



UN-HABITAT



**LAKE VICTORIA REGION CITY DEVELOPMENT
STRATEGIES (CDS) FOR IMPROVED URBAN
ENVIRONMENT AND POVERTY REDUCTION**

**REPORT OF A
SUB-REGIONAL WORKSHOP HELD IN
MUSOMA MUNICIPALITY
UNITED REPUBLIC OF TANZANIA**

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Hosted by: Musoma Town Council

Facilitated by: UN-HABITAT Urban Management Programme in collaboration with the Sustainable Cities Programme and the Regional Office for Africa and the Arab States.

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Acronyms and Abbreviations

CBOs –	Community Based Organisations
CBD -	Central Business District
CSOs -	Civil Society Organisations
DDP -	District Development programme
CDS –	City Development Strategy
UMP –	Urban Management Programme
ITDG –	Intermediate Technology Development Group
Las -	Local Authorities
LE-U-	Living Earth-Uganda
LVEMP-	Lake Victoria Environmental Management Project
LVRLAC-	Lake Victoria Region Local Authorities co-operation
MDP-	Municipality Development Programme
NGOs –	Non Governmental Organisations
PPPUE -	Public Private Partnerships in Urban Environment
ROAAS –	Office for Africa and Arab States
SAPs-	Strategic Action Plans
SCP –	Sustainable Cities Programme
SIPs –	Strategic Investment Plans
SIDA –	Swedish International Development Agency
UN-	United Nations
UMABU -	<i>Umoja Wa Maendeleo ya Bukwaya</i>
UN-HABITAT –	United Nations Human Settlements Programme

1.0 BACKGROUND

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

The rapidly growing urban and peri-urban centres located on the shores of the Lake depend on its natural resources for their economic growth as well as a source of clean water for domestic use by the surrounding communities.

On the other hand, the centers have contributed significantly to the increased environmental degradation of the Lake. Uncontrolled municipal and industrial effluents (brewery, tanning, fish processing and agro-processing) continue to pollute the lake, threatening the basis of the local and regional economy.

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

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

The Lake Victoria Region City Development Strategies (CDS)/Slum Upgrading for improved Urban Environment and Poverty Reduction is an ongoing initiative of UN-HABITAT facilitated by the Urban Management Programme (UMP) in collaboration with the Regional Office for Africa and the Arab States (ROAAS). It is supported by the Swedish International Development Agency (SIDA).

The initiative aims at mobilizing City governments along the Lake Victoria region and other stakeholders to develop a programme for laying out City Development Strategies (CDS) for improved urban environment and poverty reduction.

1.1 The workshop

This workshop was one in series and preceding one held in Kisumu, Kenya 11th to 13th March 2002. The Kisumu meeting aimed at preparing cities/towns for the preparation of City Action Plans for

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citywide consultations in the three participating cities/towns. Considerable progress has been recorded in this process and the Musoma workshop was necessitated by a need to consolidate the outcomes of the first phase of the project and exchange experiences and agree on a future course of action at the municipal and Sub-regional levels.

Participants to the workshop included key stakeholders, including representatives from the three city/municipal councils among them, mayors and deputy mayors, opposition leaders, representatives from Local Authorities Associations, officials from national governments' agencies dealing with environment, representatives of various media houses representatives of municipal officials and various representatives of civil society organization in the CDS working groups from Kampala, Kisumu, Musoma and other Cities/ towns of the Lake region. Representatives of the donor agencies and support agencies working in the Lake Victoria region were also present. The Participants also deliberated on the need for a joint initiative for Lake Victoria region for improved Urban Environmental management and poverty reduction.

1.2 Official opening and introductions

The official opening of the workshop was conducted by Hon. E. Kahindi, the District Commissioner Mara Region Tanzania. Also present were His Worship the Mayor of Musoma Mr. V. Manyinyi, His worship the Mayor of Kisumu Mr. Clarkson Otieno-Karan and His worship the Deputy Mayor of Kampala Hon. Hasib Kabuye. The Coordinator Urban Management Program of UN- Habitat, Dr. Dinesh Mehta and Officials involved in the C.D.S process David Kithakye and Cecilia Njenga- Kinuthia were present.

The guest of Honour, Hon. E. Kahindi observed the need to adopt participatory Methodologies in planning as employed in the CDS process. He urged the participants to come up with practical solutions and measurable actions and to engage in joint decision making with stakeholders.

He noted that environmental degradation, the mushrooming of slums, solid waste management and HIV/AIDS were common challenges facing cities in the region.

In his opening remarks Mr. Dinesh Mehta the Coordinator of the Urban Management Programme (UMP) of UN- Habitat outlined the role of the UN-Habitat and UMP in particular, as building the capacity of cities and towns to face challenges of urbanization. The programme was a repository of urban knowledge having worked with 120 cities in 55 countries to-date. He singled out Good Urban Governance and Secure Tenure as the two major campaigns the UMP was currently undertaking. He urged the cities undertaking the City Development Strategies program to envision strategies that would transform the participating cities into Productive, Livable, Manageable and bankable entities.

The fact that there are more than 100 successful CDS examples around the globe and in Africa in particular is a good basis to argue that the Lake Victoria region CDS will be a great success too and needs to be given the support and the commitment it deserves. The issues of equaling results considering the levels of development and ages of the CDS in different settings and resources (and their sources), remains a challenge. The UMP is however committed in trying to replicate what has worked in other cities even with similar challenges.

The idea here is to bring together key players and borrow from each other. The guide question is how do we use our knowledge and resources to improve the lives of people around the lake? It was hinted that one of the key strategies to achieve this is to make municipal budgets in consultation

with the local people. This would enhance capacity building; facilitate planning, implementation and efficient use of available resources.

2.0 OVERVIEW AND OBJECTIVES OF THE WORKSHOP (David Kithakye)

The main objective of the workshop was to **consolidate the outcomes of the initial phase of the programme and to exchange experiences.**

The Specific objectives of the workshop included:

- To review the individual city development strategies produced by the participating municipalities;
- To review experiences in using participatory methodologies in city development strategies;
- To consolidate partnership arrangements at the city and regional level;
- To review the findings of other relevant studies carried out in the region;
- To raise awareness of the CDS activity to the public through the media;
- To agree on a strategy for follow-up action and implementation of the City Development Strategies.

2.1 Challenges facing the region include:

- Environmental degradation - disaster levels
- Political inertia
- Lack of capacity
- Insufficient resources
- The scale - *Rate of Urbanization*
- *Poverty*
- *HIV/AIDS*

The need to identify the CDS process' roadmaps, partners and governance issues relating to the process were considered as important issues both at the city/town levels and at the regional level. This would give a clear direction as to where the Process is headed, who is contributing what as individuals and as organisation, and with what resources? Is the process citywide? And what is the level of consensus? This would also ensure a maximization of resource mobility, from recycling waste to defining ways of tapping new and existing/unexploited resources.

