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Rapid Urban Sector Profiling for Sustainability (RUSPS)
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NAIROBI

URBAN SECTOR PROFILE



This report was prepared by Fernando da Cruz, Kerstin Sommer and Ombretta Tempra, elaborating on information collected through interviews with key urban actors in Kenya.

This project and report were managed by Mohamed El Sioufi and important inputs were provided by Alioune Badiane, Farouk Tebbal, Clarissa Augustinus, Mohamed Halfani, Lucia Kiwala, Eduardo Moreno, Ole Lyse, Raf Tuts, Gulelat Gebede, Gora Mboup, David Kithakye, Kibe Muigai, Richard Woods, Raakel Syrjanen and James Muteru.

Graphic design: Kerstin Sommer

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P.O.Box 30030, GPO 00100
Nairobi, Kenya

Fax: + (254 20) 762 4266/7

E-mail: unhabitat@unhabitat.org

Website: <http://www.unhabitat.org>

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ACRONYMS:

AIDS	Acquire Immune Deficiency Syndrome
CBD	Central Business District
CBO	Community Based Organisation
EMCA	Environmental Management and Coordination Act
EPM	Environmental Planning and Management
FBO	Faith Based Organisation
GDP	Gross Domestic Product
GTZ	Gesellschaft fur Technische Zusammenarbeit
GUO	Global Urban Observatory
HIV	Human Immunodeficiency Virus
ILRI	International Livestock Research Institute
ICT	Information and Communication Technology
IT	Information Technology
ITDG	Intermediate Technology Development Group
KENSUP	Kenya Slum Upgrading Programme
LASDAP	Local Authorities Service Delivery Action Plan
LATF	Local Authorities Transfer Fund
LED	Local Economic Development
NACC	National AIDS Control Council
NCC	Nairobi City Council
NEMA	National Environment Management Authority
NGO	Non Governmental Organization
RUSPS	Rapid Urban Sector Profiling for Sustainability
SIDA	Swedish International Development Agency
SUF	Slum Upgrading Facility
SWOT	Strengths, Weaknesses, Opportunities and Threats
UMMK	Kianda Ushirika wa Maisha na Maendeleo - Kianda
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UN-HABITAT	United Nations Human Settlements Programme
VCT	Voluntary Counselling and Testing
WOFAK	Women Fighting AIDS in Kenya

NAIROBI CITY CONSULTATION - 3 AUGUST 2004

ATTENDANCE LIST

Name and Organisation

Anjelina W. Nyandao Kianda Ushirika wa Maisha na Maendeleo - Kianda (UMMK Kianda)	Ephraim G. Kanake We Can Do It
G.W. Matheka Nairobi City Council	Wilson Maritim Nairobi City Council
Helen Wamitho Women Fighting AIDS in Kenya (WOFAK)	Leah Oyake Nairobi City Council
Anne J. Muthoni Maji Na Ufanisi	Josephine Nganga Nairobi City Council
Cllr Opette Nairobi City Council	Alfred Odero Institute Of Certified Public Secretaries
Cllr Mwaura Muiruri Nairobi City Council	Joshua Wambua Institute Of Certified Public Secretaries
Eng Christine A. Ogut Nairobi City Council	Cllr. E.K. Ollinga Nairobi City Council
Nyoroh A.D.K. Nairobi City Council	Rose Sirali Antipa National Environment Management Authority (NEMA)
Davinder Lamba Mazingira Institute	Hudson M. Mukanga National Environment Management Authority (NEMA)
Eng Julius M Mungai Nairobi City Council	Alice Macharia Nairobi City Council
J M, Maina Nairobi City Council	Christine Oyaro Women Fighting AIDS in Kenya (WOFAK)
Waiganjo Nairobi City Council	Fernando Da Cruz UN-HABITAT
Peter Gaku Nairobi City Council	James Mutero UN-HABITAT
Wambulwa W. M. Nairobi City Council	Richard Woods UN-HABITAT
Jane Weru Pamoja Trust	Mohamed El Sioufi UN-HABITAT
Samuel Macharia Maji Na Ufanisi	Kibe Muigai UN-HABITAT

CONTACTS:

Alioune Badiane, Chief, Regional Office for Africa and the Arab States, e-mail: alioune.badiane@unhabitat.org
Mohamed El Sioufi, Senior Human Settlements Officer, Focal Point for RUSPS, e-mail: mohamed.el-sioufi@unhabitat.org
David Kithakye, Senior Human Settlements Officer, Focal Point for Kenya, e-mail: david.kithakye@unhabitat.org
e-mail: RUSPS@unhabitat.org

KENYA RUSPS TEAM:

James G. Mutero, Fernando Da Cruz, Ombretta Tempa, Kerstin Sommer and Raakel Syrjanen.



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NAIROBI 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 executive Commission of the European Union (EU) 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 Nairobi Urban Profile focuses on the findings of a desk-study, interviews with key actors and a citywide 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, Richard Woods, James Muteru, Raakel Syrjanen, Ombretta Tempa and Kerstin Sommer.

I would like to wish the Mayor of Nairobi, City Councillors 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 Nairobi.

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 the city level. 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 Nairobi 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

Kenya's capital city, Nairobi, is an international, regional, national and local hub for commerce, transport, regional cooperation and economic development. It connects together eastern, central and southern African countries. Nairobi employs 25% of Kenyans and 43% of the country's urban workers; as it generates over 45% of GDP, it is a major contributor to Kenya's economy. Like any other local authority in Kenya, Nairobi City Council (NCC) finds itself seriously challenged with respect to the resource requirements, leading to delays and reduced urban service delivery. Lack of services and infrastructure constrains Nairobi's economic development. Over 60% of the population live in slums and only 22% of slum households have water connections. Higher income groups, or 11-12% of the population, consume 30% of domestic water. Inequalities are increasing. Economic conditions are deteriorating much faster for Nairobi residents than the national trend. The proportion of people living below the national poverty line in Nairobi is rising dramatically, from 26% in 1992 to 50% in 1997. However, UN-HABITAT's experience shows that urban inefficiency and inequality can be reduced through improved governance. Decentralisation and strengthening Nairobi's financial and revenue mobilisation capacities are key factors for improving the city's condition. Further, NCC should expand service delivery and planning capacity. To facilitate broader-ranging cooperation, NCC should set up an urban forum for discussion and participation in order to encourage public involvement and promote responsive leadership for the management of the city with meeting the needs of Nairobi's population, which is the ultimate, overarching objective. A sharper focus on pro-poor policies as well as on equitable and efficient urban management is urgently needed if the potential of Nairobi is to be enhanced. Given the capital's significant role as Kenya's economic engine, improvement in city governance and management would go a long way towards improving conditions in the country as a whole.

Governance

The governance system in Nairobi is comprised of an elected council, an appointed administrative municipal service, a few civil society groups (residents' associations) and the regulatory authority of central government. The leadership of the city does not generally promote civil participation or create accountability frameworks for overall municipal management. Poor governance transpires in the longstanding deterioration of urban services coupled with rising crime and corruption. The City Council must modernise in favour of efficient revenue collection and service provision. Such efforts must involve the population in a meaningful way and convey a vision that is clear enough to win people's confidence and ensure their participation in the development of an attractive city for all.

Slums

Over 60% of Nairobi's population lives in slums. Overall policies and practices to address slum dwellers' needs have been poorly developed and implemented. As the informal sector keeps expanding, appropriate strategies are in order to enhance its economic growth as well as to harness the efforts of various partners and communities, with a view to providing for slum dwellers' basic needs through coordinated service delivery.

Gender and HIV/AIDS

The conditions of women, children and the disabled are generally less alarming in Nairobi than in the rest of the country. However, urbanisation of poverty runs the risk of reversing this trend as it affects men and women differently. HIV/AIDS is more prevalent in Nairobi than in the rest of the country. There is an urgent need to develop and implement policies that advocate changes in attitudes, promote gender equity and reduce the prevalence of HIV/AIDS.

Environment

Nairobi has been overwhelmed by rapid population growth coupled with weak frameworks for environmental regulation and implementation. With the environment deteriorating over many years, the repercussions are increasingly felt, including traffic congestion, pollution, poor waste management, and water shortages. Strategic environmental planning and management is urgently needed, along with greater involvement of local environmental partnerships for waste management and stronger enforcement to arrest environmental degradation.

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 Nairobi.

RUSPS in Nairobi

RUSPS in Nairobi, the capital city, is one of the three similar exercises conducted in Kenya, besides those in Kisumu, a middle size town on Lake Victoria (eastern Kenya), and Mavoko, a fast growing municipality on Nairobi's outskirts. Each urban profile is published as a separate report.

NCC 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. The aim was to develop options for formal inter-agency collaboration in order to create a coordination body integrating a wide range of urban stakeholders in a single response mechanism.

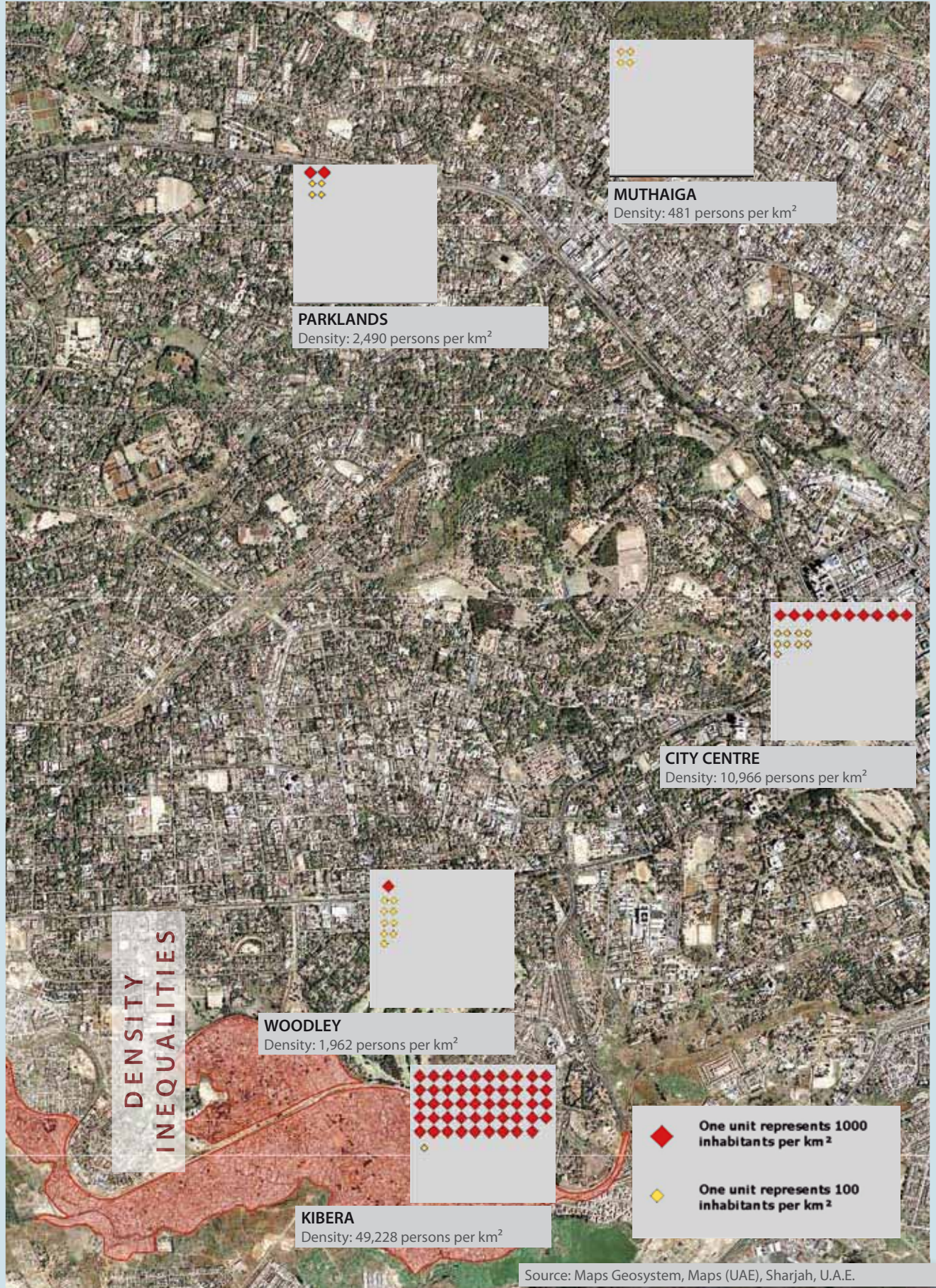
Report structure

This report consists of:

