



United Nations Human Settlements Programme

Kisumu City Development Strategies (2004 - 2009)



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Acronyms

ALGAK	- Association of Local Government Authorities in Kenya
CDC	- Centre for Disease Control
CDS	- City Development Strategy
CWS	- Cities Without Slums
EAC	- East Africa Community
EMCA (1999)	- Environment Management and Coordination Act (1999)
EPC	- Environment Pedagogic Centre
ISWMP	- Integrated Solid Waste Management Plan
ITDG-EA	- Intermediate Technology Development Group-East Africa
JKG	- Jomo Kenyatta Grounds
KCC	- Kisumu City Council
KCORE	- Kisumu Waste Collectors and Recyclers Association
KEMRI	- Kenya Medical Research Institute
KIWASCO	- Kisumu Water and Sewerage Company Ltd.
KUL&AF	- Kisumu Urban Livestock & Agriculture Forum
KUTIP	- Kenya Urban Transport Improvement Programme
LASDAP	- Local Authority Service Delivery Action Plan
LATF	- Local Authority Transfer Fund
LCU	- Local Coordinating Unit
LVEMP	- Lake Victoria Environmental Management Programme
LVRAC	- Lake Victoria Region Local Authorities Cooperation
LVTF-JKG	- Lake Victoria Trust Fund for Jomo Kenyatta Grounds
SANA	- Sustainable Aid in Africa International

FOREWORD

The Kisumu City Development Strategy is an effort by the Citizens of Kisumu through coordination of Kisumu City Council to assemble an array of strategic responses generated through consensus building and highly participatory processes broadly aimed at creating and sustaining Kisumu as a liveable and highly viable City. Despite being endowed with a massive potential in natural resource availability, Kisumu still registers one of the highest poverty levels in Kenya exacerbated by a rapidly growing informal sector against a backdrop of collapsing or retrogressing private sector growth. . Infrastructure development and service expansion has not matched the rapid population growth registered in Kisumu, providing a great challenge to the city authority. Furthermore, the urban community has largely felt detached from the main frame of development activities in the City, admittedly as a result of limited information flow and to some reasonable extent, inherent perception on the traditional role of the local authority.

The manifestation and consequences of these factors have been largely recognised by the citizens of Kisumu, and in response generated consensus on the strategic way forward. An additional impetus is provided by the current shift in local governance from that of sole implementers to a more facilitating role, in it providing room for 'grassroots' active involvement in implementation. A strong political will has provided an environment in which various strategic modes of public-private partnerships have been tested and registered marked success, increasing opportunities for development synergies.

It is against this background and the timely support from UN-Habitat that this document contains a presentation of the strategic development framework for Kisumu – The City Development Strategy. The vision of the citizens of Kisumu is to revamp the identity of Kisumu as the principal transport, communication and commercial hub of the great lakes region, while strengthening the service coverage and delivery capacities.

Executive Summary

The *Kisumu City Development Strategy* is, substantively, the result of rigorous stakeholders consultations that were carried out with the citizens of Kisumu over a period of 2 years. It captures their perspectives on the current and desired socio-economic development. The strategy upholds the principles of increased productivity, equity and access, good governance and sustainability. The CDS has further been enriched by the incorporation of relevant ongoing development processes such as those embedded within the Local Authority Service Delivery Action Plans (LASDAP). Regional considerations have been introduced through experiences of Lake Victoria Region Local Authorities Cooperation (LVRLAC) in which Kisumu plays a central role and other interventions through the Lake Victoria Initiative. Furthermore, the active involvement of the communities within Kisumu in developing the National Vision and Strategy for Management and Development of Lake Victoria Basin invaluable contributed to the enrichment of the Kisumu CDS.

The first section of the CDS presents the basic city profile within the National and local contexts respectively, highlighting some key determinant policy and legal issues that guide development in the city. Of great significance is the fact that despite having a rich natural resource base, 48% of Kisumu's population of 345,312 live within the absolute poverty bracket comparing unfavourably with the national average of 29%. The city also experiences one of the highest incidences of food poverty (53.4%) in the country, concentrated mainly amongst the 60% of the city's population residing within the peri-urban informal settlements. Despite the legislative authority giving mandate to the City Council to provide basic services within its area of jurisdiction, such provision has fallen way short of demand with about 10% sewerage coverage, 40% water supply outreach and 20% solid waste management efficiency. Housing provision remains one of the bigger challenges for the authorities, with approximately 75% of the peri-urban inhabitants residing in temporary and semi-permanent structures with inherent infrastructural deficiencies. A positive attribute has however emerged through the current policy shift in the local governance arena where citizens have been provided with more institutionalised space to actively participate in local development processes. New institutional arrangements that involve community and private sector participation have evolved such as the Kisumu Water and Sewerage Company (KIWASCO) and the Lake Victoria Trust Fund for Jomo Kenyatta Grounds (LVTF-JKG). Practical experiences from such partnership arrangements will continue to inform the development arena of Kisumu, providing useful foundation for exploring similar avenues in the forward implementation of CDS.

Section two highlights the participatory and all-inclusive processes applied in developing the CDS. The CDS process is generally guided by thematic references to urban governance, improved urban environment, poverty reduction, economic growth and gender mainstreaming. Initiated through a cross-cities sharing forum, the CDS process in Kisumu focussed on one hand on sustaining interest and commitment from the Council, and on the other creating a level playing field for active public participation. Workshops and key informant interviews targeting lead agency actors and key stakeholder representation largely generated consensus on the priority issues in the city and the strategic investment plans. A Rapid City scan with an impressive 3,764 respondents surveyed randomly provided useful information and prioritised strategies for the CDS. The scan results provided similar priorities to those emanating from the stakeholder workshops and individual consultations. Special

attention was paid to the gender participation both in the scan and other forum participation, registering 45% overall female participation. Secondary information obtained from relevant development processes namely LASDAP, LVRLAC and ISWMP largely informed the CDS framework to ensure continuity and complementarity of interventions. A multi-stakeholder network of principle actors in sectoral development processes emerged in Kisumu, largely as a product of the CDS process.