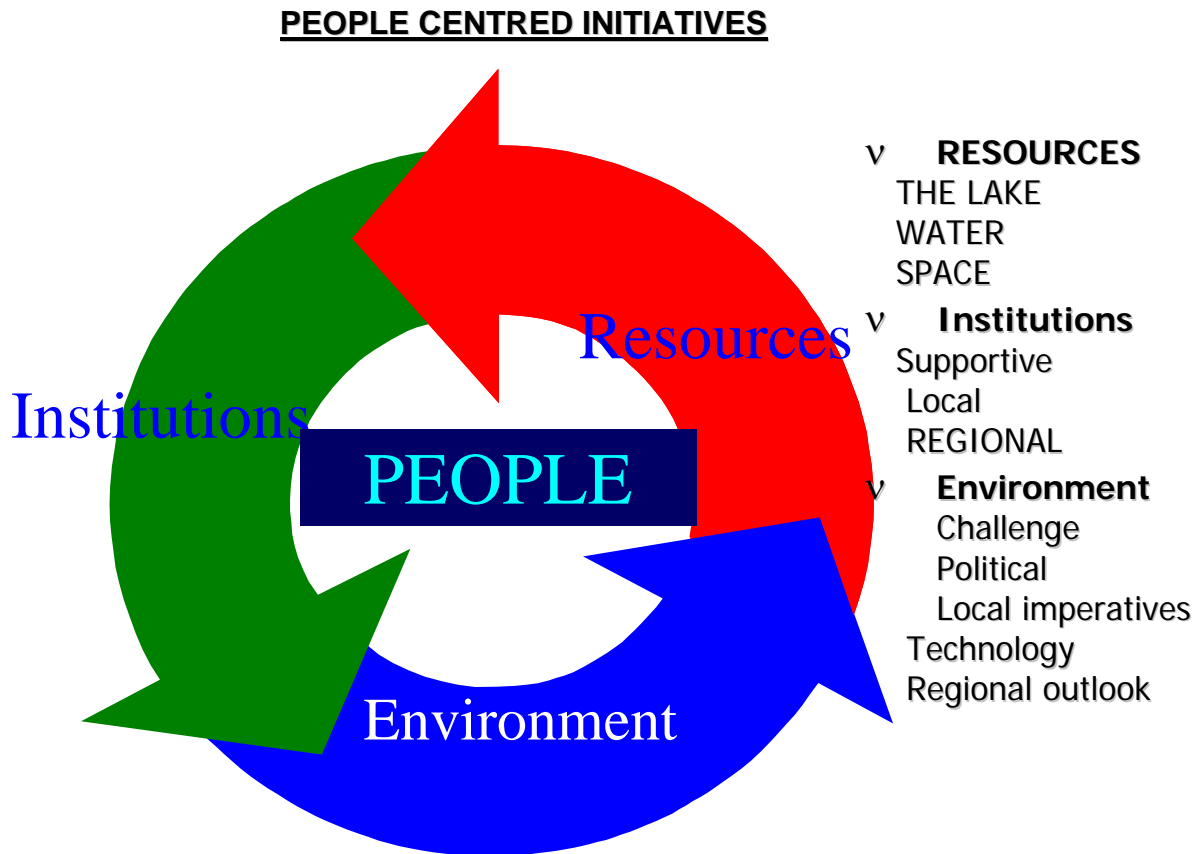
In addressing these issues, the importance of international technical support becomes imperative. This involves taking on board UN agencies and other civil society organizations and learning institutions; Sharing of knowledge tools, tested applications and innovations. The importance of development and dissemination of technology and policy development was also highlighted.

Issues of local governance were also emphasized at this level with a call for supportive engagements rather than that of control by local authorities and or central governments. There is an importance for recognition of local level contribution this enhances the understanding of local governance at the local levels.

It was generally accepted that the ongoing reform programmes also need to take into account issues regarding resources allocation. Equality in resources allocations should be the key guide with due considerations to priority issues as identified by the local people. This calls for a home-built approach to development issues. There is an important need to define an honest capacity building

assessment in the local levels of development. This enhances democratisation and good governance. It must also be realised that corruption has been well understood as an anti-development vice that needs to be gotten rid of, this could best be done away with through decentralisation of authority and resources. The involvement of the local people in the decision making processes has been identified as a major pre-requisite for this.

There is an important need for concentrating on people centered initiatives. This means that priority should be given to the local people's ideas in implementation and must be involved in resource mobilization. Diagrammatically this can be presented as follows;



3.0 OVERVIEWS OF THE OUTCOMES OF CDS PHASE ONE (Ms Cecilia Njenga-Kinuthia)

A review of phase I of the CDS was presented. This was aimed at identifying the challenges and successes/outcomes experienced during the process in the three cities.

3.1 The Process

The Lake Victoria CDS process has generally followed the generic CDS process. It started with the activities to engage and commit city local authorities. This process has been categorized through four main phases of activities :-

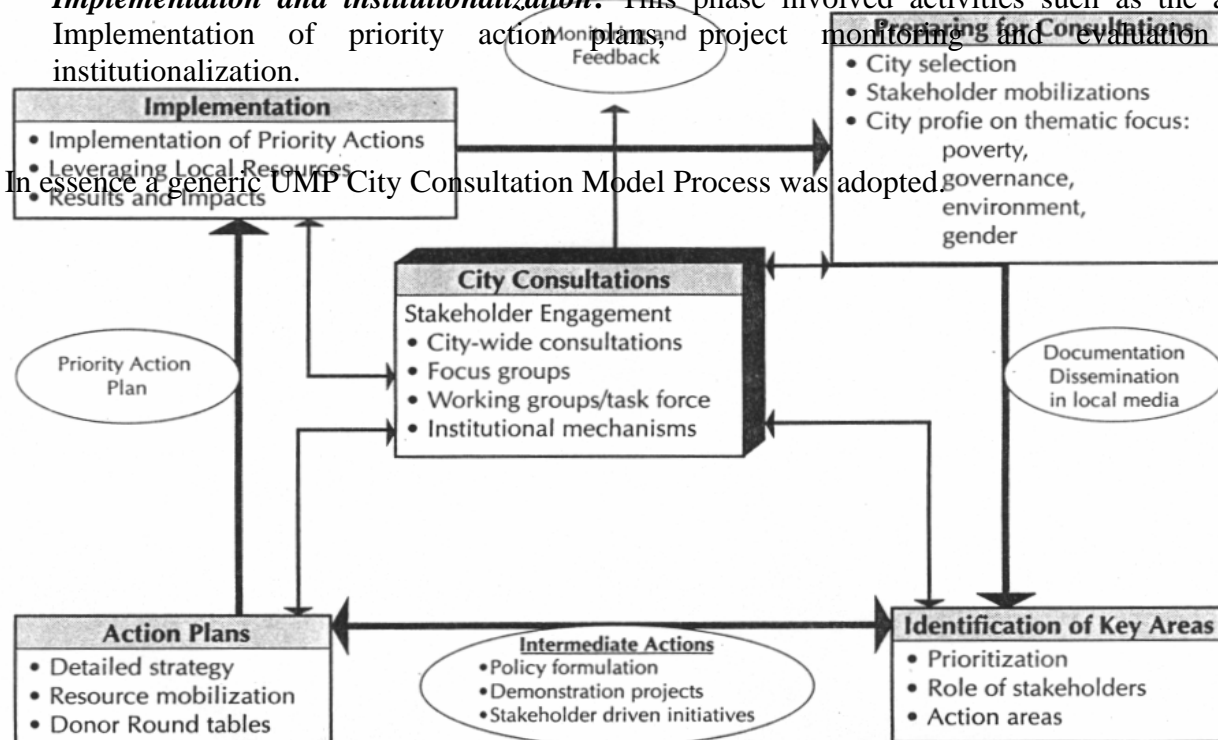
Preparatory: This phase entailed expression of interest by city authorities, Municipal check listing – agreements, financial arrangements, Stakeholder identification, identification of key areas and profiling issue identification

Consultations: This phase particularly involved; Preliminary consultations, Regional consultations and City consultations

Issue prioritization and action planning: Key in this phase were strategic focus on the formation of working groups, detailed action planning, development of action plans and resource mobilization

Implementation and institutionalization: This phase involved activities such as the actual Implementation of priority action plans, project monitoring and evaluation and institutionalization.

UMP City Consultation Process



3.2 Challenges

The main challenges included logistical Co-ordination within the cities owing to their size and national relevance and status. It also emerged that there was a general lack of local capacity in introducing the participatory approach at the local levels. The process was also not adopted simultaneously.

Secondly there was a problem of linking policy to the planning process at the national levels. The rate of adoption and implementation of the CDS process needs to be improved upon. This calls for enhanced political, social, technical and financial support.

This phase also revealed an essential need for diversifying the CDS focus to other cities and towns around the Lake Victoria region. This includes areas where the rivers flowing into the Lake Victoria and those around the important catchments areas and whose activities may have an impact on the quality of the Lake resources.

The need for involvement of other important partners such as the safer cities and other stakeholder organizations that might be left out in the consultation process was emphasized.

Nevertheless, it was notable that Musoma town underwent further consultation before opening up to the process but have to-date covered considerable ground since they began. The cities designed their consultative tools and methods with Kisumu adopting a city scan, Kampala in its case engaged in an intensive participatory consultative process. Musoma also carried out a city profiling process.

