KCC - SIDA	Oct. 2002- Jan. 2005
Land Fragmentation	- Standardizing the Plots	- Community - KCC - PDC		- Funds	- KCC	Feb. 2003 - 2005
- Lack of Roads - Existing Roads are poor	- Opening access Roads - Up-grading existing Roads	- Community - KCC - PDC	LGDP Program	- Funds - Machinery - Equipment	- Community - KCC - SIDA	Dec. 2002- Feb. 2003
Poor Waste Management	- Sensitization and Training on waste management	- Community - LGs - SIDA - KCC - NGOs/CBOs	- NEMA - NGOs/CBOs	- Funds	- Community - KCC - SIDA - NGOs	Oct. 2002
Poor Drainage System	- Constructing drains	- Community - KCC - SIDA - PDC	- Division technical staff - LGDP funds	- Funds - Materials	- KCC - SIDA	Jan. 2003- Aug. 2003
Poverty	- Micro-finance scheme - Training in entrepreneurship skills	- Community - NGOs - KCC	- Division technical staff - NGOs/CBOs	- Funds	- SIDA	Oct. 2002- June 2003

D: Strategic Action and Strategic Investment Plans (contd.)

a) Kinawataka Slum-Upgrading Action Plan

Problem Identified	Action/Activity	Actors	Existing Opportunities	Required Resources	Source of funds	Time Frame
Lack of a market	- Construct a market	- Community - KCC - SIDA	- Land - Street Vendors	- Fund - Land - SIDA	- KCC - Community	Feb. 2003-Dec. 2005
Poor houses (mud and wattle)	- Construct permanent houses	- Community - KCC - SIDA	- Land - People	- Funds - Materials	- Community - SIDA	Feb. 2003-Dec. 2005
Toilet facilities	- Awareness creation about alternative technique (Ecological sanitation) - Demonstrations of the technique - Constructing Ecological sanitation toilets	- Community - KCC	- Technical Staff - SIDA	- Funds	- Community - KCC - SIDA	Feb. 2003-Dec. 2005
Lack of Community Center	- Construct a Community Center	- Community - KCC	- LGDP Programme	- Land - Funds - SIDA	- KCC	Feb. 2003-Dec. 2005

b) Action Plan for Katwe I and II Parishes for Slum Upgrading

Problem identified	Activity	Objective	Target	Responsible Officers	Duration
Lack of sanitary facilities	Construction of toilets	To construct both ecological and water borne toilets facilities	Throughout the two Parishes Katwe I and II	- Division engineer and medical officer - Div. Planner Physical planner	12 Months
Poor drainage system	Construction of water channels and drains	To construct and lining of both the primary and secondary channels	Throughout the two Parishes Katwe I and II	Division Engineer and Planner	12 Months
Poor solid waste management	Provision of garbage skips	To avail garbage skips to all the potential garbage collection points in the parish	Throughout the two Parishes Katwe I and II	Division Engineer and Division Medical Officer	12 Months
Lack of project management skills	Training community in project planning and management	To train the community in project planning and management	Local leaders and women and the youth	- Welfare department - Staff - Consultants - Urban agricultural officer	2 months
Lack of access roads	Opening up of access and re-gravelling of roads.	To make all parts accessible by vehicular means.	Katwe I and II Parishes.	- Division Planner - Division Engineer	36 months
Connection to sewer line	Extension of the sewer system in Katwe.	To connect residents to the sewer system.	Katwe I and II parishes.	Division Engineer Division planner Physical planner NWSC	12 Months
Lack of community health unit	To construct a health Unit	To extend primary health care services near to the community	Katwe II	Division Engineer Division Medical Officer	12 months
Low literacy level	Starting of adult training	To establish a basic education for urban poverty areas (BEUPA) Center	All children who are out of school And the illiterate adults	Division Education Officer Community Development Officer	24 months
Lack of street lights	Installation of street lights	To install streetlights along major road and clinic centers.	Katwe I and II Parishes	Division Engineer	16 months
Massive poverty	Starting of micro-finance scheme	To start a micro-finance evolving fund in the parish	Land lords youth and women	- Division co-operative officer - Community development officer	10 years
Lack of entrepreneurship especially in civic center skills mostly among youths	Construction of a youth vocational training center	To establish a vocational training center in Katwe	Youth women and the entire community in Katwe I and II parishes	Division engineer Division Education Officer & Welfare Dept staff	24 months

INVESTMENT AREA 1: SOLID WASTE MANAGEMENT

Objective: To empower communities in the project area to manage their solid wastes

Activities	Lead Actors
1. Community sensitization	
a) Sensitization of local leaders (LCs)	HI, CDO, Planner
b) Village sensitization meetings	CDO, HI
2. Formation and Training of CBOs	HI, CDO, Planner
3. Sorting Refuse	Agricultural Officer, HA
4. Transport Costs	PATC, HA
5. Monitoring and Evaluation	PATC, CDO, DMO, Planner, HI

INVESTMENT AREA 2: DRAINAGE IMPROVEMENT

Objective: To construct storm water channels and put in place community maintenance system

Activities	Lead Actors
1. Assessment of the status of existing drainage	Planner, District Engineer
2. Community Sensitization	CDO, HI
3. Drainage Construction	Engineer, Planner
4. Desolation & unblocking of Choked drains	CDO, HA, HI
5. Training of committees in Operation and Maintenance of Drainage System	HI

INVESTMENT AREA 3: CONSTRUCTION OF SANITARY FACILITIES

Objective: Improve on the latrine coverage in the area by 40%

Activities	Lead Actors
1. Extension of a sewer line	Engineer, Planner
2. Construction of public toilets	CDO, HI
3. Construction of Ecosan demonstration toilets	DMO, HI, Engineer
4. Community sensitization seminars	CDO, HI

INVESTMENT AREA 4: PROVISION OF SAFE WATER TO COMMUNITY

Objective: Improve on the safe water coverage in the area

Activities	Lead Actors
1. Community mobilization & sensitization	
2. Spring protection	District Engineer
3. Treatment of spring water	DMO, DHI, HA, CDO
4. Labor cost	Planner
5. Extension & installation of public 16 stand pipes	
6. Training of water & sanitation committees in operation and maintenance of water sources	
7. Monitoring & Evaluation	Technical staff & committees

INVESTMENT AREA 5: HOUSING IMPROVEMENT

Objective: To enable Communities improve their housing conditions

Activities	Lead Actors
1. Community mobilization and sensitization	DMO, CDO, HI, DFO
2. Loans to landlords for housing improvement	
3. Producing low cost standardized building plan for area	
4. Monitoring and evaluation	PATC, DMO, & Committees

2. KISUMU

A: BASIC CITY INFORMATION

City/ Country	Kisumu, Kenya
City and country population	345,312 in 1999 Census. Current estimate is 500,000. Country population: 28.7 million (1999 census)
Population density:	828 per square kilometer
City/Municipal growth rate	Estimated at 2.8% per annum
City/Municipal's main function	Principally, a leading commercial/trading, fishing, industrial, communication and administrative center in the Lake Victoria basin.
The Council's main functions:	- Mobilize internal and external resources and, within existing regulatory framework, to direct the resources towards answering basic social needs of the populace in the Municipality; - Provide social services especially water supply and sewerage services. - Infrastructure development (roads, parking spaces, houses). - Environmental sanitation, garbage collection and disposal. - Housing, Health, Education, Welfare – Markets, and Sports. - Nurturing an enabling environment for the enhanced participation of the citizens in urban development.
Population below poverty line	48% against the national average of 29%. Highest incidence of food poverty, with 53.4% of its population below the food poverty line in comparison to Nairobi (8.4%), Mombasa (38.6%) and Nakuru (30%).[8]
Unemployment rate	Unemployment is 30%. 52% of population engaged in informal sector
Adult Literacy Rate	99% (75% male and 25% female). 24.6% of the urban poor have attained secondary school education
Settlements and demographic trends	About 25% of the population occupies the old town section.[9] The peri-urban area is densely populated and accommodates the rapidly expanding informal settlements of Kisumu. The remaining 25% of the municipal population occupy the rural section that comprises about 80% of the total city area.[10]

---

[8]   The prevalence of hardcore poverty in Kenya dropped from 10% in 1994 to 7.5% in 1997. Kisumu Municipality recorded close to 17%.

[9]   This comprises the Central Business District, Milimani, Kibuye Stadium, Railway; while, about 50% are found in the peri-urban areas of Kanyakwar, Manyatta, Nyalenda, Pandpieri, and Bandani.

[10]   This includes the whole of Kolwa Location, parts of Kogony, Korando, and Kanyakwar up to Nyahera, South West Kisumu and Kajulu.

Administrative structure	The Council is composed of 17 civic wards with a total of 22 councilors: 17 elected by universal suffrage and 5 nominated to represent special interests.
	Co-ordination of activities of the municipality is legally bestowed on the Municipal Council of Kisumu. The Mayor is the ceremonial head of the civic body. He/she is a councilor and is elected by councilors from amongst themselves to serve for a period of two years.
	The role of the Civic arm is to formulate, regulate and evaluate policy through relevant standing committees of the council. The Municipal Council of Kisumu has ten (10) standing committees namely;
	❍ Finance
	❍ Staff and General Purposes Committee
	❍ Water Supply and Sewerage Services Committee
	❍ Works and Town Planning Committee
	❍ Social Services and Housing Committee
	❍ Housing Development Committee
	❍ Education Committee
	❍ Public Health Committee
	❍ Environment Committee
	❍ Audit Committee
	The standing committees are each headed by a chairman who is elected by his/her colleagues. Council decisions (Resolutions) are forwarded from standing committees to the Main (Full) Council Committee, which is chaired by the Mayor, for adoption and consequent execution. The Mayor and his/her deputy are ex-officio members of all standing committees.
	The role of the council's Executive arm is to execute and implement council resolutions. This it does through the respective Chief Officers. The Town Clerk is the Chief Executive and Administrative Officer of the Council, and has the overall responsibility of coordinating all the work of council. The Town Treasurer is the Chief Financial Adviser to the council.
	Local authorities in Kenya are governed by several pieces of legislation as embodied in:
	❑ The Local Authority Charges Act. Cap. 265.
	❑ The Rating and Valuation for Rating Act.
	❑ The Water Act (Cap 372) revised latest in the 1980s.
	❑ The Public Health Act Cap (242).
	❑ The Penal code.
	❑ The Environmental Management and Co-ordination Act 1999.
	❑ The physical-planning Act of 1996, and
	❑ The Land Acts (Cap 288-303) which regulate land use planning.
	❑ By-laws are from time to time amended to facilitate effective service delivery in Councils.