The third section discusses the development challenges as identified and prioritised by the citizens of Kisumu, harmonised from a broad spectrum of stakeholder views and interests. Poor urban planning ranks high in the list of challenges and was closely associated with the unchecked sprawl of densely populated informal settlements characterised by lack of basic service provision and limited accessibility. A marked rise in informal (Street) trading within the Central Business District accompanied by insurgence of street children is partly viewed as a resultant factor of slow planning response to an inherent population demand. Despite sitting on one of the largest fresh water lakes in the world (L. Victoria), Kisumu citizens continue to experience severe water shortage, with a supply coverage mainly confined to the core urban centre. This accompanied by the low sewerage coverage provides justification for the high ranking of water and sanitation as a key challenge. Poor environmental management closely associated with solid waste collection and treatment inefficiencies, discharge of inadequately treated wastewater, blocked drains often associated with flash floods, and direct pollution of water bodies through informal practices such as car-washing, also ranks highly in the list of challenges. Urban agriculture and livestock keeping widely practiced as a livelihood means, particularly in the peri-urban fringes continue to suffer under repressive and archaic laws that provide limited legal space, posing a direct challenge to this poverty reduction opportunity. Other highly ranked challenges include the inadequacy of decent and affordable shelter, high prevalence of HIV/Aids, Malaria and infectious diseases, poor access to health services, unexploited transport and communication potential.

The fourth section of the CDS document presents a summary of the citizens' vision and strategic options that defines the city development framework as a response to the priority challenges. Kisumu development vision is based on a historical and functional consideration of the city, noting its origin as a railway terminus (1901), and the central role of the city as a transportation and commercial hub of the region. The CDS vision is to make Kisumu "*A leading transportation, communication and commercial hub in the Great Lakes Region offering great tourism and agro-investment opportunities*". The stakeholders mission therefore is "to mainstream good governance and democratic principles in urban management aimed at empowering the citizenry to singularly and collectively participate in their livelihood and environmental improvement actions for a sustained growth and development". In pursuit of this mission, five key strategic objectives derived from a broad goal framework were outlined as follows;

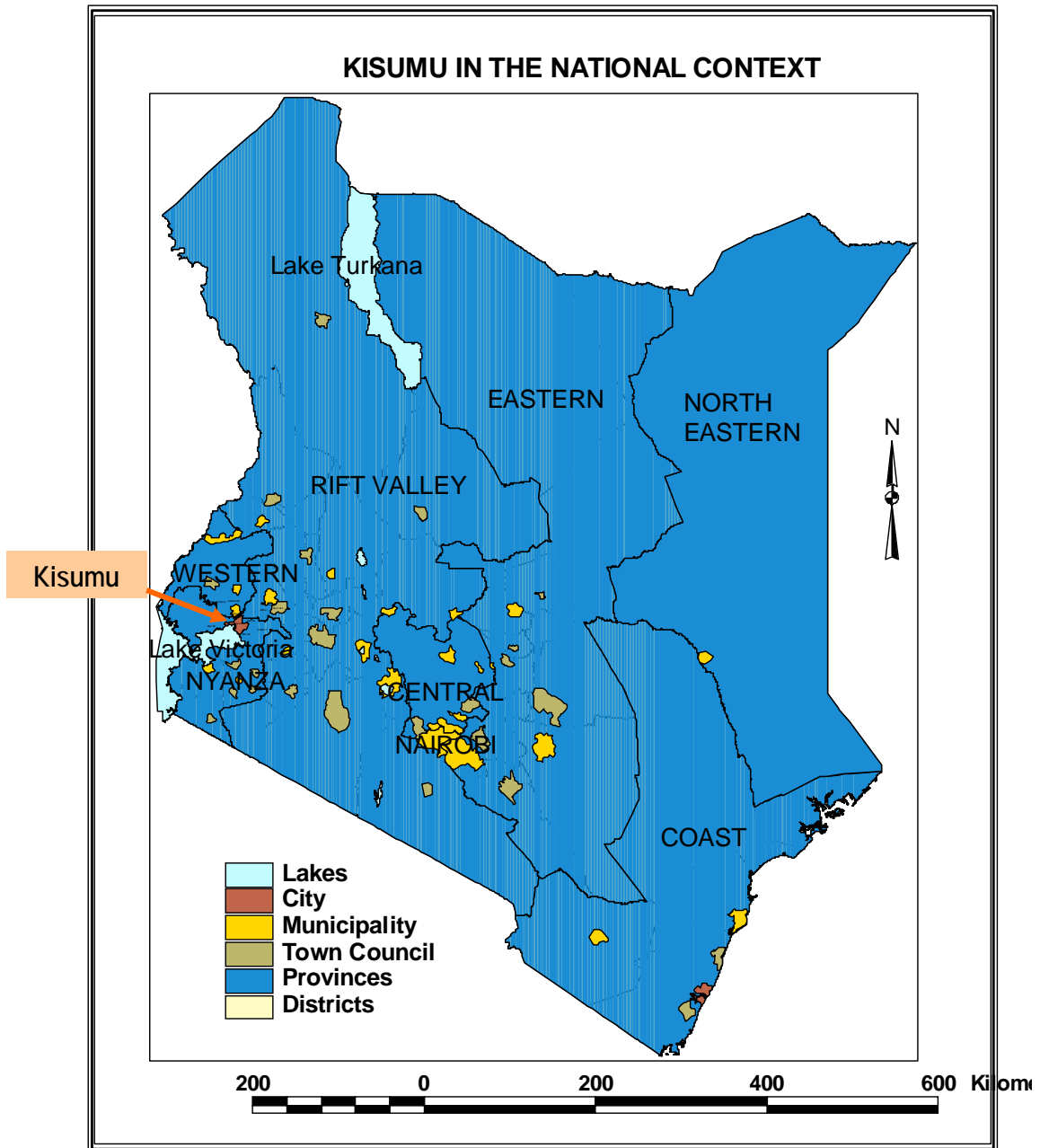
- To improve the quality of life of 40% of the urban population by promoting actions towards a healthy environment and access to quality food within the next 5 years
- Ensure 40% of the population have access to potable water and sanitation within the next 5 years
- Encourage public-private investment initiatives for improved productivity and poverty reduction
- Develop and institutionalise frameworks that promote stakeholder participation in urban planning with due consideration to gender equity, efficiency and empowerment.
- Contribute to the reduction on current trends of environmental pollution within the city and its environs for the protection of the lake and its resources

The strategic action and investment plan developed in line with these objectives incorporates ongoing initiatives such as the Integrated Solid Waste Management Plan (Sida), Kisumu Water and Sanitation rehabilitation project (Afd), Cities Without Slums initiative (UN-Habitat), Environment Pedagogic Centres (LVRLAC), Non-Motorised transport (ITDG) and Urban Agriculture and Livestock keeping initiative of the Kisumu UL&A forum (Urban Harvest). It is anticipated that the CDS constitutes the broad development framework that would guide the city's development processes in the next five years, upon which a review will be conducted. The Kisumu CDS is a local strategic response to the National Governments Poverty Reduction Strategy Paper (PRSP) and the Economic Recovery and Wealth Creation Strategy.