3.3 Achievements

In fulfillment of the project objectives the following can be considered as attained under the process:-

- Identification of priority issues and implementation of projects addressing these issues
- Considerable level of Capacity building
- Remarkable Attitudinal changes
- Good urban governance
- Poverty reduction and environmental improvement
- Public private partnerships

3.4 The lessons learnt

Some of the lessons learned on core issues necessary for sustaining the process

Include the importance of sustaining a focal point to ensure consistency in the development process and unnecessary interference from political leaders and other players. Building the necessary synergies among the ongoing initiatives also emerged as an important lesson. This ensures good partnerships and networking. Capacity building was also identified as an important lesson as there is a crucial need to achieve sufficient inbuilt capacity within the programme.

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The role of local authorities was emphasized as an important partner in the process considering the political influence and the proximity to the local communities in terms of service delivery and resource mobilization. The role of the UN-HABITAT was also acknowledged in sensitizing governments on issues of decentralization and good governance both at regional and at city levels. This is through advocacy for adoption of more inclusive approaches. A lot is actually going on the ground in collaboration with cities and Local Authorities in the different countries. The differences in revenue bases however, manifests itself in the various settings thus the differences in levels of development and capacity for harnessing potential local resources.

As a way forward therefore following activities needs to be developed in order for the programme to gain the necessary impetus and direction:

- *Internal and external resource mobilization mechanisms*
- *Priority Action Plans through demonstration projects.*
- *Development of a Regional Implementation Framework*
- *Capacity building.*

All these require an inclusive process with an integration of the CDS in the three cities.

4.0 CITY PRESENTATIONS

The city presentations covered issues pertaining to the CDS process, the outcomes and the lessons learnt.

4.1 Kampala City Council

4.1.1 The Process:

Kampala City Consultative meetings were held from LC V (District Council) to LC I (Village council). A Steering Committee as well as divisional task teams was formed to handle the process. From these, City Investment Plans were developed.

Land issues emerged as most important factors in implementing the CDS in Kampala City and in all its local divisions. The CDS process generated several issues which need to be addressed further if the CDS were to be a success in the city. There is a crucial need to establish garbage management systems in the city especially the disposal of solid waste. Provision of safe and clean drinking water is an equally demanding area which also requires more attention. The process revealed a general lack of awareness on council policy and control at the municipal levels. This manifests itself in poor planning and development policies. This is coupled with inadequate access to resources and infrastructure. Improvement on the drainage systems at the same time calls for similar agency and attention this would also entail the construction of sanitary facilities to ensure proper disposal of human waste in slums.

The process too identified a need for housing improvement within area of jurisdiction as the situation currently is poor in all the divisions covered by the study. This is accompanied by rampant negative social behavior including vices such as:-

- Drug abuse
- Prostitution
- Robbery

High incidence of HIV/AIDS was also identified as a major setback to the CDS process. Other challenges included; poor management and utilization of local resources including human resource, lack of entrepreneurship skills not only among the youth but across the wider population this aggravates the situation of unemployment/underemployment; low literacy levels, poor infrastructure and service delivery, low levels of gender sensitivity among others.

4.1.2 Observations

In the course of the presentation, several issues emerged as regarding the CDS process in Kampala. Prominent among them is the issues of stakeholder participation in the process. The question of crosscutting/priority issues that the municipality is planning to do by itself without external assistance. The contents of the proposals need to be streamlined with what is achievable considering the local capacities. This ensures credibility of the CDS among the local stakeholders and ensures an improved level of local community participation.

Nevertheless, with the formulation of management committees in the local divisions is a step towards wider community consultation/involvement in the process. It was also realized that several dumping sites were being designed to make it possible to recycle waste products. For example the production of bio-gas in one the divisions in a positive indication. Secondly, Kampala has been trying to integrate its CDS activities into the National Development Plans and making sure that people oriented initiatives are given priority in implementation. Notwithstanding the sensitivity of the land issues in the municipality.

4.1.3 Lessons Learnt

Several important lessons emerged form the Kampala CDS experience:

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- There is a clear need for an environmental management policy. This has been found lacking at the District level and therefore poor development guide in the City. This also ensures a District Ordinance to guide Development in regard to environmental protection.
- There is a general need to establish a multi-sectoral approach that takes on board all the sectors/departments of society to ensure sustainable success of the CDS process. This is especially on the community consultations in matters of environmental management.
- It was revealed that poverty is a key factor in environmental management thus the all important need to tackle poverty issues through capacity building and empowerment of the local communities. This can be done through education, financial and social enhancement.
- There is also need to strengthen the local council structures to enable them handle proposed investment plans and enhanced institutional capacity building for the success of the programme. This is manifested in the fact that City planning has been overtaken by urban growth.
- Networking was also acknowledged as an important factor in the CDS process. This not only ensures harmonization of activities of various actors but also strengthens their working relationships.
- As regarding land tenure it was realized that there is an important need to draw the land administering agencies in the city on board for the harmonization of the efficient management and development of the resettlements programme and by extension the CDS process.

4.2.0 Kisumu City Council

The Kisumu City Strategic Development Framework constitutes an integral part of the efforts of the City Council of Kisumu's response to its mandate to create and sustain viable housing and livelihoods initiatives within its areas of jurisdiction. The framework is located within the established socio-economic challenges impacting on the peoples of Kisumu.

4.2.1 Kisumu City Development Strategic Planning Process

The Kisumu CDS has been placed within the wider national and regional quest for sustainable development. This is supported by a deliberate commitment by the City council in January 2002 into

- Commitment of City Council - Jan 2002
- Stakeholder Mobilisations - Jan to March '02
 - Preparatory Workshop held in Kericho in February 2002
 - Regional Workshop held in Kisumu in March 2002 Objective:
 - (i) To consider specific country profiles and depict common characteristics in Musoma, Kampala and Kisumu,
 - (ii) Introduce CDS Methodology and agree on format for development of strategic plans
 - Main outcome was to develop Action Plans on specific City Strategic and Investment needs
 - Kisumu opted to first conduct city-wide consultations before developing its strategic and investment plan

The City Scan - June 2002

Kisumu city Council adopted the city scan as a key methodology of data collection/analysis. This was intended to inform the proposed stakeholders about the consultations on urban environment and poverty reduction by revealing the salient characteristics of urban poverty in Kisumu, revealing the salient characteristics and inimical determinants of urban environment in the City and to provide a basis for stakeholder, public-sector, communities etc for participation in improving the environment and reducing poverty levels in Kisumu City.

Main problems revealed by the scan:

- Poor neighbourhood infrastructure
- Poor City Planning
- Inadequate Water and Sanitation Services
- High Unemployment and Poverty
- Insecurity
- Poor Solid Waste Management
- Housing shortage

4.2.2 The Kisumu City Strategic Development Framework A Product of rigorous stakeholder consultations. It is situated within the broader planning processes of Local Government and summarises basic information on political, social and economic contexts. It also outlines the policy and institutional context within which the Kisumu CDS operates. The framework further provides programmatic response to the felt development circumstance of city of Kisumu

Outline of the Strategic Framework

The CDS will be driven by three inextricably linked, mutually dependent and reinforcing strategic pillars, namely:

Delivery Concerned with concrete realisation of housing and livelihood opportunities and associated infrastructure to meet then felt development needs

Facilitation Will entail the creation of an enabling environment for consolidating delivery of identified programs/interventions

Co-ordination Shall aim to improve quality of programme objectives through influencing the location of new developments

Goals of the City Development Strategy (Goal)

in general Kisumu City through a proper implementation of the CDS, hopes that by the year 2012, it will be a thriving Commercial and Industry Regional Centre; Be an attractive Tourism destination and gateway to Lake Victoria; Have healthy populace enjoying equitable access to a high level of sustained service and development orientation and civic pride Within an improved and well-endowed urban environment.

KEY STRATEGIES

In realization of the above goals several strategies have been designed to enhance the success of the process. Among them is the establishment of an efficient housing, water and sewerage systems as

lead sectors in economic and social development of Kisumu. This would translate into an achievement of an annual delivery of approximately 2,000 housing units in the city within next Ten years. Measures would also be put in place to foster public-private-community partnerships, sub-region cities partnership and an enhanced contribution to sustainable regional efforts to harness and exploit Lake Victoria resources.