B: KEY URBAN MANAGEMENT CHALLENGES IN THE CITY

Over 60% of the population in Kisumu inhabit the peri-urban and low-income settlements that are situated on the eastern and southern parts of the town and the rural parts of the municipality. The Urban Management Challenges in Kisumu reflects the situation pertaining to urban centres in Kenya and indeed within the East African region. The last decade has been characterised by the following challenges:

Photo: Ulrik Westman

- Most powers pertaining to **land** ownership, land use, control, land acquisition, land allocation and provisions for major land development schemes are with the Central Government. Issues such as settlement expansion, slum upgrading and landfill relocation and development that touch on land and space take much time to implement.

- High and **increasing demand for shelter** against a background of poor urban planning, diminishing resources, high rents, poor water and sewerage infrastructure and insecure land tenure.

- A major challenge in governance is **lack of awareness** of citizen responsibility at the grass-roots level. The majority of the residents tend to be more concerned with elections; they presume that development is the responsibility of government and the council. There is a need to open up council meetings so that the public can appreciate the dynamics of city planning and management.

- The **increase of infectious diseases** has directly influenced the poor health status of the people of Kisumu. HIV/AIDS prevention and control remains a serious social challenge in Kisumu. The inadequate and disproportional distribution of health professionals and facilities, especially in the peri-urban and rural areas, has compounded the problem of access and affordability of health services by the population.

- The water situation presents unique challenges and opportunities. The current **water supply and sewerage system** was constructed in the early 1930s to serve a population of less than 10,000 people. Today, it attempts to serve over 300,000 consumers. The current inadequacy of the system results in the discharge of untreated sewage and industrial effluent into the lake, contributing to ecosystem damage and incidence of water-related diseases. The system now requires updating and expansion to cater for the expanded and expanding demand base.

- Kisumu's rapid population growth and resulting **solid waste generation** has overwhelmed the Municipal Council's traditional management methods and collection and disposal capacity. The council can no longer cope with collection and disposal of solid waste within the old town area alone. The waste generated in the peri-urban areas where the majority of people live stays uncollected in backyards, paths and even compounds.

- **Water hyacinth** continues to impact negatively on livelihoods and the provision of water. The challenge of eradicating hyacinth is high on the agenda of local, national and regional initiatives.

- Despite the availability of electricity in Kisumu, kerosene, charcoal and firewood still remain the major sources of **energy** used by both informal food kiosks and the peri-urban residential areas. The electricity distribution network is well developed in the town center where power can be tapped directly from the distribution line. In most of the peri-urban areas, however, the distribution network was intended for street lighting and the connection of domestic power is only assessed on demand.

- Apart from having firefighting experts, the city has very limited capaci**ty for risk preparedness, disaster response and mitigation.** The inadequate and poorly managed drainage channels exposes the lower south eastern parts of the town to the problem of floods, a situation that has been common in the peri-urban low-income settlements such as Pandpieri and Nyalenda.

KISUMU CITY VISION AND OBJECTIVES

Elements in the city's vision
❑ A glorious green Lakeside city
❑ Equitable access to socio-economic opportunities
❑ A Lakeside Town in which present and future generations can not just barely survive but live rewarding, meaningful, healthy and fulfilled lives
❑ A throbbing, vibrant center of industrial, commercial, and environmentally positive development
❑ An inclusive city in which public and private agencies work together for the common good of the people and the environment
❑ A City with a water supply surplus
❑ A gender sensitive council
❑ Sustainable livelihoods among the urban poor
❑ Adequate, affordable and quality services to the people
❑ Achieving incremental improvements in living environment

STRATEGIC OBJECTIVES

Objective 1: Improve the quality of life of 80% of the population by reducing pollution to the lake and promoting a healthy environment within the next 10 years.

Objective 2: Ensure that over 90% of population has access to portable water within the next 5 years.

Objective 3: Encourage public and private investment initiatives for improved productivity and urban poverty reduction.

Objective 4: Promote stakeholder participation, equity, efficiency and transparency in the management of council affairs.

C: DESCRIPTION OF THE CDS PROCESS

1. THE PROCESS

Following the Regional Workshop in which cities committed themselves to a participatory City Development Strategy, a Steering Committee was set up by Kisumu City Council as the project implementers to spearhead the CDS Process. The steering committee comprised of the Directors of Social Services and Housing, Water and Sewerage, Town Planning, and Environment. The steering committee was coordinated by the Deputy Town Clerk and included other stakeholders in its regular deliberations. The other stakeholders are the Western Kenya NGO Network, ITDG, Clean-up Kisumu, the physical planning department and the office of the District Development Officer. The team has the Mayor, Deputy Mayor, 3 councillors and a private sector representative as ex-officio members.

Kisumu undertook a profiling exercise by conducting a citywide City Scan involving a representative sample of 3,764 community members from each of the 17 wards. Adapted from UN-HABITAT's Safer Cities surveys, the city scan is a user-friendly data capture instrument that has within a short duration, generated detailed information on challenges and priorities by gender, ward, social class and occupation. In addition, the city scan captured the citizen's perceptions on the roles and impacts of public, private, and local authority organizations. Based on a participatory analysis of the cross-tabulations, the city council staff in conjunction with ITDG finalized the report of the City Scan.

During the feedback sessions and focus group discussions with councillors, community representatives, council employees, NGOs and government representatives, the following key priorities emerged as critical in the development of the city development strategy:

- Neighborhood and city planning;
- Water and sanitation;
- Self-employment and poverty reduction;
- Improved security;
- Waste management.

Based on the priorities above, the steering committee undertook the process of elaborating an integrated city development strategy through consulting city residents with special focus on the four selected low-income areas of Pandpieri, Nyalenda, Obunga and Kibuye. Several city consultations were held to prioritize issues and draw action and investment plans.

2. PRIORITY AREAS FOR STRATEGY DEVELOPMENT

The feedback sessions conducted during the city consultations short-listed 4 priority areas for strategy development and investment planning. The identified priorities are not necessarily sector specific; they merely represent the immediate needs of the residents and the urban poor in particular. The priority areas provide the building blocks for developing an integrated set of strategies that will incrementally encompass sectors that are equally important in attaining sustainable urban development. The priority areas rated for strategy development are as follows:

- Improved urban environment
- Water
- Economic development and
- Promoting inclusive processes and structures of local governance

The tables below contain an outline of the causes and suggested interventions specific to each of the priority domains.

2.1 Urban Environment

Identified Problems	Contributory factors	Proposed interventions
Pollution of Winam Bay, Lake Victoria • Approximately 6500 kg effluents per day • Sewerage emptied into the lake without treatment	• Industrial effluents, automobile exhausts, run-offs • Individual as well as municipal waste • Squalid living conditions in peri-urban fringe • Water hyacinth remains a major hazard • Unsanitary facilities (low-income areas excluded by the sewerage system, pit latrines in poor shape and loamy soils) • Inadequate council capacity • Increased urbanization	• Develop an integrated Urban Environment policy • Localize and enforce the National Environment Management Act • Provide framework for participation of interested parties in voluntary or commercial waste management at all levels • Build council-government capacity to monitor and inspect factories, industries and informal sector operations • Explore viable licensing and rating systems to ensure that profits accruing from the exploitation of the lake is ploughed back to infrastructure development • Establish ward-level Environment Impact Assessment committees • Revised by-laws for housing, water and sanitation • Design and develop appropriate technologies that work with the environment, not against it • Establish oxidization ponds
		• Establish resource center for materials on environment and disseminate knowledge and information to targeted audiences • Awareness building campaigns/environment education and environmental standards and regulations • Strengthen beach committees to ensure proper sanitation • Construct latrines • Promote ecological sanitation • Improve drainage • Rehabilitate and expand sewerage system
Inadequate solid and liquid waste management systems		• Proper waste disposal system • Waste recycling and composting • Privatization of services • Establish an integrated waste management plan
• *Inadequate green spaces*	• Increased demand for timber and fuelwood • Deforestation and erosion	• Encourage tree-planting • Promote energy saving technologies

2.2 Water

Identified Problems	Contributory factors	Proposed interventions
	• Inadequate overall supply of portable water Poor/obsolete distribution/ reticulation system • Lack of clear vision of water as the largest economic asset of Kisumu city • Inefficiency in billing, operation and maintenance • Poor/lack of systems/structures for effective management of the water sector	• Formulate policies that will elevate water in terms of benefits to households, industry and sports • Privatization could provide some solution to the inefficiency and corruption • Establish utility companies for water and sewerage
Limited geographic distribution and the exclusion of most peri-urban and rural parts of Kisumu adversely affecting the urban poor.		A clear distinction needs to be developed between domestic water with the poor in particular being subsidized by industrial consumers