The final section of the CDS framework for Kisumu concludes by comparing the gravity of the issues identified as challenges in Kisumu's development pursuit with those of contemporary modern cities. Most trends recorded in the urban environment and poverty scenarios in Kisumu City are reversible, albeit with relatively minimal investments. It was widely acknowledged that the resource potential in Kisumu remains widely untapped, a position exacerbated by the absence of the critical incentives structures to embed active public-private partnerships. The numerous coping initiatives undertaken by the communities against the backdrop of changing local governance strategies provides critical room for establishing institutional linkages that would consolidate gains from such initiatives. A significant potential further lies in the regional cooperation efforts, with Kisumu strategically placed to play an important role in linking the three East Africa States; whether in trade, communication, tourism or transportation. A principal strategy that emerges from the CDS framework is that which entails a neighbourhoods approach to responding to development challenges, in the process empowering communities to sustain any interventions within their respective neighbourhoods. The CDS framework broadly envisions a sustained political good will for any meaningful success to be attained.

SECTION ONE: Kisumu City in Context

MAP OF KENYA SHOWING KISUMU CITY IN THE NATIONAL CONTEXT



1.1 Basic City Information

The City of Kisumu:	Kisumu, the third largest city in Kenya, is the headquarters of Kisumu District, as well as Nyanza Province respectively. It has developed progressively from a railway terminus and internal port in 1901, to become the leading commercial/trading, industrial, communication and administrative centre in the Lake Victoria basin, an area that traverses three provinces of Nyanza, Western and western Rift Valley. In addition, Kisumu serves as the communication and trading confluence for the Great Lakes region - Tanzania, Uganda, Rwanda and Burundi
City Area:	Covers an area of approximately 417 Km ² , of which 297 Km ² is dry land and approximately 120 Km ² under water
City population:	Approximately 345,312 (1999 census)
Country population:	Approximately 28.7 million (1999 census)
City population density:	828 per Sq. Km
City growth rate:	Estimated at 2.8% p.a.
City's main function:	Principally, the leading commercial/trading, fishing, industrial, communication and administrative centre in the Lake Victoria basin. Transportation hub for the western region, linking Kenya to the East African Countries via Rail, Road, Water and Air Inland depot for oil and containerised cargo serving the wider great lakes region Host to Lake Victoria Regional Bodies including the EAC Lake Victoria Commission
The City Council Role:	The City Council's main functions: - Mobilize internal and external resources and, within existing regulatory framework, direct the resources towards addressing the following basic social needs of the populace in the City; <ul style="list-style-type: none"> o Provide social services esp. water supply and sewerage services; o Infrastructure development (roads, parking spaces, houses etc.); o Environmental sanitation, garbage collection and disposal; o Housing, Health, Education, Welfare - Markets, recreation and Sports A recent shift towards nurturing an enabling environment for the enhanced participation of the citizens in urban development
Economic / Poverty profile:	<p>Employment</p> <ul style="list-style-type: none"> • High levels of skilled and unskilled unemployment. With 30% unemployment rate, 52% of the working population engaged in the informal activities have their monthly wage in the range of 3,000-4,000Ksh • 48% of the urban population live within the absolute poverty bracket (Nat. Avg. 29%). • Main sources of income for the urban poor include; <ul style="list-style-type: none"> - Wage employment in manufacturing and processing plants - Petty/informal trades - Urban livestock and agriculture (mainly subsistence level) - Public transportation (non-motorized e.g. 'Boda boda') <p>Housing</p> <ul style="list-style-type: none"> • The city lacks adequate shelter with approximately 60% of the urban population resident in the peri-urban and informal settlements lacking basic services. • High congestion with 150 rooming/housing units per hectare in informal settlements • Approx. 75% of peri-urban inhabitants live in temporary and semi-permanent structures.

	<p>Food and water</p> <ul style="list-style-type: none"> • The city experiences one of the highest incidences of food poverty with 53.4% of the population below the food poverty line in comparison to Nairobi (8.4%), Mombasa (38.6%) and Nakuru (30%). • The city suffers from shortage of clean water though the town lies next to the second largest fresh water lake in the world. <p>Education</p> <ul style="list-style-type: none"> • High institution of learning includes Maseno University situated 20 Km from city centre • Distance learning school- based Colleges of Kenyatta and Nairobi Universities. • Tertiary institutions include Kisumu Polytechnic, Tom Mboya Labour College and several private colleges. • Kisumu records an adult literacy rate of 48 %, with 24.6% of urban poor having attained secondary school education. • Low enrolment rate and high gender parity between the boys and girls. <p>Health</p> <ul style="list-style-type: none"> • The town hosts the provincial general hospital and branches of leading private hospitals in Kenya e.g. The Aga Khan. • The town also host several renowned medical research institutions like Centre for Disease Control (CDC) and Kenya Medical Research Institute (KEMRI) among others whose role has continued to be recognised across the country. • Key health challenges facing Kisumu include high HIV/Aids infection, malaria and water borne diseases contributing to high child mobility rate.
<p>Climate, Rainfall</p>	<ul style="list-style-type: none"> • Lake Victoria to the southwest, the sugar belt and the extensive Kano irrigation scheme to the east border the city. • Geologically, the city of Kisumu sits on the arm of tertiary lava, which extends southwards overlooking the plains to the east, and Winam gulf of the Lake Victoria to the west. The lava formation is attributed to the tectonomagnetic activities associated with the Kano-Rift Valley system. As a result the city is curved into a trough with the walls of the Nandi escarpment to the east dropping onto the floor of the Kano flood plains and gently flowing to the Dunga wetlands at the shores of the Lake Victoria, a shared resource between Uganda, Kenya and Tanzania. • At over 1,100m a.s.l., the city falls within the humid climate (LM3 agro-ecological zone), with an average annual rainfall of 1245mm falling in a bimodal form of distribution, i.e. the long rains between March and June and the short rains between October and November • The annual mean minimum and maximum temperatures are 17.3 °C and 28.9 °C respectively • The city has a mean humidity of 70
<p>Land use:</p>	<ul style="list-style-type: none"> • The present land use in the hinterland of Kisumu includes small-scale rain-fed mixed farming, large-scale sugar cane farming, fishing, small-scale river-irrigation, and settlement infrastructure. However, agriculture does not provide enough livelihood support due to frequent droughts alternating with severe floods and poorly drained intractable soils of the flat plains. The result has been rapid rural-urban migration with a consequence of unplanned and uncontrolled urban expansion • There are attempts to revive the cotton industry with the recent re-opening of KICOMI Textile Mills

1.2 City of Kisumu within the National Context

Kisumu, the third largest city in Kenya, is one of the fastest growing cities in Kenya. Surrounded by an agriculturally rich hinterland mainly supporting large-scale sugar industry and rice irrigation, Kisumu's contribution to the National economy is significant. It is anticipated that with the revival of the cotton and rice industry, and the molasses plant, coupled with strengthened support to the fishing industry, this contribution would increase significantly. A major challenge to the city within the national context is that of reducing the currently high poverty levels (48%) to compare favourably with the national average (29%). This translates to defining strategies that would efficiently and sustainably exploit the natural resource base inherent in the area to derive optimal benefits for the local community. Two important National frameworks that provide a reference basis for localised action are the Poverty Reduction Strategy Paper (PRSP) and Economic Recovery Strategy for Wealth and Employment Creation respectively. The recently developed National Vision and Strategy for Management and Development of Lake Victoria Basin provided further national reference.

