



UN-HABITAT
United Nations Human Settlements Programme
Regional Office for Africa and the Arab States



Rapid Urban Sector Profiling for Sustainability (RUSPS)

Project designed and implemented by UN-HABITAT

and financed by European Commission, Government of Italy, Government of Finland and Government of Belgium

MAVOKO

URBAN SECTOR PROFILE





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MAVOKO URBAN SECTOR PROFILE

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FOREWORD

The annual urban growth rate in Sub-Saharan Africa is almost 5 percent, twice as high as in Latin America and Asia. It also has the world's largest proportion of urban residents living in slums, which today are home to 72 percent of urban Africa's citizens representing a total of some 187 million people. As more and more people seek



a better life in towns and cities, the urban slum population in Africa is projected to double every 15 years in a process known as the urbanisation of poverty. African cities are thus confronted in the new Millennium with the problem of accommodating the rapidly growing urban populations in inclusive cities, providing them with adequate shelter and basic urban services, while ensuring environmental sustainability, as well as enhancing economic growth and development.

UN-HABITAT is the lead agency for implementation of Millennium Development Goal (MDG) 7, Target 10 (reducing by half the number of people without sustainable access to safe drinking water), and Target 11 (achieving significant improvement in the lives of at least 100 million slum dwellers by 2020). As part of our drive to address this crisis, UN-HABITAT is working with the European Commission to support sustainable urban development in African, Caribbean and Pacific (ACP) countries. Given the urgent and diverse needs, the agency found it necessary to develop a tool for rapid assessment to guide immediate, mid- and long-term interventions. In 2002, based on the European Commission's *Consultative Guidelines for Sustainable Urban Development Co-Operation*, UN-HABITAT successfully implemented an *Urban Sector Profile Study* in Somalia for the first time. The Study resulted in the identification and implementation of three major programmes with funding from a variety of donors.

In 2004, UN-HABITAT's Regional Office for Africa and the Arab States took the initiative to develop the approach further for application in over 20 countries. This was achieved in collaboration with other departments within the agency – the Urban Development Branch with the Urban Environment Section, the Global Urban Observatory, the Shelter Branch, the Urban Governance Unit, the Gender Policy Unit, the Environment Unit and the Training and Capacity Building Branch. This new corporate approach is known as *Rapid Urban Sector Profiling for Sustainability (RUSPS)*. The implementation of RUSPS was launched thanks to contributions from the Governments of Italy, Belgium and the Netherlands. The idea behind RUSPS is to help formulate urban poverty reduction policies at the local, national and regional levels through a rapid, participatory, crosscutting, holistic and action-orientated assessment of needs. It is also aimed at enhancing dialogue, awareness of opportunities and challenges

aiming at identifying response mechanisms as a contribution to the implementation of the MDGs.

RUSPS addresses four main themes: governance, slums, gender and HIV/AIDS and environment. It seeks to build a national profile, and three settlements representing the capital or a large city, a medium-sized city, and a small town. The profiles offer an overview of the urban situation in each participating city through a series of interviews with key urban actors. This is followed by a city consultation where priorities are agreed. City-level findings provide input for the national profiling that is combined with a national assessment of institutional, legislative, financial and overall enabling frameworks and response mechanisms. The profiles at all levels result in supporting the formation of city and national strategies and policy development. Additionally, the profiling facilitates sub-regional analyses, strategies and common policies through identification of common needs and priorities at the sub-regional level. This provides guidance to international external support agencies in the development of their responses in the form of capacity building tools.

In Kenya, the profiling was undertaken under the leadership of national and local authorities. This initiative has been carried out locally in Nairobi, Kisumu and Mavoko as well as nationally. The Mavoko Urban Profile focuses on the findings of a desk-study, interviews with key actors and a town consultation with key urban actors and institutions. Consultation participants agreed to address the salient urban issues including poverty, insecurity, corruption, pollution and crime all problems that negatively affect investments and economic development. A consensus was reached on priority interventions in the form of programme and project proposals to be implemented

I wish to acknowledge the contributions of Mr. Mohamed El Sioufi, who developed the concept of RUSPS and is coordinating its implementation. I also wish to cite those members of staff for their role in helping produce this report. They include Alioune Badiane, Farouk Tebbal, Clarissa Augustinus, Mohamed Halfani, Lucia Kiwala, Eduardo Moreno, Ole Lyse, Raf Tuts, Gulelat Kebede, Gora Mboup, David Kithakye, Kibe Muigai, Fernando Da Cruz, Jos Maseland, Richard Woods, James Mutero, Raakel Syrjanen and Kerstin Sommer.

I would like to wish the Mayor of Mavoko, Town Councilors and all those who have participated in and supported this initiative every success in its implementation. I also look forward to supporting further their efforts in the development of Mavoko.

Anna Kajumulo Tibaijuka
Under-Secretary-General of the United Nations,
and Executive Director,
UN-HABITAT

EXECUTIVE SUMMARY

Introduction

The Rapid Urban Sector Profiling for Sustainability (RUSPS) is an accelerated and action-oriented urban assessment of needs and capacity-building gaps at national and local levels. It is currently being implemented in over 20 countries in Africa and the Arab States. RUSPS uses a structured approach where priority interventions are agreed upon through consultative processes. The RUSPS methodology consists of three phases: (1) a rapid participatory urban profiling, at national and local levels, focusing on Governance, Slums, Gender and HIV/AIDS, Environment, and proposed interventions; (2) detailed priority proposals; and (3) project implementation. RUSPS in Kenya encompasses a national profile, as well as profiles for Nairobi, Mavoko and Kisumu, each published as a separate report. This is the Mavoko report and it constitutes a **general background**, a synthesis of the four themes, **Governance, Slums, Gender and HIV/AIDS and Environment**, and priority **project proposals**.

Background

Mavoko, popularly known as Athi River, is a fast growing industrial town located some 25km southeast of Nairobi. It is experiencing rapid change and social upheaval due to a large influx of new residents, gentrification, establishment of new industries and further marginalisation of the urban poor. Mavoko's rapidly expanding industrial and manufacturing base attracts low-skilled workers from all over Kenya making it one of the fastest growing municipalities in Kenya. Mavoko's strategic location as the likely expansion area of the Greater Nairobi Metropolitan Region and its proximity to two busy highways connecting Nairobi with the port of Mombasa and Tanzania offers it great potential for economic development. The Municipal Council of Mavoko (MCM) is faced with the challenges of responding to these changes and to guide the town's physical, spatial and economic development, as well as of addressing rapidly increasing urban poverty. Decentralisation and strengthening of Mavoko's financial and revenue mobilisation are vital for improved performance. Further, there is a need for broad-based partnerships that utilise the full potential of the private and informal sectors in urban development and poverty alleviation. Lastly, the municipal council has to concentrate on improving its capacity in terms of physical, economic, and environmental planning, and to focus on pro-poor policies and equitable and efficient urban management.

Governance

Governance in Mavoko faces many problems of recent socio-economic change but the council lacks financial and human resource capacity to respond to them. The town currently has no comprehensive physical, economic or environmental plan. The Local Authority Service Delivery Action Planning (LASDAP) has seen some successes as it attracts participation of civil society, but there is a need to make the process more inclusive and participatory. The relationship between

the council and its residents is still marred by difficulties and there is no communication strategy or a Citizens' Charter. The MCM combines a strong and committed leadership with interested residents – even though the council is understaffed and suffers from a shortage of skills. A number of active civil society organisations operating in Mavoko makes a good start to addressing the relationships between the MCM and local residents.

Slums

A high proportion of Mavoko's inhabitants live in appalling slum conditions characterised by insecure tenure, lack of access to basic services and poor hygienic conditions. Many experience acute security and health problems and are dependent on the informal sector for survival. The municipal council is unable to meet increasing demands for urban infrastructure and services and it does not have pro-poor policies to combat rising urban poverty. The council should improve its planning capacity and incorporate the slums into its spatial, economic and social development plans.

Gender and HIV/AIDS

Gender disparities are common in Mavoko. Women are generally less aware of their rights and have less access to land, housing and credit. Many suffer from exploitation through low wages, long working hours and dire working conditions. These disparities, combined with the general burdens of household work give women a low social status. The council has neither responded to these gender disparities nor is there gender mainstreaming within the council or within any of the urban agendas. HIV/AIDS infection rates are on the increase and there are several major weaknesses in the HIV/AIDS framework. There is a need to strengthen awareness and implement the national gender and HIV/AIDS policies at the local level.

Environment

Mavoko's environment is seriously threatened by growing population pressures combined with increasing demands for water, sanitation and waste collection services. The problem is exacerbated by polluted water sources, unmonitored industrial pollution, and the fact that council staff do not have the skills to deal with these problems. The municipal council has not undertaken any environmental planning, and its budgetary allocation for the environment is extremely small. There is a need for increased environmental awareness amongst all the urban stakeholders, improved regulation of the industries, comprehensive environmental planning and management, and creation of local partnerships for environmental projects.

INTRODUCTION

The Rapid Urban Sector Profiling for Sustainability

The Rapid Urban Sector Profiling for Sustainability (RUSPS) consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national and regional levels, through an assessment of needs and response mechanisms, and as a contribution to wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics and others. This consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. RUSPS is being implemented in over 20 African and Arab countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

Methodology

RUSPS consists of three phases:

Phase one consists of rapid profiling of urban conditions at national and local levels. The capital city, a medium size city and a small town are selected and studied to provide a representative sample in each country. The analysis focuses on four themes: governance, slums, gender and HIV/AIDS and the environment. Information is collected through standard interviews and discussions with institutions and key informants, in order to assess the strengths, weaknesses, opportunities and threats (SWOT) of the national and local urban set-ups. The findings are presented and refined during city- and national consultation workshops and consensus is reached regarding priority interventions. National and city reports synthesise the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase two builds on the priorities identified through pre-feasibility studies and develops detailed capacity building and capital investment projects.

Phase three implements the projects developed during the two earlier phases, with an emphasis on skills development, institutional strengthening and replication.

This report presents the outcomes of RUSPS Phase One at the local level in Mavoko.

RUSPS in Mavoko

RUSPS in Mavoko is one of the three similar exercises conducted in Kenya. The other two profiles are the capital city, Nairobi, and Kisumu, a rapidly growing city on Lake Victoria. Each urban profile is published as a separate report.

The Municipal Council of Mavoko (MCM) representatives participated in the national consultation process, a partnership platform co-developed with Kenya's Ministry of Local Government and Ministry of Lands and Housing, parastatal organisations such as the National Environment Management Authority (NEMA), and national and international NGOs. A town consultation also took place with key local stakeholders. The aim is to develop options for formal inter-agency collaboration so that a coordination body integrating a wide range of urban stakeholders in a single response mechanism can be established.

Report structure

This report consists of:

- 1 a **general background** of the urban sector in Mavoko, based on the findings of the Mavoko assessment report, a desk study, interviews, and a town consultation held in Mavoko on 21 June 2004 (see back cover for a list of participants in the town consultation and bibliography). The background includes data on administration, urban planning, economy, informal and the private sector, urban poverty, infrastructure, water, sanitation, public transport, street lighting, energy, health and education;
- 2 a synthetic assessment of four main areas – **governance, slums, gender and HIV/AIDS and environment** – in terms of the institutional set-up, regulatory framework, resource mobilisation and performance; this second section also highlights agreed priorities and includes a list of identified projects; and
- 3 The third and last section includes a SWOT analysis and outlines **priority project proposals** for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities and outputs.