2.3 Economic Development

Identified Problems	Contributory factors	Proposed interventions
Increased poverty	• Collapse of agro-based industries • Lack of Industrial water to attract large scale economic investors to the town • Non-availability of a land use plan to guide development • Non-performing cooperatives • Water hyacinth • HIV/AIDS pandemic • Use of energy inefficient technologies	• Formulate city urban poverty strategy linked to the PRSP processes • Establish a corporate planning section (small and micro-enterprise development officer) within a new city planning Department • Establish a city-wide urban poverty reduction fund/scheme • Establish a permanent investment roundtable involving all stakeholders • Market Kisumu as a tourist spot (facelift beaches, water sports) • Extend services to the rural areas of the city to encourage residents to seek/develop housing and IGAs • Promotion of a market policy for informal sector activities such as hawking/street vending • Revive and strengthen cooperatives • Attract local as well as regional investments
High unemployment	• Closure of KICOMI • Closure of Kenya Breweries • Poor performance in the commercial and retail sectors • Inadequate support from the capital markets for both formal and informal sector undertakings • Decline of Kenya Railways resulting in job loses • Inability of the economy of Kenya, to provide sufficient jobs for the rapidly growing workforce • Deterioration of infrastructure	• Policy for youth/women employment • Strengthen community level capacity to save and raise funds for community-contracting • Use labor-based technology for infrastructure development (job creation for the urban poor) • Encourage boda-boda bicycle services groups and savings • Promote the low-cost housing construction (firms employing more than 200 persons to be encouraged to construct such houses)

2.3 Economic Development

Identified Problems	Contributory factors	Proposed interventions
Informal sector market saturation	Limited skills in business identification, planning and marketing	• Provide basic water and sanitation facilities for informal sector businesses • Business skills training
Poor access to credit	Lack of knowledge about sources of finance and non-finance assistance	• Informal sector operators to organize and form viable enterprise groups to facilitate access to credit and skills enhancement • Linkages to financial institutions
Harassment by council	Numbers of business operators unknown Complicated licensing procedures	• Census of informal sector operators • Strengthen physical planning to provide a framework for investments (formal and informal)

2.4 Urban Governance

Identified Problems	Contributory factors	Proposed interventions
Identified Problems Contributory factorsProposed interventions	• Uncoordinated development interventions • Lack of clear vision and mission for city development • Lack of strategy for city development despite numerous surveys over the last 10 years including the "Kisumu We Want" (1993) • Suspicions and territorialism • Duplication of NGO/CBO projects • Slow acceptance of the private sector by the public sector – and vice versa	Develop a clear vision/mission statement for the overall development of Kisumu City – Development philosophy • Set up a comprehensive database for information sharing and coordinated planning and action • Promote partnerships between the council, the corporate sector, government and civil society organizations • Set up ward level and city-wide development programme coordination units
Reduction of City Council powers	Limitations in the Local Government Act	Decentralization of responsibilities to local authorities
Corruption	Self-interest at local, regional and national levels	• Blacklist contractors and consultants whose projects have failed because of corruption • Abolish direct land allocation (the council to manage land resources
Sub-optimal Citizen responsibility and participation in management of the city	Tendency by residents to presume that development is the responsibility of government and the council	• In line with the Kenya Local Government Reform processes, encourage Community Action Planning processes • Provide space for more participation by private business interests and civil society in the management of city affairs • Set up a citizens' watch

2.4 Urban Governance

Identified Problems	Contributory factors	Proposed interventions
Poor and distorted information flows	• Lack of modern Information Technology (especially computer and Internet) • Sensational and superficial messaging	• Set up an information unit and PR office • Train media and community based resource persons on accurate reporting on poverty, environment and economic development issues • Establish and support journalists'/correspondents' associations • Set up a Kisumu City Council website • Set up land information database
Gender inequalities	Absence of national and city affirmative action policy Cultural determinants	• Conduct gender awareness workshops with the stakeholders
Poor Town Hall Planning and Management	• Poor delivery of services • Wasteful use of assets • Groupings and squabbles • Absence of state-of-the-art information and communication technologies	• Improve accounting and audits • Strengthen Town Planning Department • Enforce a code of conduct for both members of council and employees at all levels • Overall strategy should strive to put in place internal structure that fosters participation by all interests in every municipal initiative

D: Strategic Action and Investment Plans

i) STRATEGIC ACTION PLANS (SAPs)

Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
1. To improve the quality of life of 40% of the urban population by promoting actions towards a healthy environment and access to quality food within the next 5 years	1. Integrate urban agriculture & Livestock keeping within the city plans	1.1 Improve housing conditions through informal settlement upgrading schemes Review Council by-laws to accommodate UA&LK	6 Months	- KCC, KUL&A Forum - KUL&A Forum, Dep. Env., ICRAF	Livestock Scoping 2002 Started Jan 2004
		1.2 Conduct a survey of existing urban agriculture practices including the gender roles	6 Months		
		1.3 Establish demonstration farm units for urban agriculture in the EPC and JKG recycling unit	1 Year		Training Mar 03, Nov 03, May 04
		1.4 Incorporate urban agriculture and livestock keeping in the spatial/land use plans for the city	2 Years		
		1.5 Conduct training for lead agency officials on UA&LK	Continuous		Initiative with World Vision (ongoing)
	2. Conduct awareness and sensitization campaigns	2.1 Carry out community clinics on public hygiene and safety principles	Continuous	- LVRLAC-K, LVTF, KCORE	
		2.2 Publish and circulate information material on household hygienic practices	Start Sep '04 (5yrs)	- Planning Dept, KUL&AF	
		2.3 Conduct regular meetings with communities at ward level to address local health and environment issues	Quarterly (5yrs)		
	3. Develop and implement a comprehensive plan for health service delivery	3.1 Prepare and implement a public health management plan under the coordination of Municipal Health Management team	Prep. 6 month	- KUL&AF KCC, PSI, World Vision, CBHC, MoH, NGOs	
		3.2 Prepare a comprehensive health delivery strategy and identify development partners to support it	(5yrs)	PHOs, CBOs, CBHC, Admin, Councilors	
		3.3 Carry out HIV/Aids homecare support activities	1 year	MHMT, TC, TT, Public Health Committee	
		3.4 Make budgetary provisions to supplement public exp. on HIV/Aids management (ARVs)	Continuous	MHMT, MoH, NGOs	
	4. Develop and integrate a disaster preparedness plan into core council system	4.1 Establish and coordinate a stakeholders forum for disaster preparedness and response	Annual (5yrs)	NGOs, CBOs, CBHC, MHMT, MoH SANA, Dist, Disaster Committee, MoH	
		4.2 Identify relevant staff, establish and equip a disaster response unit within the city council structures	Initiate 6 mths (5yrs)		

Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
		5. Capacity building for health personnel and equipment			
		5.1 Conduct regular refresher training for health personnel	2 yrs	MHMT, MoH, NGOs, World Vision	
		5.2 Assess the equipment needs for the public health department and initiate procurement and/or donations	Continuous		
		6.1 Detail and present proposal for Nyalenda Slum upgrading to the CWS programme (UN-HABITAT)	6 months	DoP, UN-HABITAT, NGO Network	
		6.2 Mobilize the Nyalenda community and carry out initial implementation of recommendations of recent drainage survey (Lotta et al.)	9 months	DoP, SS&HD, Provincial Admin, NGOs, CBOs	
		6.3 Strengthen the neighborhood association structures especially in the peri-urban and facilitate access to appropriate low-cost housing technology options	Start Jul '04 (5yrs) 5 yrs	KAT, DoP, NHC, KITREWA	
1. Ensure 40% of the population have access to potable water and sanitation within the next 5 years	1. Encourage private sector participation in water and sewerage services	1.1 Improve sanitation coverage through promotion of construction of appropriate onsite facilitiesKIWASCO to design and implement subsidiary agreements/policy for water supply undertaking especially for industry	9 mths (5yrs implementation)	KIWASCO, GTZ MoW, KCC	Initiated Aug '03
		1.2 Establish new and strengthen existing neighborhood frameworks for community policing on water and sewerage services to minimize theft and vandalism	Continuous		
		1.3 Strengthen KIWASCO to acquire a corporate image and become attractive for private investment	Continuous		
		1.4 Rehabilitate and expand water supply & sewerage	2 yrs		
	2. Encourage establishment of community based water and sanitation schemes	2.1 Strengthen existing partnerships (e.g., SANA) and pursue new partnerships for the provision of community based WATSAN services	Continuous	KIWASCO, KCC, MoW, Neighborhood Organizations	
		2.2 Define and institutionalize a WATSAN regulatory framework for community centered service	9 months	KIWASCO, GTZ	
		2.3 Support and strengthen the capacity of community WATSAN committees	2 yrs		

Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
		2.4 Prepare and mount demonstrations, displays and information on proper treatment, handling and storage procedures for water and excreta	1 yr	KIWASCO, Afd	
		3.1 Identify relevant partners and establish a sanitation forum of resource persons to be anchored under the public health department	1 yr	KIWASCO, KCC, SANA, AFRICANOW, World Vision, Afd, MoW, LVRLAC	
		3.2 Conduct exchange visits with Cities implementing ECOSAN such as Kampala to assess viability in Kisumu	Start Jul '04 (continuous)		
		3.3 Collect, collate and disseminate relevant information on available and acceptable sanitation technology to the wider public	5 yrs	KIWASCO, GTZ KCC, SANA, AFRICANOW, World Vision, Afd, MoW, LVRLAC	
		3.4 Carry out regular city campaigns on need for proper sanitation	5 yrs		
Encourage public-private investment initiatives for improved productivity and poverty reduction	1 Develop institutional support framework for micro-enterprise development	Extend the mandate of the Community Development Section and strengthen its capacity to deal with micro-enterprise support			
		1.2 Establish a coordinating organ for micro-enterprise development support with the NGO network	2 yrs		
		1.3 Identify relevant stakeholders and initiate the establishment of an advocacy forum to champion the needs of the informal sector	2 yrs		
	2. Design and implement a comprehensive sustainable urban mobility system	2.1 Conduct a SUM Non-Motorized transport (NMT) survey to establish best options for integrating into city public transport system	3 Months		
		2.2 Identify sustainable urban mobility modes and pilot in selected sites	1 yr		
	1.1 Promote the image of Kisumu as the regional economic hub	2.3 Carry out a rapid public transport routing assessment and define appropriate routes for ease of movement	6 months		
		1 yr			

Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
	3. Explore and exploit opportunities for improved access to decent affordable housing	2.4 Put in place a local identity scheme and permitting order for city public transport	6 months		
		3.1 Engage with the National Housing scheme to ensure equitable benefit from the projects	5 yrs		
		3.2 Identify and set aside public land for prospective housing development	6 months		
	4. Develop an economic/ investment blue print for Kisumu	4.1 Support and Strengthen the stakeholders roundtable forum – the Kisumu Action Team – for improved engagement of private sector	5 yrs		
		4.2 Hold regular investment meetings to promote the city's investment agenda	Annual (5yrs)		
		4.3 Design and activate website for Kisumu City	1 yr		
		5.1 Enhance participation in regional forums such as LVRLAC through active involvement	Continuous		
		5.2 Design, publish and widely circulate regular information Newsletters and brochures for Kisumu	Start Jul '04		
Develop and institutionalize frameworks that promote stakeholder participation in urban planning with due consideration to gender equity, efficiency and empowerment	1. Increase/enhance public participation in planning matters	1.1 Develop through dialogue, Strategic management framework for the city authorityUtilize the established networks of public-private-CSO to engage in dialogue and consensus building on key planning entities	Continuous		
		1.2 Collaborate with the Women Action Forum for Networking (WAFNET) and other Women Networks in responding to specific gender planning demands	5 yrs		
		1.3 Use the LASDAP process to promote the very basic ideals of planning and construct public opinion to respond effectively to localized challenges	Continuous		
	2. Strengthen the capacity of the city planning department to effectively deal with planning matters	2.1 Increase the staffing levels of the planning department commensurate with the job demands	1 yr		

Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
3.	Review planning by-laws in fitting with present urban demands	2.2 Procure support to prepare baseline planning references such as GIS Maps and aerial photographic images	2 yrs		
		2.3 Identify equipment needs and initiate process of procurement	1 yr		
		2.4 Conduct staff training to build professional capacity	2 yrs		
		3.1 Conduct exchange visits, consultations and review documentation to facilitate the process of review of planning by-laws	1 yr		
		3.2 Present the reviewed by-laws to the Council committee for approval and ratification	3 months		
4.	Create awareness on importance of planning to city policy makers	4.1 Prepare and publish summarized planning guidelines and share with policy makers	1 yr		
		4.2 Carry out regular sensitization campaigns at Council and ward levels on pertinent planning issues	start Jul '04(continuous)		
		5.1 Mobilize all departments of the Council to contribute to the preparation of the city management strategy in line with the framework provided by the Ministry of Local Govt.	Start Mar '04		
		5.2 Present the City management strategy to the Council and a select group of stakeholders to critique and validate	Jun '04		
		5.3 Publish and disseminate to the public the city management strategy	Aug '04		

Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
Contribute to the reduction on current trends of environmental pollution within the city and its environs for the protection of the lake and its resources	1. Develop and implement an ISWMP for Kisumu	1 Submit request for phase two funding for the ISWMP for Kisumu to SIDA	Jan '04	KCC, SIDA, Local Reference Group, KCORE, LVRLAC-K	ISWM Project initiated in 2002 as part of SIDA Lake Victoria Initiative and proceeding to Phase 2
		1.1 Provide space and secure support to establish the Local Coordinating Unit (LCU) structure to provide secretariat support functions for the ISWMP	6 Months		
		1.2 Hold regular meetings with the Local reference group for ISWMP to sustain stakeholder interest and guide the process	Monthly	KCC, Dept. of Env., KCORE, ITDG-EA, LVTF-JKG, LVRLAC-K	Formal link with KCORE approved by Council in 2003
		1.3 Implement phase two of the ISWMP	Start June '04 (1 year)		
	2. Support recycling initiative	2.1 Strengthen collaboration with KCORE to coordinate and monitor waste recycling initiatives	Ongoing	KCC, Dept. Env, ICRAF, Urban Harvest, Lions Club, Private Entrepreneurs	Anglophone UA&LK proposal for urban agroforestry presented at training Mar '04
		2.2 Prepare and present for approval, legal guidelines for solid waste recycling in Kisumu	By end of 2004		Ongoing through Kisumu Action Team (KAT)
		2.3 Register as a member of WASTENET (EA) and strengthen participation in network activities	Jun '04 & continuous		
		2.4 Establish waste recycling demonstrations in the EPC and JKG	Start Jan '04 (1 year)	KCC, LVRLAC, SANA, Maseno University, ICRAF, AFRICANOW, NGO Network	Commenced Jan '04 under LVRLAC projects
	3. Design and implement urban reforestation and agro forestry programmes	3.1 Conduct a survey on urban agro forestry potential and implement pilot schemes on selected farms	3 yrs		
		3.2 Mobilize communities to participate in tree planting campaigns	Start April '04(contin.)	KCC (DoE), NEMA, KWS, IUCN	
		3.3 Design and implement with the support of partners, Parks rehabilitation and management programmes within the city	3 yrs (ongoing)	KCC (DoE), NEMA, KGTPA, Councillors, Neighborhood Committees (KITREWA)	
	4. Establish environment demonstration centers	4.1 Construct and equip an Environment Pedagogic Center (EPC) within the Uhuru Gardens of Kisumu	Start Jan '04 (1 yr)		
		4.2 Engage partners in the construction and equipping of satellite EPCs in selected community neighborhoods	4 yrs		
		4.3 Establish and maintain a Scientific Board to provide technical support to the demonstration centers	By June '04 (continuous)	KCC (DoE), NEMA, KAT	

Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
	5. Enforce the laws and regulations governing nature reserves and green spaces	5.1 Prepare and present for approval, local environmental by-law extracts from the EMCA (1999)	By Dec '04		
		5.2 Establish an environmental enforcement unit within the Department of Environment	2004/2005 financial yr		
		4.2 Work in liaison with relevant agencies to secure reserves and parks from urban encroachment	5 yrs		
		6.1 Train staff on proper environmental management practices based on 'best practice' models	5 yrs		
		6.2 Decentralize environmental management to household and neighborhood levels	2 yrs		
	6. Institute and enforce proper environmental management practices	6.3 Prepare through Participatory Environmental Planning (PEP) model of Green Towns, ward level Environment Development Plans (EDP)	Start Jul '04 (2yrs)		
	7. Conduct awareness and sensitization campaigns	7.1 Carry out regular clean-up and environmental awareness campaigns	Monthly		
		7.2 Prepare, publish and distribute environmental information newsletters, brochures, Flyers	Start Jul '04		

ii) STRATEGIC INVESTMENT PLANS (SIPs)

Sector	Interventions	Cost (KES)	KCC	GOK	Private Sector	Civil Society	Donor	Total (KES)	Time Frame
Urban Planning	1. Improve internal capacity of planning department in KCC • Establish CDS secretariat • GIS training for staff and GIS system procurement • Establishment of full fledged planning		2.5 M	1.5 M			2M (UN-HABITAT)	6 M	1yr
	2. Initiate Settlement Upgrading Schemes • Inception study for slum upgrading • Identification and preliminary consultations with stakeholders • Acquisition of imagery and aerial photos	5 M	2 M	3 M			2.6 M (UN-HABITAT)	7.6 M	May-Nov 2004
	3. Preparation of Structure Plan • Stakeholders consultation • Imagery and photography • Surveys and GIS data	20 M	5 M	10 M			0.6 M (UN-HABITAT)	15.6 M	2 yrs
Infrastructure & Services	1. Investigate, design and pilot low-cost urban mobility system	40 M	8 M				8 M (UN-HABITAT)	16 M	2 yrs
	2. Rehabilitate the Water and sewerage infrastructure (facilities and piping networks)	400 M					400 M (Afd)	400 M	3 yrs
	3. Grade and stabilize the earth roads in the extended areas	50 M	4 M	40 M (RMFL)				44 M	5 yrs
	4. Expand and maintain existing drainage and construct new drainage	20 M	2 M	15 M (RMFL)				17 M	3 YRS
	5. Establish community WATSAN Communities to plan, implement and manage community water supply and sanitation construction	15M	3 M (KIWASCO)			10 M (SANA)		13M	3yrs

Sector	Interventions	Cost (KES)	KCC	GOK	Private Sector	Civil Society	Donor	Total (KES)	Time Frame
Urban Environment	1. Develop an integrated Solid Waste Management Plan for Kisumu • User surveys • Institutional analyses • Financial systems • Technical designs • Social studies	60 M	5 M				50 M (SIDA)	55 M	2 yrs
	2. Support and strengthen waste recycling initiatives	2 M	0.25 M		0.5 M	0.25 M (K-CORE)	0.75 M (ITDG-WASTENET)	1.75 M	5 yrs
	3. Survey, Characterize and pilot urban agro forestry projects	3 M	0.5			0.5 (UL&AF Ksm)	1.5 (URBAN Harvest)	2.5 M	3 yrs
	4. Establish Environment Demonstration Centers	3.5 M	0.25 M	0.25 (NEMA)		0.5 M (SANA)	1.8 M (LVRAC-UBC)	2.8 M	2yrs
	5. Institute and enforce proper environmental management practices (Parks rehabilitation, road kerb and open space planting)	10 M	1 M	1.5 M (LVEMP)	3 M	2 M (NGOs)	0.5 (ICRAF)	8 M	5 YRS
HIV/AIDS & Other Diseases	1. Enhance the capacity of the department to effectively respond to emerging health challenges	5 M	1 M	2 M	0.5 M	0.5 M	1 M	5 M	2 yrs
	2. Incorporate HIV/AIDS activities into the community based health care system	1 M	0.2 M	0.1 M		0.5 M	0.2 M	1 M	1 yr
	3. Collaborate programmes to support ARVs provision to the infected	10 M	1 M	3 M		2 M	2 M	8 M	5 yrs
	4. Establish a disaster preparedness and response framework	5 M	0.5 M	1 M		1 M	2M	4.5	3 yrs
	5. Rehabilitate and equip the health facilities	6 M	0.6 M	0.5 M	0.3 M		2 M	3.4 M	4 yrs