- 1 a **general background** of the urban sector in Nairobi, based on the findings of the Nairobi assessment report, a desk study, interviews, and a city consultation that was held in Nairobi on 12 January 2005 (see back cover for a list of participants in the City 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;
- 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.

NAIROBI IN DATA

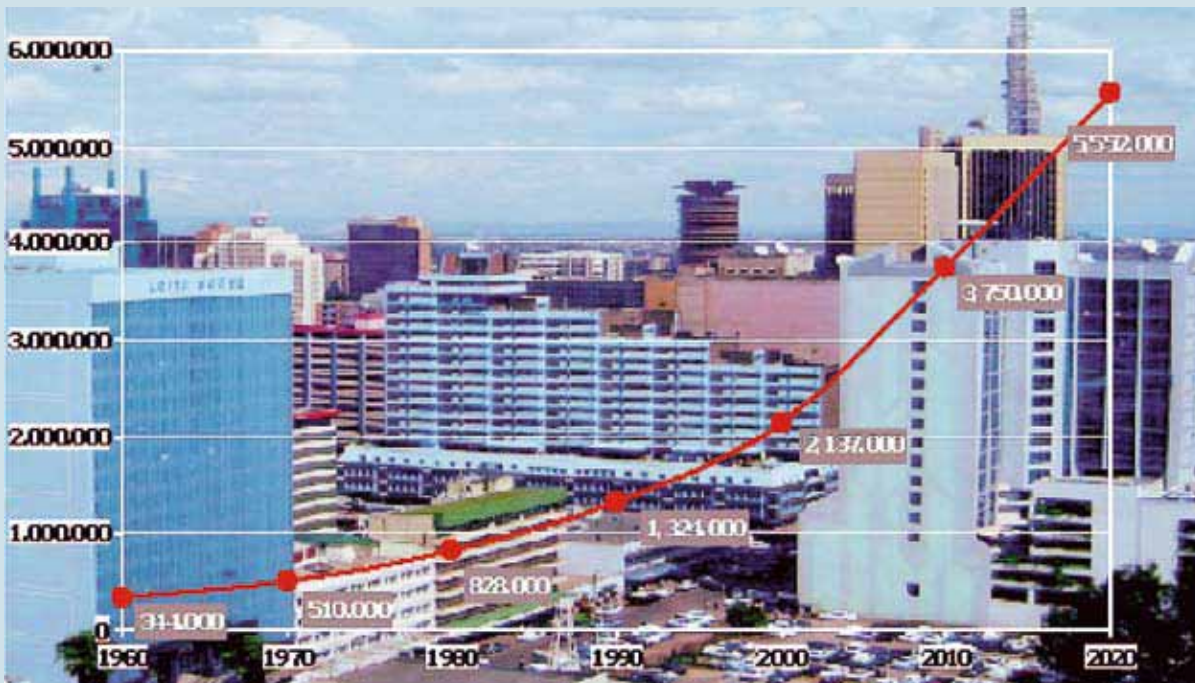
Estimated Population: 3 million, Share of country's population: 23,2% (2000)
Annual growth 2000-2015: 2.8%, Average density: 31 persons per hectare
Revenue collected: 7.0 US\$ per capita, Expenditures: 21.3 US\$ per capita
The richer 10% of the population accrues 45.2% of income, the poorest 10% only 1.6%.



NAIROBI'S DEVELOPMENT

Nairobi has the highest growth rates per annum compared to the other growth rates in Africa. 75% of the urban population growth is absorbed by informal settlements. The number of urban population living in slums will double in the next 15 years. Informal settlements cover only 5% of the total residential land area of the city, but they are inhabited by at least half of the city's population.

NAIROBI'S URBAN POPULATION GROWTH BETWEEN 1960 and 2000 and ITS ESTIMATED POPULATION IN 2010 and 2020.



POPULATION DEVELOPMENT OF MAJOR INFORMAL SETTLEMENTS IN NAIROBI BETWEEN 1960 and 1999

YEAR	KIBERA	MATHARE VALLEY	KAWANGWARE/ DAGORETTI	KOROGOCHO
1960	3,000	0	18,000	0
1970	11,000		41,000	2,000
1980	60,000	120,000	90,000	4,000
1999	287,000	69,000	86,800	44,000

KIBERA is the largest slum area in NAIROBI with currently approximately 300,000 inhabitants and is considered to be the largest informal settlement area in Africa.



Source: Urban Poverty and Slums, Intra-City Differential Study of Nairobi, 2004

ADMINISTRATION

Highly centralised decision-making at national and local levels heavily affects Nairobi and its capacity to respond to local development needs. NCC departments suffer from a high turnover of experienced managers, particularly at the top management level. Furthermore, bureaucracy and corruption continue to undermine NCC's ability to respond to the needs of Nairobi residents.

The Nairobi Municipality is unable to meet residents' demands for services. At lower levels the council is under-staffed with unskilled employees who absorb the bulk of expenditure. During the 2003-2004 financial year budgetary allocations were as follows: wages, 78.4%; operations and maintenance, 21%; service delivery, a meagre 4%.

Like any other local authority in Kenya, NCC collects revenue but it must submit budgets for approval to the central government. This leads to delays as the central government is not always able promptly to respond to requests. The Local Authority Transfer Fund Act 1999 requires the City Council (and other local authorities) to prepare annual Local Authority Service Delivery Action Plans (LASDAPs), in order to enable city residents to participate in setting their spending priorities. In practice, though, the LASDAP procedure is not effectively implemented.

A number of steps could improve urban governance in Nairobi: decentralising and strengthening of the council's financial and revenue mobilisation capacity; enhancing service delivery and planning capacity; and facilitating collaboration between various departments and institutions through creation of an urban forum for discussion and participation. Additionally, accountability and public participation need strengthening.

URBAN PLANNING

The latest master plan for Nairobi was developed in 1973 and has since been outpaced by the impact of urban growth. The Physical Planning Act 1996 places planning responsibilities with the local authorities: the Directorate of City Planning (DCP) is mandated to coordinate various development activities, such as slum upgrading, micro-enterprises and municipal reforms; in practice, though, DCP finds this mandate overwhelming. Economic and physical planning is not integrated nor harmonised with land use and land taxation. The city lacks a common vision to guide its development. The city as well as the neighbouring municipalities would benefit from regional planning that would put them in a position to harmonise and integrate the development of "Greater Nairobi". Environmental planning must play a crucial role in the sustainability of the city and the surrounding environment.



Source: Maps Geosystem, Maps (UAE), Sharjah, U.A.E.

OFFICERS	PRINCIPAL URBAN FUNCTIONS
The Council	Legislation and policy making, budget approval.
Town Clerk	Coordination of city management, policy/programmes implementation, accounting officer, advocacy and customer relations.
City Treasurer	Financial management/control, budget planning/implementation, collector of revenue, paymaster and financial advisor for Nairobi City Council.
City Engineer	Roads, transport, public works, parks, building and maintenance
General Manager	Water supply, sanitation services, revenue administration and system maintenance
Director of city planning	Zoning, development control, plans approval, subdivisions, buildings design, policy planning
Director of Social Services and Housing	Rental housing, markets, libraries, community development, culture/sport, youth and street people programmes.
Director of Housing Development	Low cost housing, settlements upgrading, and community facilities.
City Education Officer	Pre-school education, primary and special schools.
City Medical Officer	Healthcare management, public/community health, hospitals, clinics and dispensaries.
Director, Environment	Pollution control, solid/liquid waste disposal and cleaner production initiatives.
Director, City Inspectorate	By-laws enforcement, ceremonial guard.

THE ECONOMIC SITUATION

Nairobi plays an important role in the global, regional, national and local economy. It is a centre of international diplomacy, finance, banking and commerce, because of its facilities and its strategic position in the African continent. The city is a hub of road, rail and air transport networks, connecting eastern, central and southern African countries, and the potential for development is huge. Nairobi employs 25% of Kenyans and 43% of urban workers in the country, generating over 45% of national GDP. In a sharp contrast to this central role, the financial capacity of NCC is extremely limited, largely because of poor resource management and a weak revenue collection system. As a result, there is a three-fold gap between the revenue collected per capita (US\$ 7 on average) and per capita expenditure (US\$ 21).

NCC's main sources of revenue are the Local Authorities Transfer Fund (LATF), property rates, parking fees, business licences and ground rents. The NCC's recent transfer of water distribution to a commercial entity reduced its collected revenues by half. As for municipal staff numbers, Nairobi's resources are allocated as follows: 23% for by-law enforcement and prosecution of offenders, 20% for cleaning, 15% for engineering, planning and housing development, and 24% for education and health.

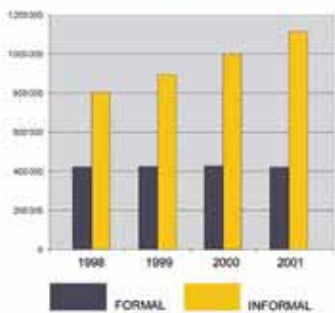
THE INFORMAL AND PRIVATE SECTORS

Every year the informal sector employs a greater share of Nairobi's labour force, but it is not adequately regulated nor supported by the City Council. Kiosks and hawkers are still largely seen as threats to city development instead of opportunities and resources. Lack of services and infrastructure severely constrains the economic development of the informal sector, particularly in the slums. Similarly, private sector involvement has not been exploited for sustainable and equitable development of the city, in terms of wealth creation and service delivery. Both the municipal and the private sectors must be coordinated and regulated in an innovative and participatory way if they are to benefit the whole community.