MAVOKO - A FAST GROWING SATELLITE TOWN

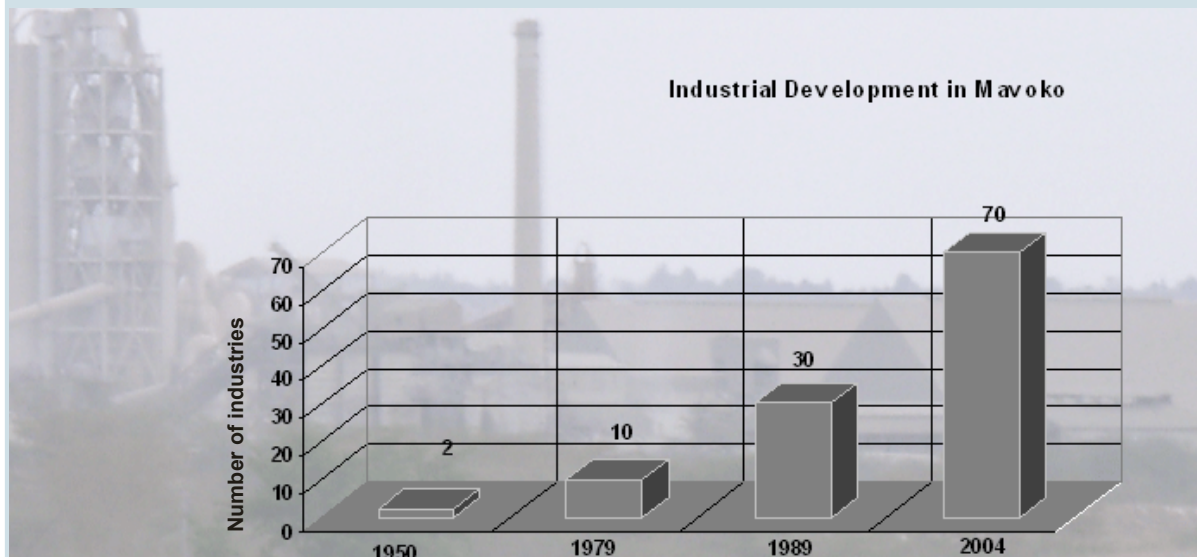
Mavoko is situated in Machakos District some 25 km southeast of Nairobi, and it is the fastest growing municipality in Kenya as Nairobi's industrial area expands towards the Athi River along the Nairobi-Mombasa highway.

Municipal Council of Mavoko has an estimated population of 65,000 and covers an area of 700 sq. km. Mavoko is popularly known as Athi River.

Until the mid-1990s, the area around Mavoko saw comparatively little development because of its arid climate.

The rapid growth of Mavoko is due both to industrial expansion in the area and because people working in Nairobi and Machakos find it more affordable to live in Mavoko and commute to work. Employment patterns in Mavoko have changed considerably from cattle ranching in the 1950s to commercial and industrial activities today. The collapse of the Kenya Meat Commission in 1993 caused a labour crisis and an upsurge in poverty.

The town, however, benefited from the establishment of an Export Processing Zone (EPZ) and a growing number of other industrial entities, such as cement producers, mining, flower farming, horticulture, distillers, and quarrying. These industries are the main employers in the area and attract large numbers of semi-skilled and unskilled workers from around the country. With the adjacent Nairobi municipal area already largely occupied, an extensive area of land is required to accommodate Nairobi's anticipated growth over the next 25 years.



Source: ITDG/DFID - RGUU-Experience, 2005

Mavoko appears to offer a good opportunity for the expansion of the Nairobi Metropolitan Region and therefore, the area is of strategic importance. Mavoko's rapid growth, however, has led to an explosive growth of slums around strategic locations close to industries and other places of employment.

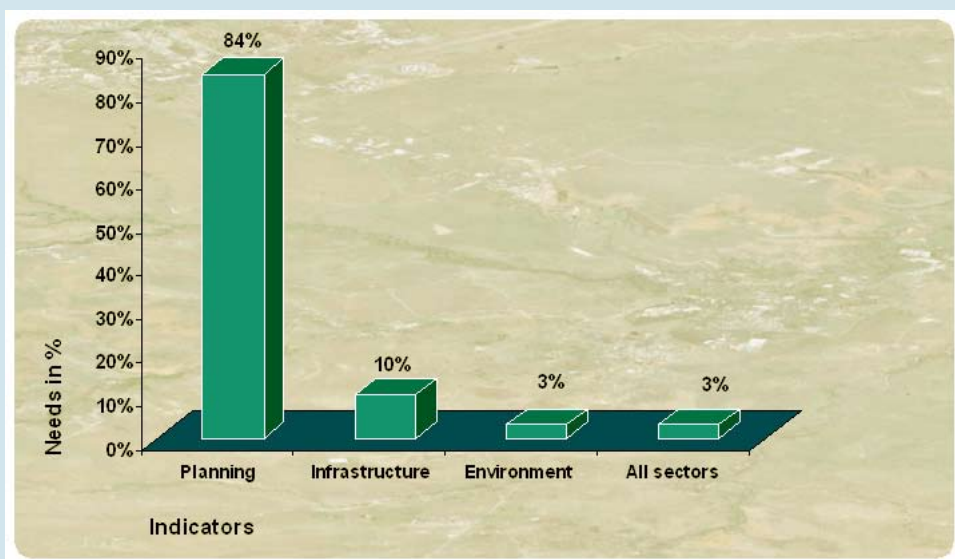


MAVOKO - FACTS AND CHALLENGES

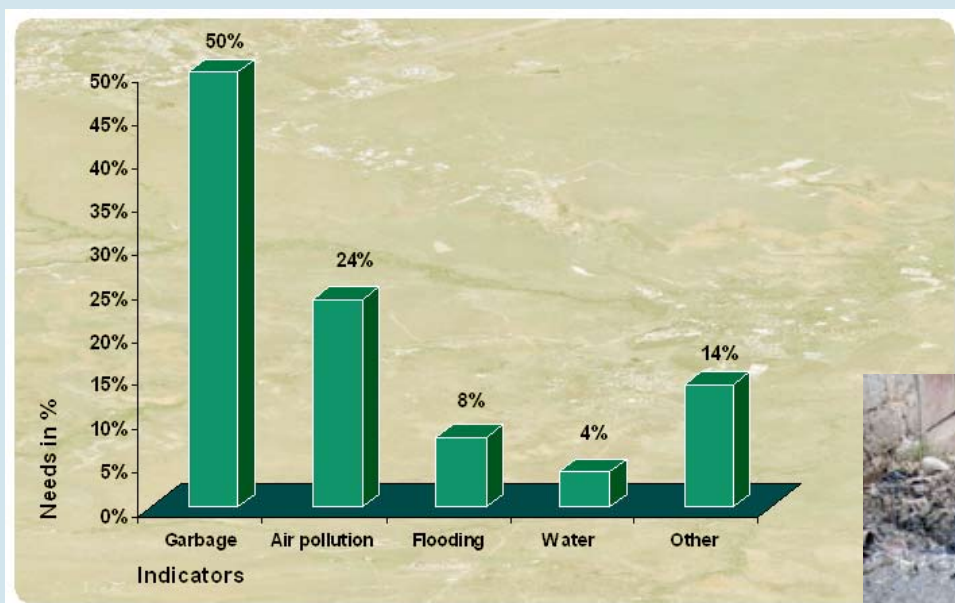
Gaps in regulation enforcement: The “Regulatory Guidelines for Urban Upgrading” (RGUU) project of the *Municipal Council of Mavoko* (MCM) implemented by the *Practical Action* (before called *Intermediate Technology Development Group*) aims at improving the governing framework in order to upgrade informal low-income settlements. To meet the needs of the local population, different types of community members were interviewed. The study concluded that there is a concern among key stakeholders demanding that regulations are strictly adhered to.

The lack of implemented regulations and their impact on the settlements of Mavoko and the infrastructure and basic services, as well as on the environment, negatively affect the quality of life of Mavoko’s poorest.

Regulation Enforcement Demands



Environmental Challenges in Mavoko



ADMINISTRATION

Mavoko has a large mandate but it has inadequate technical staff, and although it is efficient in revenue collection and exceeds its targets, it is still not able to meet the rapidly rising demand for services.

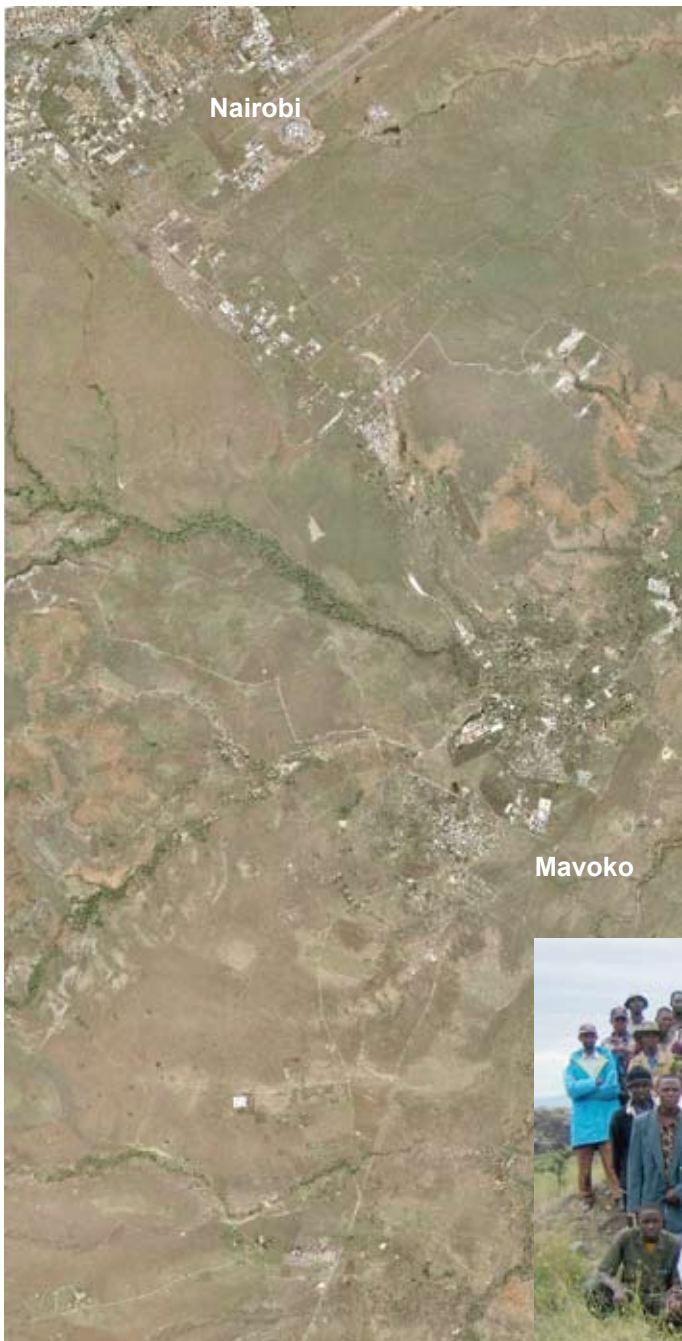
Highly centralised decision-making at local and national levels contributes to the inability of the MCM to respond to the development needs of its residents and the private sector. Further, the council is under-staffed as many posts remain unfilled due to a recruitment freeze imposed by the central government. The town lacks several important posts, such as a town and environmental planner.

The full revenue potential of the industries is not fully utilised. During the 2004-2005 financial year, the MCM budgetary allocations were as follows: 39 percent wage bill, 40 percent operations and maintenance and 21 percent capital investment.

URBAN PLANNING

Although the 1996 Physical Planning Act places planning responsibilities with the local authorities, Mavoko is without a master plan or a town-planning department and consequently many developments take place *ad hoc*, and are largely uncontrolled. Current developments are controlled through a town planning committee and the council is working towards employing a town planner. There is no zoning plan and residential areas are located next to industries exposing residents to environmental hazards such as air pollution, dust and pesticides. For instance, flower farms just off the Mombasa highway are located right next to newly emerging residential areas, exposing residents to pesticides and other pollutants used in the farms.

Mavoko lacks a clear vision for the town's future spatial development and at a time of rapid population and industrial expansion, there is an urgent need to carefully plan urban development in Mavoko to avoid future environmental catastrophes and exposure of residents to unnecessary dangers. There is further need to cater for the growing demands of the town's residents and industries, taking into consideration Mavoko's strategic location as the expansion area of the Greater Nairobi Metropolitan Region.