Programmes of the City Development Strategy

Some of the strategies designed to enhance the CDS Process in Kisumu City include

Strategy	Status
Incrementally improve health coverage	Continuous
Delivery of Health facilities	Proposed
Privatize Water and Sewerage Services	Commenced
2,000 Housing opportunities and associated infrastructure per annum in next ten years	Proposed
Encourage appropriate solid waste disposal	Continuous
Institutionalize EIAs	Commenced
Contribute to protection and conservation of Lake Victoria and its resources	Commenced
Harness, organize and support Informal Sector activities	Commenced
Generate Employment through Council Contracts and Works	Proposed
Improve vulnerable household incomes through promotion of Urban Agriculture	Proposed
Privatize management of selected public services e.g. Solid Waste Disposal, Markets, Bus-stop, Public Latrines, Car Parking in CBD	Proposed

4.2.3 Lessons Learnt from the CDS Process

- a. Stakeholder satisfaction and confidence arising from the continuous consultation and feedback
- b. Because of its interactive nature, the CDS process raises expectations very high, especially among the economically vulnerable groups
- c. Assisted in improving the relationship between the City Council of Kisumu and stakeholders
- d. The CDS process momentum must be maintained for it to sustain interest of participants
- e. Need to capture and build on the strengths and opportunities offered by development initiatives that were started prior to the introduction of the CDS process.

Challenges

Programme continuity is threatened by high leadership turnover rate; especially in the Council, and mobility among stakeholder representatives it is equally challenging trying harmonizing demand/expectation with existing opportunities

Way Forward

To prioritize, develop and implement Detailed Implementation and Investment Plans from the Strategic Development Framework and to Harness and consolidate existing independent development initiatives into the Kisumu City Strategic Development Framework

4.3.0 Musoma Town Council

4.3.1 The Process

Musoma got involved in the CDS process since January 2002; Musoma has incorporated the CDS process in the ongoing Tanzania Local Government Reform program, which is also a participatory process. Musoma town undertook a town profiling, with technical assistance from UN-Habitat and ITDG-EA.

The Outcomes of this participatory process is a formulation of a vision and mission statement by Musoma of improved standards of living and effective resources management and service delivery. After the CDS Kisumu workshop, Musoma identified priority areas and broad strategic aims that included improvement of; infrastructure, service delivery and planning, maximization of council revenues and institution of a HIV- AIDS Program

A task force was formed to prepare the implementation plan and to receive feedback from the stakeholder. This culminated in the preparation of investment plan with consultation with ITDG. Musoma has achieved considerably in all the broad strategic areas as highlighted below:

- a) Two cesspit emptiers received.
- b) New dumping sites, identified.
- c) Kitaji pond rehabilitation underway:
- d) 2.5km new roads constructed.
- e) 142.6km of roads maintained.
- f) New water reservoir tanks being concluded.

In addition, Micro credit loans (TSh. 6.0 million) disbursed to women and youth groups
Public education of fishermen on best practices and town cadastral maps have been updated and the construction of 3 secondary schools is underway.

It was observed that Musoma had achieved substantially in the short time since March 2002. The reason for Musoma's success was attributed to having implementable projects and having the full backing of the community. Having a good resource base by contracting out revenue collection has also helped. The need for more financial resources to meet all the objectives remains a challenge in Musoma's implementation of the CDS program.

5.0 PANEL DISCUSSIONS

5.1 The Roles of NGOs/CBOs and the Private Sector (Civil Society Organizations)

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The first panel focused on the role of NGO'S /CBOs and the private sector in the CDS process. Panelists were from UMABU- Tanzania, Western Kenya NGO Network- Kenya, Living Earth- Uganda and District Development Programme (DDP) -Tanzania (a sub-unit of the wider Lake Victoria Initiative of SIDA)

The NGOs/CBO's have been actively involved in the CDS process. Their involvement has been manifest in the inception and design of the process and all subsequent implementation processes. NGO/CBO Involvement has been particularly strong in Kenya.

Among the outstanding roles of the civil society organizations include:-

- ***Supporting local authority initiatives;*** This it does through activities such as:
 - a. Resources – Material and in Kind
 - b. Policy change campaign
 - c. Budgetary monitoring (where there is distorted resource allocation)
- ***Addressing the challenge of participation in management of local authorities to respond to priority needs of the people;*** ideally this is attained for example by engaging in activities aimed at:
 - a. Community sensitization/mobilization
 - b. Community empowerment (participate in processes that affect their lives- elections, project identification, Monitoring & Evaluation)
 - c. Red flag strategy
 - d. Budgetary monitoring and feedback
- ***Capacity building of Local Authority:*** this is basically through;
 - a. Workshops and sensitization forums (Positioning within the global context)
 - b. Creating opportunities for partnerships
 - c. Creating opportunities for linkages
 - d. Involving the Local Authorities in our activities
- ***Operating within a Human Rights Framework and using a Rights Based Approach to development***
 - a. Deliberate policy shift from service delivery to policy engagement for change
 - b. Working with Local authority to achieve development goals (Poverty alleviation, economic empowerment, participation and good governance)
 - c. Addressing structural causes of poverty

Emerging from the discussions it was clear that better work relations needed to be forged between all stakeholders especially Local Authorities, NGO's and CBOs which came to be better referred to as Civil Society Organization (CSOs), to complement public agencies. Areas of comparative advantage should be identified and exploited in an atmosphere of transparency. The CBOs/NGOs viewed themselves as being an integral part of the CDS process in the mobilization community consultations, and implementation of the project components of the CDS.

There was need to diffuse the suspicions existing between civil society and the public sector, connect civil society with local authorities and to assist young organizations to understand government modes and cycles in preparing projects. While the civil society expected predictability

and clarity of rules and regulations from local authorities, they in turn expected competence, integrity and openness from the civil society.

5.2 PRESENTATIONS ON AGENCY ACTIVITIES IN THE LAKE VICTORIA REGION

The second panel presentations and discussions were focused on the activities of the agencies in the Lake Victoria Region – LVEMP, LVRLAC and SIDA

5.2.1 Lake Victoria Region Environment management Project (LVEMP)

The Lake Victoria Environmental Management Project (LVEMP) is a regional environmental project involving the three East African Partner states, Kenya, Tanzania and Uganda.

The three riparian countries initiated discussions in 1992, immediately after the United Nations Conference on Environment and Development (UNCED) in Rio, to broaden regional cooperation in environmental and social issues affecting the Lake Victoria Basin.

In the absence of a institution and legal framework dealing with environmental management in the Lake Victoria Basin, the project was initiated as a regional activity through a Tripartite Agreement signed on 5th August 1994 in Dar es Salaam, which paved the way for preparation and implementation of LVEMP project.

The project aims to rehabilitation the Lake Victoria ecosystem and its catchments.

LVEMP has been active in the region since 1994 focusing on fisheries resources and water quality, covering the wider water catchment area. Their projects have been implemented through the existing government structures in the various countries.

This has included research, training and resource mapping. LVEMP operates within the EAC framework.

5.2.2 Lake Victoria Region Local Authorities Cooperation (LVRLAC)

LVRLAC was created following a realization that towns and cities are not only part of the many problems of the Lake Victoria Region, but also part of the solutions to these problems. It was realized that a regional response was needed by the local authorities.

LVRLAC is working for a sustainable use of Lake Victoria resources, improvement of the environmental situation, economic development (including Poverty reduction) and disaster preparedness.

LVRLAC has existed since 1997, but due to lack of resources, it has not been able to act on a broad scale. In 2000, a cooperation with LVRLAC's sister organization, the Union of the Baltic Cities (UBC) was initiated, to draw upon the experiences of a network organization of local authorities in Europe. The cooperation is receiving financial support of SIDA. Phase 1 of the cooperation was focusing on getting to know each other.

LVRLAC acknowledges that the CDS is an important tool that may strengthen the capacity of LVRLAC members. This is necessary to address the problems of Lake Victoria. The CDS process is therefore in line with LVRLAC's goals. LVRLAC may not be in a position to perform a CDS process itself, but has the structure in which it may be performed.