URBAN POVERTY

Economic conditions are deteriorating much faster for Nairobi's residents than the national trend; the proportion of people living below the national poverty line in Nairobi is increasing dramatically, from 26% in 1992 to 50% in 1997. The most evident features of this degeneration include slum expansion, higher numbers of people living and begging on the streets, and a rise in crime. If these trends are to be reversed, increasing inequalities, rural to urban migration and economic stagnation need to be addressed as a matter of urgency. This calls for pro-poor policies along with equitable and efficient urban management and government re-involvement in basic service provision.

FORMAL AND INFORMAL EMPLOYMENT IN NAIROBI



Source: Government of Kenya 2002



Source: Maps Geosystem, Maps (UAE), Sharjah, U.A.E.

URBAN INFRASTRUCTURE AND BASIC SERVICES

According to the Local Government Act (Cap. 265 of the laws of Kenya), a local authority like the NCC is responsible for provision and management of services within its jurisdiction. However, due to various factors poor economic conditions, rapid population growth, strict control by the Ministry of Local Government, political interference and poor management services are continuing to deteriorate in most parts of the city; as a result, not only are the living conditions of the population worsening further, but economic production is also being constrained. Lack of municipal services leaves the poor with no other alternative than buying water and electricity from private sources, ultimately paying far more than the rich do for these services.

WATER

Nairobi's rapid population growth puts available water resources under serious pressure. Access to clean water in Nairobi is inequitable. For households, income determines both the environmental quality of their surroundings and their consumption of urban services. High-income groups barely more than 10% of the population consume 30 % of domestic water, while low-income groups 64% of population consume only 35%.

Over 60% of the Nairobi population live in slums and only 22% of slum households have water connections. Slum residents experience water shortages; 75% of them buy water from kiosks at prices far higher than those paid by middle- and high-income households, which typically have direct connections to the city's network. Many slum dwellers have limited water for bathing and often use polluted river water. Public taps serve a mere 3% of slum households. There are opportunities for rainwater collection in both poor and non-poor neighbourhoods, and they should be exploited.

At times Nairobi experiences acute water supply shortages, in addition to problems of distribution, waste, illegal connections, overloading and mismanagement, all of which contribute to supply shortages. Responsibility for water management has recently been transferred from the council to a more commercial-oriented, though NCC-controlled, company which is in charge of distribution, tariff setting, billing and revenue collection.



SANITATION AND REFUSE COLLECTION

Sanitary conditions are particularly poor in Nairobi's slums, where a majority of residents resort to pit latrines that are over-used and inadequately maintained. Nairobi is overwhelmed by refuse generation as the council's collection service is inefficient and restricted to a few areas only. A few private firms are active, but there are opportunities for partnerships and cooperation between the private and informal sectors, communities and the City Council. Privatisation of refuse collection is limited to middle- and high-income areas, while in informal settlements non-governmental (NGO) and community-based organisation (CBO) volunteers collect refuse and dispose of it in a central area for collection by city authorities. Opportunities for income-generating schemes for solid waste collection in slums should be explored.



PUBLIC TRANSPORT

Local minibuses, known as matatus, are the main form of public transport in use in Nairobi and must be fully integrated into city transport planning to ease congestion and maximise their efficiency. More effective traffic regulation is needed: heavy traffic should be kept out of the city centre and non-motorised transport encouraged via improvements to pedestrian pavements, safe crossings and better access to bus-stops.

STREETLIGHTING

In Nairobi's Central Business District (CBD) streetlighting is in operation, but the service must be extended to other areas to improve security. Recent moves towards public-private partnership such as the "Adopt a Light" campaign are working well.

SOURCES OF ENERGY

Electricity throughout Kenya is provided by the Kenya Power and Lighting Company. Nairobi consumes 50% of the total national power generated annually, mainly for lighting; 72% of households in Nairobi have access to electricity but a majority of households (68%) use kerosene for cooking (20% use electricity and 7% charcoal), with the attendant heavy impact on the environment. Alternative energy resources must be promoted.

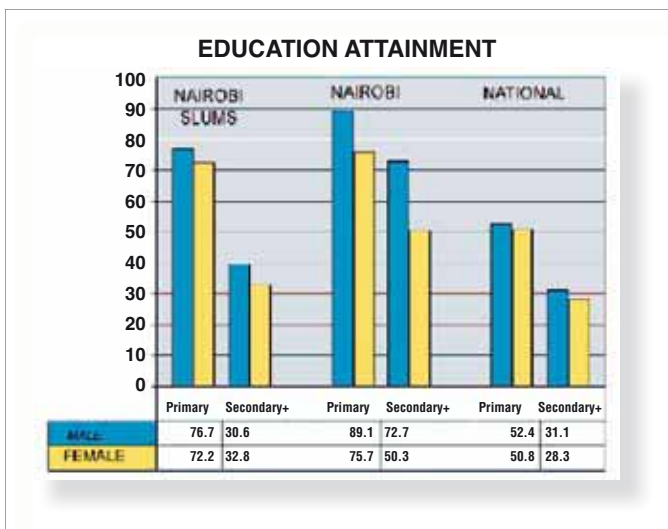
HEALTH

There are great disparities in health care between informal settlements and the middle- and high-income areas, and the health problems are also different. Middle- and high-income groups access healthcare through private clinics or government hospitals whereas informal settlements are largely left out. Privatisation and cost-sharing make healthcare costs unaffordable to the poor. Due to a lack of access to clean water, poor hygiene, and the high densities in the informal settlements, illnesses, such as diarrhoea, malaria and tuberculosis affect a large number of slum dwellers, especially children. Poor living conditions and high densities are also the reason for greater mortality rates in informal settlements compared to the middle- and high-income areas. There is an urgent need to address these health issues, focusing on the needs of the urban poor.



EDUCATION

Nairobi offers good education facilities which attract students from around the country as well as the neighbouring countries. These students come to the capital city to join universities and other high-level educational institutions. Attendance ratios are generally good, compared to the rest of the country, but inequalities persist at higher levels, especially among the poor and girls. In Nairobi's slums most schools are informal and they are not registered with the government. Due to a lack of recognition of informal schools, most informal students are not able to attain secondary education. Mechanisms to allow informal school leavers to attend secondary schools are urgently needed and female education should be specifically addressed and encouraged through campaigns and special programmes.



Source: Kenya MDGs Progress Report, 2003

GOVERNANCE

Nairobi City Council suffers from poor governance and a lack of vision for the city. The council is weak and poorly resourced, with low staff morale, pay and motivation, and there is limited investment in training and capacity-building. The City Council has no institutional organ for policy development or monitoring and evaluating service effectiveness and policy impact. Councillors are reported to interfere in staff matters in the past and have put their own self-interest ahead of the public good. Corrupt practices, lack of transparency as well as poor and inequitable revenue collection are encouraged by lack of computerisation and an otherwise inadequate information technology systems.

There are no clear NCC poverty reduction strategies while community outreach and involvement at grassroots levels are limited, ad hoc and only occasional. With respect to the Local Authority Service Delivery Action Plan (LASDAP), stakeholders report little meaningful involvement as they do not participate in all the stages of project cycles.

There are no adequate communication channels between the population and governing authorities. Urban stakeholders are not organised to make effective service demands on the city authority. Without a formal and well-advertised Citizen's Rights Charter, it is difficult to ensure effective service delivery or performance based on accountability.

BEST PRACTICE

The Karen Langata Association

The association took on a role model that gained recognition and legitimacy when residents took a stand and withheld rate payments to the Nairobi City Council for non-delivery of services. The association has also made representations to the central government in favour of developing a new action plan for service delivery. Access to information and familiarity with the laws granting rights to efficient service delivery have acted as the lynchpin of the association's campaigns. The group has also worked with the Physical Planning Department of the Ministry of Lands and Housing and prepared a physical development plan for the area, which served as a legal instrument for management and enforcement. Where the City Council failed to deliver services, residents organised between themselves to provide security, streetlighting, waste management and community information through civic participation.

The Karen Langata Association is considered as an example of best practice, but its approach is one that only the wealthier neighbourhoods can usually afford. Poor communities have neither the awareness nor the means required to take such a strong stance vis-à-vis a city council. Therefore, sustainable ways of developing partnerships between NCC and residents should be explored.

THE INSTITUTIONAL SET-UP

- The mayor is devoid of executive powers, is elected from a council of elected councillors, and tends to be more responsive to their rather than citizens' needs.
- The communication strategies within the City Council itself and between the City Council and external stakeholders are weak, although a corporate planning strategy is under preparation.
- Segmented and uncoordinated responses from relevant sectors must give way to comprehensive urban thinking involving all of them.
- The framework for participatory programme planning (LASDAP) is in place, although implementation remains centralised.
- There is no coherent framework for private sector participation and public-private partnerships in service delivery.
- There are no pro-poor policies to regulate urban services.

PERFORMANCE AND ACCOUNTABILITY

- Citizens are often unaware of their rights. There is no Citizens' Rights Charter; a committee of outside stakeholders and NCC representatives effectively play ombudsman roles, but there is no formal ombudsman service.
- The NCC has no system enabling it to measure performance against specific standards or to assess its own performance and effectiveness.
- Communities are neither coordinated nor sufficiently empowered to make effective demands on city institutions.
- There is no proper service delivery assessment, although a telephone complaints service has recently been made available.
- NCC budgets were previously unpublished budget publication started in October 2004.
- At present only tender notices, not contract awards, are published in newspapers, causing lack of transparency.
- A framework for participatory programme planning (LASDAP) is in place, but centralised implementation restricts stakeholder involvement in city governance.
- NCC leadership is neither sufficiently exposed to LASDAP nor aware of its (potential) role in maximising civic involvement; training is needed.



RESOURCE MOBILISATION

- Financial management is poor and hindered by lack of participatory planning and transparency of NCC's financial decisions.
- Local authority autonomy vis-à-vis central government is inadequate regarding revenue generation and spending.
- Revenue collection is weak and central government grants are limited.
- Property rates are the primary source of revenue (50%). However, since a NCC-controlled utility has taken over responsibility for Nairobi's water distribution, the share of rates in the NCC revenue base has shrunk.
- Property taxation does not take into account land development values, and collection of property rates is inefficient.

AGREED PRIORITIES

- Implement an effective communication system within NCC and between the City Council and all stakeholders.
- Launch a citizen's awareness campaign.
- Build up an effective revenue collection strategy.
- Guarantee an equitable taxation, i.e., pro-poor and one that does not penalise vulnerable groups.
- Implement an effective information technology system.
- Train civic leaders.
- Improve NCC organisational culture, morale, attitudes and remuneration.
- Establish a strategic planning and management unit, address corruption and introduce a code of ethics.

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* Urban Sector: project proposals addressing all the four themes

SLUMS

The majority of Nairobi's population lives in slums with limited access to appropriate housing, electricity and sanitation. The informal sector employs two-thirds of the city's labour force and a considerable share of the city's income is produced and consumed in the slums. The precarious physical, social and legal conditions of these settlements heavily affect residents' health and environment, in addition to severely constraining local economic development. NGOs and CBOs are active at the community level, but they operate on an ad hoc basis, with little coordination among them, and with limited support from the government. Institutional planning and financial frameworks must be restructured at national and local levels if the council is to be empowered to respond to the challenge of slum upgrading in a holistic way.