THE ECONOMIC SITUATION

Mavoko's economic landscape is dominated by the presence of numerous industries varying from distillers to cement companies and flower farms. These industries are major employers in the area. The Export Processing Zone (EPZ) alone, for example, employs around 10 percent of Mavoko's total population.

Despite the presence of various industries, unemployment rates are high and it is often the unskilled local population who are left out when jobs are given to people coming from other areas. The informal sector is an important player in Mavoko's economic landscape although there is no accurate data on its prevalence.

Mavoko has a good revenue base and the council is effective in revenue collection as it often exceeds its targets. The main sources of revenue are land and plot rates, quarry fees, licences and central-local transfers under the Local Authorities Transfer Fund. The revenue generation potential of many of the industries is not fully utilised and urgent measures should be taken to do this. Despite its efficient revenue collection system, the council lacks financial resources to provide urban services and there is a need to assess how much of this is due to lack of decentralisation, political problems or other factors.

THE INFORMAL AND PRIVATE SECTORS

The informal sector employs a large proportion of Mavoko's labour force but it is neither regulated nor is its potential fully utilised. The most common professions within the informal sector in the slums are small retail trade, hawking, bicycle repair, carpentry, furniture making and hairdressing. The informal sector is perceived as a threat rather than as an opportunity and a resource in poverty reduction. Lack of services and the overextended bureaucracy hamper its development

potential. These limitations should be addressed in a holistic way and the informal sector should be recognised as an important partner in poverty reduction.

The private sector in Mavoko largely operates in isolation as it is not properly regulated. It has the potential to be a valuable partner in urban development, as for instance, large cement companies are located in the area that can participate and offer their expertise in housing programs. Both the informal and the private sector need to be coordinated and regulated in an innovative and participatory way to benefit all communities in Mavoko.

URBAN POVERTY

Urban poverty is prevalent in Mavoko as a large proportion of its residents live in slums, and the income gap is growing larger. This unequal development is noticeable in Mavoko where luxurious residential buildings are mushrooming alongside slums, separated by a high fence.

The 25 slums studied by UN-HABITAT in 2004 revealed that the residents in the slums survive on an average monthly income between KSh 3,000-5,000 (USD 40-65). Many live in self-built shacks with no access to running water or sanitation. They experience acute security and health problems and depend on the informal sector for survival. Equitable and efficient urban governance, including pro-poor policies and broad-based partnerships are needed to address urban poverty.

Source: UN-HABITAT - SNP-Report, 2005

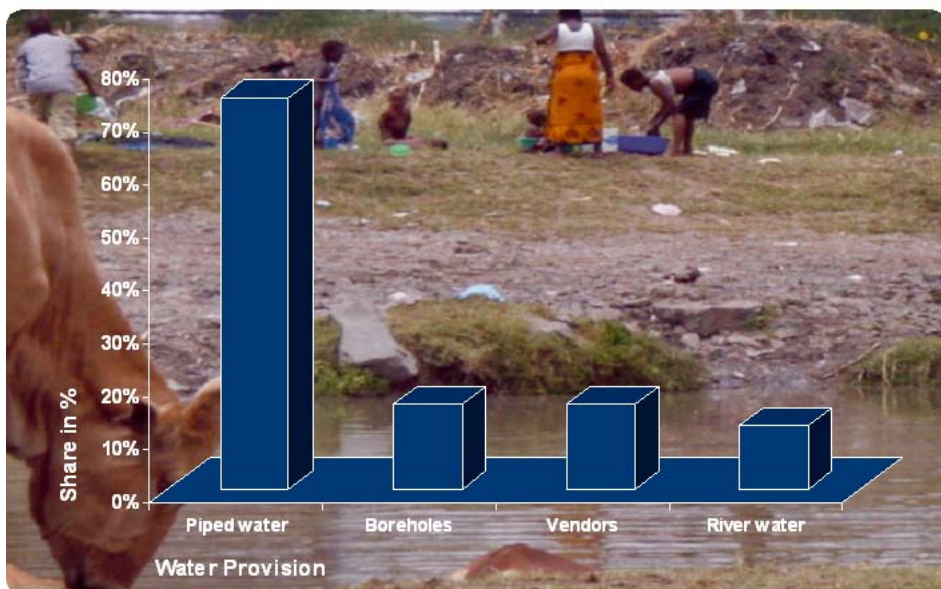


URBAN INFRASTRUCTURE AND BASIC SERVICES

Urban infrastructure and basic services are lacking in most slums. The poor are forced to rely on the private and informal sectors to provide them with housing, water and electricity. As health care and education are becoming increasingly privatised, these services become increasingly unaffordable to the poor. There is a need for broad-based partnerships between the public, private and community sectors to find solutions to the urban challenges in Mavoko. Some public-private partnerships have already emerged and they should be further encouraged. Since the council is unable to meet the demands for services on its own, it needs to become a facilitator with an enabling role that harnesses the full potential of different stakeholders by creating favourable structures for partnerships and participation. For instance, the council can do this by providing financial and technical support to those working in the informal sector and by abolishing regulations hindering the participation of the private sector.

WATER

The growing population, combined with the arid and a hot climate, generate a great demand for water, which is not met by the supply. More than 50 percent of the population does not have access to clean water and slum dwellers suffer most because of inequitable water provision. They buy water from kiosks paying a high price for it, often much higher than in middle- and high-income areas. High-income neighbourhoods also suffer sporadic water provision. The Athi River is a major source of fresh water for domestic use in slums, but it is heavily polluted because industries and households dump their waste in it. Public taps are almost nonexistent, notably so in the slum areas where they are most needed. Storm water drainage should be improved and the council is making efforts to do so within the Local Authority Service Delivery Action Planning (LASDAP) framework. Water provision is one of the greatest problems for the municipal council and it has to develop new water sources, including cleaning up the Athi River, while ensuring more equitable and more continuous water provision.



SANITATION

Sanitation is not well-organised in Mavoko. The sanitary situation is particularly difficult in slums where the majority resorts to pit latrines that are over-used and inadequately maintained. Many are forced to use 'flying toilets', meaning that excreta are tossed out in a plastic bag. Most slums lack a sewerage system and waste is thrown onto the streets. Municipal sewer lines in other areas are often blocked and are a common health hazard. Many dumpsites are next to residential areas causing health problems and intolerable living conditions. The council has limited capacity to collect refuse and in many slums it is not collected at all. The council did not have a central waste-dumping site until recently, but the current site is located some 20 km from Mavoko making waste removal laborious and time-consuming. There is a public perception that refuse collection is the responsibility of the council so there is a need for an environmental awareness campaign educating the residents to take more responsibility for their own wastes. There are opportunities for income generation solutions to solid waste collection and these should also be explored.

PUBLIC TRANSPORT

Matatu mini-bus taxis are the main form of public transport but there is a need to have larger public transport buses because of heavy traffic especially on the Nairobi-Mombasa highway. Pedestrian pavements, safe crossings and bicycle paths need to be built as a matter of urgency. The potential of cycling as a cost-effective mode of transportation is not acknowledged. Given the overall flat terrain, the municipality would be in a position to set an example by stimulating greater use of cycling as a mode of transport that is not only cheap and non-polluting but also has health benefits. The provision of infrastructure for cyclists, separated from motorised traffic would be an area where a public-private partnership should be explored. Some of the larger factories offer transport to their employees and this should also be further encouraged.



STREET LIGHTING

There are no council streetlights although there are plans to provide street lighting in the future. The only streetlights in the town have been installed by private industries in areas surrounding their factories. For instance, the Export Processing Zone (EPZ) and the Portland Cement Company have installed their own streetlights. In general, the town is dark at night resulting in poor security, especially for women, and there is an urgent need to install more streetlights. In particular, many factories employ people in night shifts, which makes it even more important to have functional streetlights.

SOURCES OF ENERGY

The Kenya Power and Lighting Company provides electricity throughout Kenya. Mavoko has relatively high energy consumption levels due to the number of large industries in the area, many of which operate 24 hours per day. The council is promoting alternative sources of energy, such as solar energy, especially to new developers as Mavoko enjoys year-round sunlight. Most slums are without electricity and use paraffin lamps, tin lamps, batteries and candles for lighting, and kerosene or charcoal for cooking, which harm the environment, cause air pollution and respiratory diseases. There is a need to look for alternative energy sources, as well as to ensure more equitable energy provision.



HEALTH

The most common diseases in the area are malaria, flu, diarrhoea, HIV/AIDS, and tuberculosis. In recent years there has been a notable increase in respiratory diseases, which is likely to be the result of high levels of air pollution and dust from the area's industries. The middle- and high-income groups rely on the town's private clinics, whereas the poorer groups are forced to use the government-run health clinic only for outpatients. The nearest hospital is in Kitengele, a neighbouring town in a different district, which means that many have to travel long distances for medical care making it unaffordable for the poor. The council needs to establish more health clinics, including mobile clinics, to ensure better access to health care, as well as to improve the awareness of the most common diseases and how to prevent and treat them.

EDUCATION

Great inequalities exist in teaching standards and facilities between government-run and private schools. There are eight government-run primary schools and only one secondary school, these are overcrowded and in need of upgrading as the conditions in many of them are substandard. In contrast, there are over 40 private schools demonstrating that private education is a lucrative business in Mavoko. There is one higher education institution in the area. High transport and tuition fees mean that many families cannot afford to send their children to higher education institutions. There is a need to upgrade existing educational facilities and to improve accessibility by the poor, for instance by establishing more government-run schools.



GOVERNANCE

Governance in Mavoko is confronted with rapid changes and social upheaval as a result of population growth, gentrification, the establishment of new industries and marginalisation of the urban poor. The Municipal Council of Mavoko (MCM) does not have the required financial and human resources to deal with these changes, in part because it lacks a physical and economic vision and development plans. The highly centralised decision-making system also hinders its ability to deliver services.

The municipality is also unable to involve its diverse citizenry in the town's affairs although some positive developments are taking place. The recent policy shift in the local governance arena towards greater participation of civil society has led to the implementation of Local Authority Service Delivery Action Planning (LASDAP). The MCM takes the LASDAP process very seriously and it holds an annual consultative meeting at which community representatives and council staff and councillors agree on priorities for the next financial year. Attendance of civil society groups takes place by invitation only. There is therefore a need to make the process more inclusive to ensure that all community groups are represented. The LASDAP budget for the year 2005 is allocated to street lighting, primary and nursery schools, public toilets, storm water drainage and construction of a social hall.

The municipality also lacks a communication strategy and a Citizens' Charter and civil society organizations are not sufficiently organised to make effective demands on the MCM. However, the municipal council has recently established ward committees that monitor the implementation of LASDAP projects. There is a need for coordination, both to maximise the potential of the civil society organizations as well as to avoid duplication. The council also has limited ability to engage with the private sector, which is in the process of being improved



THE INSTITUTIONAL SET-UP

- The Ministry of Local Government supervises and supports the MCM, which constrains its ability to make independent decisions on spending priorities and policies.
- The MCM is small but with a significant mandate to address the activities of diverse and numerous private sector entities and civil society organisations.
- The private sector operates largely in isolation. The relationship between the municipality and the private sector is weak except for the Export Processing Zone (EPZ), which helped to develop the town's water supply and sewers. The potential for more partnerships exists and it is being explored by the MCM.
- Community-based organisations and faith-based organisations are numerous and many of them engage with the municipality but they are not empowered or organised to make coordinated service demands.