Kisumu has a very well developed road transport connection with adjacent towns such as Kericho, Kakamega, Homa-Bay, Kisii, Siaya, Busia, and the sugar belt satellite townships of Muhoroni, Awasi, Chemelil, Miwani and Nandi Hills. Being on the convergence point of the Trans African Highway, Kisumu is well connected with Uganda and Tanzania and by extension Rwanda, Burundi and Congo DRC in the west, Zambia to the south and Sudan to the north. It's geographic position and its cosmopolitan profile, places the city strategically as a competitive growth centre in the emergent age of technological and economic development.

1.3 Political, Legal and Policy Framework

The political climate in Kenya has since the early 90's progressed from an exclusive one-party democracy to an inclusive multiparty system, albeit opening avenues for renewed policy direction. Some policy developments of significance in this period include the preparation of the Poverty Reduction Strategy Paper (PRSP) and the Economic Recovery Strategy for Wealth and Employment Creation, both aimed at rejuvenating the local and national economies for the benefit of the citizens. An important feature in these policies is the general shift towards participatory and all-inclusive processes targeting the empowerment of communities through democratic and consultative processes inbuilt in the strategies. The Local Governments have on their part adopted a community-centred approach to planning and managing local resources and development initiatives, all prompted by the national local government policy shift. A notable development in this regard is the on-going Kenya Local Government Reform Programme which encompasses the Kenya Urban Transport Improvement Programme (KUTIP), the introduction of Local Authorities Service Delivery Action Plan (LASDAP), a local level participatory planning and action tool and process, and replacement of the Service Charge (Local Revenue) with disbursement of the Local Authorities Transfer Fund (LATF) by the Ministry of Local Government. The latter is aimed at strengthening budget performance of local authorities.

The recent review and enactment of revised Water Act, Physical Planning Act and the new Environment Management and Coordination Act (1999) have all had significant influence in the local urban management arena. Kisumu for instance has established a Water and Sewerage Company (KIWASCO) as an autonomous agency to run and manage the water supply and sewerage affairs previously under the municipal Council's management. This is in conformity with the provisions of the revised Water Act that takes away water supply undertaking from direct involvement by local authorities, and instead legalising such undertaking for private utility companies formed by the Councils. The revised physical planning act has provided room for public involvement in determining the siting of new developments with ample provisions for redress should any one feel aggrieved. Any change of user application for existing development or new applications must be subjected to public scrutiny for a period not less than 30 days. The Environment Management and Coordination Act (EMCA) makes explicit demand for an environment impact assessment for any new development and annual environmental audits on existing developments to ascertain changes in the environmental conditions resulting from that development. It also assigns the right to a clean and healthy environment to the citizens individually and/or collectively while obligating the same individuals or group of persons to maintain it that way.

Kisumu as a local authority established under the provisions of the Local Government Act Cap 265, has to function within the precincts of these laws. Processes have been initiated at the Council level to review the local by-laws in fitting with the National prescriptions.

1.4 Governance Situation of the City

The citizens of Kisumu have become increasingly active in their scrutiny of public managers for integrity, competence and ability to deliver as opposed to the populist practice in previous years. In addition, they now demand delivery of services and insist on getting quality service from the Local Authority. This drive has largely been contributed by the adoption of participatory and consultative resource and project planning and implementation processes introduced through the ongoing local government reforms.

Councillors together with civil society agents have frequently mobilised and sensitised members of their respective wards in order to obtain their participation and involvement in development activities. Cases in point have been mobilisation activities during the process of development of Local Authorities Service Delivery Action Plan (LASDAP), Local Authority Development Plan, and Poverty Reduction Strategy Paper. Citizens are forming community action groups/associations for the purpose of advocating and articulating their interests within their respective residential areas/communities. The civil society has made invaluable contributions in this regard.

The council has made a deliberate effort to promote public-private partnerships in the City's urban planning and development. Key result areas in this respect include *Swedish International Development Cooperation Agency (Sida)* supported rehabilitation of the Jomo Kenyatta Grounds into a modern world-class recreational and learning facility.



The newly rehabilitated Jomo Kenyatta Grounds, Kisumu

Jomo Kenyatta Grounds rehabilitated 2001-2003 presents a symbol of the product of democratic and just involvement of multi-stakeholders in the development and management of a public facility. The Grounds is currently under the management of Lake Victoria Trust Fund for JKG, a Trust agency formed by the Council, Sida and local stakeholders to uphold the interest of the entire citizenry through proper management of the facility.

Other public-private strategies have involved the *Kenya Breweries* and *Telecom Kenya Ltd* support in the rehabilitation of the Kisumu Social Centre and part of the Moi Stadium, while the *Rotary Club* has made invaluable contributions to the development of the Rotary Youth Training Centre. *The Lions Club-Host and Lions Club Equator* continues to contribute material support to Mama Ngina Children's Home as well as support numerous environmental initiatives such as recent rehabilitation of Taifa Park.

Civil society/ participation in local governance

In 2001, the Mayor of Kisumu was instrumental in the establishment of a monitoring and co-ordinating focal point (Kisumu Round Table) composed of private sector, NGO's and council representatives. This Round Table multi-stakeholder forum has formed the Kisumu Action Team, which is currently applying part of the strategies elicited in the CDS

1.5 Economy

Over the past decade, the Kenyan economy has been affected by inhibiting external and internal factors that have had adverse effects on rural and urban livelihoods. The result has been soaring unemployment and heightened retrenchment of workers both in the public and private sector leading to increased poverty levels. In 1997, 49% of the Kenyan population was estimated to be poor¹. Kenya then was ranked as the 17th poorest country in the world.