5.2.3 Swedish International Development Agency (SIDA)

There was a presentation on the SIDA's Lake Victoria Initiative. This began in 1999, and has among other objectives poverty reduction and is to be implemented within the EAC framework, and the EAC member states over a 20-year period from 2002. The programme is to include Rwanda and Burundi, adequately cover the river basin. The Swedish Government has pledged 1.5 m Swedish Kroners, equivalent to 150m Euros over a 10-year period to the lake initiative. Participants were informed that all Sweden supported programmes in the region would be tilted towards the Lake Victoria programme. The subsidiary partnership includes LVRLAC, IUCEA, EABC, ECOVIC and Forum SYD. The Strategic Partnership Arrangement of the SIDA programme covers the following:

To assist the EAC and member states to exploit opportunities to develop the basin in a sustainable manner. It also aims at Investigating threats to the lake; Formulation of policies; Promoting Coordinating development efforts; Provide focal points for various actors; Assisting in mobilization of resources through capacity building.

The programme envisions strong political commitment from the highest political level, a common vision and partnerships as the prerequisites for its success. The programme was identified as a potential strategic partner to CDS.

It was observed that the CDS process could benefit from sharing of information from LVEMP. The SIDA supported LVRLAC initiative has brought together Local authorities of the lake region to promote the sustainable use of the lake resources and, poverty reduction and disaster preparedness. This initiative draws lessons from the union of the Baltic cities. This was identified as a potential structure through which the CDS could be propelled.

The District Development Planning programme, a component of the SIDA support in Tanzania was shared. Its envisaged outputs were to undertake effective planning and resource management, adding value to the service delivery system and raising household incomes.

6.0 Group Discussions

As a way of ensuring substantial level of experience sharing on the CDS process, discussion groups were formed randomly to discuss the different encounters of the CDS process in the different cities/towns. The main objective of the Group discussions was to use the lessons of the CDS process to define the Lake Victoria Regional Urban Development Strategy. The questions of discussion include:-

1. What are the common lessons learned out of the CDS process?
2. What are the common challenges facing cities in the Lake Victoria region?
3. Propose three activities that can be done collectively by the cities
4. How can the CDS be made a regional activity?

This would be helpful in seeking common solutions to common problems and also in building consensus on the way forward both at the national and at the regional levels.

Groups' discussions results on the regional level initiatives

ISSUE	GROUP I	GROUP II	GROUP III
LESSONS LEARNT	<ul style="list-style-type: none"> - Success in the process depends on departments working together - multi-departmental approach - multi-sectoral - The CDS process can't be successful without serious co-ordination - Good governance necessary for successful CDS process - Community participation important for CDS process - Perception changes - Pple – L.A. - LA – pple - Strategic Partnership established - Enhanced accountability due to the partnership established. - Environmental Management central to any success and meaningful development - CDS is about pple. - Political will and commitment - The importance of building on existing local initiatives - “BOTTOM-UP” Approach methodology for success 	<ul style="list-style-type: none"> - Need for consultation and networking - Sustainability require community participation - CDS geared towards poverty alleviation – improve urban environment - CDS is a continuous one, should not stop with some outcomes - CDS improves the environment - CDS requires a strong coordination mechanism <p>Process/outcome related lessons</p> <ul style="list-style-type: none"> - CDS should fit into other similar processes - Owned and driven by people, facilitated by local councils - There must be one who is responsible – joint responsibility (council + community) - Local authorities own the process <p>CDS is expensive, time, process expensive outcome cheaper</p>	<ul style="list-style-type: none"> - Initial clarify on stakeholders/partners and their roles - Emerging evidence of overlapping support from donors - Some concerns could be addressed with homegrown solutions - Most concerns can be addressed through ‘active’ community involvement - Successful application of participatory approach - Integration of CDS process in National Development framework enhances success in implementation - Sustained political goodwill essential for success - Inclusion and participation of NGOs, CBOs, Private sector - Essential to success
CHALLENGES	<ul style="list-style-type: none"> - Financial constraints (resources for city management) - Capacity for resource management - Political interference - High turnover of local points. - Co-ordination of activities - (regional – transport & communication) - Loss of human resource (HIV/AIDS, malaria and other communicable diseases) - Environmental Pollution (hyacinth/papyrus) - Abject poverty - Integration of Civil Society Organization (CSO) in the city management process - Poor resource management - Restrictive laws (NBT) - fisheries management 	<ul style="list-style-type: none"> - Poverty (unemployment) - Waste management (solid + liquid) - Tapping ‘potential’ resources (Kampala 15m—110m (9 years)) - Corruption - HIV/AIDS - Capacities (human + equipment) - Raising environmental awareness (political, domestic + urban based) - High rates of urbanization - Poor infrastructure and communication - Poor communication – region-wise - Threatened Lake resources which constitute the main livelihood - How to revive locally based industries 	<ul style="list-style-type: none"> - Low level of basic service delivery (waste management, water, health, education, infrastructure) - Rapid growth of unplanned areas in cities - Inadequate capacities at different levels - Poverty (by definition) - Inadequate local revenue base - HIV/AIDS - Extent of pollution of Lake Victoria
PROPOSED THREE ACTIVITIES	URBAN WATER AND SANITATION PROGRAMME (PROMOTION +	- Communication in terms of transport within the lake, if economical,	1) Joint Waste Management Program 2) Information sharing, exchange visits and

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	<p>EDUCATION</p> <ul style="list-style-type: none"> ○ Water and pollution (policy issues cross cutting) ○ Quality of Industrial ○ Discuss household solid/liquid waste <p>HEALTH (Promotion + Education)</p> <ul style="list-style-type: none"> ○ HIV/AIDS ○ Malaria ○ Other communicable diseases <p>transport and tourism</p>	<ul style="list-style-type: none"> - Joint tourist services - Networking forums – website, <ul style="list-style-type: none"> ○ as a resource cities, to sensitize others - Joint sensitization on HIV/AIDS - Joint lobbying on some of the EAC resolutions, with support from the respective associations eg. ALAG, ALAT, UALT 	<p>networking/linking</p> <p>3) “Operation Clean Lake Victoria day”</p> <p>4) Institute Sound Environmental Management Policies at local levels</p> <p>5) Continuous awareness creation</p> <p>6) Designing</p>
CDS – REGIONAL ACTIVITY	<ol style="list-style-type: none"> 1) <u>Linking up with EAC Initiative</u> 2) Identifying with LVRLAC as Strategic Partner 3) Identify other Strategic Partners already involved with EAC 4) Define our uniqueness in order to find accommodation within EAC 5) Identify a Regional Steering Committee spearheading CDS on 3 countries 6) Institutionalization of CDS at national level <ul style="list-style-type: none"> ▪ Policy Support ▪ Funding ▪ City support/grassroots 	<ul style="list-style-type: none"> - Kisumu, Musoma and Kampala take up the role of CDS resource cities. Each is linked with two other cities - Integrate CDS into the other regional programmes (LVRLAC, LVEMP, DDP, EAC, and others) 	<ul style="list-style-type: none"> - 1) Entrench CDS process in LVRLAC as common planning tool. - 2) Incorporate the CDS process within the Lake Victoria Vision and Strategy framework for sustainable development - 3) Networking (Local/National/Regional) - 4) Mainstream Gender issues

As a matter of concern the challenges were considered alongside the lessons learnt. It emerged that the following results cut across all the cities' processes:

Common Challenges	<i>Common Lessons learned</i>
Rapid growth of unplanned settlements.	There is an important need to develop a regional implementation framework for the City Development Strategies.
Integration of Civil Society organizations (CSO) in the City Management process.	There is need for consultation and networking with the stakeholders.
Financial constraints owing to the inadequate local revenue base for city management.	There is need for integration of the CDS process in National development plans to ensure sustained goodwill.
Low level of basic service delivery (waste management, water supply, health, education)	CDS should integrate with other similar processes facilitated by local councils.
Coordination of regional activities due to inadequate transport and communication infrastructure.	Good governance is necessary for successful CDS process.
High levels of Poverty.	Participatory processes are key to the CDS process.
Political interference.	Environmental management is central to meaningful development.
High turnover of local human resources at focal points.	CDS must be a “Now –Now” process to cope with the continued emerging challenges.
Lack of capacity (human resources, equipment).	CDS addresses similar urban emerging challenges in the three cities.
Involving the private sector in resources mobilization.	There is need to reach out to other lakeside cities/towns and integrate them to the concerns of the CDS. The linkage may begin through the associations of local government.
High rate of urbanization Revival of Locally based industries.	
Poor resource management (fisheries management).	
Restrictive laws.	
Threatened Lake resources (pollution and other related activities),	
which constitute the main livelihood for the region.	
HIV/AIDS, Malaria and other communicable diseases	

6.1 Potential Joint Activities by cities: the groups further discussed on possible joint activities that could be undertaken by the three Cities around the Lake Victoria Region (Musoma, Kisumu and Kampala). Among the activities highlighted are:-

- ❖ *Carrying out joint lobbying for implementation of E.A.C Resolutions*
- ❖ *Designing a Joint marketing strategy for the 3 cities as a vibrant tourist destination and an economically vibrant District.*
- ❖ *Implementation of Lake transport within the region*
- ❖ *Creation of Networking for such as websites, exchange educational and research programmes as best practices.*
- ❖ *Establishing joint grassroots activities such as sporting and a clean-up day*

It was generally observed that the joint activities need to be able to be felt within the C.D.S process. There was also concern that activities should be continuous and yet still able to be implemented immediately on as is basis to keep the community committed and interested

6.2 Transforming the CDS into a regional framework

Following the deliberations of the discussions, there emerged a strong feeling for a Lake Victoria Regional implementation framework strategy.