REGULATORY FRAMEWORK

- The MCM is under the supervision of the Ministry of Local Government.
- The Physical Planning Act gives the MCM planning responsibility. But Mavoko neither has an approved physical development plan nor a town planning department. It has to refer such matters to the Department of Physical Planning at the Ministry of Lands.
- The municipal council has recently drafted a vision but there is a need for more comprehensive urban visioning (including economic, environmental and physical planning) involving all urban stakeholders.
- The Local Authority Transfer Fund (LATF) forms about 9 percent of the council's total revenue and contains performance conditions resulting in improved performance in areas, such as budgeting and preparation of accounts.
- The framework for participatory planning is in place in the form of Local Authority Service Delivery Action Planning (LASDAP).
- There is room to make the Local Authority Service Delivery Action Planning more participatory.
- There are no pro-poor policies regulating urban services. For instance, water tariffs are the same in poor and wealthier neighbourhoods.
- Monitoring and evaluating of the council's activities are weak, except for budget monitoring.
- There are active community-based organisations and faith-based organisations but they lack coordination.
- At present only tenders rather than contract awards are published in newspapers, which constrains transparency.

PERFORMANCE AND ACCOUNTABILITY

- An active and committed mayor and town clerk contribute to accountability, which is one of the reasons for high rate payments.
- Access to councillors is reported to be difficult at ward level although ward offices have been recently established, which should improve the situation.
- Councillors as decision-makers lack the awareness and training to handle complex urban governance issues.
- There is no communication strategy, a Citizens' Rights Charter or a formal complaints procedure between the MCM and residents. Complaints are taken up on an *ad hoc* basis by the mayor or the town clerk.

RESOURCE MOBILISATION

- Mavoko has great revenue collection potential and a diverse revenue base.
- In 2003-2004, the council exceeded its revenue collection target and it utilises the Integrated Financial Management System (IFMS), which has improved revenue collection. Despite its healthy financial position, delays in budgetary approvals by the Ministry of Local Government lead to delays in procurement and service delivery.
- The Local Authorities Transfer Fund contributes 9 percent of the total revenue of the council and it contains performance conditions, which have resulted in improvements in key areas, such as budgeting and preparation of accounts.
- There is substantial potential for broad-based stakeholder partnerships but this approach has not been adequately developed.



AGREED PRIORITIES

- Draft a common vision and strategic plan for the town with broad-based stakeholder participation.
- Train councillors in participatory planning and conflict management.
- Improve community participation in urban decision-making (for example through Local Authority Service Delivery Action Planning).
- Improve communication channels between the council and residents: draft a Citizens' Charter and implement an accountable complaints system.
- Facilitate and coordinate civil society organizations working in the area and promote broad-based partnerships between all urban stakeholders.
- Bring local industries under the control of the council and establish partnerships with them.
- Draft and implement pro-poor policies in service delivery.

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	Urban Support Unit and Local Urban Observatory	
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SLUMS

A 2004 UN-HABITAT study of Mavoko's slum settlements revealed a population of 24,000 people living in deplorable conditions close to the industrial areas. Without a housing development scheme in place, and as the result of a stagnant economy, high costs of living, and non-transparent land allocation, 25 slum settlements developed over time. The Municipal Council of Mavoko (MCM) is unable to meet the demand for adequate housing and is overwhelmed by the growth of its slums. Within the 25 slums studied by UN-HABITAT, a large number of residents lack formal education and depend on the informal sector for survival. They lack access to formal housing and land markets and most live as squatters on private or government land. In addition, they have inadequate access to water and sanitation; they live in self-built structures made of poor building materials and they experience acute security and health problems. 64 per cent of the slum population also experiences food poverty, which means that they do not have access to a nutritionally adequate diet. Planning and financial frameworks need to be restructured at national and local levels to empower the local council to respond to slum upgrading in a holistic way.

BEST PRACTICE

Regulatory Guidelines for Urban Upgrading-Project

A project involving regulatory urban upgrading guidelines was implemented by Practical Action (formerly known as the Intermediate Technology Development Group, ITDG) and funded by the Department for International Development of the United Kingdom. The project aimed at helping the MCM, central government and other partners in revising the regulatory framework governing the regularisation and improvement of low-income settlements. It also sought to help low-income communities gain capacity to regulate urban development, improve their standards of living and income and become less vulnerable to evictions. The project was mainly a research activity aimed at identifying key gaps in urban planning as perceived by the slum dwellers and to enable them to develop their own solutions. The project identified several bottlenecks, the main one concerning inequitable land allocation. The project made several recommendations on how to address urban poverty and it also produced guidelines on regulation of upgrading for local authorities and other implementers.

ONGOING PROJECTS

Sustainable Neighbourhood Programme (SNP)

The Sustainable Neighbourhood Programme is a pilot programme coordinated by the Ministry Housing. It is part of the Kenya Slum Upgrading Programme (KENSUP) and is implemented by the MCM and facilitated by UN-HABITAT. The SNP is an income and livelihood-generating programme which intends to improve slum dwellers' livelihood skills while simultaneously promoting self-help activities towards improving communities' living environments. In addition, the SNP intends to build capacities of the local authorities and the private sector to better respond to the needs of slum dwellers by creating an enabling environment for a people-driven housing process. The SNP also intends to build alternative financing strategies for slum dwellers' housing development.

Uvumilivu-Project

The Uvumilivu housing cooperative project implemented by the National Housing Cooperative Union (NACHU) started in 1993 when the MCM allocated plots to project participants who did not have money to develop them. NACHU stepped in and encouraged participants to form a savings cooperative and save so that they could later be provided with loans for house construction. The group excelled in their (re)payments and set a positive example for the rest of the community, which encouraged others to join. Further loans have been provided and repayments have been encouraging. At present, Uvumilivu is looking into starting an income-generating activity which should assist the group's financial situation, as well as keep it together by building group cohesiveness.

THE INSTITUTIONAL SET-UP

- The ministry responsible for slum-related issues is the Ministry of Housing, while at the local level the responsibility falls on the MCM. There is a disconnection between these institutions, which results in lack of cooperation and is further compounded by lack of financial resources.
- There is no platform for urban development and stakeholder coordination.
- The Kenya Slum Upgrading Programme (KENSUP) is the leading institution for slum upgrading at the national level and its sub-programme, the Sustainable Neighbourhood Programme (SNP), is being implemented in Mavoko.
- Slum dwellers are largely excluded from urban decision-making.
- The MCM is poor at follow-up activities in slums.
- There is relatively poor communication between the council and its citizens.
- The councillors have limited awareness and capacity to deal with urban issues.

REGULATORY FRAMEWORK

- The present regulatory framework has a negative impact on slum dwellers' livelihoods as it is too complex, bureaucratic, inefficient and prone to inappropriate administrative practices.
- The MCM does not have an approved physical development plan in place.
- The MCM does not have a town planning department or a town planner and slum settlements do not feature in the current plans of the municipality.
- There are no pro-poor land or poverty reduction policies in place.
- The MCM supports KENSUP and the SNP, which enjoy the full political will of the council.
- MCM's capacity is constrained by limited financial resources and decisional power as important decisions are made by the central government, for instance in reference to land allocation.
- The system of granting land rights is not transparent and there is no policy that promotes access to land or protection from eviction of slum dwellers.



RESOURCE MOBILISATION

- Revenue collection is well maintained but budgets require approval by the central government, which generates delays.
- The MCM actively participates in the implementation of the Sustainable Neighbourhood Programme (SNP) and it has allocated funds for the programme but the budget allocation for slum upgrading is inadequate.
- Financial assistance to slum dwellers is not well developed as they lack access to credit and other financial assistance.
- Government and donors have an increased interest in slum upgrading.
- The informal sector is providing employment for a large part of the town's population, but at present there is no policy addressing its economic development.
- Informal sector activities are hindered by high licensing fees and service charges.

TENURE

- The government and private entities own the majority of land in Mavoko.
- There are over 30 statutory acts addressing land issues making procedures to acquire secure rights to land unnecessarily complex. The processes also lack transparency.
- The Commissioner for Land from the Ministry of Lands allocates land in Mavoko without consulting the MCM often giving land to out-of-town people, which is disapproved of by the MCM.
- There is no land use plan in existence.
- Information on land allocation does not reach the poor communities on time and the majority are unaware of the legislation concerning their land rights and have difficulties accessing legal advice - especially in eviction matters.
- The poor are mostly excluded by market-based land pricing, and are dependent on the informal market for their land as the rising demand for land has increased prices making it even less accessible to the poor.
- Evictions are commonplace and there are no regulations to protect slum dwellers.
- Insecurity of tenure prevents the poor from investing in land.



AGREED PRIORITIES

- Develop transparent pro-poor processes in land tenure, security and allocation. Devolve land management and physical and economic planning to local authorities.
- Improve access to shelter, water, sanitation and clean environment, particularly in slums.
- Support SNP and KENSUP to enhance community involvement in slum upgrading.
- Develop a locally driven physical development plan.
- Develop planning standards and licensing procedures that create an enabling environment for the informal sector. Provide human and financial resources for local authorities to perform planning functions.
- Obtain more financial support from the government and NGOs for the urban poor, as well as negotiate their better access to credit.
- Establish an information office for the general public that improves the information flow on local decisions.



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* Urban Sector: project proposals addressing all the four themes

GENDER AND HIV/AIDS

Gender disparities are common in Mavoko with women under-represented in the council, less aware of their rights, and faced with poorer access to education, credit and land. Many are forced to work in unskilled, labour-intensive and poorly paid jobs in the Export Processing Zone (EPZ), flower farms or factories. These disparities combined with the burdens of household work (intensified for women who live in slums), give women a low status. There are no women within the management levels of the municipal staff, but three of the eight councillors are women, one of whom was elected while the two others were appointed. The council does not have a gender mainstreaming policy or a gender office.

HIV/AIDS is on the increase in Mavoko according to the figures from the town's only VCT centre which has recorded an upsurge in the infection rates. The VCT centre receives 10-15 new patients every day, 4-8 of whom test positive for HIV/AIDS. It is assumed that Mavoko's close proximity to the Nairobi-Mombasa and the Nairobi-Namanga highways, which make it a rest stop for many truck drivers, contributes to the spread of HIV/AIDS in the area, as do traditional practices, such as wife inheritance. There are several weaknesses within the HIV/AIDS framework in Mavoko; anti-retroviral drugs are not easily available, they are expensive, counselling is limited, and there is a general lack of awareness of HIV/AIDS and how it can be contracted and treated. Further, the council does not have a policy on HIV/AIDS. Some of the local churches are working to combat the spread of HIV/AIDS and places of worship make good entry points to HIV/AIDS awareness as they have strong follower base, which should be exploited. There is also a need to improve the awareness of the disease and make it more public in order to combat the stigma and taboos that surround it. The council has to take the lead in facilitating broad-based responses to the HIV/AIDS crisis, as well as the lack of gender awareness by mainstreaming and implementing the national HIV/AIDS and gender policies.



THE INSTITUTIONAL SET-UP

- The Women's Bureau in the Ministry of Gender, Sports and Culture steers national gender policy development, collects and assesses data and guides legislative processes. There is no formal legislation to address gender issues, although a gender policy exists. There is a lack of direction for local authorities.
- The council does not have a gender mainstreaming or HIV/AIDS policy and no attempts have been made to implement national policies at the local level.
- There is no specific office for gender issues and there are no qualified personnel who are aware of gender issues.
- The National AIDS Control Council (NACC) is the key coordinating body in Kenya in relation to HIV/AIDS issues. There is a gap in the HIV/AIDS framework as there is no role allocated to local authorities in the fight against HIV/AIDS.
- The town's only VCT centre keeps records of its patients but many people are reported to avoid attending the centre due to lack of confidentiality. There are no accurate figures on the spread of HIV/AIDS in the area.
- There are a few civil society organisations working on HIV/AIDS issues.



RESOURCE MOBILISATION

- The Ministry of Local Government has a gender officer but no funds for activities, which reflects negatively on the MCM.
- No financial resources are allocated for gender mainstreaming or combating HIV/AIDS.
- NACC makes available grants for HIV/AIDS activities at district level but they are poorly followed up.
- Some funds are available from international donors for HIV/AIDS issues.