Kisumu, currently experiences the highest average urban poverty levels at 48% against a national average of 29%. Available statistics indicate that Kisumu, which is a net food importer, registers one of the highest incidences of food poverty with 53.4% of its population living below the *food poverty line* as compared to Nairobi (8.4%), Mombasa (38.6%) and Nakuru (30%)².

¹ This was based on the absolute poverty indicator of KSh. 2,648.

² The prevalence of hardcore poverty in Kenya dropped from 10% in 1994 to 7.5% in 1997. Kisumu City recorded close to 17%.

In comparison to many of its peer urban centres around the lake, the growing urban poverty indicators have been aggravated by the reduction of shipping and other transport services between Kenya and Uganda and Tanzania, the decline of the railway services, adverse weather conditions, influx of cheap subsidized imports, the infestation of the lake by the water hyacinth as well as the recent EU ban on Lake Victoria fish exports. Urban poverty in Kisumu, manifests itself in reduced living standards, the increasing number of street children, increased informal trade activities of hawking and peddling, increase in commercial sex activities and crime, especially in the low-income settlements.

Major industries in Kisumu such as Kisumu Cotton Mills, Kenya Matches, the Fish processing and Agro-based industries to name a few, have closed down, while some like Kenya Breweries, Miwani and Muhoroni Sugar Companies have scaled down their operations. Rather than growth and expansion, several plants dealing in manufacturing and processing are either performing dismally or have closed down, altogether. The parastatal fraternity has not been spared either from this effect as demonstrated by the Kenya Railway Corporation, which was once a major source of transport and jobs, and is currently tottering on the brink of collapse.

The majority of the populace relies entirely on wage employment. Despite the positive strides that have been achieved in promoting the participation of women in education and public sphere, the vulnerability of women is still high as noted in their employment which generally alternates between working as house helps under very difficult conditions, and engaging in subsistence trades such as selling vegetables, cooked foodstuffs, fish, second hand clothes, trinkets etc. The average monthly formal sector gross incomes are in the range of Ksh. 3000 – Ksh. 4000.

Urban agriculture and livestock keeping practices dominate the peri-urban landscape, yet the levels of production particularly of the crops is mainly at subsistence level, often not recognised in the Council legal provisions. A recent scoping study³ conducted on livestock keepers in urban and peri-urban Kisumu estimated an average livestock worth of KES. 150,000 per household of the 737 households surveyed. It is also estimated that of the 60% of population resident in the peri-urban fringes of Kisumu, approximately 50% are involved in some form of urban agriculture and livestock keeping. Of significance therefore is the existing potential in Urban and peri-urban agriculture in contributing towards the improvement of the food poverty situation in Kisumu.

The Government, the City Council and the private sector have taken action at the national level to attract investors to Kisumu through the improvement of infrastructure services and aggressive marketing of Kisumu as an investment and tourism destination. This strategy promises to reverse the downward trends cited above.

³ Onim J.F: "*Scoping Study for Urban and Peri-Urban Livestock Keepers in Kisumu City, Kenya*", June 2002

SECTION TWO: THE KISUMU CDS PROCESS

2.1 CDS Context

The Kisumu CDS process takes cognisance of the fact that strategic planning is not, essentially, about the production of a one-off end product but involves a continuous, participatory planning process, which is both proactive and reactive, in a continuously changing environment. The CDS process, albeit flexible and sensitive to specific city conditions, is guided by the themes of good governance, improved urban environment, city economy growth, poverty reduction and gender mainstreaming. Critical to the successful implementation of the CDS, is the continued interaction of the role players and other stakeholders, and strategic engagement with the challenges within other development initiatives and frameworks such as the National Development Plan (NDP) and District Development Plan (DDP). Given the dynamic environment in which the CDS will be applied, and the need to monitor and review the impact of its interventions and processes, the Kisumu CDS attempts to build in; monitoring, evaluation, and feedback mechanisms to ensure its adaptability to the changing circumstances.

2.2 Description of Preparation of Kisumu City Development Strategy

The preparation process of Kisumu CDS gave great attention to the need to win and sustain commitment from the lead agencies with the City Council at the helm, while actively and purposefully engaging stakeholders in a consultative exercise to generate consensus on issues of priority. A combination of workshops, individual and group interviews, rapid opinion surveys and professional consultations were applied to arrive at a widely acceptable development agenda for Kisumu consolidated into a comprehensive strategy/plan. A stepwise description of this process is described below.

2.2.1 Commitment of City Government – January 2002

Kisumu City Council, having expressed their interest of being part of the CDS initiative by the UN-Habitat, signed a memorandum of understanding with the development partner to signify its commitment to the CDS process. The Intermediate Technology Development Group East Africa (ITDG-EA) was identified as a regional anchoring institution providing necessary technical support. Regular update on progress was presented to the Council through the Committee meetings to sustain the institutional goodwill and support, while an interdepartmental team of professionals contributed through constant technical guidance of the process.

2.2.2 Stakeholder Mobilisations – January to March 2002

Stakeholder mobilization was initiated in Feb 2002 through a sensitisation workshop that brought together City Leaders and Officials, Government Officials, representatives of the local

NGOs, Environmental Groups, Informal Traders representatives and key actors in the private sector. This workshop was preceded by an activity coordinated by the Council in partnership with the NGO network that assembled baseline information on the current status of the City's development. The major outcome of the workshop was a better understanding of the CDS process, appreciation of urban environment and poverty issues, and commitment by all stakeholder representatives led by the Council to participate in the process of developing a CDS for Kisumu.



CDS teams from Musoma, Kisumu and Kampala at a recent workshop in Musoma, Tanzania