BEST PRACTICE

The Scoring Goals Project

Scoring Goals is an umbrella organisation consisting of 107 football teams and 14 drama groups from the 13 villages of the Kibera slum. The overall goal is to give poor children and young adults the chance to compete in well-organised soccer leagues and drama competitions in order to build new perspectives, self-esteem and confidence. To be part of the organisation, the members are supposed to clean their living environment every Saturday and to support HIV/AIDS prevention, as well as environmental conservation activities. By participating in the sport and drama competitions, the participants compete to win a scholarship to IT colleges, which are a walking distance from Kibera.

ONGOING PROJECTS

KENSUP

The Kenya Slum Upgrading Programme is coordinated by the Ministry of Lands and Housing, implemented by Nairobi City Council and funded by UN-HABITAT, and aims to upgrade Soweto village in the Kibera slum.

Mathare IVA Project

The Mathare IVA Project is implemented by Amani Housing Trust, coordinated by the Ministry of Lands and Housing, and funded by GTZ. The project has upgraded infrastructure services primarily roads, streetlighting, water and sanitation with the aim of raising material standards in the settlement. Resident participation in slum management through selected representatives is an important feature of the project. Any conflicts over tenure between owners of dwellings, tenants and project management, have largely been resolved.

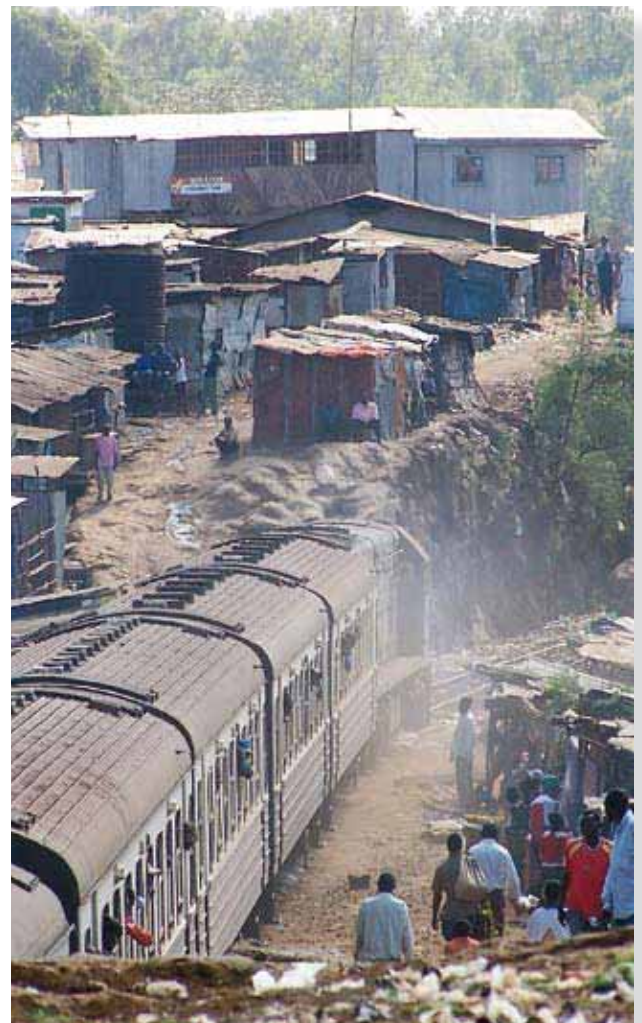
Huruma upgrading

Huruma upgrading, is undertaken by Pamoja Trust in eastern Nairobi. The project started with a local census and mapping of the settlement including house ownership. In addition, the project documents the condition of health facilities and other urban services.

- The Kenya Slum Upgrading Programme (KENSUP), run by the Ministry of Lands and Housing, is the leading institution for slum upgrading at the national level.

REGULATORY FRAMEWORK

- Nairobi has not updated any land use or master plan since 1973; the Strategic Development Plan for Nairobi is not in place.
- Physical, economic and environmental city planners should jointly develop a sustainable plan for the city. At the moment there is no general policy to promote local economic development, and self-help is the norm. The NCC has responded with creation of a Social Welfare Department to look after poor people's initiatives. The Local Authorities Service Delivery Action Plan (LASDAP) funds mainly capital projects.
- NCC's capacity is constrained by inadequate financial resources, a highly centralised institutional system and limited decision-making power. Unskilled and unmotivated officers hinder good municipal management.
- Decentralisation processes should be accelerated.
- There are no pro-poor or gender-oriented land policies.
- NCC effectively supports local slum upgrading initiatives (e.g. KENSUP), even though it has no formal, explicit policy in this regard.
- The land rights granting system is not transparent; there is no policy to promote slum dwellers' access to land or protection from eviction.



THE INSTITUTIONAL SET-UP

- Slum-related issues are the purview of the Ministry of Lands and Housing and local authorities. However, the connections between them are frequently inadequate, a situation only compounded by lack of financial resources for development and coordination.
- NCC is poor at follow-up activities in slums and coordinating efforts between various organisations; there is no dedicated officer for this task.
- A platform is lacking for urban development and stakeholder coordination; duplication, waste of resources and antagonism among all those involved characterise interventions in the city and the slums.

RESOURCE MOBILISATION

- NCC lacks the financial capacity to allocate a budget for slum upgrading, leaving this task mainly to donors and private entities.
- The council collects revenue, but budgets require approval by the central government and the resulting delays and other bottlenecks affect any local resources allocated for upgrading.
- Government and donors are taking an increasing interest in slum upgrading; this opportunity should be exploited through dialogue and coordination of various activities.
- There is no formalised “Urban Sector Programme” to which government and donors can directly allocate resources.
- Nairobi’s informal sector is generating a large share of the city’s wealth. This vibrant potential should be harnessed in favour of slum upgrading, slum economic development and poverty reduction. At the moment, there is no specific policy to address the economic development of slum areas or of informal sector businesses.
- Financial assistance to slum residents is not well developed, with the exception of NGO-sponsored micro-finance. Banking services for the poor are also limited. Inadequate incomes and lack of collateral stand in the way of poor people’s access to credit.
- Businesses in slums are hindered by high licensing fees as well as the specific constraints and shortcomings characteristic to informal settlements.
- NGO and CBO activities are not always sustainable and are often undermined by absence of an institutional approach.

TENURE

- As many as 90% of Nairobi’s slum dwellers are tenants; half of these feel that tenure is reasonably secure, suggesting that the informal rental market is largely efficient. Innovative ways of ensuring security of tenure should be explored.
- Land records and land management in both formal and informal settlements are not computerised and are subject to corruption. This leads to poor and inequitable land management, resulting in lack of access to land for the poor and more generally to slum expansion.
- Market-based pricing bars the poor from formal land ownership, leaving them heavily dependent on the informal market.
- Securing formal rights to land is subject to complex procedures which at times lack transparency.
- Evictions are less commonplace than they used to be; in 80% of the cases eviction is carried out by land “owners” and, in the remaining 20%, by the NCC, the Ministry of Lands and Housing or the Ministry of Public Works all in a poorly handled and not always transparent manner.
- Alternative land and housing are generally not provided to evictees, but if so, via non-transparent methods handled by chiefs, their agents or the NCC. Legal recourse against eviction is possible in theory, but in practice the poor do without any assistance.

AGREED PRIORITIES

- A strategy for local economic development.
- Mapping of local economic activities and related needs for infrastructure provision and the attendant economic development of slums.
- A sustainable funding strategy for slum upgrading (public-private partnerships, commercial upgrading, etc.).
- Mobilisation of resources for urban development.
- Creation of a platform for discussion, monitoring, coordination and support for all those NGOs, CBOs, the private sector, donors and local authorities involved in slum upgrading efforts.
- Support to KENSUP: coordinate and facilitate the relationship between the Nairobi Informal Settlements Coordinating Committee, Nairobi City Council, KENSUP and other stakeholders, to avoid duplication, waste of resources and antagonism among those involved.
- Combine physical, economic and environmental planning in favour of Nairobi’s development.
- A regulatory framework and action plan to ensure equitable and pro-poor access to urban services, particularly land, water and healthcare.
- Awareness campaign to enhance citizens’ familiarity with rights and duties.

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* Urban Sector: project proposals addressing all the four themes

GENDER AND HIV/AIDS

The conditions of women, children and the disabled are generally less alarming in Nairobi than in the rest of Kenya. However, the urbanisation of poverty in Nairobi runs the risk of reversing this trend as it affects men and women to different degrees. Women are the hardest hit by urban poverty: their access to land, credit and other productive resources is restricted, as are their capabilities (illiteracy, low educational levels); these factors result in feminisation of poverty, a phenomenon further exacerbated by traditional beliefs and practices.

HIV/AIDS is more prevalent in the capital city than elsewhere in Kenya. In general, HIV/AIDS in Kenya is more commonplace in urban than in rural areas. Traditional beliefs and practices are also responsible for the stigmatisation of HIV/AIDS infected people in Nairobi. The impact of the HIV/AIDS pandemic in Nairobi is severe, causing loss of productive people, adding to the number of orphans and compounding poverty. Women are more vulnerable to HIV/AIDS due to poor information, education and empowerment, not to mention the biological factors and violence which place females at greater risk.

The Nairobi City Council's policy vacuum and limited resource allocation for gender and HIV/AIDS issues reflect a lack of awareness among public institutions as well as civil society. The various NGOs and CBOs operating in the city are uncoordinated, and formal relationships are not actively established. Support for anything like a gender "department" or "desk" to promote advocacy, communication and training is missing in Nairobi. Awareness of gender and HIV/AIDS issues needs enhancement as a matter of urgency, which should subsequently lead to better policies.

GENDER-BASED VIOLENCE

For all the efforts by the authorities and civil society to enhance public awareness, gender-based violence is widespread in Nairobi. The authorities are usually ill-equipped to deal with gender-based violence, which is largely attributed to lack of training of police officers and their inability to preserve forensic evidence. Domestic violence, sexual assault and rape are commonplace, and even gang rapes and rapes during robberies, burglaries and carjackings are frequently reported. By comparison conviction rates are abysmal. However, female security issues are giving rise to a number of efforts in Nairobi:

- 1 The NCC has arranged for community meetings in partnership with the police, leading to creation of police kiosks which, when staffed, have been a success.
- 2 The NCC has entered into partnerships with NGOs dealing with violence against women.
- 3 Nairobi Women's Hospital specialises in medical services for female victims of domestic or other violence but it suffers from a lack of funding.
- 4 Kilimani Police Station in Nairobi has been advertised as a women-only police station dealing exclusively with cases of rape and domestic violence.

THE POLICY AND INSTITUTIONAL SET-UP

- The City Council lacks gender mainstreaming policies both at the workplace and in service delivery. There is no policy for the protection of women and children.
- The NCC also lacks a special office for gender issues and gender training/sensitisation; most of these matters are handled by Community Extension Workers at the NCC Department of Housing and Social Services.
- The NCC has no HIV/AIDS policy, and any relevant records are kept by the Ministry of Health not the NCC.
- A HIV/AIDS study is underway, but it is not supported by any adequate information distribution system.
- A variety of institutions are involved in gender-oriented and HIV/AIDS issues, ranging from NGOs to CBOs, but they are poorly organised and lack of coordination, collaboration and dialogue constrains effectiveness. Opportunities for partnerships to promote gender sensitivity and HIV/AIDS issues are not taken full advantage.
- Mothers' status is inadequately protected: maternity leave is restrictive, there is no paternity leave, no crèche areas are provided nor is any assistance for poor and/or single mothers. The burden of child care and its economic consequences adversely affect women.
- The NCC does not specifically allocate any financial resources to gender mainstreaming.