AWARENESS, EMPOWERMENT AND ACCOUNTABILITY

- There is a lack of awareness of gender and HIV/AIDS issues. There are no ongoing HIV/AIDS awareness campaigns.
- There is no gender sensitisation training for the council staff.
- Data on the prevalence of HIV/AIDS and treatment is not available.
- Data on industries, their working conditions and health impacts is not available.
- Data on living conditions and service delivery, which is disaggregated by gender, is not available.
- There is a shortage of VCTs and the only centre suffers from lack of confidentiality in its operations.
- HIV/AIDS stigma results in negative attitudes towards HIV/AIDS sufferers and their families.

AGREED PRIORITIES

- Incorporate gender and HIV/AIDS mainstreaming into all council activities; operationalise national gender and HIV/AIDS policies at the local level.
- Train council staff in gender mainstreaming and employ a gender specialist.
- Employ a health professional(s) specialising in HIV/AIDS.
- Coordinate the activities of HIV/AIDS civil society organisations.
- Set up more VCTs.
- Conduct HIV/AIDS awareness campaigns in schools, work places, and places of worship.
- Conduct community education in employment rights.
- Regulate the Export Processing Zone and other employers, and monitor their working conditions.



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* Urban Sector: project proposals addressing all the four themes

THE ENVIRONMENT

As Mavoko's population expands, the demand for services, such as water, sanitation and waste collection increases. More than 50 percent of the population in Mavoko has no access to safe drinking water, sanitation or sewage facilities and waste collection is poor with more than 50 percent of the residents throwing their household waste in the open environment while a quarter burns it. Most of Mavoko's slums are without any waste collection services. The council has only recently opened a central waste-dumping site, which is 20 km away from Mavoko making waste dumping arduous and time-consuming. More than 10 percent of the residents are dependent of the highly polluted Athi River and other nearby rivers and streams for their drinking water. Furthermore, many of Mavoko's slums are located in hazardous areas, close to industries, riverbanks, railway lines and the Nairobi National Park, exposing residents to various health and safety risks. All of these environmental pressures combined, coupled with council staff who lack the capacity to conduct environmental planning, and inadequate budgets for environmental concerns, pose a serious threat to Mavoko's environment. There is a need to implement the existing environmental policies and regulations, and to conduct training and capacity building for environmental planning and management for the council staff and elected leaders. There is also a need to build environmental awareness amongst all the urban stakeholders. Additionally, Mavoko's industries need to be brought under the control of the council, which must enforce existing environmental regulations and develop new by-laws, as many of the existing ones are outdated.



ONGOING PROJECT

Institutional capacity building for low-income communities – environment, water and sanitation management

Practical Action (formerly known as ITDG) is facilitating a project funded by Comic Relief of the United Kingdom to build the institutional capacity of low-income communities to manage their environment. The project started in 2005, and it is aimed at empowering communities to tackle the growing problem of waste in their communities by setting up their own waste management groups. The focus is to strengthen and enable communities to negotiate with the local authorities for improved sanitation and waste collection. For instance, the project takes place in the informal settlement of Slota introducing new waste management technologies aimed at turning waste into wealth. In response, the MCM has installed waste bins in Slota. Practical Action is also planning to train the MCM staff in different waste management systems.

THE INSTITUTIONAL SET-UP

- The National Environmental Council (NEC) formulates national environmental policies and priorities and National Environment Management Agency (NEMA) is the government implementing agency with coordinating, guiding and outreach roles.
- Provincial and District Environmental Committees are the decentralised arms of NEMA.
- The MCM, under the guidance of the Ministry of Local Government, is responsible for the operationalising the existing environmental policies, regulations and by-laws but it lacks the capacity to do so due to lack of human and financial resources, environmental awareness and coordination. There is no environmental plan in place and the council does not have a qualified environmental officer.
- There is a lack of coordination to work with institutions such as NEMA and NEC for mainstreaming environmental decision-making.
- There are only few environmental community-based organisations and NGOs operating in the area.

REGULATORY FRAMEWORK

- The Environmental Management and Coordination Act (EMCA) of 1999 provides the legal and institutional framework and it should guide the council in its environmental interventions but it is poorly understood and implemented.
- There is no local entity to plan, develop, implement and evaluate environmental policies.
- The enforcement of the existing environmental by-laws is ineffective, and the by-laws are often archaic and require reformulation.
- The industrial sector is not adequately regulated and industrial pollution is one of the main environmental challenges to be addressed.
- There are no environmental laws addressing pollution, although the handling of this matter is taken care of by NEMA, which is preparing subsidiary legislation for general environmental management, but it is still in the development phase.
- The council has not published any documents that give a statement of citizens' rights in regards to access to services, such as sanitation facilities. Internal documents exist but these have not been published.
- The councillors have historically given low priority to environmental issues, mainly due to their lack of awareness.

RESOURCE MOBILISATION

- The Ministry of Local Government makes important decisions about resource allocation for environmental projects, which limits the council's ability to decide on its environmental priorities.
- The environmental budget of the council is extremely small and is mainly spent on planting trees and solid waste management. The budget is far from adequate to meet the environmental needs of the area.
- Local communities might be willing to share costs of environmental projects to improve their living conditions.

AWARENESS, EMPOWERMENT AND ACCOUNTABILITY

- Environmental awareness among the residents and the council is weak.
- There is no communication strategy to raise awareness on environmental issues and the council is weak at information dissemination and dialogue.
- There are insufficient financial and human resources to address awareness campaigning, training and public-private partnerships.
- There is a lack of awareness and enforcement of the existing environmental standards.
- The Local Authority Service Delivery Action Planning (LASDAP) processes offer an opportunity to mainstream environmental concerns.

AGREED PRIORITIES

- Conduct an assessment of the main environmental needs and gaps and formulate an environmental action plan.
- Establish an environmental planning unit, including an environmental officer.
- Implement and institutionalise the existing environmental policies, regulations and by-laws.
- Train and build capacities in environmental planning, management and governance, specifically for the council staff and councillors. In addition, environmental concerns must be mainstreamed into all of the planning activities of the council.
- Conduct public education and awareness campaigns on environmental issues and draft a charter on environmental priorities.
- Establish sustainable financial planning for environmental issues.
- Explore broad-based partnerships in addressing environmental problems in the area.
- Establish a forum to upgrade and protect the Athi River, and develop a good water resource management system.
- Expand existing sewerage treatment facilities and solid waste management.



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* Urban Sector: project proposals addressing all the four themes

LOCATION: Mavoko Municipality.

DURATION: 12 months.

BENEFICIARIES: The public, private and community sectors in Mavoko.

IMPLEMENTING PARTNERS: Municipal Council of Mavoko, Ministry of Local Government, Ministry of Lands, Ministry of Housing, Ministry of Planning and National Development, civil society organisations and UN-HABITAT.

ESTIMATED COST: US\$ 200,000

BACKGROUND: Mavoko is a fast-growing town experiencing rapid economic, social and political changes without any economic, social or environmental plans in place. It has no statistics or indicators of its key urban development trends. Further, governance relations are problematic because poor people are largely excluded from urban decision-making. This is compounded by the weak information flow between the council and its residents that is often not effective and at times characterised by lack of trust and suspicion, although the council is making some progress in improving these relations.

OBJECTIVES: There is a need for an Urban Support Unit, including a Local Urban Observatory (LUO) to help address its urban development problems. The Urban Support Unit aims to promote good urban governance, supporting the development and implementation of broad-based action plans, focusing on context-specific aspects of municipal planning and management. The first role of the unit is to prepare an urban profile of the town on the basis of broad-based stakeholder visioning and consultation identifying the key urban issues that require addressing in the spirit of inclusive participation, partnership and sustainability. Then it is to establish thematic groups in order to decide on future projects. The Urban Support Unit would also be responsible for information dissemination concerning meetings and decisions taken at the council, as well as for maintaining community notice boards, publishing a newsletter and ensuring that the local authority publicises development plans and budgets. The office is also expected to run awareness campaigns and coordinate training within the council and educate municipal staff and residents about their rights and duties.

The Local Urban Observatory will monitor urban development trends related to implementing the Habitat Agenda and the Millennium Development Goals, especially Target 11 on cities without slums, keep indicators and assist in the plans for the future course of action for the municipality. The aim is also to build the capacity of the local authority and civil society organizations to collect, manage and use urban indicators for policy formulation and monitoring.

ACTIVITIES: (1) Mobilise stakeholders to participate in the establishment of an Urban Support Unit and a LUO. (2) Prepare an urban development and governance profile of Ma-

voko and identify priority issues involving key stakeholders in a consultative process. (3) Organise a town consultation involving key stakeholders to deliberate and agree upon the priority urban development and governance issues and a vision for the town. (4) Establish and implement thematic working groups to negotiate issue-specific strategies. (5) Formulate strategies and action-plans. (6) Create a Local Urban Observatory. (7) Build capacities of the local authority and civil society to collect, manage and use urban indicators. (8) Ensure the processes are institutionalised through all of the above stages.

OUTPUTS: Urban Support Unit and LUO firmly established in Mavoko. Strategies and action-plans agreed to address the main urban development and governance issues.

STAFF REQUIRED: Coordinator/facilitator and a research team with expertise in urban development trends, economics, institutions, public sector reform and urban management.



URBAN SECTOR N°2	Project proposal
	Local Economic Development

LOCATION: Mavoko Municipality.

DURATION: Initial phase of three years.

BENEFICIARIES: Urban communities, the informal sector, the business community and the Municipal Council of Mavoko.

IMPLEMENTING PARTNERS: Municipal Council of Mavoko, private sector and UN-HABITAT.

ESTIMATED COST: US\$ 500,000

BACKGROUND: Mavoko is a rapidly growing industrial town with huge potential due to its close proximity to Nairobi. Mavoko's economic landscape is dominated by the presence of numerous industries varying from distillers to cement companies and flower farms. The informal sector is also an important player in the economic landscape of Mavoko. However, the municipal council does not conduct economic planning and there is an urgent need to reverse this trend so that the town can best utilise its economic potential.

OBJECTIVE: To build the capacity of town stakeholders to promote local economic development and thus enhance the attractiveness of the town as a business location, benefiting both the informal and formal sectors.

ACTIVITIES: (1) Initiate preparatory activities for Local Economic Development methodology. UN-HABITAT will adapt LED tools, with a focus on those in the 'Strategic Planning for Economic Development' toolkit. Local partners will then be selected and trained in the use of these tools, in preparation for the subsequent implementation of LED activities. (2) Develop a LED strategy, implementation framework and action plans. A LED strategy for Mavoko will be developed utilising existing information and additional investigations where necessary. As the LED process is participatory, LED consultations will be held among stakeholders in Mavoko. These consultations will help develop a LED strategy and implementation framework, build commitment to the LED process, and assist stakeholders plan for the subsequent implementation of LED activities. UN-HABITAT will draw on its extensive experience of designing and conducting similar consultations in other countries. A report will be produced documenting the LED consultation in addition to setting out the LED strategy, implementation framework and action plans. (3) Implementing the LED strategy and action plans. UN-HABITAT will submit the consultation report to stakeholders to secure their approval and institutional commitment to LED process, strategy, implementation framework and action plans. This will be a critical stage in institutionalising the LED process. UN-HABITAT will provide technical assistance in the implementation of selected action plans, with a focus on building the capacity of Municipal Council of Mavoko to provide leadership in the LED process. (4) Evaluate the LED process. Under this activity, UN-HABITAT will conduct a forward-looking evaluation with a focus on how to improve the LED process, enhance the availability and use of information on LED opportunities, and develop guidelines for replication in other Kenyan towns.

OUTPUT: A LED strategy for Mavoko, an implementation framework and action plans. Local stakeholders with a capacity to promote LED.

STAFF REQUIRED: Experts in economics and institutions.