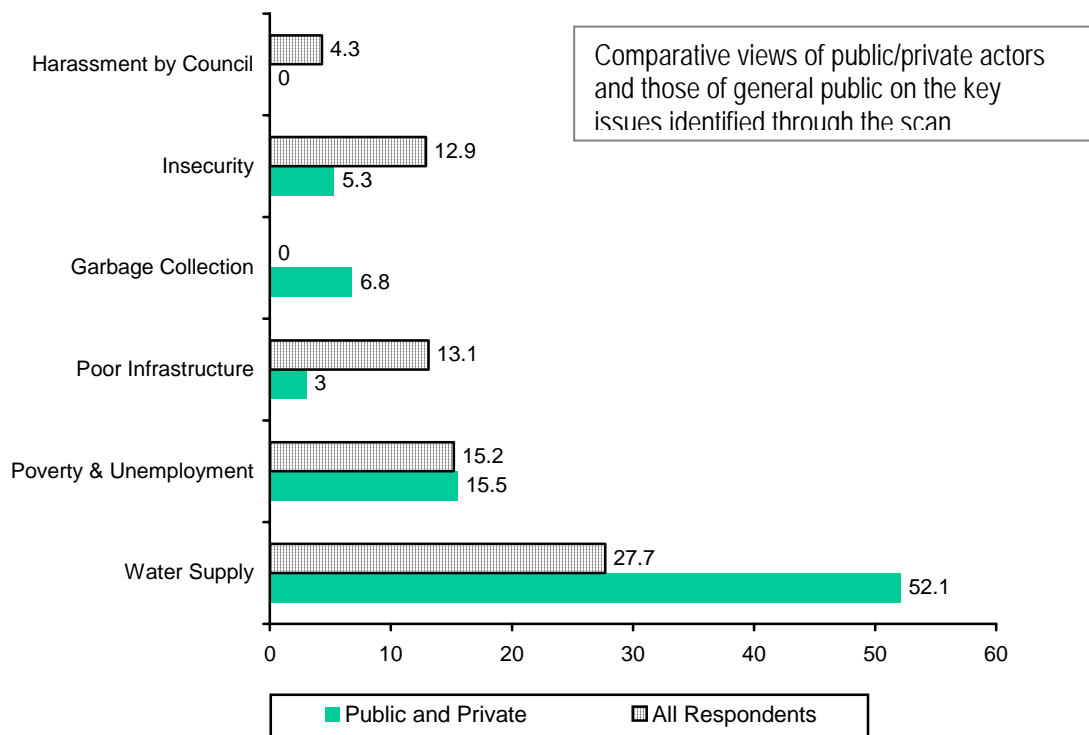
The second step in the process involved bringing together multi-stakeholder participation from the three pilot cities undertaking the CDS process namely, Kisumu, Kampala and Musoma, largely to crossbreed ideas and visualize the similarities and interrelatedness of preliminary issues emerging through the CDS process. This workshop held in Kisumu in March 2002 introduced a regional dimension to the CDS, particularly stemming from the fact that the three cities share a common natural resource – Lake Victoria. An important outcome of the workshop was a greater sensitisation of the respective city CDS teams and the recognition of marked similarities in manifestation of urban development challenges within different city contexts. Initiatives to respond to some of the challenges that were shared at the forum, and the networks emerging from the personal and institutional relationships provided strong foundation against which to enrich the respective city CDS. It was generally agreed by all cities present that wider consultative processes were important in capturing diverse views and securing early ownership of the CDS framework. In the Kisumu context, the action plan incorporated a rapid public survey – the city scan, alongside stakeholder consultations.

2.2.3 Scan Survey -June to August 2002

With technical support of ITDG, a sample public survey was conducted through a rapid citywide scan involving a representative sample of 3,764 community members from each of the 17 wards, with balanced gender respondents. The scan survey was applied as an assessment tool probing into the key urban planning and development issues as envisaged by the residents in Kisumu city, distinguishing the respondents into public/private actors and the community in general. The survey outcome revealed the salient planning challenges, opportunities and

potentials as prioritised by the community. Further analysis provided the planning team with an in-depth insight about the stakeholders' development desires and suggested strategies to achieve such desires. The survey also captured the prevailing characteristics that influence urban dynamics as relates to Kisumu. The scan results were validated through a workshop drawing participants from a multi-stakeholder representation, at which the following key priority issues emerged;

- Citizen empowerment and governance
- Reducing urban poverty
- Development of the city economy
- Strengthening city planning
- City infrastructure development
- Improved security
- Improved waste management systems



2.3 Drafting and Documentation of CDS – 12th to 30th October 2002, May/June 2003

The drafting of the CDS framework document was carried out through a series of progressive processes both at the local level (City Hall) and externally involving drafting retreats and key actor validation. Secondary information from ongoing development processes in Kisumu such as LASDAP, LVRLAC and ISWMP contributed useful information in further constructing the CDS, albeit to ensure continuity in the city's development arena. The zero draft at the conclusion of the drafting retreat in December 2003 was circulated amongst the principal actors in the public, private and NGO sectors respectively to elicit comments. The cities forum held in Musoma, Tanzania in July 2003 provided useful comments on the draft CDS presented then, enriching the final draft. The zero draft will then be presented to a stakeholders forum in Kisumu to feedback on the outcome of the process and generate ownership for the emergent CDS framework.

2.4 The Feedback Process

The feedback process aimed at sustaining commitment from the city authority on one hand and generating strong ownership on the other amongst the stakeholders and community at large will target a wide cross-section of the city inhabitants. Workshops to present the outcome to selected representation of stakeholders will be accompanied by summarised publications of the CDS framework, which would be widely circulated.

SECTION 3: **DEVELOPMENT CHALLENGES IN KISUMU CITY**

Rapid urbanization trends in Kisumu, particularly in the last decade coupled with low investment in infrastructure and basic service expansion has resulted into enormous pressure on the urban environment. With an annual growth rate estimated at 2.8% and densities of 828 persons per sq. Km, Kisumu records one of the highest urban population densities in the country, bringing with it the associated complexities in urban planning. The result has been an increase in urbanization of poverty, the rapid expansion of informal settlements and informal trading, and marked increase in disease infection rates largely associated with limited access to health facilities as well as foul environmental conditions. Almost 80% of Kisumu's land area is rural in nature having been included within the city boundary during the 1971 extension, introducing a large rural influence in urban planning with significant challenges at the pre-urban interphase. The mounting pressure on the inadequate waste management systems has resulted into increased pollution trends with the lake acting as the final recipient of liquid and uncollected solid wastes. Effective exploitation of the natural resource base for livelihood improvement continues to be hampered by unsustainable exploitative trends, decreased productivity associated with prevalence of HIV/Aids, and unsupportive legislative provisions that give little attention to the dynamic nature of urban development trends.

This section discusses the key challenges emerging from the CDS processes already highlighted in the previous section. The discussions are largely a summary of the views of the stakeholders in Kisumu on the manifestation of the challenge, incorporating some official data from secondary sources.