It was generally agreed that it would be imperative for the CDS initiative established working links with the EAC (East African Community) and institutionalize the CDS process at the EAC level. This provoked a need for the CDS to Identify with LVRAC, LVEMP, DDP, Associations of Local Authorities and other regional organizations as strategic partners as a strategy for enhanced consensus building. It is particularly important that the process identified with other strategic partners already involved with EAC. It also emerged that it is very important that the CDS process defines its niche (uniqueness) to find accommodation within EAC.

It would be necessary the CDS becomes Institutionalized at the national level, to mobilize policy support, funding and city level/ grassroots support. Establishment of a regional Steering Committee spearheading the CDS in the 3 countries would follow. This idea seemed to have worked well with other existing initiatives such as LVEMP.

The three Cities/towns of Kisumu, Musoma and Kampala to take up the role of CDS as resource cities/towns, to facilitate the integration of other lakeside cites/towns into the process. This would ensure proper and sustained networking at local, national and regional levels. The Incorporation of the CDS process into the national and regional Development policies and/or Plans were seen as a necessary recipe for success in this venture.

Regional Activity Areas		
Objectives	Activities	Outputs
Improved and sustained urban environment	<ul style="list-style-type: none"> • Outsourcing service delivery activities from local authorities • Harmonizing existing and enforcing new legislation of environmental protection and management laws • Promoting public awareness on solid and liquid waste management • Encouraging replication of best practices on environmental management 	<ul style="list-style-type: none"> • Adequate and reliable service delivery • Effective waste management systems
Effective and efficient land and Lake based transport system for local mobility, economic development and tourism promotion	<ul style="list-style-type: none"> • Infrastructure development • Development of efficient and strategic ports • Publicity and good marketing strategies • Development of tourism circuits 	<ul style="list-style-type: none"> • Effective and efficient transport and tourism network • Economic growth and development
To reduce the prevalence of HIV/AIDS and other communicable diseases within the Lake Victoria Region	<ul style="list-style-type: none"> • Promote health education • Create and encourage networking of health institutions for information sharing • Joint initiatives of disease control 	<ul style="list-style-type: none"> • Reduced morbidity and mortality rates • A healthy productive population within the region • Increased collaboration on health within the cities/towns in the region
Sustainable use of Lake Victoria resources to address poverty	<ul style="list-style-type: none"> • Carryout joint resource assessment within the region (fisheries, tourism, land reform and management etc) • Lobby and establish cross-boarder natural resource management systems • Revive transport systems within the lake region 	<ul style="list-style-type: none"> • Increased levels of trade and economic activity within local communities of the Lake Victoria region • Increased employment opportunities • Increased investments opportunities due to widened markets • Reduced conflicts among the Lake region communities • Increased capacity on resources use and management

6.3 Way Forward for the CDS

At city level

Following the deliberations of the workshop several issues were considered as resolutions for the way forward for the regional and national levels CDS initiatives. Among the most important is the Consolidation of the CDS process. This would be done through the implementation of the following three key strategies:-

- Documentation of CDS experience
- agreeing on action areas, both at the national and regional levels
- institutionalizing the CDS and entrenching them in the development policies not only at the national levels but also in sub-regional development policies

6.4 Establish Regional Networking Issues

The question of who should be in the NETWORK? Was considered and it was suggested that it would be more inclusive if the other cities and town around the Lake Victoria region were taken on board considering the fact that the activities around these towns/cities had a significant impact and or influence on the quality of the Lake resources. This takes into account the drainage and water catchments areas significant to the Lake Victoria. This would however be considered alongside technical and managerial issues vis a vis that resources mobilization in all stakeholder locations/regions.

Suggestions were also raised as to where should the regional framework be housed? Initial suggestions indicated that there is need for a regional structure that is representative of all the stakeholders as in the case of LVEMP to oversee the managerial activities of the regional structure.

As for the case of LVEMP, Regional activities are coordinated by a Regional Secretariat headed by the Regional Executive Secretary, based in Dar es salaam- a city not adjacent to the Lake Victoria. The Regional Secretariat is responsible for ensuring that there is uniformity in approach of implementation. It also coordinates all other regional meetings and activities which include, Regional Policy and Steering Committee (RPSC) meetings, International Panel of Scientists (IPS) meetings, Regional Consultancies, Regional Task Forces, among others.

Lake Victoria Region Urban Development Initiative (LVRUDI) was suggested as an appropriate name for the framework. More names would however be flouted for consideration in regard to the activities and nature of the initiative for consideration and adoption.

Networking with other strategic partners was considered as a major challenge for the process to make any meaningful impact in the local and regional setting. Thus the need to identify and establish strategic partnerships with existing players such as LVRLAC, LVEMP, LAs and other organizations such as the EAC.

Regional level activities

- Clean-Up Day
- Cultural Events and Sports- Sailing events
- E-mail network/websites??
- Regional promotion package (glossy) (city, agency, CSO info package) - Investment promotion/tourism

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Role of NGOs the roles of the civil society organizations were acknowledged as crucial in the CDS process not only at national levels but also as equally instrumental in the enhancement of the CDS at the sub-regional level. Among the outstanding functions is the enhancement of:-

- An inclusive process in the local communities
- grassroots outreach (in activities such as clean-up campaign)
- information -sharing
- role of associations of local authorities
- NGOs/CBOs are already involved in CDS Process (to some degree)
- Natural vehicles to help realize CDS objectives in the cities
- NGOs/CBOs are already involved in CDS Process (to some degree)
- Natural vehicles to help realize CDS objectives in the cities

Resources

There is an important need to ensure maximum and sustainable exploitation of existing/available resources. This includes both financial and human resources.

- Technical (human resource technical expertise exchanges)
- Financial - resource mobilization

Technical Cooperation

- Guidelines for Human Settlements Upgrading (link to CWS)
- Network of Urban planners (exchange ideas)

Media

Recognize important role and need for continuous involvement of the media both print and electronic to ensure proper dissemination of knowledge and results of the CDS within and outside the operation areas, and to enhance possible replication of best practices in the sub region.

Protocols

- Letter of Intent from each participating city
- MOU signed at January Meeting

Courtesy Call to the Musoma Regional Coordinators Office

A courtesy call led by the Mayor of Musoma, Mr. Vedastusi Manyinyi was made to the Musoma Regional Commissioner, Amb. Lugoe by UN-HABITAT and the visiting mayors' of Kisumu and Kampala. Discussions at this courtesy visit focused on development in the Lake Victoria Region. The Regional Commissioner is very supportive of this Lake Victoria Region City Development Strategy Initiative as it compliments other on-going development activities in the region. Amb. Lugoe presided over the official closing ceremony of the sub-regional workshop.

6.5 CONCLUSIONS

Participants of the CDS in the Lake Victoria Sub-region are committed to the establishment of a Sub-regional framework for the enhancement of the City Development strategies both at the national and regional levels. With the overall objective of creating cities/towns along the lake that are socially just; ecologically sustainable, politically participatory, economically productive and culturally vibrant.