S	W	O	T	P
INFORMATION, COMMUNICATION AND TRANSPARENCY				
<ul style="list-style-type: none"> A committed mayor who is accessible to the public. Committed departmental heads. The council enjoys a high level of interest from the public as is evident from high turnover rates during elections and from the public's high rate payments. The council has assigned a social worker to assist in communication with communities at the grass-roots level. Good revenue collection. 	<ul style="list-style-type: none"> Inadequate access to councillors. Inadequate communication between the council and residents. Lack of commitment to develop a communication policy. Lack of training for elected councillors who are not fully aware of their roles and responsibilities. Weak capacity to monitor and evaluate progress. Civil society is not organised and unable to make effective demands on service delivery. Weak relationship between the council and the private sector. 	<ul style="list-style-type: none"> Local Authority Service Delivery Action Planning offers a potentially effective framework for participatory planning and budgeting. Governance could be improved through a communication strategy. Monitoring and evaluation of the council's activities would show that the MCM is being responsive. Councillor offices at ward levels improve access to councillors. There is substantial potential for broad-based partnerships. 	<ul style="list-style-type: none"> Lack of commitment from local industries to participate in urban development. Lack of government support to build and sustain municipal partnerships with other stakeholders. Local Authority Service Delivery Action Planning processes are not fully understood by the communities as they are new. Poor planning capacity. Shortage of funds to implement projects. 	<ul style="list-style-type: none"> Training of councillors in participatory planning and conflict management. Improve community participation in urban decision-making. Improve communication channels between the council and residents. Facilitate and coordinate civil society organisations and promote broad-based partnerships.
FINANCIAL CAPACITY				
<ul style="list-style-type: none"> Good revenue source base. A well functioning revenue collection system. Council's positive image contributes to high payment rates. 	<ul style="list-style-type: none"> The council is not autonomous enough in generating and spending its budget. The council is unable to financially control all the industries in the area. 	<ul style="list-style-type: none"> The revenue base could be expanded further. Capacity building would improve revenue collection. Efficient service provision would attract more investors to Mavoko. 	<ul style="list-style-type: none"> No economic planning. Inability to control local industries. 	<ul style="list-style-type: none"> Bring the industries under the control of the council and improve partnerships with them. Capacity building for the council in revenue collection. Draft and implement pro-poor policies in service delivery.



GOVERNANCE N° 1	Project proposal
	Establishment of Citizen's Forum for urban decision-making

LOCATION: Mavoko Municipality

DURATION: 10 months

BENEFICIARIES: Mavoko civil society and the Municipal Council of Mavoko.

IMPLEMENTING PARTNERS: Civil society organisations, Municipal Council of Mavoko and UN-HABITAT.

ESTIMATED COST: US\$ 80,000

BACKGROUND: There are several community-based organisations, faith-based organisations and some NGOs that operate in Mavoko. There are also many individuals who are not part of any group but who would like to participate in urban decision-making. Several constraints prevent the community sector from fully participating in the town's affairs. Many are not aware of their rights and duties, there is no Citizens' Charter to guide the town dwellers in their communication with the municipal council, many are also not aware of Local Authority Service Delivery Action Planning and how it operates, and the community-based organisations, faith-based organisations and NGOs are not coordinated so they rarely cooperate although there is enormous potential for collaboration. For the community sector to be fully able to participate in urban decision-making, the above issues need to be rectified.

OBJECTIVES: Establish a locally run Citizens' Forum responsible for bringing together the various community groups, as well as individuals to improve their access to the municipal council, improve cooperation, organise workshops for the formulation of the Citizens' Charter, educate them on Local Authority Service Delivery Action Planning and its *modus operandi*, as well as offer continuous training and updating on the relevant information. The Forum is also expected to run awareness campaigns and educate the residents on their rights and duties.

ACTIVITIES: (1) Assess the activities, priority needs and future plans of community-based organisations, faith-based organisations, NGOs, neighbourhood organisations and individuals active in Mavoko. (2) Organise an awareness campaign on the Citizens' Forum in order to ensure broad-based participation. (3) Organise a consultative meeting in order to formulate the concept of a Citizens' Forum involving stakeholders and taking into consideration the urban realities in Mavoko. (4) Prepare an annual action plan on the priority issues, including budgets also containing future fundraising activities. (5) Employ two local full-time community focal points who will take the lead in the organisation and management of the Citizens' Forum. (6) Organise awareness campaigns, workshops, meetings, or training based on the priorities identified by the stakeholders in the initial consultation. (7) Put in place monitoring and evaluation mechanisms to monitor the operations of the Citizens' Forum and document the experiences to benefit other cities.

OUTPUTS: Creation of a Citizens' Forum that brings together the various community groups and individuals who would like to participate in urban decision-making. The Citizens' Forum meets on a regular basis to discuss relevant issues in the spirit of cooperation and mutual understanding. It coordinates the various activities of different community-based organisations, NGOs and faith-based organisations operating in Mavoko and works towards the creation of joint responses and actions to the municipal council. It also organises regular workshops and training on important issues as identified by the participants. The Citizens' Forum has two local full-time employees and various volunteers who will be responsible for the smooth running of the Forum.

STAFF REQUIRED: Part-time coordinator/facilitator (short-term) with expertise in community relations and two local community focal points.

GOVERNANCE N° 2	Project proposal
	Municipal council capacity building and training

LOCATION: Mavoko Municipality

DURATION: 24 months

BENEFICIARIES: Municipal Council of Mavoko staff, councillors and Mavoko residents.

IMPLEMENTING PARTNERS: Municipal Council of Mavoko, NGOs, Ministry of Local Government, Ministry of Lands, Ministry of Housing and UN-HABITAT.

ESTIMATED COST: US\$ 180,000

BACKGROUND: The ability of the city council to deliver services and respond to other needs of its residents and private sector entities depends on its ability to facilitate and participate in urban development. Local authorities must create an enabling environment for service delivery and slum upgrading for the activities to succeed. However, local authorities are often ill-equipped to deal with these challenges and lack the skills and knowledge to facilitate these processes. In Mavoko, training of the council staff and the councillors has not been high on the agenda. The councillors are often not aware of their roles and responsibilities and the council staff lacks the skills and knowledge to perform their tasks effectively and efficiently. Therefore, the council's capacity needs to be built so that it can facilitate urban development processes in a sustainable and transparent way. Capacity-building and training utilising the existing UN-HABITAT training tools in elected leadership, municipal finance, participatory planning, participatory budgeting and conflict management is required.

OBJECTIVES: To build the capacities of the council staff and councillors to perform their tasks more effectively and efficiently in order to improve governance and sustainability of urban interventions in the city.

ACTIVITIES: (1) Conduct a training needs assessment of the councillors and the council staff. (2) Identify a focal point within the council staff to act as a training coordinator. (3) Identify an external training institution to carry out the training. (4) Design and develop or identify relevant training courses on the basis of the training needs assessment, and formulate training plans for each staff member and the councillors utilising UN-HABITAT training materials already customised for Kenya and translated into Kiswahili. (5) Establish a continuing programme of comprehensive training in identified subject areas. (6) Monitor and evaluate the programme.

OUTPUTS: A training needs assessment completed and an external training institution identified to carry out the training. A training focal point identified and briefed about his/her duties. Individual training plans prepared for council staff and councillors and a training programme formulated and carried out.

STAFF REQUIRED: A team of trainers specialised in training and capacity-building in elected leadership skills, municipal finance, participatory planning, participatory budgeting and conflict management, and an internally identified staff member with expertise in training and capacity-building to act as a training coordinator.



GOVERNANCE N°3	Project proposal
	Building broad-based partnerships for improved urban governance

LOCATION: Mavoko Municipality

DURATION: 24 months

BENEFICIARIES: Municipal Council of Mavoko and Mavoko residents.

IMPLEMENTING PARTNERS: Municipal Council Mavoko, selected private industrial firms, community-based organisations, NGOs, faith-based organisations and UN-HABITAT.

ESTIMATED COST: US\$ 100,000

BACKGROUND: Although the Municipal Council of Mavoko has cooperated with the Export Processing Zone to improve water supply and sanitation, the municipality has not exploited the huge potential for collaboration with the many other industrial firms in the town to improve urban management and governance. There is a strong case for devising and testing strategies for such collaboration so as to bring more resources and actors to the urban field. In present partnerships civil society is largely absent, which has resulted, for instance, in the tarring of industrial access roads without benefiting the urban poor. For the partnerships to have a meaningful impact on poverty reduction, civil society must also participate. To bring all the urban stakeholders into one negotiation table with their specific expertise and skills is the best way to guarantee the success of the project.

OBJECTIVES: To develop and test strategies for collaboration between the Municipal Council of Mavoko, private industrial firms and the community sector.

ACTIVITIES: (1) Identify potential areas of collaboration between the Municipal Council of Mavoko, private industrial firms and the community sector. (2) Develop a strategy for promoting collaboration. (3) Design and implement a demonstration partnership project. (4) Evaluate the results and document the lessons learnt.

OUTPUTS: Improved partnerships between the municipal council, private industrial firms and the community sector.

STAFF REQUIRED: Experts in developing and testing broad-based partnerships.



Strengths	Weaknesses	Opportunities	Threats	Priorities
SLUM UPGRADING STRATEGIES				
<ul style="list-style-type: none"> Strong and diverse civil society organisations staffed with committed officials. The SNP pilot programme has raised awareness about slum upgrading. Civil society organisations are quick to mobilise. Political will exists within the MCM. 	<ul style="list-style-type: none"> Slum dwellers typically receive little recognition from the authorities. There are no reliable estimates of the total number of slum dwellers in the area. There is a lack of a clear and holistic strategy for slum upgrading. The MCM has little control over land use as land allocations are managed by the central government. The councillors are not trained to effectively deal with urban issues, including slum upgrading. Poor communication between the council and its citizens. 	<ul style="list-style-type: none"> Increasing government commitment to slum upgrading. Recent interest by development partners in shelter for the poor offers potential for developing a municipal upgrading strategy. Ongoing formulation of a national land policy, which is expected to improve access to residential land by the poor. The council's commitment to the SNP. The existence of private sector industries in the area that could participate in slum upgrading. 	<ul style="list-style-type: none"> No strategy for Mavoko's development taking into consideration economic, physical and environmental planning. Poor living conditions, especially the lack of safe water and sanitation are a serious threat to health and livelihoods. Land and financial planning, resource management and slum upgrading strategies are too centralised. Slum dwellers are continually faced with the threat of eviction as they lack legal tenure to land and shelter. No systematic dissemination of information at all levels. 	<ul style="list-style-type: none"> Develop transparent pro-poor processes in land tenure, security and allocation. Devolution of land management and physical and economic planning to local authorities. Improvements in access to shelter, water, sanitation and clean environment. Develop a locally driven physical development plan. Train local leadership and councillors. Support the SNP and KENSUP. Establish an information office for the general public.
ECONOMIC DEVELOPMENT				
<ul style="list-style-type: none"> Strong industrial base which is a major source of employment for semi- and unskilled labour. Good revenue base with effective collection. Increasing donor and civil society organisation interest in slum upgrading. Increasing importance of the informal sector offers a good opportunity for poverty reduction if it is adequately managed and utilised. 	<ul style="list-style-type: none"> No municipal strategy for promoting local economic development. No economic planning within the municipal council. Inability to fully utilise the existing revenue base. Lack of support for the informal sector. Poor levels of education among slum dwellers constrain their livelihoods. 	<ul style="list-style-type: none"> The revenue base should be fully exploited and all industries should be brought into the collection system. The possibility of broad-based partnerships in slum upgrading activities involving private and community sectors. Donor interest in slum upgrading. Development of pro-poor financing strategies in the pilot SNP, which could be replicated elsewhere. 	<ul style="list-style-type: none"> Lack of general economic development policy and specific economic development of slums and informal businesses. Inequitable and corrupt land allocation system. Revenue is collected by the MCM but it is managed by the central government causing confusion. Donor support is unpredictable and not sustainable. 	<ul style="list-style-type: none"> Develop an economic plan for the area including specific plans for informal sector development. Develop planning standards and licensing procedures that create an enabling environment for the informal sector. Improve the human and financial resources of local authorities to perform planning functions. Obtain more financial support from the government and civil society organisations for the urban poor, as well as negotiate better access to credit. Fully exploit the revenue base.