3.1 Poor Urban Planning

The Council is the key planning institution for urban development within the city jurisdiction and is faced with several challenges in its attempt to bring order in the development activities of the city. One challenge is associated with the extension of the city boundaries to include an 80% land area that is predominantly rural in character and thus demanding a unique set of planning responses. The land ownership type in this area is mainly freehold, putting direct influence on pattern of development on the individual owners docket. With the rising demand for housing against a backdrop of limited space within the core urban centre, private developers continue to acquire private land for housing and related development within these areas often with little consideration of statutory planning requirements. The CDS process identified certain conflicts emerging from this practice, particularly in relation to settlers at the bottom of the slopes who have to contend with increased surface run-off and flooding from uncoordinated developments on the higher slopes. The planning by-laws are to a large extent archaic and need revision to suit the dynamism associated with current city development trends. Most powers pertaining to land ownership, land use and control, land acquisition, land allocation and provisions for major land development schemes are with central government or are held by individuals under

freehold ownership, necessitating close coordination that often is lacking. Issues such as settlement expansion, slum upgrading and landfill relocation and development among other projects may touch on land and space take much time to implement due to such involvement.

Increasing pressure from informal activities within the core urban centre, albeit as a livelihood pursuit, poses yet another growing challenge. Most poor urban dwellers, majority of which constitute the 60% population residing in the informal settlements in the peri-urban area with limited access to basic services, are forced to eke a living from petty trades within the central business district. Such trading is often in areas not planned for such occupation pitting them against the law enforcement. It is no wonder that a significant section of the urban population site harassment by law enforcement agencies as a key issue. Another challenge closely associated with the rapid informal expansion is the proliferation of informal settlements with their characteristic congestion and lack of basic service extensions. Residents of these settlements feel neglected by the planning authorities, who in turn postulate that the very temporary nature of tenure conditions of such settlements provides little justification for substantial investment. Indeed most residents of Kisumu perceive the planning responses in Kisumu as 'reactive' as apposed to being 'pro-active'. A case to mention is the constant argument of the lack of market expansion to correspond with the growing demand for such utilities, associating this to the resultant proliferation of street trading.

Lack of adequate citizen participation in planning activities has been identified as another major cause of poor city planning. Failure of some projects implemented by the Council has been attributed to the exclusion or low-level of stakeholder participation in the planning and implementation stages. Improper land use allocation, including land for industrial development, utilities, commercial, social infrastructure and transport points at the lack of strategic planning to guide the council's activities. This situation is exacerbated by the limitations posed by the inadequate strength of the planning department in the Council contributed by lack of equipment, personnel and finances.

3.2 Inadequate Infrastructure and Services

3.2.1 Transport infrastructure

Kisumu city derives its very early origins from being an inland port associated with the arrival of the railway in 1901. Since then it has continued to serve as a regional transportation node for the wider East Africa region, providing road, rail, water and air connections. Though the city centre recently benefited from an improvement of roads, the residents along the beaches continue to reel under poor road conditions, often resulting into non-competitive pricing of the fish resource further impoverishing the fisher folk community. The progressive decline in Railway and shipping services has increased the cost of trading limiting it to only local goods, as road transport is relatively expensive. Communities in the area fondly recall the days when goods would be ferried to and from areas as far as Musoma, Mwanza and Bukoba in Tanzania and Jinja, Kampala and Entebbe in Uganda via the lake, bearing great economic benefit. Air transport has recently attained regular frequency with four flights a day, opening opportunities for tourism and other investments, though the full potential remains largely unrealised.

Intra-city transport has seen the emergence of a large influx of bicycle taxis (non-motorised transport) commonly known as 'boda boda'. Since such a development was not anticipated, no commensurate provisions were made for cyclists e.g bicycle tracks, with a resultant increase in accidents and congestion on the city roads. The 'boda boda' trade has grown to be a significant income earner for the poor youth who can't find formal employment with an estimated 8,000 bicycle taxis servicing various routes in Kisumu. The challenge remains on how to integrate this economic activity into the urban transport system, while minimising user conflict and ensuring safety. Alongside this challenge is the begging opportunity to make public transport safer through provision of designated passenger stops on the various routes.



Boda Boda cyclists waiting for passengers at intersection (left) and with passengers on main street (right)

3.2.2 Water and Sewerage

The water situation in Kisumu city presents both unique challenges and opportunities. The current water supply network and sewerage system commands 40% and 10% coverage respectively, mainly concentrated within the built up urban centre. For instance, the combined water supply capacity from the two water treatment systems amounts to 20,000 m³/day against a projected demand of 50,000 m³/day. Most residents in the peri-urban areas of Kisumu have resorted to use of shallow well water, often situated in close proximity with the pit latrines increasing the chances of cross contamination. Piped water is supplied to these areas via handcart vendors who charge 50% higher than the cost of receiving the water directly through the supply meter. As a consequence, this population feels the bigger burden of disease as it has to contend with frequent exposure from use of water from shallow wells, depriving them of much needed income for other household needs. In the low-lying areas of Nyalenda and Usoma, construction of pit latrines is further inhibited by the high ground water table and the flash floods inherent in these areas.

The major challenge therefore is in finding alternative technologies for affordable community water supply and sanitation systems in the interim to urgently reduce the disease burden amongst the peri-urban poor. Kisumu City Council has on its part taken bold steps to privatise the water supply and sewerage service provision in line with the requirements of the new Water Act, and further to facilitate improved service provision and attract much needed capital investment for expansion. KIWASCO is currently negotiating for a French funding of the

rehabilitation of the Water Supply and Sewerage network and installations. At the community level, appreciation was expressed on partnership initiatives between the Council and SANA International, AFRICANOW, and World Vision respectively in the provision of Borehole water and onsite sanitation. Such micro-level experiences provide useful foundation against which to base similar intervention and upscale options.

3.2.3 Solid Waste Management

The solid waste management scenario in Kisumu is widely reflective of the situation in the majority of cities in the lake region. Like most urban centres in the region, Kisumu is faced with problems of lack of collection facilities and low efficiencies in operation of existing facilities as well as the design, capacity and location of final disposal sites. The poor management of solid waste has resulted into generation of leachate which pollutes the ground water and soil, the spread of infectious diseases such as eyesores, blockage of sewers and drainage systems, spread of foul smoke from private burning of waste as well as pollution of lake Victoria through run-off. Furthermore, scavengers and others are exposed to health risks as no separation of hazardous waste fractions is practiced.

Today, most of the solid waste generated in the city remains uncollected with a collection efficiency estimated at 20%⁴. The collection that takes place is shared between the City Authority and a few un-authorized private collectors mainly concentrated in the high income areas, leaving the poor peri-urban neighbourhoods largely unattended. Waste transported to the dumpsite for disposal is not properly managed, often applying open burning to reduce the waste volume. Many households, particularly in the peri-urban and extended areas do not have the privilege of any mode of collection, and have resorted to private burning of waste or digging their own pits to bury the waste on site. However, some common dumping grounds have developed in city service lanes and open grounds within the neighbourhoods, presenting unsightly scenes that generally offend the public and inhabitants alike. Plastic waste used in most packaging is the most conspicuous nuisance, often littering many parts of the city and the residential neighbourhoods, and sometimes blamed for livestock death and blockage of storm water drains. It is also notable that of the total amount of waste generated in Kisumu, approximately 60-65% is organic in character presenting enormous potential for recycling for farm use. Most clinical waste from the hospitals is incinerated, reducing the health related risks from exposure.