Sector	Interventions	Cost (KES)	KCC	GOK	Private Sector	Civil Society	Donor	Total (KES)	Time Frame
Urban Agriculture & Livestock Keeping	1. Review Council Policy and Laws on UA & LK commensurate with practice demands	215.000	100,000			UL & AF		215,000	6 months
	2. Conduct survey on UA&LK with a view to initiating agro forestry projects	2.6 M	1 M				Urban Harvest 1.6 M	2.6 M	2 yrs
	3. Establish public demonstration farming units in the EPC/ JKG	1 M	In kind (Space) personnel				LVRLAC-UBC Cooperation 1 M	1 M	1 yr
	4. Awareness and sensitization campaigns	1.5 M	0.5 M	1 M			1 M	1.5 M	5 yrs

3. MUSOMA

A: BASIC CITY INFORMATION:

City/Country: **City Authority**	Musoma, Tanzania Musoma Town Council, Tanzania Musoma Town Council covers an area of 6,300 hectares and is composed of plains with small, scattered hills. It lies between latitude 1^0 30' south of equator and 28^0 48' East of Greenwich. It lies between altitudes 1,140 and 1,320 meters above the sea level. The highest peak is 1,320 meters. Scattered hills are found mostly in the west and south of Musoma Town. The whole town area is a peninsula east of Lake Victoria
City population:	120,000 with 51% Males and 49% Females (1999 projections).
City main function:	The Council's main functions include: • To maintain and facilitate the maintenance of peace, order and good governance within its area of jurisdiction. • To promote the social welfare and economic well being of all • persons within its area of jurisdiction. • In accordance with the national policies, urban and rural plans; • To carry out development activities to promote economic and social development within its area of jurisdiction. • To take necessary measures to protect and enhance the • environment in order to promote sustainable development. • To enhance meaningful decentralization in political, financial • and administrative matters at all levels of local government • authority. • To promote and ensure democratic participation by the people. • To establish and maintain reliable sources of revenue and other resources enabling the council to perform other functions effectively and to enhance financial accountability of the council to its members and employees.
Economic/ Poverty profile:	1.5% of the population employed in public services and 98.5 are in private/informal sector. The per capita income for Musoma residents' isTZS.67, 000 per annum. Low incomes in the formal sector push employees to engage in part-time jobs in the informal sector like petty business, fishing, etc. The unemployment rate is 40% of total population.
Administrative structure:	Musoma Town Council falls under the administration of 57 hamlets (Mitaa), 13 wards namely Buhare, Bweri, Iringo, Kitaji, Kigera, Kamunyonge, Mukendo, Mwigobero, Makoko, Mwisenge, Nyakato, Nyasho, and Nyamatare. The town has one division and one parliamentary constituency. Each Mtaa is represented by a Mtaa leader while there are 13 elected Councillors from each ward and 5 nominated Councillors representing minority and other special groups, e.g., women.

A chairperson is elected among the councillors leads Musoma Town Council. The local Member of Parliament also attends council meetings. The chief executive is the Town Director who is assisted by 10 head of departments namely: Education, Health, Agriculture and Livestock, Works, Community Development, Town Planning, Finance, Economic and Trade, Administration, and Cooperative.

The Town Council is run through a committee system with each committee having specific responsibilities. The departments implement the committees' decisions.

There are 3 standing committees, namely:
❍ Finance and Administration Committee
❍ Town Planning, Land and Natural Resources Committee
❍ Education, Health and Community Development Committee
The three standing committees report to the full council.

Local authorities in Tanzania are governed by several pieces of legislation as embodied in:
❍ The Local Government (Urban Authorities) Act No. 8 of 1982
❍ The Local Government (Finances) Act No. 9 of 1982
❍ Urban Authorities (Rating) Act No. 2 of 1983
❍ Town and Country Planning Ordinance Cap 378

Musoma Town Council derives its functional powers from:
• 25 Main Acts
• 21 Council by-laws
• Council by-law amendments

B: KEY URBAN MANAGEMENT CHALLENGES

Musoma has identified the following challenges as major impediments in realizing sustainable city development:

• Declining town economy. There is need to revamp the Musoma economy against the declining key sectors of fishing and agriculture. Diversification of Musoma economy through promotion of alternative activities, e.g., tourism and indigenous home based micro-enterprise, is a solution to the decline in the traditional economy.

• Inability of the Council to meet the growing budget deficit. Musoma's annual budget is TZS.900 million against revenue collections of only TZS. 280 million. To meet this deficit both internal and external sources of funding are required.

• Need to institutionalize stakeholder participation in the development plan.

• Need to improve the livelihood of people. The Musoma Town needs a strategy to improve the living standards of its residents. Per capita income stands at TZS.67, 000 per annum as compared to Mara region of TZS.57, 000 while unemployment rate average 40%.

VISION OF MUSOMA TOWN COUNCIL

Musoma Town Council's vision is to be elevated to a Municipal council status as well as to be one of tourist attraction centers along the Lake Victoria shore.

Mission Statement:

"Musoma Town Council is determined to become a cosmopolitan city which accommodates all people, provides opportunities to her people, develops economic activities, and respects environmental conservation. Musoma aims to be a city without slums, with passable roads and a clean and aesthetic urban environment, and develop an information center."

C: DESCRIPTION OF THE CDS PROCESS

In accordance with the council's procedures, Musoma Town Council formally approved the CDS process and action plan following the feedback received from the representatives to the regional workshop. The Council set up working teams to coordinate the CDS processes and appointed a coordinator to oversee the working teams. The teams comprised of council technical staff, councillors and members of civil society. This inclusiveness enhances a multi-sectoral planning approach and involves other partners and stakeholders.

The council involved a local NGO (UMABU) in mobilizing the urban and peri-urban groups to widen the continuous stakeholders consultation process. The council organized an all-inclusive stakeholder meeting in which 102 participants drawn from urban and peri-urban centers of Musoma attended. Participants identified and agreed on the challenges and issues facing the town and built consensus on priority areas of action. Based on the issues and agreed areas of priority actions, Action Plans and Strategic Investment Plans were drawn. This process was backstopped by UMP and ITDG through follow-up missions to the town and through regular correspondence.

Priority Issues Identified

1.   Poor solid and liquid waste management

The Council can manage to dispose only 12% of the 19,032 tones of solid waste and only 0.4% of 1,756 million liters of liquid waste generated each year. The rest of the liquid waste remains in soak pits and septic tanks which pollutes the environment. The uncollected waste provides a breeding ground for flies, rodents and vermin, endangering human life when disease outbreaks occur.

2.   The Kitaji pond

Kitaji is a flooding area covering 6.24 hectares. During the rainy season the families in the surrounding area (approximately 200 households) are compelled to vacate their houses. The area is also a mosquito-breeding site that adversely affects 400 households in the surrounding community. The council uses the pond as a solid waste-dumping site. This causes other nuisances like bad smell, rodent and vermin infestation and calls for the establishment of a new dumping site.

3.   Poor infrastructure services

Out of a total road network of 146.2 km, 50% are regularly washed away or eroded during the rainy season due to lack of storm drainage system, costing the council a lot of money in repair work.

4.   Poor link between Musoma and Serengeti National Park

There is no all-weather road between Musoma and Serengeti National Park, which is a distance of 80 km away. This has hindered the growth of Musoma Town as a potential tourist attraction. A tourist circuit linking Musoma, Serengeti National Park and other parks within the region should be explored.

5. Outdated planning information

The current Town Map was prepared in 1989, hence the need to have an updated Geographical Information System (GIS) map to incorporate the expanded town boundaries. This will help in making rational decisions in town development, especially in housing and upgrading of the informal settlements.

6. Inadequate clean and safe water

There is inadequate provision of clean and safe water. Only 50% of the town population is catered for.

7. Inadequate revenue

The Council is unable to meet its annual budget, hence the need to maximize revenue collection through proper revenue collection, data management, recruitment of qualified personnel, and enforcement.

8. Poor coordination of stakeholders

There is lack of proper coordination and integration of development efforts between the council and stakeholders, hence the need to streamline activities of government, the Council, CBOs, NGOs, and private sector to avoid duplication and wastage of resources.

9. Poor urban governance

There is need to promote good urban governance due to inefficiency in the council to deliver services by empowering people to participate in all development programmes. This can be enhanced through the ongoing Local Government reform process.

10. Poor attention on informal sector

Little attention is paid to the informal sector despite it employing 98% of the town labor force.

11. Low utilization of the lake resources

There is need to maximize utilization of the lake resources through promotion of the fishing industry, local small scale fishermen associations, improving fish landing sites and provision of fish storage facilities. There is also need to promote environmentally friendly agriculture, by utilizing lake water for small-scale irrigation schemes.

12. HIV/AIDS pandemic

HIV/AIDS is a major economic development challenge facing Musoma hence the need to incorporate HIV/AIDS programmes in the town's development agenda.