AWARENESS, EMPOWERMENT AND ACCOUNTABILITY

- Awareness of gender and HIV/AIDS issues is poor among both government institutions and civil society.
- Gender awareness and capacity building need prior enhancement if they are to be mainstreamed, especially within the NCC leadership as well as local councillors.
- NGOs, CBOs and Faith Based Organisations (FBOs) address gender and HIV/AIDS issues but they need more training if they are to collaborate with each other more effectively.
- Data collection should be disaggregated by gender in order equally to define the needs of men and women.
- Voluntary Counselling and Testing (VCT) clinics function well, but information about HIV/AIDS prevention and living with HIV/AIDS is not adequately disseminated; VCT at ward level should be encouraged.
- There are no active mechanisms to give voice to women or to children and the disabled.
- Women are not adequately represented in the NCC, as only two out of 11 heads of department and five out of 75 councillors are females.

AGREED PRIORITIES

- Policies to mainstream gender and HIV/AIDS at the workplace and in all of the City Council's activities. Adopt and implement national gender sensitisation policies at city level.
- Train NCC staff in gender and HIV/AIDS awareness.
- Collection of gender- and HIV/AIDS-disaggregated data.
- Set up a City Council "gender desk".
- Coordinate relevant stakeholders and gender-related activities in Nairobi.
- Launch gender and HIV/AIDS awareness campaigns through the media, public meetings, NGOs, CBOs, FBOs, the NCC and government-coordinated activities.
- Reinforce facilities at ward level for women and HIV-positive individuals (VCT clinics, police kiosks, etc.).

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	Establish Gender and HIV/AIDS Management Unit in Nairobi City Council	

* Urban Sector: project proposals addressing all the four themes

THE ENVIRONMENT

Rapid population growth, poor institutional governance and weak physical planning together pose serious threats to Nairobi's environment. The city generates 2,000 tonnes of refuse daily, 68% of which is domestic and only a small proportion is collected, mainly in the wealthy neighbourhoods and the business (CBD) area. Environmental services in poor areas are inadequate; refuse is dumped in open areas and residents have no access to adequate water, sanitation or streetlighting. Lack of investment in infrastructure maintenance over so many years results in potholed roads, inadequate storm water drainage and broken pedestrian pavements. Nairobi suffers from traffic congestion, industrial pollution and inadequate water supply and sanitation facilities. Its only river is polluted with human waste from slums. Unplanned settlements have permanently enclosed and cut off animal migration routes, thereby reducing zoological diversity and undermining the economic value of the Nairobi National Park.

THE INSTITUTIONAL SET-UP

- The City Council is the leading authority managing environmental issues in Nairobi. A small number of NGOs and an unspecified number of CBOs also have environmental agendas of their own.
- The NCC is currently unable to undertake environmental assessments or any proper monitoring, evaluation, planning and management functions for lack of adequate capacity; human and financial resources fall well short of requirements, and coordination is as poor as the environmental awareness of the NCC leadership.
- The Environmental Department is NCC's newest unit. Its 3,000 staff need exposure to genuine environmental issues, way beyond the grass-cutting and street-sweeping that keeps the bulk of them occupied.
- The NCC has not developed any decentralised mechanism to facilitate local environmental responses; a few CBOs and NGOs have been mobilised, with NCC help, to collect or recycle solid waste, but any efforts only take place on an ad hoc basis.
- NCC leadership and coordination must be strengthened if the council is to work more effectively with other institutions such as NEMA and the Ministry of Lands and Housing, in order to mainstream environmental concerns at city level.

THE POLICY AND REGULATORY FRAMEWORK

- Enforcement of regulations is constrained by overlapping and outdated by-laws and statutes, together with weak implementation capacity and fragmented institutional responsibilities.
- The recent Environment Management and Co-ordination Act (EMCA) of 1999 came as an attempt to harmonise regulations, but delays in the implementation framework hinder action by NCC.
- The NCC is drafting new by-laws, standards and guidelines based on the 1999 statute; NEMA and the private sector should be actively involved in this process.
- The 1999 Act calls for assessment of the environmental impact of any proposed new developments involving NCC and NEMA, but coordination is not always efficient.
- The NCC has no policy for public involvement to promote good environmental governance. The Local Authorities Service Delivery Action Plan (LASDAP) process works to a fixed budget, but its role is not well understood and remains problematic when it comes to stakeholder participation.
- The NCC works on a reactive basis and lacks a policy-making organ to plan and develop policies and evaluate their environmental impact.
- So far, elected councillors have given the environment a low priority, resulting in weak enforcement of policies and regulations. Council members need proper training. Donor programmes (SIDA, UNDP) supported occasional training programmes in the past, but no regular training is available at present.



RESOURCE MOBILISATION

- NCC budget allocations for environmental matters are small, with central government funds the main source.
- Generally speaking, no local revenues are specifically earmarked for environmental activities, to the exception of the few public toilets collecting user fees in the business district (CBD).
- A few public-private partnerships supplement formal public services (e.g., urban “greening” of road roundabouts, streetlighting and waste management).

AWARENESS AND ACCOUNTABILITY

- Environmental awareness among Nairobi’s population is low; residents are not aware of the health and environmental consequences of their behaviour. An awareness campaign is needed.
- The City Council is weak when it comes to disseminating information or to maintaining dialogue with the private sector, NGOs and CBOs.
- Some CBOs hold monthly public meetings and ad hoc direct discussions.
- There is no widely known reporting mechanism for environmental complaints.
- Lack of environmental standards hinders adequate law enforcement.



AGREED PRIORITIES

- Environmental planning and management training for NCC.
- Develop local projects in areas where the environment is a problem, and involve the NCC, NEMA and local stakeholders.
- Sustainable financial planning for environmental issues.
- Develop a sustainable partnership framework to allow cross-subsidies.
- Launch an environmental awareness campaign.
- Provide solid waste management in partnership with communities, NGOs, CBOs and the private sector.
- Traffic regulation.
- Improve public transport, cycling and pedestrian mobility.
- Encourage clean production and alternative energies for the manufacturing sector.
- Protection of the Nairobi National Park.

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	Sustainable Financial Planning and Local Resource Mobilisation	
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URBAN SECTOR N°1	Project proposal
	Urban Sector Coordinating Body for Nairobi

LOCATION: Nairobi
DURATION: 12 months

BENEFICIARIES: Urban communities and relevant institutions: Ministry of Finance, Ministry of Economic Planning and Development, Ministry of Lands and Housing, Ministry of Local Government, international and local development partners.

IMPLEMENTING PARTNERS: Nairobi City Council, Ministry of Planning and National Development, Ministry of Finance, Ministry of Local Government, Ministry of Lands and Housing, UN-HABITAT, World Bank, UNDP, European Commission, heads of development partner missions.

ESTIMATED COST: US\$ 170,000

BACKGROUND: Nairobi's potential for economic growth is vast, but the institutional response to the city needs is weak and uncoordinated. Policies and activities are implemented by various institutions in the absence of any proper dialogue or coordination and therefore are fragmented and ineffective. Physical planning is not integrated with economic and environmental planning and the city lacks a vision for its own development. International development partners have begun to harmonise and coordinate assistance programmes. All urban institutions must engage in more organised collaboration, maximising the potential for economic growth.

OBJECTIVES: Creation of an urban sector coordinating body, with an ability to harmonise the responses of relevant institutions and to coordinate the efforts of civil society organisations and development agencies. The nature and modus operandi of the coordinating body will be set out in collaboration with all the urban stakeholders.

ACTIVITIES: (1) Information-gathering meetings with various NCC departments, NGOs, international and national development partners and the private sector. (2) Assessment of perspectives, constraints, competing demands and individual concerns. (3) Assessment and scenario planning (with option appraisals) for the various institutional roles, responsibilities and implications of an Urban Sector Coordinating Body for Nairobi. (4) Mini-consultation with the major institutions involved in urban functions. (5) Interim report and recommendations. (6) Proposal for the coordinating body: Sessional Paper preparation for Parliament to approve.

OUTPUT: Creation of an Urban Sector Coordinating Body for Nairobi.

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

URBAN SECTOR N°2	Project proposal
	Media campaign to raise citizens' awareness of rights, duties, governance, environment, gender and HIV/AIDS related issues

LOCATION: Nairobi.
DURATION: Initial 12 month phase.

BENEFICIARIES: All residents, and vulnerable groups in particular.

IMPLEMENTING PARTNERS: UN-HABITAT, Nairobi City Council, youth and community organisations.

ESTIMATED COST: US\$ 400,000

BACKGROUND: Citizens are often unaware of their rights and duties. It is crucial to educate them on the most important issues, including health, HIV/AIDS, gender and the environment. Greater citizen awareness of rights and duties will enhance empowerment as well as the general accountability of public authorities.

A media-based campaign (radio, television, newspapers, posters, events, etc.) should include practical details such as how to access services and information, lodge complaints with relevant institutions, and how and where to get medical help.

OBJECTIVE: Raise awareness of rights and duties, as well as of governance, environmental, gender and HIV/AIDS related issues.

ACTIVITIES: (1) Assess priority needs for education through interviews and meetings. (2) Define details of strategy and implementation partners. (3) Implement pilot projects.

OUTPUT: Enhanced awareness among the citizenry.

STAFF REQUIRED: Experts in development issues and communication.

URBAN SECTOR N°3	Project proposal
	Revenue collection strategies for Nairobi City Council

LOCATION: Nairobi City Council
DURATION: 12 months

BENEFICIARIES: Nairobi City Council, Nairobi residents, the private sector and manufacturing sectors, ratepayers, the informal sector.

IMPLEMENTING PARTNERS: Nairobi City Council, Ministry of Local Government, the business sector, Kenya Revenue Authority, UN-HABITAT.

ESTIMATED COST: US\$ 400,000

BACKGROUND: One of the most urgent needs of Nairobi City Council is to improve and maximise revenue collection. The City Council is operating from a position of insolvency and is regularly unable to pay staff, or to deliver services effec-

tively, or to invest in service improvements. The initial practical response is to undertake an institutional situation analysis, review procedures, assess alternative revenue sources and consult with ratepayers and city stakeholders, in order to make recommendations on how best to improve and strengthen the overall revenue collection system. If an efficient taxation system is to be established, the sustainability and equity of the rates paid by citizens on properties and for services must come under review. The main source of revenue is property taxation, which at the moment is not equitable and, most importantly, is not harmonised with the economic strategies devised for Nairobi's development.

OBJECTIVE: Propose strategies to improve revenue collection, compliance and transparency together with efficient financial management, monitoring and reporting.