SLUMS
N°1

Project proposal

Improving the physical planning capacity of the Municipal Council of Mavoko

LOCATION: Mavoko Municipality.

DURATION: 24 months

BENEFICIARIES: Mavoko residents, Municipal Council of Mavoko staff and elected councillors.

IMPLEMENTING PARTNERS: Municipal Council of Mavoko, Ministry of Local Government, Ministry of Lands, Ministry of Housing, civil society organisations and UN-HABITAT.

ESTIMATED COST: US\$ 200,000

BACKGROUND: Mavoko holds a strategic position as the possible expansion area of the Greater Nairobi Metropolitan region and therefore, it should have a plan that incorporates these eventualities into its development plan. It is crucial that the council has the capacity to respond to these challenges if it is to meaningfully translate the various opportunities it has into a successful town, as well as to address urban poverty.

OBJECTIVES: To improve the planning capacity of the council to develop physical planning for the municipal area catering for the present and future realities. The aim is to implement and institutionalise existing national planning policies and regulations in a coherent manner. The processes should promote broad-based stakeholder participation. The aim is also to assess the existing legislation and seek ways to improve it. Further, the aim is to build the capacities of the council staff to respond to the planning challenges, for instance, by using the technology of Geographic Information Systems (GIS).

ACTIVITIES: 1) Conduct a comprehensive training needs assessment of the relevant council staff. (2) Assess the feasibility of a planning department and make recommendations for future action. (3) Develop a planning and by-laws formulation toolkit incorporating existing toolkits. The toolkit should focus on the gaps identified in the needs assessment (such as participatory planning and GIS) and involve participants from the civil society and the private sector. (4) Pilot test the toolkit in Mavoko by providing training to the relevant council staff in the identified areas. (5) Disseminate information for adoption by other local authorities and civil society groups.

OUTPUTS: Training needs of the MCM identified and a toolkit developed addressing the gaps. Toolkit tested and training of the relevant council staff conducted in the relevant areas. Improved planning capacity within the council as well as within the civil society, and ensured enforcement of planning regulations and standards in Mavoko. Increased awareness of participatory planning practices and active involvement of the community in formulation and implementation of planning laws.

STAFF REQUIRED: Coordinator with expertise in physical and financial planning and team of trainers in the identified priority areas (such as GIS and participatory planning).

SLUMS
N°2

Project proposal

Participatory Slum Upgrading

LOCATION: Selected slums in Mavoko.

DURATION: 24 months

BENEFICIARIES: Selected slum communities in Mavoko.

IMPLEMENTING PARTNERS: Municipal Council of Mavoko, local NGOs, community-based organisations, Ministry of Lands, Ministry of Housing, Ministry of Local Government, University of Nairobi, NEMA, the private sector and UN-HABITAT.

ESTIMATED COST: US\$ 2, 000,000

BACKGROUND: Any low-income housing and infrastructure programme aimed at slum improvements must take into account poverty alleviation activities to assure that the low-income populations will have a reasonably secure and sustained household income over the envisaged repayment period. This is why a crucial part of the project is on income-generating activities. Many slum dwellers in Mavoko are already saving as part of savings cooperatives encouraged by the pilot Sustainable Neighbourhood Programme (SNP), which can be utilised in this project.

OBJECTIVES: As part of the Kenya Slum Upgrading Programme (KENSUP), the project focuses on community-driven slum upgrading where the slum communities are important participants rather than mere beneficiaries. The aim is to upgrade the selected communities by improving the existing housing stock, constructing roads and drains, putting up street lights, improving the water supply, solid waste container points etc. Additionally the aim is to improve slum dwellers' livelihood skills while simultaneously promoting self-help activities towards improving communities' living environments.



The project has an important capacity building component as it intends to provide better livelihood skills for the slum dwellers, as well as skills to demand better services from the local authorities. In addition, the project intends to build capacities of the local authorities and the private sector to be better able to respond to the demands of slum dwellers by creating an enabling environment for a people-driven upgrading process.

ACTIVITIES: (1) Analyse the processes and lessons learnt from the SNP pilot project, as well as take into consideration the existing feasibility studies. (2) Select slums to participate in the project. (3) Prepare terms of reference. (4) Form partnerships with the public, private and the community sector and divide responsibilities. (5) Bid and select consultants. (6) Complement the socio-economic mapping done during the SNP, updating the existing information. (7) Start a revolving fund with a seed capital component. (8) Mobilise communities to participate in the project and save as part of cooperatives. (9) Capacity building of the municipal council. (10) Identify suitable land for the relocation exercise. (11) Formulate plans for communities which require upgrading, which relocation. (12) Undertake a labour intensive waste collection study in the selected areas. (13) Conduct land registration and surveys. (14) Prepare an integrated master plan. (15) Prepare low-cost house designs. (16) Conduct Environmental Impact Assessments. (17) Conduct site infrastructure planning. (18) Ensure connection to infrastructure networks. (19) Conduct training of project participants in income-generating activities, house construction, waste collection, sanitation and road construction. (20) Undertake upgrading. (21) Monitor and evaluate and document project experiences.

OUTPUTS: The selected slums upgraded.

STAFF REQUIRED: Urban planners, experts in socio-economic mapping, trainers in house construction and urban infrastructure, engineers, environmental experts, water and sanitation specialists and local community coordinators.

SLUMS N° 3	<i>Project proposal</i>
	Supporting small-scale enterprises

LOCATION: Selected communities within Mavoko’s slums working in small-scale enterprises.

DURATION: 24 months

BENEFICIARIES: Small-scale entrepreneurs in selected slum communities in Mavoko.

IMPLEMENTING PARTNERS: Municipal Council of Mavoko, local NGOs, community-based organisations, the private sector and UN-HABITAT.

ESTIMATED COST: US\$ 350,000

BACKGROUND: A large share of the income in Mavoko is generated by small-scale informal enterprises, although no exact figures exist on the percentage of people working in these. Small-scale enterprises have great potential for economic

development but the lack of adequate infrastructure (roads, electricity and water) and the right regulatory framework severely constrain their development. To allow poor areas to develop economically, it is necessary to understand their role in the city economy, and to map the needs and opportunities of the small-scale entrepreneurs.

OBJECTIVE: Promote economic development and income generation activities and reduce economic vulnerability and urban poverty amongst the small-scale entrepreneurs in Mavoko’s slums. It must be ensured that the project takes into consideration the different roles and needs male and female small-scale entrepreneurs have and that it caters for these differences.

ACTIVITIES: (1) Select slum communities in Mavoko that can host pilot projects. (2) Conduct physical, social and economic mapping of small-scale enterprises, their economic activities and priority needs in a gender-aware manner. (3) Stakeholder analysis to identify potential development partners. (4) Conduct a study of financing mechanisms, future costs of operations and possible investments to optimise and support existing income generation activities. (5) Introduce new activities to complete and diversify the local economy within a coordinated framework. (6) Set up a revolving fund with seed capital for enterprise development. (7) Set up savings groups. (8) Formulate a training programme in entrepreneurship and business management, including training tools. (9) Conduct training. (10) Document the training experiences and make them public.

OUTPUTS: Improved livelihoods of the selected participants, men and women, working in small-scale enterprises, resulting in improved living standards and poverty reduction.

STAFF REQUIRED: Civil society organisations, team of trainers and finance experts.



Strengths	Weaknesses	Opportunities	Threats	Priorities
GENDER AND HIV/AIDS POLICY				
<ul style="list-style-type: none"> Some community-based organisations and faith based organisations are operating their own HIV/AIDS programmes. Some are active in home-based care activities. Free tuberculosis treatment in government-run facilities. 	<ul style="list-style-type: none"> No formal gender or HIV/AIDS policy or active promotion of gender and HIV/AIDS issues. No budgets for gender sensitisation or HIV/AIDS issues. Inadequate VCT centres. Lack of available data on HIV/AIDS. Lack of data on urban issues disaggregated by gender. Women's exploitation in the Export Processing Zone, flower farms and factories. Shortage of gender and HIV/AIDS lobby groups. 	<ul style="list-style-type: none"> Make funds available for gender mainstreaming and HIV/AIDS issues and build the capacity of the council to facilitate and assist the processes. A large number of educational and commercial establishments with the potential for work-based HIV/AIDS and gender policies. Broad-based partnerships in addressing the HIV/AIDS pandemic. Civil society organisations, if strengthened, could be a good channel catering for HIV/AIDS needs. Enforcement of labour rights. Micro-finance training to diversify women's income opportunities and reduce poverty. 	<ul style="list-style-type: none"> Increase in HIV/AIDS infection rates. Poverty and unemployment result in increased substance abuse and violence against women. Lack of financial and human resources within the MCM. Lack of available medication for HIV/AIDS. 	<ul style="list-style-type: none"> Operationalise the national gender mainstreaming and HIV/AIDS policies at the local level. Train council staff in gender mainstreaming and HIV/AIDS issues and employ a gender specialist and a health professional(s) specialising in HIV/AIDS. Coordinate the activities of HIV/AIDS civil society organizations. Set up of more VCTs. Regulate the Export Processing Zone and other employers and monitor their working conditions.
GENDER AND HIV/AIDS AWARENESS AND ACCOUNTABILITY				
<ul style="list-style-type: none"> Existence of large number of educational and commercial establishments with potential for work-based HIV/AIDS and gender policies. Some civil society organisations target lack of HIV/AIDS awareness. 	<ul style="list-style-type: none"> No general awareness of gender and HIV/AIDS issues. Lack of civic education in gender and HIV/AIDS issues. Shortage of civil society organisations working in HIV/AIDS and gender issues and lack of coordination amongst them. Disparity in education levels and opportunities between boys and girls. 	<ul style="list-style-type: none"> Places of worship, factories, schools and the council could be useful channels to raise awareness on gender and HIV/AIDS issues. Train the council in gender and HIV/AIDS awareness and ensure their commitment to actively engage in these issues. Increase effectiveness of civil society organisations through coordination. 	<ul style="list-style-type: none"> Council staff is not gender aware resulting that gender issues do not feature high on their agenda. Lack of resources as there is no budgetary allocation for gender and HIV/AIDS issues. Patriarchal attitudes, which result in practices, such as wife inheritance. Leadership is male dominated. Stigma surrounding HIV-positive people leads to their isolation from their communities. 	<ul style="list-style-type: none"> Gender and HIV/AIDS awareness campaigns for the public, private and community sectors. Specific gender and HIV/AIDS training for council staff. HIV/AIDS information centre. Community education programs in employment rights.

GENDER HIV/AIDS N°1	<i>Projects proposal</i>
	Mainstreaming HIV/AIDS and gender within the Municipal Council of Mavoko

LOCATION: Mavoko Municipality

DURATION: 24 months

BENEFICIARIES: Municipal Council of Mavoko staff and Mavoko residents.

IMPLEMENTING PARTNERS: Municipal Council of Mavoko, Ministry of Gender, Sports and Culture, Association of Local Government Authorities in Kenya (ALGAK), National AIDS Control Council (NACC), Ministry of Local Government, Ministry of Health, civil society organisations, and UN-HABITAT.

ESTIMATED COST: US\$ 200,000

BACKGROUND: The Municipal Council of Mavoko has no gender sensitisation or HIV/AIDS policies in place as there is no budget for gender or HIV/AIDS related issues. The national gender and HIV/AIDS policies need to be implemented and gender and HIV/AIDS issues mainstreamed into all of the municipality's operations. This requires an internal work-based policy for education and sensitisation of staff in gender and HIV/AIDS mainstreaming, as well as an external response policy to orient all service delivery and re-enforce gender and HIV/AIDS mainstreaming strategies at all levels of the council's operations.

OBJECTIVES: To assess the needs of the municipal council to successfully implement the national gender and HIV/AIDS policies and to help it to plan and develop an institutional response that enables this operationalisation.

ACTIVITIES: (1) Undertake a needs assessment of existing internal work policies, actions and service delivery policies. (2) Assess ongoing activities (if any). (3) Undertake a comprehensive local stakeholder analysis. (4) Mobilise a local consultation involving the MCM and stakeholders to develop a mainstreaming implementation action plan to address gender and HIV/AIDS issues. (5) Develop guidelines for follow-up actions and recommendations required to anchor and institutionalise gender and HIV/AIDS mainstreaming activities.