Agreed Priority Action Areas

The priority issues were summarized under the following priority action areas:

1. Improvement of Urban environment

- •   Improve liquid and solid waste management
- •   Reclaim Kitaji pond and construct inter-town bus terminus

2. Improving of urban infrastructure services

- •   Improve town drainage system
- •   Improve road condition
- •   Expand and increase water supply

3. Promotion of Musoma Urban economic growth

- Promote informal sectors
- Promote tourism
- Maximize utilization of lake resources

4. Better urban planning management

- Update town cadastral maps and other plans
- Prepare town strategic development plan
- Update land and planning record/data
- Housing development especially upgrading of informal settlement

5. Community participation

- Enhance coordination and integration
- Good urban governance

6. Maximize council's revenue

- Train revenue collectors
- Computerize revenue sources data
- Privatize some revenue collection
- Expand the collection band
- Improve supervision in revenue collection

7. HIV/AIDS Program

- Awareness campaign and behavior change
- Income Generating Activities (IGAs) targeting vulnerable groups

1) STRATEGIC ACTION PLANS (SAPs)

Strategic Area	Challenge	Area/Location	Strategy/Objective	Programme Action	Actors	Time Frame
1. Improvement of Urban Environment	• 88% of solid waste is uncollected • Lack of designated dumping • Lack of refuse collection vehicles relying on handcarts • Lack of refuse bins (refuse transfer stations)	CBD Residential area Current dumping is Kitaji pond Residential neighborhood At all waste generation points	To improve collection disposed by 80%	• Health education campaigns • Refuse collection vehicles (3) • Provide refuse bags/bins (57 refuse bulk containers • Construct land fill site • Recycling of waste plastic and organic waste • Cleaning equipment	• Public Health Dept. • CBOs • NGOs • UMABU • Donors • CBOs • Council • NGOs, • Private sector • Council	6months then ongoing 6months 6months 6months 6months Medium term Short term
	• Only 4% of liquid waste is collected	Whole town	To improve liquid waste collection disposed by 80%	• Acquire two cesspit empties • Health education on holding/ disposal of liquid waste • Sewer in the town	• Health Dept donor • Health Dept. • NGOs • CBOs • Water sewerage Authority (MUWASA)	Medium term Short term Long term
	• Flooding of Kitaji pond affecting 200 homes	Kitaji area covering 6.14 ha.	To drain the pond and turn it into intertown bus terminus	• Construction of spillway.	• Donor • Council	6 months
	• Disposal of solid waste, bad smell, breeding of mosquitoes flies	400 homes	Relocate the dumping site	• Land reclamation • Construct minibus stage Council	• Donor • Central Govt.	Long term Short/medium term

Strategic Area	Challenge	Area/Location	Strategy/Objective	Programme Action	Actors	Time Frame
2. Improvement of Urban Infrastructure services (roads, drainage, water supply)	• 50% of town roads not all weather	Peri-urban and residential areas	Improve the network to all weather standards	• Re-gravelling • Tarmacing • Sensitize community on construction and maintenance	• Council • Government • Community	Short/ medium term Short term
	• 60% of the town lacks proper storm drainage	Peri-urban and residential areas	Improve the drainage network	• Use community labor to maintain/ constructions and drainage	• Local community	Long term
	• 50 % of town residents have no access to adequate and safe water	Peri-urban squatter settlement	Expand pipe network Construction of water treatment plant	• Connect more households to pipe network • Expand the water supply • Health education	• MUWASA • Council • CBOs	
	• Lack of total treatment of water (only chlorinization is done)	Water treatment plant		• Rehabilitate old pipes • Maintenance and repairs		
	• Prevalence of waterborne diseases is 10% (typhoid, dysentery, bilharzia)	Whole town	Improve water quality (continuous monitoring) Health education/law enforcement	• Introduce 100 water kiosk	• MUWASA • CBOs • Individuals, • Private sector	Short term
	• 85% pipes network old and need replacement/minimize water loss	Whole town	Rehabilitation and expansion of pipe network Introduce community water kiosks			
3. Promotion of Urban Economic growth	• Improve the economy of Musoma by 40% in 5 yrs. • Reduce the 40% unemployment level	The whole town Informal sector Informal sector	Provide Jua-Kali services at Bweri Provide business planning and management Promote appropriate technologies	• Identify suitable sites for the growing informal sector • Extend services • Electricity, water and telephone • Set up a community based coordinating fund scheme • Council	• Business community • Council, • MUWASA • TANESCO • TTCL • Council	Short term Short to medium term Medium term

Strategic Area	Challenge	Area/Location	Strategy/Objective	Programme Action	Actors	Time Frame
		Fishing sector	• Develop an elaborate business training program		• NGOs • PRIDE • KKKT, Roman Catholic • Central Govt.	Medium
			Establish, strengthen and coordinate a community scheme for small scale fishermen	• Education of fish quality and fishing methods • Enforce fishing methods • Encourage diversification of fish market both local and regionally	• Fish industries • Fishermen, • NGOs • Government	Medium
			Encourage quality fishing	• Provide loans/grants to small scale fishermen to acquire food storage and fishing	Council, Govt., Donor, Fishing community	
			Promote local and regional fishing market	• Provide, promote and develop fish landing sites		
			Training fishermen on quality control			
			Provide them with storage facilities and market information			
			Identification of fish landing sites			
		Tourism	Promote Musoma as a tourism destination site	• Improve the Airport • Improve the hotels standards • Marketing Musoma as a Tourism destination site	• Council, Mara Regional Authority, Central Govt. • Private sector • Council	Long term Short & Medium term
			Link Musoma with Serengeti National Park	• Improve the road network between Musoma Town and Serengeti National Park	• TTC • TANAPA • Central Govt. • Council, TANAPA	Medium/ Long term

Strategic Area	Challenge	Area/Location	Strategy/Objective	Programme Action	Actors	Time Frame
		Agricultural Sector	Promote environmentally friendly farming activities around Musoma Peri Urban	• Agricultural outreach programmes • Establish Credit fund scheme to the farmers • Promote dairy farming • Horticultural farming • Poultry Management	Council, NGO (Agro forestry) Council NGOs Farmers Farmers Farmers Council NGOs Farmers	Medium Medium Medium Medium Medium
	• Declining of the Industrial sector	Industrial Sector	To revamp and diverse industrial sector	• Conduct Industrial feasibility Studies to produce industrial strategic 10- year plan • Recruitment of qualified managers • Review of the taxation policy	Council Investors Environment Investors Council Central Govt. Investors	Short term Short term Medium term
4. Urban Planning Management	• Outdated planning information and plans	Town area	Updating planning information and plans	• To update and expand the current Town Cadastral Map	• Council • Donor funds • Community • Survey and mapping	Medium term
	• Poor data management	Improve data Management on properties, housing Urban services for the planning purpose		• To produce strategic Urban development plan and Environmental profile • Establishment of information center • G.I.S. Unit • Urban Management informal system • Set up an area or Neighborhood Association	• Central Govt. • Council NGOs • Community • Private sector CBOs, Central Govt. • Council • Central Govt. Donors • Community NGOs, CBOs	Medium term Long term Short term Short term

Strategic Area	Challenge	Area/Location	Strategy/Objective	Programme Action	Actors	Time Frame
5. Community Participation	• Weak inclusive of stakeholders in Town Development Programme • Promotion of Urban Governance Principles • Mainstreaming of stakeholders participating in Local Govt. reform program	Musoma Town Musoma Town	To strengthen stakeholders involvement and participation in decision and development activities To strengthen good Urban governance To enhance transparency and accountability on local Govt. Issue Empowerment of the people on participation in planning, Implementation	• Sensitization of stakeholders on inclusive participation • Carry out stakeholders training sessions to sensitize on Urban governance principles • Educate the people on the on going reform programmes • Training on participatory planning for Technical personnel Politicians • Community • Private sector	• Council • NGOs, • CBOs • Council • NGOs • CBOs - do - - do - - do -	Short term Short term Short term Short term Short term
6. HIV/AIDS Pandemic	• High rate of HIV infection and increase poverty	Musoma town and region	To reduce HIV infection and promote economic activities	• Awareness campaigns and training on behavior change. • Initiate Income Generating Activities (IGAs) targeting the vulnerable groups	• Council • Donor • Government • NGOs • CBOs • Religious groups	Short/ medium term

2) STRATEGIC INVESTMENT PLANS (SIPs)

STRATEGIC AREA	TOTAL (TZS)	COUNCIL	GOVERNMENT SOURCES	LOCAL SOURCES	PRIVATE SOURCES	OTHER FOREIGN SOURCES
1.0 Improvement of Urban environment: Solid and Liquid Waste Management						
• Development of Land fill site	22,351,000	6,351,000	6,000,000	-	-	10,000,000
• 3 Refuse vehicles	255,000,000	-	170,000,000	-	-	85,000,000
• 2 Cesspit emptiers	200,000,000	-	100,000,000	-	-	100,000,000
• 57 Refuse bins	14,250,000	5,000,000	-	-	-	9,250,000
• Cleaning equipment	7,880,000	880,000	7,000,000			
• Environmental Health campaigns	2,786,000	786,000	-	-	-	2,000,000
• Construction of 4 sewage lagoons	12,000,000	6,000,000	-	-	-	6,000,000
• Recycling of waste	50,000,000	10,000,000	-	10,000,000	5,000,000	25,000,000
• Making Pond a recreation place	374,400,000	10,000,000	-	-	-	364,400,000
• Construction of spill way	56,512,762	6,512,762	-	4,000,000	-	46,000,000
Sub-Total	**995,179,762**	**45,529,762**	**283,000,000**	**14,000,000**	**5,000,000**	**647,650,000**
2.0 Improvement urban infrastructure services (roads, drainage, water supply)						
• Re-gravelling	1,846,000,000	18,000,000	10,000,000	300,000,000	1,468,000	50,000,000
• Sensitize community on construction and maintenance	2,000,000	2,000,000				-
• Use community labor to maintain/ constructions and drainage	18,000,000	9,000,000	3,000,000	6,000,000		
• Tarmacing of 20 km of gravel roads	42,480,000	20,000,000	-	20,000,000	2,480,000	
Connect more households to pipe network						
• Expand the water sully						
• Health education	4,200,000,000	5,000,000	50,000,000	20,000,000 (MUWASA)	4,165,000,000	
• Rehabilitate old pipes						
• Maintenance and repairs						
• Introduce 100 water kiosks	150,000,000	-	-	-	-	150,000,000
Sub-Total	**6,258,480,000**	**54,000,000**	**63,000,000**	**346,000,000**	**4,168,948,000**	**200,000,000**