This calls for an establishment of a regional implementation framework for the Sub-regional CDS. this would be responsible for policy guidance, issues on regional policies, regulations and standards for compliance by the three countries. It would also responsible for ensuring that regional cooperation is maintained in the programme. Networking with other strategic partners was considered as a major challenge for the process to make any meaningful impact in the local and

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regional setting. Thus the need to identify with existing players such as LVRAC, LVEMP, LAs and other organizations such as the EAC.

7.0 Annex 1

Way forward for Kisumu

Improved Urban Environment

Objectives	Activities	Time- frame	Actors
1. To develop integrated solid waste management for city of Kisumu	- Identify , detail and implement a plot solid waste project - Hold regular consensus building for a	August 2003- August 2004	Dept. Of Env. Local reference
2. To improve basic service delivery in our slums	- Provision of basic sanitation - Provision of solid waste services - Improve access to whole some water	August 2003 – August 2004	Council provincial admin KIWASCO, MOPW AND H NGO NETWORK
To rehabilitate street children	Carry out situation analysis	August 2003 – January 2004	Council department services provincial admin NGO Net work
GOOD GOVERNANCE			
1. To institutionalize CDS as planning frame work for city of Kisumu	- Feedback to the council up Musoma Council Musoma Workshop - Consolidate all development programs city of Kisumu - Establish CDS at JKSG - Mobilize key development actors to initiate resource mobilization	August 2003	Head of department
2. To develop Blueprints for council management	- Hold a workshop for council management and training on copulated management issues	August 2003	Chief officers
POVERTY REDUCTION			
1. Formalize informal street trading (How being)	- Review council by – lows - Planning - Strengthening by – low enforcement - Licensing	On going	Council Provincial Admin street treads
1. To strengthen linkages through LVRLAC	- identify of Implement joint programmes - Establish co-operation photo cots under turning managements - Promote staff exchange programmes	August 2003- August 2004	Council, NGOS AND LVRLAC
2. To develop and establish communication linkages	- Establish city council website/ E- Mail address - Procure Hardware	August 2003	Council

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Annex II

Way forward for Musoma

STRATEGIC ACTION PLANS (SAPs)

Strategic Area	Challenge	Strategy/Objective	Programme Action	Actors	Time Frame
1.Improvement of Urban Environment	<ul style="list-style-type: none"> (i) 88% of solid waste is uncollected Lack of designated dumping Lack refuse collection vehicles relying on handcarts 	<ul style="list-style-type: none"> To improve collection disposed from 12% - 80% 	<ul style="list-style-type: none"> Identify dumping sites Nyamwitebili and Buhare Conduct environmental studies Peoples participation Implementation of designing Preparation of dumping site Refuse collection vehicles (3) Provide refuse bags/bins (57 refuse bulk containers Construct land fill site Study on sorting and recycling of solid waste (especially plastic materials 	<ul style="list-style-type: none"> Council UNHABITAT/Council Council UCLAS Council Council/CG/External donors Council 	<ul style="list-style-type: none"> 1 month August 2003 3 Months 2 months 1 year 1 year 2 year Continuous
	<ul style="list-style-type: none"> (iii)Flooding of Kitaji pond affecting 200 home dwellings. 	<ul style="list-style-type: none"> To drain the pond and turn it into Recreation area Relocate the dumping site 	<ul style="list-style-type: none"> Construction of spillway is 50% done Selling the write up to donors. Clean the pond Land scapping Gardening and tree planting Children playing ground 	<ul style="list-style-type: none"> Council/Donors Council/Others Council/Donors Council Council/Donor Internal/external donors 	<ul style="list-style-type: none"> 2 years 6 month 1 year 1 year up to year 2006
2 (i) Improvement of Urban Infrastructure services (roads, drainage, water supply	<ul style="list-style-type: none"> 50% of town roads not all weather 	<ul style="list-style-type: none"> Improve the network to all weather standards 	<ul style="list-style-type: none"> Tarmacking Storm water drains 	<ul style="list-style-type: none"> Central Government/Council/Community/Donors 	<ul style="list-style-type: none"> Continuous

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3. Promotion of Urban Economic growth	Urban	<ul style="list-style-type: none"> Improve the economy of Musoma by 40% in 5 years 	<ul style="list-style-type: none"> Ecological Tourism 	<ul style="list-style-type: none"> Promote Musoma as a tourism destination site Link Musoma with Serengeti National Park 	<ul style="list-style-type: none"> Improve the Airport Improve the hotels standards Marketing Musoma as a Tourism destination site Improve the road network between Musoma Town and Serengeti National Park 	<ul style="list-style-type: none"> Town Planning department Mara Regional Authority, Central Govt. Private sector Town Planning department TTC TANAPA Trade and economy Central Govt. Council, TANAPA 	<ul style="list-style-type: none"> Long term Short & Medium term Medium / Long term
4. Urban Management	Planning	Outdated planning information and plans	Preparation of strategic urban dev. Plan (SUDIP)	<ul style="list-style-type: none"> Council Consultation Environmental Profile Preparation Update existing maps Working groups formulation & prioritization Formulation of strategies to solve problems Actions plans. Consultations Pilot projects 	Town Planning Department/ Donor/ Community	Medium term	
HIV Aids Epidemic		<ul style="list-style-type: none"> High rate of HIV infection and increase poverty 	<ul style="list-style-type: none"> To reduce HIV infection and promote economic activities 	<ul style="list-style-type: none"> Awareness campaigns and trainings on behaviour change. Initiate Income Generating Activities (IGAs) targeting the vulnerable groups. 	<ul style="list-style-type: none"> Health Dept. Donor Government NGOs CBOs Religious groups. 	Short/medium term	

Annex III

Way forward for Kampala

City Way Forward and City Contribution to Regional CDS

Consolidation of city level activities

Annual review Workshops

Budget conferences

Preparation, review of approval of development plans

Political and technical Monitoring and evaluation of programs (quarterly)

Institutionalize C.DS

C.D.S has already been consolidated

Through

S.F.R

District Development Plan

Capacity Building Plan

Division Development Plans

Sectoral development Plans

Council Policy committees

Council for approval

Regional Collaboration

Selective membership to LVEMP

LVTLAC, AU.L.A, E.A.C

Establish a net Work

Information and Experience

Sharing:

Other cities to come and Visit Kampala and see the Implemented Programs

HIV/AIDS (CHAI)

L.G.D.P

Functional Adult literacy Programs

Poverty reduction interventions

Basic Education for Urban Poor Areas

N.C.R.P

Water and Sanitation (K.U.S.P)

Revenue enhancement

Establishing a Web site and I.C.T Centre

Joint Programmes

Exchange of technical know- how HIV/AIDS, Malaria campaigns

Revenue enhancement

Keep Lake Victoria clean And establish a networking system.

Annex iv
LIST OF PARTICIPANTS

**SUB REGIONAL WORKING ON CITY DEVELOPMENT STRATEGIES ON IMPROVED URBAN ENVIRONMENT
AND POVERTY REDUCTION IN THE LAKE VICTORIA REGION, MUSOMA,21-25 JULY 2003**

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4. Mr. George Robert Wasonga	Environment Officer	Kisumu City Council, P.O. Box 105, Kisumu	254-722-736845	
5. Mr. Patrick Silili Adolwa	Director of Town Planning	Kisumu City Council, P.O. Box 105, Kisumu	254-722-830920	
6. Mr. James Andrew Okoth-Oluoch	CDS Coordinator	Kisumu City Council, P.O. Box 105, Kisumu	254-722-655172	
OTHER PARTICIPANTS FROM KISUMU				
7. Mr. N. Ben Odhiambo Kitoto	Executive Officer	Chamber of Commerce, P.O. Box 771, Kisumu	254-722-668617	254-57-23230
8. Ms. Betty Okero	Co-ordinator	NGO Network for Western Kenya, P.O. Box 4572, Kisumu	254-57-40033	254-57-41916
9. Mr. Fred Ogoye Onyango	Youth Leader	Youth & Children Affairs, P.O. Box 3049, Kisumu	254-733-940107	
10. Mr. David Ohito	Reporter	Kenya Television Network, P.O. Box 788, Kisumu	254-57-21866	254-57-23451
11. Mr. Reuben K. Chirchir	Operations Officer	Lake Victoria Env. Mgmt Prog (LVEMP), P.O. Box 9220, Kisumu	254-57-41327	254-57-40667
NAME	TITLE	CONTACT ADDRESS	TELEPHONE	FAX