ACTIVITIES: (1) Institutional and needs assessment of Nairobi City Council through information-gathering interviews with all key departments associated with revenue collection and financial management. (2) Mini-consultation within key NCC departments to co-develop and agree on revenue collection priorities, conducting a SWOT analysis of City Council revenue management. (3) Assessment of potential alternative NCC revenue sources. (4) Interviews with Nairobi business sector stakeholders and other ratepayers to determine key issues to be addressed in terms of compliance, improved management and collection. (5) A stock assessment of council-owned facilities, particularly income-generating facilities, to identify potential sources of additional or fresh incomes (e.g., licences for informal sector enterprises, etc.). (6) Make sure that property and service rates are equitable and, where needed, propose modified rates. (7) Interviews with Kenya Revenue Authority. (8) Consultation workshop with all stakeholders, including ratepayers and NCC. (9) Report on improved strategies and recommendations for NCC to implement. (10) Support implementation of approved recommendations through institutional capacity-building and staff training. (11) Monitor outcomes and NCC financial capacity trends.

OUTPUT: A report complete with recommendations for restructuring property and service rates and improving overall revenue collection.

STAFF REQUIRED: Full-time institutional and public finance experts.

URBAN SECTOR N°4	<i>Project proposal</i>
	Information Communication Technology (ICT)

LOCATION: Nairobi City Council

DURATION: 24 months.

BENEFICIARIES: Nairobi City Council, local ratepayers and the urban poor.

IMPLEMENTING PARTNERS: NCC, the private sector, UN-HABITAT.

ESTIMATED COST: US\$ 3,000,000

BACKGROUND: Nairobi City Council manages the entire City of Nairobi (population: nearly three million). The council itself employs some 17,000 staff. In view of this central role, the City Council must handle extensive and rapidly changing information ranging from personnel records, public records, registration of business permits and ratepayer records. It must also arrange for, monitor and enforce revenue collection and make information available to citizens for the purposes of transparent, accountable and efficient service delivery. All these important functions are compromised by lack of ICT systems, resulting in inadequate NCC overall performance and information processing. An ICT system is required in order to ensure good governance, sound information flows, efficient resource mobilisation and transparency. The NCC needs an ICT system if it is to modernise and meet service delivery and proper management requirements, while at the same time mobilising revenue collection and communicating effectively with the community.

OBJECTIVE: Improve overall transparency, accountability, and information flows between the NCC and its citizens as well as between individual NCC departments, in order to strengthen the overall performance and efficiency of the council.

ACTIVITIES: (1) A comprehensive institutional needs assessment of all NCC departments; assess each department individually, conduct interviews with key informants, undertake comprehensive assessments of needs in terms of data and information flows. (2) A mini-consultation with all NCC departments to identify ICT needs. (3) Develop an integrated information technology system and networked ICT hardware for NCC. (4) Prepare ICT training tools. (5) Develop a comprehensive, rolling training programme for NCC officers and departments in coordination with the Human Resources Department. (6) Training of tutors in basic ICT uses and practice. (7) Recruit, train and support an ICT Support Unit for system maintenance and permanent technical support.

OUTPUTS: Fully installed and networked information and communication technology system for all Nairobi City Council departments. Fully trained workforce and deployment of the ICT system in response to institutional needs and information flow requirements.

STAFF REQUIRED: ICT experts and tutors.

Strengths	Weaknesses	Opportunities	Threats	Priorities
INFORMATION, COMMUNICATION AND TRANSPARENCY				
<ul style="list-style-type: none"> Close proximity of local government and city stakeholders. 	<ul style="list-style-type: none"> Weak communication strategy within the City Council itself and between NCC and external stakeholders, even if a corporate planning strategy is under preparation. Citizens are often unaware of their rights; there is no citizens' rights charter and a committee of outside stakeholders and NCC representatives handles ombudsman roles, but there is no formal ombudsman service. 	<ul style="list-style-type: none"> Enhance empowerment and accountability Fight corruption Increase effectiveness of Local Authorities Service Delivery Action Plan (LASDAP). 	<ul style="list-style-type: none"> Staff Union conflicts because of lack of transparent personnel policies. Communities not coordinated or empowered sufficiently to make effective demands and draw responses from city institutions. 	<ul style="list-style-type: none"> Implement effective communication system within NCC and between the City Council and all the stakeholders, in both senses. Effective structures for community and stakeholder participation in decision making. Citizens' awareness campaign.
FINANCIAL CAPACITY				
<ul style="list-style-type: none"> Qualified manpower at higher tiers of Nairobi City Council. NCC budgets publication started in October 2004. 	<ul style="list-style-type: none"> Local Government is not autonomous enough from Central Government in generating budget and spending its revenues. Lack of updated Information Technology system impacting negatively on efficiency and transparency. NCC commercialization of service delivery taking place in the absence of such a framework. Poor information system within City Council limiting financial management and coordination. 	<ul style="list-style-type: none"> The ongoing local government reforms are expected to improve the efficiency and the equity of the service delivery and revenue collection strategy. Substantial untapped revenue base. IT system would help to fight corruption. 	<ul style="list-style-type: none"> Property taxation, which is the main source of revenues is inequitable and not harmonised with economic and physical planning. Resources are devoted to recurrent expenditure at the expense of development. 	<ul style="list-style-type: none"> Need for effective revenue collection implementation strategy Equitable taxation, pro-poor and vulnerable groups friendly. Capacity building. Implementation of an effective IT system. Technical and management assistance and training.
COUNCILLORS AND NAIROBI CITY COUNCIL STAFF PERFORMANCE				
<ul style="list-style-type: none"> Strong staff union. Measures to fight and reduce corruption being addressed. 	<ul style="list-style-type: none"> NCC councillors are self interested, lack of a city development vision, sense of corporate mission or effective leadership. Corrupt practices, conflicts of interest and tribalism affect many NCC activities. No performance appraisal system. At present staffing matters are handled as personnel functions (e.g. discipline, promotion, salaries); there are no human resource functions such as training, promotion and career development. NCC has no training budget or strategy or policy. 	<ul style="list-style-type: none"> Review of Local Government Act to strengthen enforcement rules underway. Congenial national environment for improving governance expected to impact positively on local governance. Local Authorities Service Delivery Action Plan is in place, even if not completely effective. 	<ul style="list-style-type: none"> Delay in staff payments and low staff morale. Poor organizational culture at NCC leading to low morale and poor attitudes towards work No policy development potential or institutional organ to perform this role and no culture of policy development to respond to institutional challenges faced by NCC. 	<ul style="list-style-type: none"> Define the criteria for being elected as a councillor (e.g. education level). Training of civic leaders. Review and strengthen existing policies. Improve staff organisational culture, morale, attitude, remuneration and capacity building. In-house structures development: strategic management unit, corruption and code of ethics.

GOVERNANCE N° 1	Project proposal
	Training for Nairobi City Council Councillors and Officers

LOCATION: Nairobi City Council

DURATION: 12 months

BENEFICIARIES: Elected councillors, Nairobi City Council leaders, NCC officers.

IMPLEMENTING PARTNERS: Nairobi City Council, NCC Human Resources Department, UN-HABITAT, a training organisation.

ESTIMATED COST: US\$ 300,000

BACKGROUND: Most local authorities only provide basic induction training for newly elected councillors. Such training focuses on formal roles and responsibilities; there is no training in development, budgeting or accountability matters.

OBJECTIVE: Comprehensive development of urban governance skills

ACTIVITIES: (1) Assessment of training needs for governance and job orientation at all levels of Nairobi City Council leadership, including department heads and NCC officers. (2) Development of training tools based on those UN-HABITAT leadership skills training materials that have already been adopted and translated in Swahili, together with training material dealing with participatory planning and economic and land development. (3) Establish a rolling programme of comprehensive training in urban governance skills.

OUTPUTS: Better governance by Councillors and improved NCC municipal service delivery.

STAFF REQUIRED: Full-time governance expert, tutors in various disciplines e.g. finance, community relations, procurement, equitable service delivery, public complaints (handling and follow-up).

GOVERNANCE N° 2	Project proposal
	Strategic Planning and Management Unit for Nairobi City Council

LOCATION: Nairobi City Council

DURATION: 12 months

BENEFICIARIES: The population, and the urban poor in particular, elected councillors, Nairobi City Council leaders, NCC officers.

IMPLEMENTING PARTNERS: Nairobi City Council, NCC leadership, all NCC department heads, NCC Human Resources and Training Department, UN-HABITAT.

ESTIMATED COST: US\$ 300,000

BACKGROUND: NCC administration structures are weak and often uncoordinated, turning their mandated delivery of urban services across the city into a significant challenge.

Urban management services are not adequate and traditionally services have been ad hoc or reactive, rather than well-planned, proactive and in a position to respond to the city's evolving management requirements. Most NCC department heads are fully engaged with day-to-day crisis situations; they find themselves duty-bound to deliver services with inadequate resources and through procedures that are neither assessed, reviewed, monitored or responsive to changing needs and operational challenges. In view of the complexity of issues Nairobi has to face, the City Council requires the capacity to be responsive to service delivery needs (and those of the urban poor in particular) and to assess its own performance. If it is to be more pro-active and innovative, NCC also needs planning abilities and the capacity to develop effective policies as well as to test and adopt new (including "best practice") approaches and ideas. In its current form, the Nairobi City Council lacks any institutional mechanism to address these concerns effectively and systematically across all its departments.

Once established, the NCC Strategic Management Unit will assist in monitoring and evaluation, and will help improve performance-based accountability in service delivery. It will identify training needs and develop future policies. Overall, it will improve governance and accountability in a context where effectiveness and equity are the overarching concerns.

OBJECTIVE: Establish a functional unit within the Nairobi City Council that can develop policies, guide and inform strategic management decisions, monitor and assess the effectiveness and performance of all aspects of NCC service delivery for the benefit of the city's whole population.

ACTIVITIES: (1) A comprehensive institutional assessment of individual NCC department functions and services. (2) Fully brief, advise and support NCC leadership and department heads regarding the creation of an inclusive and fully dedicated team of professional City Council officers seconded from each department to form a Strategic Management Unit (SMU) Project Team within the council. (3) SMU to include Council members and executive leaders, mayor and town clerk representation. (4) Capacity building and training activities in participatory strategic planning. (5) Facilitate development of the strategies and actions required to monitor and evaluate all services as well as for future policy development, training needs and gaps, service equity and accountability, transparency and efficiency in service delivery.

OUTPUTS: Institutionalised capacity to assess performance, plan and provide guidance on all aspects of Nairobi City Council's service delivery; ability to meet changing needs, monitor, evaluate and make recommendations in order to improve all aspects of administrative and urban management

STAFF REQUIRED: Full-time coordinator/facilitator with expertise in institutional development and change management, monitoring and policy development. Experts in various aspects of institutional administration and management, e.g., developing responsive management strategies, financial responsiveness, community relations and equitable service delivery.