3.0 Urban Economic growth

STRATEGIC AREA	TOTAL (TZS)	COUNCIL	GOVERNMENT SOURCES	LOCAL SOURCES	PRIVATE SOURCES	OTHER FOREIGN SOURCES
• Identify suitable sites for the growing informal sector at Bweri	10,000,000	1,000,000	-	-	9,000,000.00	-
• Extend services – Electricity - Bweri	200,000,000.00				200,000,000.00	-
• Set up a community credit fund scheme	154,000,000	28,000,000	10,000,000	16,000,000	-	-
• Develop an elaborate business training programme	12,000,000	2,000,000	-	-	-	10,000,000
• Establish a skills training center (for *Jua Kali*)	176,000,000	6,000,000	60,000,000	10,000,000	-	100,000,000
• Education on fish quality and fishing methods	40,000,000	-	10,000,000	-	10,000,000	20,000,000
• Enforce fisheries laws & regulations	155,000,000	-	5,000,000	-	50,000,000	100,000,000
• Encourage diversification of fish market both locally and regionally (market surveys)	10,000,000	2,000,000	5,000,000	-	3,000,000	-
• Provide loans/ grants to small scale fishermen to acquire storage	200,000,000		100,000,000	-	-	100,000,000
• Provide, Promote and develop fish landing sites at Mwigobero, Makoko	200,000,000	5,000,000	10,000,000	10,000,000	10,000,000	165,000,000
• Improve the airport	1,000,000,000.00	0	500,000,000	-	0	500,000,000
• Improve the hotels standards (tourist standards)	1,000,000,000			-	1,000,000,000	-
• Marketing Musoma as a Tourist destination	10,000,000	4,000,000	4,000,000	-	2,000,000	-
• Improve the road network between Musoma Town and Serengeti National Park via Butiama	1,300,000,000	-	1,300,000,000	-	-	-
• Agricultural outreach programmes	78,475,884	10,000,000	28,000,000	475,884	-	40,000,000
• Establish Credit fund scheme to the farmers	150,000,000	10,000,000	60,000,000	10,000,000	20,000,000	50,000,000
• Promote dairy farming	47,793,088	2,000,000	5,000,000	10,793,088	10,000,000	20,000,000
• Horticulture farming	49,459,002	8,000,000	8,000,000	10,000,000	3,459,002	20,000,000
• Purchasing 1 vehicle, 3 motorcycles 10 Bicycles	58,000,000	-	10,000,000	-	-	48,000,000
• Poultry management	62,000,000	50,000,000	1,200,000	5,000,000	30,000,000	10,000,000
• Sensitization on food control	30,000,000	2,000,000	5,000,000	1,000,000	2,000,000	20,000,000
Sub-Total	**4,942,727,974**	**130,000,000**	**2,121,200,000**	**73,268,972**	**1,349,459,002**	**1,203,000,000**

STRATEGIC AREA	TOTAL (TZS)	COUNCIL	GOVERNMENT SOURCES	LOCAL SOURCES	PRIVATE SOURCES	OTHER FOREIGN SOURCES
4.0 Urban Planning management						
• To update and expand the current Town cadastral map	66,740,000	-	-			66,740,000
• To produce strategic Urban development Plan and Environmental profile	120,000,000	2,000,000	20000000	-	-	98,000,000
• Establishment of Information center						
G.I.S. Unit						
Urban Management Informal system	87,000,000	2,000,000.00	5,000,000.00	-	-	80,000,000
• Set up a neighborhood committees	25,000,000	2,000,000	5,000,000	-		18,000,000
• Sensitization of stakeholders on inclusive participation	3,000,000	1,000,000	1,000,000			1,000,000
• Carry out stakeholders' training sessions to sensitize on Urban governance principles	3,000,000	1,000,000	1,000,000			1,000,000
• Educate the people on the on-going reform programmes	3,000,000	500,000	2,500,000			
• Planning Technical personnel						
Politicians						
Community						
Private sectors	3,000,000	3,000,000				
Sub-Total	**310,740,000**	**11,500,000**	**34,500,000**	**0**	**0**	**264,740,000**
5.0 Promote Community Participation						
• Community sensitization on participatory urban governance	15,000,000	5,000,000	5,000,000			5,000,000
• Promote partnership with private sector	500,000	300,000			200,000	
• Educate Community on reform programme	15,000,000	5,000,000	5,000,000			5,000,000
Sub-Total	**30,500,000**	**10,300,000**	**10,000,000**	**0**	**200,000**	**10,000,000**

STRATEGIC AREA	TOTAL (TZS)	COUNCIL	GOVERNMENT SOURCES	LOCAL SOURCES	PRIVATE SOURCES	OTHER FOREIGN SOURCES
6.0 Maximization of Council revenue base						
• Update valuation roll Study on other sources of revenue	100,000,000	25,000,000				75,000,000
• Fees and charges review Computerization of Council revenue data base	2,000,000 15,000,000	2,000,000 5,000,000	5,000,000			5,000,000
Sub-Total	**117,000,000**	**32,000,000**	**5,000,000**	**0**	**0**	**80,000,000**
7. HIV AIDS Programme						
Curb HIV/AIDS prevalence by 10% in 5 years						
• Health education in HIV/AIDS	224,000,000	6,000,000	10,000,000	3,000,000		3,000,000
• Coordination of HIV/AIDS programmes	3,700,000	1,000,000	1,000,000		700,000	1,000,000
• Initiative income generating activities targeting HIV/AIDS potential persons (e.g., unemployed youth, etc.)	50,000,000		30,000,000			20,000,000
Sub-Total	**277,700,000**	**7,000,000**	**41,000,000**	**3,000,000**	**700,000**	**24,000,000**
8. Information Sector						
*Establishing Musoma Web site	5,000,000	2,000,000.00	1,000,000	-		2,000,000
Purchasing 3 Computers	4,500,000	4,500,000.00	-	-		
Publication of leaflets	5,000,000	2,000,000.00	-	-		0
1,000,000	-					
2,000,000	0					
Establishing Internet facilities at Information centers	20,000,000	-	-	-	-	20,000,000
Establishment Musoma FM radio	10,000,000	2,500,000.00	2,500,000	-	-	5,000,000
Strengthening Musoma Community Television	20,000,000	5,000,000.00	-	-	-	15,000,000
Sub-Total	**64,500,000**	**16,000,000**	**4,500,000**	**-**	**2,000,000**	**42,000,000**
GRAND TOTAL	**12,996,827,736**	**306,329,762**	**2,562,200,000**	**436,268,972**	**5,526,307,002**	**2,471,390,000**

PART III
ACHIEVEMENTS, CHALLENGES, LESSONS AND THE WAY FORWARD

Cities Development Strategies for Improved Urban Environment and Poverty Reduction in the Lake Victoria Region

3.1 CDS Achievements in the Lake Victoria Region

3.1.1 PROCESS

Implementing the CDS process in the Lake Region has been assessed to be satisfactory overall and specifically in the following areas:

- *Applicability:* The UMP participatory process in the Region was suitable as had been revealed by the Municipal Checklisting exercise undertaken in the start-up stage of the preparatory phase.

- *Timeliness:* Some delays were initially experienced due to mobilization and commitment of stakeholders, which is a prerequisite for the success of the process. Kampala was particularly unique owing to its size and national status. Various/separate consultations had to be undertaken at the community level in all the five divisions in Kampala.

- *Success in addressing priority issues* was achieved through the profiling exercise and further consultations to identify key issues and draw up action and investment plans based on these issues. Demonstration projects based on the plans are planned for immediate implementation in the next phase.

3.1.2 OUTPUTS

In the course of implementing the CDS process in the region and in line with the methodology adopted for implementation, a number of tangible outputs were realized in each of the cities. The more prominent ones include:

❍ City Profiles for Kisumu, Kampala and Musoma
❍ Consultative Regional Workshop report
❍ Update Newsletters
❍ Video Report of the Consultative Regional Workshop
❍ Progress Reports
❍ Action Plans
❍ Investment Plans
❍ Report of the Study Tour to Durban, South Africa

3.1.3 OUTCOMES

In fulfillment of project objectives, the following outputs have been attained under the process:

- **Identification of priority issues and Implementation of projects addressing these issues:** The participatory and consultative approach with the assistance of specific tools

adopted under the CDS ensured the proper identification of the main environmental and development issues affecting the three cities. As a result, action plans were drawn against these issues. A further step to identify at least two demonstration projects in each of the cities was undertaken.

- **Capacity building:** Capacities of local actors, especially those of the city council officers, were improved through strengthening existing capacities and building new ones. Most were either not familiar with the CDS approach and its emphasis on participation or simply not used to inclusiveness in decision-making procedures. In addition, the far-reaching capacity building measures were undertaken through exchange visits and participation at regional and global workshops. A study tour to Durban, South Africa, was organized for the three cities where they also had an opportunity to attend the Planning Africa Conference held there during the month of September 2002 under the auspices of the Lake Victoria region CDS project. The three local authorities were adequately represented at the World Urban Forum organized by UN-HABITAT in May 2002, in Nairobi. The forum not only provided exposure to the participants but a platform to exchange views, experiences and expertise on a wide range of issues on city development. At the regional level the three-day regional workshop (see also 2.2.3.1) provide an ideal platform to specifically exchange ideas on the environmental and developmental issues affecting the lake region and the way forward in addressing these issues under the CDS Mechanism.

- **Attitudinal Changes:** Early assessment of the project, as has been evident through increased involvement of variety of stakeholder groups in community consultations point at the fact that attitudes have changed or at least are changing as far as participatory methodologies are concerned. In Uganda particularly, the many consultations held were done even at the zonal levels, involving grassroots communities. Council authorities and district level officers spearheaded the consultations.

- **Good Urban Governance:** Participation (see 2.1.1) is part of the CDS process framework. It advocates for multi stakeholder participation, promoting gender equity to the largest extent possible, particularly in the formation of committees and representations at consultations that lead to decision-making. The project therefore, contributed to good urban governance as participation and equity are some of the guiding norms for good urban governance.[11]

- **Poverty reduction and environmental improvement:** These have been the main goals of the project. Measures to reduce poverty and improve the local economies were devised through the strategic action plans and investment plans (see Part II, sections C and D of each city). Such measurers have varied from innovative savings schemes amongst target community groups and traders to promoting low-cost housing. Environmental improvement measurers include the strengthening of beach committees to ensure proper sanitation to organizing neighborhood clean-up exercises in Kisumu. Some of these measurers have formed part of the demonstration projects for immediate implementation.