OUTPUTS: National gender and HIV/AIDS policies implemented at the local level and gender and HIV/AIDS successfully mainstreamed into all of the council's activities, such as service delivery and work-based policies.

STAFF REQUIRED: Gender and HIV/AIDS specialists, trainers and institutional experts.

GENDER HIV/AIDS N°2	<i>Projects proposal</i>
	Local HIV/AIDS awareness campaign with broad-based stakeholder participation, including a training component

LOCATION: Mavoko Municipality

DURATION: 12 months

BENEFICIARIES: Municipal Council of Mavoko staff and Mavoko residents.

IMPLEMENTING PARTNERS: Municipal Council of Mavoko, civil society organisations, Ministry of Health, Ministry of Local Government, Mavoko's private sector and UN-HABITAT.

ESTIMATED COST: US\$ 150,000

BACKGROUND: Mavoko is recording an upsurge in HIV/AIDS infections and the local authority does not have a policy in place to deal with the upsurge. The municipality has only one VCT centre that is responsible for testing, treatment, counselling, and keeping statistics of HIV/AIDS affections in the area. HIV/AIDS awareness is generally low among the council, as well as the civil society and the private sector. Therefore, the challenge is enormous and the first priority is to raise the awareness about HIV/AIDS and train the public, private and community sectors. There is a need for broad-based partnerships as the awareness campaign and training must capitalise on the full potential of all the partners. The awareness and training campaigns should use all available avenues, such as the media, educational institutions, workplaces and places of worship.

OBJECTIVES: Improve the awareness on HIV/AIDS issues and change attitudes, behaviour and enhance promotion of pro-HIV/AIDS impact reduction policies and activities.

ACTIVITIES: (1) Establish an HIV/AIDS committee including representatives from all the urban stakeholder groups. (2) Assess levels of HIV/AIDS awareness amongst the public, private and community sectors by conducting necessary studies. (3) Develop an awareness campaign and the training programme. (4) Develop training tools. (5) Deliver the awareness and training programmes. (6) Document the experiences.

OUTPUTS: An HIV/AIDS committee formed, HIV/AIDS awareness levels assessed, awareness campaign, training programme and training tools developed, and awareness and training programmes completed. Raised awareness of all aspects of the HIV/AIDS (for example, how it spreads, how it can be treated and how to live with the disease).

STAFF REQUIRED: Coordinator and various short-term trainers with expertise in HIV/AIDS issues.

Strengths	Weaknesses	Opportunities	Threats	Priorities
ENVIRONMENTAL PLANNING AND MANAGEMENT				
<ul style="list-style-type: none"> • The council, in collaboration with NEMA, is updating environmental by-laws. • The council is installing some garbage bins and has a few vehicles for refuse collection. • There are attempts to rehabilitate some of the public toilets. • Policy on the control of urban livestock has been developed. • Good revenue base and a functional collection system. 	<ul style="list-style-type: none"> • Inadequate human resource and financial capacities to plan and manage the urban environment. • Inadequate enforcement of environmental regulations and compliance with environmental by-laws. • No physical planning capacity within the council and no physical development plan in place. • Lack of capacity to tackle river pollution from industries. • No waste management strategy in existence and inadequate capacity to reduce improper rubbish dumping. • No wastewater disposal. • The new waste-dumping site is located too far away. 	<ul style="list-style-type: none"> • Broad-based partnerships to tackle environmental issues, such as waste collection. • Environmental awareness campaigns. • The Athi River could be a potential water source if it was less polluted. • A physical development plan for the town would offer substantial benefits. • Tree planting, if implemented, would bring substantial environmental benefits. • A substantial amount of land available for development. • Communities may be willing to share some of the costs of environmental projects. 	<ul style="list-style-type: none"> • Unqualified council staff with no capacity to handle environmental matters. • Increasing demand for services, such as water provision and waste collection. • Poor monitoring and regulation of industrial pollution. • Water shortages. 	<ul style="list-style-type: none"> • Assess different environmental needs and gaps and subsequently formulate action plans. • Implement existing environmental policies, regulations and by-laws and develop new ones. • Train and build the capacities of the council in environmental awareness, planning and management. • Recruit an environmental officer.
ENVIRONMENTAL EDUCATION AND AWARENESS				
<ul style="list-style-type: none"> • Emerging community environmental initiatives as part of the Sustainable Neighbourhood Programme (SNP) and Practical Action projects. 	<ul style="list-style-type: none"> • Environmental awareness is generally poor among the residents, the council staff and the councillors. • Local leaders do not get any environmental training and are therefore not in a position to make suggestions for change. • Inadequate human and financial resources to tackle the lack of environmental awareness. • Scarcity of environmental NGOs and community-based organisations, which could take a role in environmental education. • Political interference from councillors who do not understand environmental concerns. 	<ul style="list-style-type: none"> • The information vacuum on environmental issues offers an opportunity for influencing environmental practices of the residents in a positive way. • Build effective information systems and a centre to enable the urban poor to access information about environmental issues. • Educational institutions offer a good entry point to environmental awareness campaigns. • Promote solid waste handling through community based management programs, such as reuse, recycling and biogas generation. 	<ul style="list-style-type: none"> • Council staff who do not have awareness of the main environmental issues. • Negative public attitudes towards environmental issues, such as littering, tree cutting and waste dumping. • No public awareness and education about how to treat water resources and avoid water related diseases. 	<ul style="list-style-type: none"> • Environmental awareness campaigns. • Environmental training. • More resources needed for environmental awareness and training campaigns.

ENVIRONMENT N° 1	Project proposal
	Mainstreaming environmental issues within the Urban Support Unit and the Local Urban Observatory

LOCATION: Mavoko Municipality

DURATION: 2 years

BENEFICIARIES: The public, private and community sectors in Mavoko.

IMPLEMENTING PARTNERS: Municipal Council of Mavoko, civil society organisations, Ministry of Environment and Local Resources, Ministry of Water and Irrigation, Ministry of Local Government, partner city and UN-HABITAT.

ESTIMATED COST: US\$ 460,000

BACKGROUND: Environmental issues do not feature high on the agenda in Mavoko. On the contrary, environmental awareness and environmental programming are almost non-existent. Mavoko also lacks a physical development plan which contributes to the emergence of environmental problems that might only fully surface years later. Mainstreaming environmental issues within the Urban Support Unit and the Local Urban Observatory (LUO), which are identified in the section on Urban Sector Projects, offers an excellent avenue for Mavoko to address the gaps in its environmental planning and management in a holistic way.

OBJECTIVES: Mainstream environmental issues within the Urban Support Unit and the LUO by supporting the establishment of an environmental unit with a focus on building the capacity of the town to address its gaps in environmental awareness, planning and management. The unit aims to promote good environmental and urban governance, support the development and implementation of broad-based environmental action plans and focus on context-specific aspects of municipal planning and management. It aims to offer an environmental vision for future development and address urgent environmental problems in the spirit of inclusive participation, partnerships and sustainability. Through the implementation of the action plans the aim is to achieve tangible impacts for low-income communities targeting especially the urban poor, leading to more sustainable urban development as a response to the challenges of the Millennium Development Goals. The strategies are to be tested in pilot projects.

ACTIVITIES: (1) Prepare an environmental profile of Mavoko and identify priority issues involving key stakeholders in a consultative process. (2) Organise a town consultation involving key stakeholders to deliberate and agree upon the priority environmental issues and a vision for the town. (3) Establish and implement thematic working groups to negotiate issue-specific strategies. (4) Formulate strategies and action-plans. (5) Plan and design pilot projects. (6) Carry out pilot projects. (7) Conduct an environmental training needs assessment. (8) Assist in the coordination of training. (9) Conduct an assessment of the available environmental data.

(10) Formulate strategies to address the gaps in the environmental data collection within the LUO framework.

OUTPUTS: Environmental issues firmly mainstreamed within the Urban Support Unit and the Local Urban Observatory. Strategies and action-plans agreed to address the main environmental problems and pilot projects completed.

STAFF REQUIRED: Environmental coordinator, a research team and a training specialist.



ENVIRONMENT N°2	Project proposal
	Environmental awareness campaign for the communities, private sector, council staff and councillors

LOCATION: Mavoko Municipality

DURATION: 12 months

BENEFICIARIES: Mavoko Municipality staff, Mavoko residents.

IMPLEMENTING PARTNERS: Ministry of Environment and Local Resources, Ministry of Water and Irrigation, Municipal Council of Mavoko, NGOs, community-based organisations, UN-HABITAT and UNEP.

ESTIMATED COST: US\$ 50,000

BACKGROUND: Environmental issues are largely neglected in Mavoko, mainly due to a lack of awareness of these issues. There is urgent need to provide the communities, private sector and the council with information about the environmental issues in the area so that they can prioritise them and begin addressing them in a holistic way. Environmental awareness is a starting point because without it environmental issues will not be addressed.

OBJECTIVES: To run awareness campaigns in Mavoko through the radio and other media, schools and workplaces that focus on key environmental issues in Mavoko, such as waste management, water provision, and controlling industrial pollution.

ACTIVITIES: (1) Establish a broad-based stakeholder working committee to be in charge of the campaign. (2) Assess levels of environmental awareness amongst the public, private and community sectors (3) Develop an awareness campaign focusing on the priorities agreed in the working committee. (4) Develop training tools. (5) Deliver the awareness campaign. (6) Document the experiences.

OUTPUTS: A working committee formed, environmental awareness levels assessed, awareness campaign developed and completed. Raised awareness of the main environmental issues in the area.

STAFF REQUIRED: Coordinator/facilitator with expertise in environmental awareness campaigns.

ENVIRONMENT N°3	Project proposal
	Partnerships for solid waste management

LOCATION: Mavoko Municipality

DURATION: 12 months

BENEFICIARIES: Slum dwellers, Municipal Council of Mavoko, community based organisations, NGOs and potential partnership organisations in the private sector.

IMPLEMENTING PARTNERS: Municipal Council of Mavoko, UN-HABITAT, University of Nairobi's Environment Department, Specialist NGOs, NEMA, Nairobi Business Associations and Kenya Association of Manufacturers.

ESTIMATED COST: US\$ 300,000

BACKGROUND: Mavoko has a diversity of potential partnerships and stakeholders that could be harnessed to support activities such as solid waste management and recycling. Mavoko has a large number of industries that could be brought into the partnership, as well as poor neighbourhoods that have unemployed people willing to engage in income generating activities. Incentives need to be developed to encourage waste collection by private refuse enterprises in poorer areas where forms of cross-subsidy may be applied to achieve these incentives.

OBJECTIVES: To recommend innovative approaches to implement local strategies for environmental management and maximised economic gains through incentives, partnerships, waste recycling, improved waste management, and employment creation.

ACTIVITIES: (1) Undertake a study to draw together best practices on local resource mobilisation for environmental management from global knowledge centres. (2) Implement pilot projects with emphasis on turning environmental management activities into economic gains, employment creation for solid waste management and recycling. (3) Test ideas such as an environmental corporation tax and cross-subsidy incentives. (4) Involve and consult the private sector and communities to assess demands and market approaches to foster potential environmental partnerships to implement and test strategies. (5) Implement demonstration pilot projects with other partners. (6) Share findings and propose recommendations at a workshop to assess demands in order to balance competing interests and guide proposed recommendations with involvement of broad stakeholder participation drawn from the private sector, NGOs and community-based organisations. (7) Compile a report with recommendations for follow-up activities to implement a variety of strategies on local environmental resource mobilisation for solid waste and recycling projects in poor areas of Mavoko.

OUTPUTS: Report with recommendations for follow-up activities for local economic development and resource mobilisation for local environmental management. Pilot demonstration projects.

STAFF REQUIRED: Research consultant team with expertise in economics, environmental management and micro-enterprise development.