Strengths	Weaknesses	Opportunities	Threats	PRIORITIES
SLUM UPGRADING STRATEGIES				
<ul style="list-style-type: none"> The National Land Policy under preparation is expected to have a positive impact on access to land for the poor. The Kenya Slum Upgrading Project (KENSUP) is developing and implementing the Kibera upgrading scheme to test new upgrading strategies for Kenya. Nairobi is the country's centre of economic production, accounting for more than 45% of national GDP. An expanded role for the informal sector offers a good opportunity for poverty reduction, if adequately regulated. Increasing interest from donors and NGOs in slum upgrading. 	<ul style="list-style-type: none"> Lack of updated land and housing stock information. Lack of a city development plan hinders harmonious city growth and contributes to slum expansion. Residents are not aware of their rights and duties; they do not know how to access legal support and information regarding their rights to land and urban services. Interventions in slums are uncoordinated, ad hoc and overlapping. Poverty is spreading in Nairobi: 80% of slum dwellers live below the national poverty line. Inequitable access to services undermines slum economic development. Except for water kiosks, NCC hardly caters for the needs of the urban poor. The NCC budget cannot match community development needs. Stakeholders' uncoordinated interventions undermine efficiency and waste resources. 	<ul style="list-style-type: none"> Nairobi's Informal Settlements Coordinating Committee could be remodelled into a more effective and participatory framework with regard to slum issues. Lessons from previous upgrading interventions should be used to inform policies and approaches. Slum service provision by NGOs (refuse collection, cleaning), communities and NCC (periodic solid waste collection and disposal, water kiosks) should be reorganised and any potential for partnerships explored. Partnerships for development with the private sector (e.g. cross-subsidies). Regulation and support for the informal sector. Nairobi, and in particular its informal sector, is generating a large share of the country's wealth. This potential should be harnessed in favour of slum upgrading, slum economic development and poverty reduction. Coordination and upscaling of NGOs in community facilitation, policy, advocacy, research, and finance. 	<ul style="list-style-type: none"> Political interference. Tribalism. Lack of political will. Land planning functions, financial resources management and slum upgrading strategies are heavily centralised. Some NGOs and slum-based enterprises view slum upgrading as a threat, on the grounds that it could lead to loss of business. NGOs and CBOs value their independence highly and are at times reluctant to coordinate. No systematic dissemination of information at all levels. Absence of a city development strategy to inform urban, physical, economic and environmental planning. Inadequate, inequitable and corrupt land taxation system. Revenue is collected by the municipality but managed by the central government; this generates bottlenecks, inconsistencies and delays that affect any local resources allocated for upgrading. Donor agencies' support is unpredictable, unsustainable and unsystematic. At the moment, there is no specific policy to address economic development of slum areas or informal sector businesses. Lack of a physical and economic development strategy for the city, and for slums in particular. 	<ul style="list-style-type: none"> Creation of a platform for discussion, monitoring, coordination and support of slum upgrading actions by NGOs, CBOs, the private sector, donors and local authorities. Support for KENSUP: coordinate and facilitate the relationship between Nairobi's Informal Settlements Coordinating Committee, NCC, KENSUP and other institutions, to avoid duplication, waste of resources and friction among stakeholders. Combine physical, economic and environmental planning in Nairobi's development plan. A regulatory framework and action plan to ensure equitable and pro-poor access to urban resources and services, particularly land, water and healthcare. An awareness campaign to improve familiarity with civic rights and duties, and issues such as evictions, urban services, land and access to institutions. Preparation and implementation of a policy to support local economic development. Mapping of local economic activities and related needs. Infrastructure provision would improve economic development in slums. Development of a sustainable funding strategy for slum upgrading (public-private partnerships, commercial upgrading, etc.). Design a mechanism to mobilise resources in favour of urban development. Coordination and recording of slum upgrading interventions.

SLUMS	Project proposal
N° 1	Slum Economic Development

LOCATION: Pilot projects in selected communities.
DURATION: 24 months

BENEFICIARIES: Nairobi’s slum dwellers and the informal sector.

IMPLEMENTING PARTNERS: Local NGOs, communities, the private sector, Nairobi City Council, KENSUP, UN-HABITAT Slum Upgrading Facility (SUF), UN-HABITAT.

ESTIMATED COST: US\$ 800,000

BACKGROUND: The informal sector generates a large share of Nairobi’s income. Informal settlements host family businesses and have great potential for economic development, but find themselves hindered by lack of adequate infrastructure, such as roads, electricity and water. If slums are to achieve their economic potential, their role in the city economy must be well understood and the relevant communities’ needs and opportunities identified.

OBJECTIVES: Promote economic development and income generating activities; reduce economic vulnerability and urban poverty.

ACTIVITIES: (1) Select slum communities that can host pilot projects. (2) Physical, social and economic mapping of informal areas to assess economic activities and priority needs. (3) Stakeholder analysis to identify potential development partners. (4) Examine the financing mechanisms, future costs of operations and types of investment that could optimise and support existing income-generating activities. (5) Introduce new activities to complement and diversify the local economy within a coordinated framework. (6) Set out upgrading standards and strategies. (7) Implement priority requirements.

OUTPUTS: Economic upgrading of slums, reduction of poverty.

STAFF REQUIRED: NGOs, CBOs, experts in slum communities, financial experts.

SLUMS	Project proposal
N° 2	Urban Development Fund

LOCATION: Nairobi
DURATION: 10 months

BENEFICIARIES: Urban poor communities, Nairobi City Council.

IMPLEMENTING PARTNERS: Nairobi City Council, Ministry of Finance, Ministry of Local Government, Ministry of Roads and Public Works, Ministry of Lands and Housing, UN-HABITAT.

ESTIMATED COST: US\$ 250,000

BACKGROUND: Current funding for urban development is inadequate and only ad hoc. Resource allocation by Central Government is scarce. A sustainable financing mechanism is in order.

OBJECTIVE: Design a mechanism that would mobilise resources in favour of urban development, against the current background of inadequate local revenue collection and central policy coordination.

ACTIVITIES: Assessment of current urban development financing mechanisms, institutional arrangements, regulatory frameworks, future costs of operations and investment, and integration of the private sector.

OUTPUTS: Initial report on current situation and future needs, feasibility report and detailed design of project proposals.

STAFF REQUIRED: Research team with expertise in public sector finance and institutions, local government and urban development.



Strengths	Weaknesses	Opportunities	Threats	Priorities
GENDER AND HIV/AIDS POLICY				
<ul style="list-style-type: none"> Community Development Section, under Social Services & Housing Department of NCC, focuses on women and children. NCC's staff union is quite active in discrimination issues against women. 	<ul style="list-style-type: none"> No adequate knowledge and sensitisation about gender issues within NCC. Inadequate women's representation in NCC. No budget towards women's issues. No gender disaggregated data for monitoring and planning due to lack of technology and low capacity of NCC. No work-based HIV policy or mainstreaming of HIV issues in service delivery. 	<ul style="list-style-type: none"> Recent National Gender Policy could be operational at the city level. Increase effectiveness through coordination between Nairobi City Council and NGOs/CBOs/FBOs. Assistance in child caring could expound the job opportunities for the mothers, increasing the households' income. 	<ul style="list-style-type: none"> Women are not adequately represented in Nairobi City Council. Increase of HIV/AIDS in absence of interventions threatens development. Attitudes towards HIV/AIDS are affected by stigma constraining the behaviour of people, even if educated and well informed 	<ul style="list-style-type: none"> HIV/AIDS and Gender mainstreaming policy for at work and service delivery. Adapt and operationalise national gender policy at the city level. Training of NCC Chief Officers. Gender and HIV/AIDS disaggregated data collection for planning and service delivery, with the involvement of NCC. Gender desk in Nairobi City Council, supported by Nairobi multi-stakeholder secretariat . Coordinate stakeholders and gender related activities in Nairobi.
GENDER AND HIV/AIDS AWARENESS AND ACCOUNTABILITY				
<ul style="list-style-type: none"> NGOs and FBOs actively involved in addressing gender and HIV/AIDS. Radio communication is very efficient. 	<ul style="list-style-type: none"> Women have less access to information than men. Lack of civic education on gender issues. Cultural beliefs and traditions adversely affecting the advancement of women. Disparity in education levels and opportunities between boys and girls. No mechanism to give voice to women, children or other vulnerable groups. No special office for women's issues. 	<ul style="list-style-type: none"> Build gender awareness. Training NCC leadership, department heads and councillors. Increase effectiveness of NGOs, CBOs and FBOs through coordination. Strengthen facilities at the ward level (VCT clinics, police kiosks, etc) for women and HIV-positive persons. 	<ul style="list-style-type: none"> Lack of gender awareness and political will. Prevailing culture and traditions which are male dominated. Leadership male-dominated. Stigma concerning HIV/AIDS. Vulnerable groups are not able to defend their rights (children and the disabled). 	<ul style="list-style-type: none"> Gender and HIV/AIDS awareness campaigns through media, public meetings, NGOs, CBOs, FBOs, NCC and government coordinated activities. Strengthen women and HIV-positive persons' facilities at the ward level (VCT clinics, police kiosks, etc).

GENDER HIV/AIDS N°1	<i>Projects proposal</i>
	Establish Gender & HIV/AIDS Management Unit in Nairobi City Council

LOCATION: Nairobi City Council
DURATION: 12 months

BENEFICIARIES: Urban poor, citizens, people living with HIV/AIDS, all City Council Personnel.

IMPLEMENTING PARTNERS: Nairobi City Council, Ministry of Gender, Sports and Culture, National AIDS Control Council, Local Community Groups with an interest in Gender and HIV/AIDS, CBOs, UN-HABITAT.

ESTIMATED COST: US\$ 180,000

BACKGROUND: Nairobi City Council does not have a work-based policy to address gender or HIV/AIDS. There is no systematic gathering of gender disaggregated data to assess the impact of policies on women, there is no compulsory training of the 17,000 City Council Officers to raise awareness on Gender and HIV/AIDS. Equally there is no policy to address Gender or HIV/AIDS in the orientation of City Council Urban Services, and efforts to reach out to vulnerable groups and poor urban communities are ad hoc and not systematically planned and sustained.

The City does not capitalise on economies of scale to use the media and partnerships in the city to advocate for pro-gender and HIV/AIDS impact reduction activities. Establishing a Gender and HIV/AIDS Management Unit will enable the City Council to mainstream gender and HIV/AIDS both as an internal work based policy issue and to orientate all City Council urban services to address gender and HIV/AIDS. There is a range of institutional and community responses that can be implemented to support strategies to reduce the

spread and impact of HIV/AIDS and to promote the inclusion of pro-gender policies to redress gender disparity and its problems.

OBJECTIVES: To establish a Gender and HIV/AIDS Management Unit to lead and coordinate and sustain gender and HIV/AIDS mainstreaming activities within NCC and in its external urban service delivery.

ACTIVITIES: (1) Facilitate establishment of a fully resourced Gender and HIV/AIDS Management Unit within the Nairobi City Council. (2) Undertake a training needs assessment of gender and HIV/AIDS (3) Develop training tools (4) Implement rolling training programme together with NCC Human Resource Department on Gender and HIV/AIDS awareness training for all NCC officers and leadership (5) Facilitate Gender and HIV/AIDS Management Unit to orientate all other City Council Services towards mainstreaming Gender and HIV/AIDS. (6) Undertake a city wide needs assessment and analysis through participatory rapid urban profiling by trained NCC Community Officers (7) Undertake a City Consultation Workshop to involve all City urban stakeholders to agree and implement a Gender and HIV/AIDS Action Plan for Nairobi (8) Develop partnerships with local communities to implement and monitor the Action Plan with the involvement of local communities, NGOs, CBOs and private sector.