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PARTICIPANTS FROM NAIROBI				
1. Mr. Tubman Otieno-Ochogo	Town Clerk, Thika Municipal Council	ALGAK, P.O. Box 73328, Nairobi	254-722-741784	254-67-31120
2. Mr. Paul G. Chege	Project Manager/Urb. Dev. Co-ordinator	Intermediate Technology Dev. Group-East Africa, Nairobi	254-722-910543	
3. Mr. Nicholas Njoka	Manager, Research & Consultancy	Kenya Institute of Management, P.O. Box 68156, Nairobi	254-722-727422	254-2-607268
4. Ms. Francisca Maina	Senior Regional Planner	Kenya Local Govt. Reform Prog., P.O. Box 30004, Nairobi	254-722-792779	
5. Mr. Vincent Ochieng	Architect	Shelter Forum, P.O.Box 14509,00100 GPO, Nairobi	254-722-387997	
6. Isaiah Kipyegon Toroitich	Journalist	AWC Features, P.O. Box 48197, 00100 GPO, Nairobi	254-722-403138	254-2-2718649
7. Mr. John G. Mbaria	Correspondent	The East African(Nation Media Group),P.O.Box 49010, Nairobi	254-721-402247	254-2-213946
8. Mr. James Opere Oiko	Journalist	The Nation Newspapers,P.O.Box 49010,00100 GPO, Nairobi	254-722-732643	254-2-214865
9. Ms. Juliet Kariuki	Junior Researcher	P.O. Box 49413, Nairobi	254-722-674211	
IV. UMP/UN-HABITAT PARTICIPANTS				
1. Mr. Dinesh Mehta	Global Coordinator, UMP	UN-HABITAT, P.O. Box 30030, Nairobi	254-2-623414	254-2-623536
2. Mr. David Kithakye	Human Settlements Adviser, ROAAS	UN-HABITAT, P.O. Box 30030, Nairobi	254-2-623220	
3. Ms.Cecilia Kinuthia-Njenga	Human Settlements Adviser, SCP	UN-HABITAT, P.O. Box 30030, Nairobi	254-733-903412	254-2-623715
4. Mr. Daniel Saning'o Saibulu	Consultant/Rapporteur	UN-HABITAT, P.O. Box 30030, Nairobi	254-722-715211	254-2-623715
5. Ms. Jannet Obara	Administrative Assistant, UMP	UN-HABITAT, P.O. Box 30030, Nairobi	254-2-623135	254-2-623715
V. SIDA REPRESENTATIVE				
1. Mr. Thomas Melin	Programme Officer	SIDA, 10525 Stockholm, Sweden	46-8-6985022	

Annex V
Sub-Regional Workshop Programme

**Lake Victoria Region City Development Strategies for improved Urban
Environmental and Poverty Reduction**

Sesion (Day/Time)	Activity	Chairperson
<u>Sunday 20th July 2003</u>	Arrival of participants	
<u>Monday 21 July 2003</u>		
Morning Session		
9.15 am	Welcome by the Mayor, Musoma Town Council	Mr. Vedastus Manyinyi
9.30 am	-Guest of Honour Hon. District Commissioner	Hon E. Kahindi
9.45 am	Opening remarks by coordinator Urban Management Programme	Dr. Dinesh Mehta
10.00am	Overview of the workshop, Objectives and expected Outputs	Mr. David Kathakye
10.30 am	Tea/Coffee Break	
11.00am	Introduction of Participants	Facilitator Ms.Cecilia Kinuthia-Njenga
11.30am	An overview of the outcomes of phase one	

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<p style="text-align: center;">12.00pm</p>	<ul style="list-style-type: none"> • The consultation process • CDS in Musoma, Kampala and Kisumu (Emerging Issues) • Lessons Learned 	
<p style="text-align: center;">1.00pm</p>	<p style="text-align: center;">Discussions</p> <p style="text-align: center;">Lunch</p>	
<p style="text-align: center;"><u>Afternoon session</u></p>		
<p style="text-align: center;">2.00pm</p>	<p style="text-align: center;">City Presentations - <i>Kampala</i></p> <ul style="list-style-type: none"> • City Municipal presentations • The CDS process • The outcomes • The lessons 	<p>Chair: Mayor, Kisumu City Council, His Worship Clarkson O. Karan</p> <p>Presenter: Ms. Phoebe Gubya</p>
<p style="text-align: center;">2.30pm</p>	<p style="text-align: center;">Discussions</p>	
<p style="text-align: center;">3.00pm</p>	<p style="text-align: center;">City Presentations-<i>Kisumu</i></p> <ul style="list-style-type: none"> • City Municipal presentations • The CDS process • The outcomes • The lessons 	<p>Deputy Mayor, Kampala City Council, Hon. Nasib Kabuye</p> <p>Presenter: James Okoth</p>
<p style="text-align: center;">3.30pm</p>	<p style="text-align: center;">Discussions</p>	
<p style="text-align: center;">4.00pm</p>		
<p style="text-align: center;">4.15pm</p>	<p style="text-align: center;">Coffee/Tea Break</p> <p style="text-align: center;">City Presentations-<i>Musoma</i></p>	<p>Chair: Town Clerk , Thika Municipal Council, Mr. Tubman Otieno</p>

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<p>4.45pm</p> <p>5.15pm</p>	<ul style="list-style-type: none"> • City Municipal presentations • The CDS process • The outcomes • The lessons <p>Discussions</p> <p>End of session</p>	<p>Presenter: Eng. Benjamin Maziku</p>
<p><u>Tuesday 22 July 2003</u></p> <p><u>Morning Session</u></p> <p>9.00am</p> <p>10.30am</p> <p>11.00am</p> <p>1.00pm</p> <p><u>Afternoon Session</u></p> <p>2.00pm</p> <p>4.00pm</p> <p>5.00pm</p>	<p>Panel Discussions on the roles of NGOs/CBOs and the private sector</p> <ul style="list-style-type: none"> • UMABU • Western Kenya NGO Network • Living Earth <p>Discussions</p> <p>Tea/Coffee break</p> <p>Agency Presentations on ongoing activities in the Lake Victoria Region</p> <ul style="list-style-type: none"> • SIDA Support • East African Community • LVEMP • LVRAC <p>Discussions</p> <p>Lunch</p> <p><i>Working Groups</i> Developing a Regional Implementation Framework</p> <ul style="list-style-type: none"> • Regional Level • Local Level <p>Presentation by Working Groups</p> <p>Close of Session</p>	<p>Chair: Hon. Ssebagala</p> <p>Fr. Leo Kazeri</p> <p>Betty Okero</p> <p>Kyeyune I.Roy</p> <p>Chair: Hon. Eddy Mpenda</p> <p>Benedicta Maganga</p> <p>R. Chirchir</p> <p>Christian Rietz</p> <p>Working groups/Facilitator</p>
<p><u>Wednesday 23 July 2003</u></p> <p><u>Morning Session</u></p>		

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<p>9.00am</p> <p>10.30am</p> <p>11.00am</p> <p>1.00pm</p> <p>2.00pm</p>	<p>Preparing a Demonstration Project</p> <p>Coffee/Tea Break</p> <p>Group Discussions</p> <p>Lunch</p> <p>Field Visit</p>	<p>Facilitator: David Kithakye/ Cecilia Kinuthia-Njenga</p>
<p><u>Thursday 24 July 2003</u></p>		
<p><u>Morning Session</u></p> <p>9.00 – 10.30am</p> <p>10.30-11.00am</p> <p>11.00-12.00noon</p> <p>12.00-1.00pm</p> <p>1.00 – 2.00pm</p> <p><u>2.00-3.00pm</u></p> <p>3.00 pm</p>	<p>Recap of yesterday's session</p> <p>Field Visits observations</p> <p>Group Report presentations on Regional Activities</p> <p>- Plenary Discussions</p> <p>Coffee/Tea Break</p> <p>Group meetings (Cities, Civil Society/institutions)</p> <p>City Way Forward and City Contribution to Regional CDS</p> <p>Group Report</p> <p>Wrap-up Session</p> <p>Lunch</p> <p>Trip to Butiama</p>	<p>Chair: Paul Chege</p> <p>Facilitator</p> <p>David Kithakye</p>