- **Public-private partnerships:** The UNDP PPPEU project in Kampala has provided an opportunity to analyze Public Private Partnerships (PPP) in solid waste management. In addition, the participation of Living Earth, an NGO with experiences in PPP in Kampala has assisted in building capacity in this field. In Musoma, the empowerment of women and youth has been emphasized.

---

[11]   See also *The Good Urban Governance Norms*, Urban Governance Campaign Booklet, UNCHS (UN-HABITAT), 2000.

3.1.4 IMPACT

The potential impact of the Lake Victoria CDS initiative, project both in terms of process and implementation of action and investment plans, as well as the demonstration projects include:

❍ Institutionalization of participatory methodologies including participatory planning and budgeting at city level
❍ Improved urban planning and management capacities of the respective councils
❍ Reduced poverty
❍ Upgraded human settlements
❍ Reduced environmental degradation at the city level
❍ Increased water supply and quality
❍ Better and efficient utilization of Lake Victoria resources
❍ Enhanced utilization of scarce human and financial resources through partnerships and synergies between ongoing initiatives.

3.2 Challenges and Lessons Learnt

3.2.1 CHALLENGES

A few challenges were encountered in the implementation of the CDS in the Lake Victoria Region:

3.2.1.1 Coordination in Cities owing to their sizes and national relevance

Kisumu, Musoma and Kampala presented a good mix of sizes and relevance within the lake and indeed providing a good opportunity for learning. Coordination in Musoma, the smallest of the three was relatively easy. Kampala City Council, which has two divisions and many parishes within the divisions that fall under it, presented a more complex situation as there was more ground to cover. Apart from the physical scale of the city, the national relevance of the city implied that it offered many opportunities for urban development initiatives to spring up. It was first necessary to take stock of the ongoing initiatives, and to try to the extent possible to create synergies among these initiatives as with the other two cities. The coordination among the existing initiatives was demanding and the opportunities for maximizing resources and outputs and players were not fully utilized. In fact, some of these initiatives involved the same key players and this was found to be detrimental to project progress. This was also found to be true in Musoma where the Project focal point had to be changed twice due to heavy responsibilities elsewhere.

3.2.1.2 Lack of adequate Local Capacities

This was found to be true in all cases, where the stakeholders lacked the knowledge and capacities to implement the CDS project. However, many of the stakeholders, particularly council planners had particular expertise on sectoral planning rather than integrated participatory planning.

3.2.1.3 Introducing Participatory Approach at the local level:

Partners found it challenging initially to convince the local stakeholders particularly the municipal council officers on the merits of the participatory approach and its contributions to good urban governance and resource mobilization. This was particularly so because, such methodologies have seldom been applied in this region and the public sector in general are used to the top-down approach in conducting their businesses.

3.2.1.3 Lack of Political Will

Lack of political will coupled with regular changes in the council administration was a challenge in Kisumu. Initial stakeholder morale in Kisumu was also low.

3.2.2 LESSONS LEARNT

3.2.2.1 Sustaining the Focal Point

It was found useful to identify a sustainable project focal point right from the start. Key to this is that the focal points should be available time-wise and not over-burdened with other responsibilities; has the authority necessary to delegate work, call meetings; and commands necessary support even from senior officers in the different sectors but especially from the local project implementing office.

3.2.2.2 Building necessary synergies among ongoing initiatives

It is useful to take stock of the relevant ongoing initiatives to find niches for synergies, both in terms of resources and outputs. The team observed that there were many ongoing development initiatives in all the three cities, yet no synergies existed between these initiatives, causing confusion and lack of attention among the stakeholders.

3.2.2.3 Capacity Building

It is useful to assess the local capacity building needs for the projects and to embed capacity building initiatives into the CDS project framework as early as possible in the project implementation period. A lot of time was spent in integrating the CDS participatory process, particularly in Kampala and Musoma, where Council staff seemed to have very limited knowledge in participatory planning.

3.3 The Way Forward

The three cities involved in this project are eager to implement their action plans and strategic investment plans. However, more effort is needed in the following areas:

3.3.1 STRENGTHENING INTERNAL AND EXTERNAL RESOURCE MOBILIZATION

Internal Resource mobilization has been part and parcel of the CDS exercise in the Lake region with local actors contributing mostly in kind to project activities. Internal resource mobilization was especially a factor well considered in the process during Strategic Action Planning and Investment Planning. Available and already earmarked funds with the Local authorities were factored in these plans. For example, the strategic investment plan drew a substantial amount of its resources locally through the government, private sector, and local authority funds. The investment plans of both Kisumu and Kampala also indicate that local resources will be sourced for implementation of the various activities.

The project has so far been largely externally funded. The crucial next step of implementing the strategic action plans and investment plans will draw substantially from funds sourced from other external sources. The creation of a Possible **Lake Victoria Cities Development Fund** has been mooted. The partners contributing to this fund may include broadly SIDA, Cities Alliance, UN-HABITAT, and DfID. Other interested donor communities with priority areas of funding that include local authorities support, environmental improvement, poverty alleviation, good governance can also contribute to the fund. In particular, CARE-Kenya with activities on the ground in Kisumu could support initiatives and build synergies between projects for Kisumu, and this would be the case with UNDP in Kampala under the PPPUE (Public Private Partnerships in Urban Environment) project.

3.3.2 IMPLEMENTATION OF CDS PILOT PROJECTS

The stakeholders in each of the participating cities identified demonstration projects to implement under the CDS initiative. The Partners, mainly UN-HABITAT and SIDA, will mobilize resources and provide technical expertise for this second phase. The cities will develop proposals based on the Action and Investment plans to support the various intervention areas where local budgets are not sufficient for implementation.

In **Musoma,** the increased awareness raised among the stakeholders has led to Musoma being incorporated into the SIDA funded District Development Programme (DDP) project. The Musoma Council and DDP have identified joint areas of collaboration and several projects have been identified. To strengthen this task, SIDA has recently seconded a Town Planner to Musoma Council to provide the needed technical support to address the urban development challenges.
The Council with support from the central government has made great strides in implementing CDS projects. Some of the projects that are either completed or ongoing include:

• Reclamation and improvement of Kitaji pond
• Construction of a dumping site
• Construction of storm water drainage
• Regularization of informal settlements
• Updating of cadastral plans and setting up a Geographical Information System (GIS)

In **Kisumu** progress has been made to address the challenges facing the town. The increased stakeholder awareness has led to the council entering into more partnerships with development partners to initiate projects. The latest partnership with UN-HABITAT, IHE-Deft-Netherlands and ITDG-EA is addressing the challenges facing the transport sector in Kisumu. Some of the projects and activities in Kisumu include:

• Sustainable Urban Mobility Project (SUM)
• Construction of a modern Kisumu Bus Park
• Commercialization of water and sewerage services
• A livestock scooping survey conducted in 2002
• Awareness and sensitization campaigns on public health
• Rehabilitation of Jomo Kenyatta Recreation Grounds

3.3.3 INSTITUTIONALIZATION OF THE CDS PARTICIPATORY PROCESS

The CDS process has been and continues to be implemented in this region through a participatory methodology. So far, there has been evidence of:

i) Participation of stakeholders from different sectors, and
ii) Broad-based consultations with other stakeholders not centrally involved in the project. It is hoped that this will cultivate a behavioral change institutionally through the partners and their relevant staff involved and that future decision-making, particularly by the municipalities will adopt the participatory approach.

The involvement of the regional anchoring institution ITDG–EA was also strategic in ensuring the institutionalization of the participatory process, the CDS principles and general urban management techniques at a regional level.

Local NGOs have also benefited from the above approaches, and it is hoped that the project has contributed to their own awareness and capacity building in dealing with urban issues

The project also deliberately undertook related external capacity building measurers for partners. These included city-to-city exchanges through exposures at international events such as the World Urban Forum held in Nairobi in April 2002 and organized by UN-HABITAT, and the Planning Africa Conference held in Cape Town in September 2002.

3.3.4 CAPACITY BUILDING OF THE LOCAL AUTHORITIES

Capacity building is needed to strengthen the application of participatory planning and management. More efforts are needed to strengthen the ability of local governments around the Lake Victoria region and their partners to improve priority urban environmental services and to help reduce poverty, targeting especially marginalized groups. The need to promote exchanges between the three local authorities will greatly contribute to building the capacity. Links to the Lake Victoria Regional Local Authorities Association (LVRLAC) will be crucial, if lessons learned from this initiative are to be integrated and institutionalized in national policy and legislative frameworks. A capacity development framework should be agreed with all the participating cities.

BIBLIOGRAPHY

Tools to Support Participatory Urban Decision-Making; Urban Governance Toolkit Series; UN-HABITAT, 2001.

City Development Strategies, Progress on Action Plan, CDS Issues Paper, P. 1; Tim Campbell and Dinesh Mehta, World Bank/UNCHS (UN-HABITAT)

City Development Strategies: Lessons from UMP/UN-HABITAT Experiences: UMP Publication Series #29.

From Master Planning to City Development Strategies: Issues, Challenges and Opportunities for Africa: Cecilia Kinuthia-Njenga, A Paper Presented at Planning Africa Conference. September, 2002.

Report of the Study Tour to Durban, South Africa, September 2002.

The Kisumu Regional Workshop Report.

The Musoma Regional Workshop Report.

City Profile of Kampala.

City Profile of Kisumu.

City Profile of Musoma.

City Development Strategy Report – Kampala.

City Development Strategy Report – Kisumu.

City Development Strategy Report – Musoma.

The Good Urban Governance Norms, Urban Governance Campaign Booklet, UN-HABITAT, 2000.

Phase I Project Completion Report.