OUTPUTS: All Nairobi City Council departments and services orientated to include strategies that reinforce gender promotion and HIV/AIDS impact reduction strategies

STAFF REQUIRED: Coordinator/facilitator with expertise in local government service delivery, gender and HIV/AIDS and participatory city consultations.



Strengths	Weaknesses	Opportunities	Threats	Priorities
ENVIRONMENTAL PLANNING AND MANAGEMENT				
<ul style="list-style-type: none"> Recent establishment of a Department of Environment. Abundance of environmental resources (rivers, forests, parks). 	<ul style="list-style-type: none"> Limited integration of environmental issues in urban planning. City is overwhelmed by the magnitude and the complexity of environmental problems. NCC is currently unable to undertake environmental assessments, monitoring, evaluation, planning, management, communication or partnership building. 	<ul style="list-style-type: none"> Donors willing to provide technical assistance towards preparation of a strategic plan. Existence of environmental agencies: ILRI, UNEP, UN-HABITAT and universities. Potential for synergy between Environment Department and NEMA. A metropolitan plan for Nairobi and the neighbouring municipalities. 	<ul style="list-style-type: none"> Weak institutional structures for environmental planning and management. Inadequate institutional and staff capacity in some NCC departments. 	<ul style="list-style-type: none"> Environmental planning and management training for Nairobi City Council. Develop a Strategic Planning Framework and Action Plan to address issues for Nairobi. Develop local projects in areas that are environmentally challenged to strengthen technical capacity for environmental planning and management, involving NCC, NEMA and local stakeholders.
FINANCING				
<ul style="list-style-type: none"> A few private/public partnerships exist to supplement formal public services (e.g. urban greening of road roundabouts, street lighting, waste management). 	<ul style="list-style-type: none"> Limited and poorly managed resources allocated for environmental issues. Great part of the budget from Central Government used for salaries, 40%, and only 60% for environment activities. Environmental activities are very costly. The cost of initial investment for infrastructure is very high. 	<ul style="list-style-type: none"> Partnerships to optimise local efforts and resources for environmental management. Environment Management for poverty reduction (marketing of recyclables, employment of poor, etc). 	<ul style="list-style-type: none"> Private companies work only in rich areas and deny potential revenue for City Council if not planned within an overall framework for the city as whole. 	<ul style="list-style-type: none"> Sustainable financial planning for environment issues. Development of a sustainable partnership framework to allow cross subsidies. Capital investment is needed for equipment, such as vehicles.
REDUCTION OF POLLUTION				
<ul style="list-style-type: none"> Community awareness in local environmental management initiatives. NCC operates a few communal refuse collection services in slum areas. 	<ul style="list-style-type: none"> Refuse collection has been steadily falling, waste production has outstripped collection and disposal. Lack of drainage, solid and liquid waste management, poor sanitation. Loss of forest density and coverage, due to the use of charcoal as fuel. 	<ul style="list-style-type: none"> NCC/private sector partnerships in solid waste management (few private companies collect waste from wealthier areas for a fee). Local enforcement of regulations and spot checks on woodstocks to establish sources to arrest and deter illegal wood cutting and charcoal burning. 	<ul style="list-style-type: none"> Negative public attitude towards environmental management (littering, tree cutting, dumping of waste). Private traffic is rapidly increasing. 	<ul style="list-style-type: none"> Provide solid waste management in partnership with communities, NGOs, CBOs and private sector. Traffic regulation (heavy goods transport restriction in terms of roads, timing, licenses, etc). Enhancement of public transport, cycling and pedestrian mobility. Encourage clean production and alternative energy for industries. Protection of Nairobi National Park.

ENVIRONMENT N°1	Project proposal
	Local Integrated Environmental Planning and Management, and activities implementation

LOCATION: Nairobi
DURATION: 18 months

BENEFICIARIES: Local poor urban communities, community based organisations, Nairobi City Council.

IMPLEMENTING PARTNERS: Nairobi City Council, UNEP, NEMA, community based organisations, UN-HABITAT.

ESTIMATED COST: US\$ 1,400,000

BACKGROUND: Nairobi City Council Environment Department has few trained and qualified officers. Environmental activities are mainly grass cutting and street sweeping which are care-taking roles that do not adequately address the urban environment needs of the city. What is needed is proactive environmental planning, implementation and management of activities that can be sustained and that involve a wide participation of local stakeholders. Poor solid waste management, deteriorated urban infrastructure and streetscape, pot-holed roads and inadequate lighting are common problems of Nairobi's urban environment. There is a need to train Nairobi City Council Officers to comprehensively assess and plan activities to improve urban areas and to take advantage of economies of scale, plan and procure materials, budget and resource environmental improvements. Environmental solutions should apply holistic approaches to incorporate gender mainstreaming, community participation, ensure adequate planned maintenance, maximise local resource mobilisation and partnerships building. These issues can be addressed by developing Comprehensive Area Environmental

Improvement Action Plans with local stakeholders through a participatory process which can also contribute to improve Environmental Governance in involving the public in monitoring implementation of environmental activities.

OBJECTIVES: Develop capacity of Nairobi City Council to develop and implement integrated Environmental Action Plans and incorporate participatory planning and monitoring and partnership approaches. This will strengthen wide stakeholder involvement, raise awareness, and improve environmental governance and accountability.

ACTIVITIES: (1) Identify Nairobi City Council Environment Department Training needs to develop capacity for integrated Environmental Planning and Management to add value to planned environmental interventions. Develop training tools. (2) Deliver technical training to address a range of training elements e.g. physical surveying skills, community involvement, participatory planning and monitoring, programme formulation and project cycle management. (3) Test and apply skills of department through a local demonstration project; develop a Comprehensive Area Environmental Improvement Action Plan with local communities and implement the plan involving local communities at all stages of the project cycle. (4) Develop guidelines to replicate approach for comprehensive areas environmental improvement plans.

OUTPUTS: Capacity of Nairobi City Council Environment Department comprehensively improved to lead and coordinate environmental action plans with local communities. Improved urban environment.

STAFF REQUIRED: Coordinator with expertise in environmental management, community involvement participatory planning. Team of trainers and experts in environmental issues.



ENVIRONMENT N°2	Project proposal
	Enhancement of Non-Motorised Transportation Systems

LOCATION: Nairobi
DURATION: 18 months

BENEFICIARIES: Urban poor, citizens, private sector, children, disabled persons.

IMPLEMENTING PARTNERS: Nairobi City Council, UN-HABITAT, NEMA, Nairobi Business Associations, private sector.

ESTIMATED COST: US\$ 2,000,000

BACKGROUND: Nairobi traffic conditions are becoming unbearable for the city. The existing infrastructure is no longer able to support the increasing number of private vehicles circulating in the city and the public transport, mainly matatus, is constrained in its efficiency by the overall congestion of the road system. The consequent noise and air pollution are very high.

There is a need to separate, when possible, private and public traffic and improve the accessibility to bus stations.

The pedestrian mobility is severely constrained by the uncivil behaviour of matatus and private drivers; street lights only regulate the vehicles' traffic, without considering pedestrians' rights and needs.

There is no pavement system in the majority of the city and, where one exists, it is often not maintained. This constrains non-motorised mobility (pedestrians and bicycles). Lack of street lights and insecurity severely constrains mobility at night.

Enhanced 'slow mobility' would promote the local economy: shops, kiosks, street vendors. It would also improve security, because the social control on public spaces would be enhanced.

OBJECTIVES: Improve non-motorised mobility, through planning and design of pedestrian/cycle paths, pavement construction, and improvement of the street light system. Improve public transport. Reduce traffic congestion and air pollution.

ACTIVITIES: (1) Prepare a plan for pedestrian paths and bikeways, in participation with the City Council, private sector, shopkeepers, communities and police. Slow mobility should be encouraged within the city centre and downtown, and new connections should be encouraged between the centre and low income settlements. The project should also involve secondary centres (Westlands, Parklands, etc.). (2) Construction of new paths, pavements, improvement of street-furniture, lights and bus stops. (3) Develop private/public partnerships for the maintenance and management of the paths. (4) Improvement of pedestrian crossing and 'pedestrian-oriented' street lights.

OUTPUTS: Improved city mobility, reduction of air pollution and traffic jams, and improvement of city economy and security.

STAFF REQUIRED: Research Consultant Team with expertise in economics, urban planning and management, micro-enterprise development.



ENVIRONMENT N°3	Project proposal
	Sustainable Financial Planning and Local Resource Mobilisation

LOCATION: Nairobi
DURATION: 12 months

BENEFICIARIES: Urban poor, citizens, Nairobi City Council, potential partnership organisations in private sector and CBOs.

IMPLEMENTING PARTNERS: Nairobi City Council, UNEP, UN-HABITAT, University of Nairobi Environment Department, Specialist NGOs, NEMA, Nairobi Business Associations, Kenya Association of Manufacturers.

ESTIMATED COST: US\$ 2,000,000

BACKGROUND: Nairobi has a diversity of potential partnerships and stakeholders that could be harnessed to support activities such as solid waste management and recycling. Nairobi already has many private companies that collect solid waste from richer neighbourhoods, at a cost. 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. Nairobi also has a thriving business sector which could work with the city to develop corporate 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, cross-subsidy incentives of private solid waste collection companies that collect waste from richer neighbourhoods but which may be given incentives to collect a proportion from poorer urban environments. (4) Involve and consult local industry, 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 balance competing interests and guide proposed recommendations with involvement of wide stakeholder's participation drawn from private sector, NGOs, CBOs, etc. (7) Develop a report with recommendations for follow-up action to implement a variety of strategies on local environmental resource mobilisation for solid waste and recycling projects in poor areas of Nairobi.

OUTPUTS: Report with recommendations for follow up action for local economic development and resource mobilisation for local environmental management. Pilot demonstration projects. Improved urban environment.

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

ENVIRONMENT	<i>Project proposal</i>
N° 4	Partnerships for Solid Waste Management

LOCATION: Nairobi

DURATION: 12 months

BENEFICIARIES: Urban poor, citizens.

IMPLEMENTING PARTNERS: Nairobi City Council, UN-HABITAT, NEMA, Nairobi Business Associations, private sector, waste disposal companies.

ESTIMATED COST: US\$ 1,400,000

BACKGROUND: Waste management in the city is poor. Private companies work only in rich areas, denying potential revenue for the City Council, but not helping it in the waste collection in slums and poor neighbourhoods. If not planned within a framework for the whole city, waste collection in partnership with private sector is going to fail and increase the environmental inequalities between rich and poor areas. A sustainable partnership framework for waste collection and disposal needs to be developed, to allow cross subsidies for waste collection in poor areas. The process should be participatory.

OBJECTIVES: Develop a sustainable solid waste management system for Nairobi City.

ACTIVITIES: (1) Prepare a framework for public/private partnerships, in collaboration with waste collection companies, private sector, NEMA, NCC, etc. (2) Implementation of pilot projects.

OUTPUTS: Improved urban environment, generation of job opportunities, strengthened collaboration between private sector and Nairobi City Council.

STAFF REQUIRED: Research Consultant Team with expertise in economics, waste management, and micro-enterprise development.