In the process of developing the CDS, it emerged that some very positive reuse and recycling initiatives exist in Kisumu. These small-scale initiatives include reuse and recycling of paper, plastic, organic waste, metals and water hyacinth, all providing micro-enterprise engagement for a significant number of city inhabitants. A further initiative has been undertaken to bring the recyclers under an umbrella body, the Kisumu Recyclers and Collectors Association (KCORE),

⁴ According to the Carl Bro report, "Study of the Environmental Situation in Three Urban Centres" (July 2001), the total amount of solid waste produced in Kisumu is estimated at 400 ton/day and quantity delivered to the dumpsite is estimated at 80 ton/day.

albeit to provide common platform for negotiation and market access. Despite this presenting a useful opportunity for complimenting solid waste management of the city, a challenge still exists in how to effectively integrate it into the overall solid waste management system in the city. Awareness campaigns have been regularly mounted in an attempt to encourage self-responsibility amongst the citizens.



Hon Raila Odinga, former Minister for Roads and Public Works and the Mayor of Kisumu leading the residents in an environmental awareness campaign sponsored by the Lions Club of Kisumu Host. 500 tons of waste was evacuated using heavy machinery and 100 trees

3.3 Degraded Urban Environment

Kisumu's environmental challenges are closely linked to the city's topography. Curved into a trough with the walls of the Nandi escarpment to the East dropping onto the floor of the Kano flood plains, and gently flowing to Dunga wetlands at the shores of Lake Victoria, each topographical feature experiences unique environmental challenges. There also exist several environmental attributes that lend themselves to the development of Kisumu namely the availability of lake water, good well-drained soils and aquatic resources amongst others.

One significant challenge associated with the hilly slopes to the east of the city is the accelerated destruction of vegetative cover including trees to provide space for private housing development, agriculture as well as fuel wood for household use. This has resulted into an increase in surface run-off to the lower lying foothill areas often resulting into destruction of property and siltation. One primary school located at the foot of Riat Hills (St. Pauls Kanyakwar) is increasingly threatened by the sheer volume of run-off during the rainy season and has recently involved the community, Council and other partners in concerted attempts aimed at arresting the problem. In recent times, there has been an increase in incidents of property destruction from high winds mostly affecting the schools in the peri-urban area, a phenomenon closely associated with the reduced tree cover.

The flood plains dropping gently from the foot of the hills towards the lake constitutes the peri-urban fringe of the city and is characterised by densely populated informal settlements with poor infrastructure and limited service outreach. Uncollected garbage and poor sanitary conditions in these settlements present a poor environmental quality in these neighbourhoods,

with an accompanying increase in health risk due to numerous routes of exposure to disease causing agents. The densely populated and inappropriately constructed housing units hinder access exposing these neighbourhoods to eminent threat from environmental disasters such as fire outbreaks and flash floods. Due to the poverty situation prevalent in the informal settlements, a significant number of households have resorted into urban agriculture and livestock keeping practices to supplement the household food requirement and sometimes provide income. This practice, being largely unregulated, has often drawn the wrath of some residents in these settlements with complaints of destruction and nuisance caused by the free roaming livestock.

Within the core urban centre, the challenges include encroachment of informal trading into recreational space and street verges, blocked sewers, clogged drainage from illegal dumping of solid waste, lack of effluent pre-treatment facilities in industry, and discharge of inadequately treated wastewater into the natural streams from both municipal plants and industry. Such city development challenges coupled with the run-off from the rich agricultural hinterland has greatly contributed to the increasing pollution load into the lake.

The wetlands along the shores of the lake are increasingly under threat from encroachment for farming purposes, destroying the fish breeding sites and the general wetland ecosystem. Human practices such as direct car washing in the lake, though prohibited, has continued causing direct pollution of the lake waters. Other shoreline pollution routes include sand mining directly along the Usoma shoreline, effluent discharge from Municipal sewer and industry, waste oil from garages and pier, and siltation from the rivers. Consequences of pollution and high nutrient loading of the lake are manifest in the water hyacinth invasion and frequent algal blooms. Shoreline communities also associated the presence of water hyacinth with reduced fish availability and increase in diseases such as malaria.

The enactment of the Environment Management and Coordination Act (1999) and establishment of statutory bodies presents a great opportunity for directing a reversal to these undesirable trends. Communities around the lake, Kisumu included, recently came up with a common vision and strategy⁵ for the sustainable management of the lake and its resources, therein recognising the need for coordination and collective action in protecting the lake and its catchment.

3.4 Increased Urban Poverty

In the last decade or so, Kisumu has experienced a very high frequency of collapse in industry and commercial establishments, mainly attributed to the general decline in the National economy. This, coupled with government restructuring pursuits resulting into high retrenchment levels, has placed 48% of Kisumu's urban population within the absolute poverty bracket

⁵ The World Bank, through the EAC sponsored a vision and strategy development process which involved a large section of the lake community in defining a common framework for the sustainable management of lake Victoria and its resources culminating into a Kenya National vision.

comparing rather unfavourably to a national average figure of 29%. Majority of city inhabitants previously engaged in wage employment in the manufacturing and processing plants have had to find alternative income earning opportunities in the informal sector, causing a rapid expansion in this sector. A reported decline in fish catch accompanied by a slump in the sugar industry in the hinterland of Kisumu has greatly affected the local economy, effectively reducing the purchasing power of the citizenry. The plight of the urban poor is worsened by the lack of decent and affordable shelter, noting that public investment in the provision of low-cost decent housing has stagnated since the early 80's. Subsistence farming has emerged as widely practiced option for household livelihood support especially in the peri-urban areas, often with higher women engagement.

The CDS process revealed that Kisumu lacks an investment plan, pertinent in attracting and guiding investors to the city. The development of the micro-enterprise sector of the local economy has largely been needs driven with no evidence of city institutional framework for support of the sector, exposing the rapidly expanding informal sector to direct forces associated with an open market system. Whatever gains that may accrue from the informal trading practices have not translated to any improvement of the urban poor situation, begging for support structures such as access to micro-credit opportunities. It is however encouraging noting some recent trends towards the revival of collapsed industry through strategic investment partnerships such as the revamp of the Molasses plant. The city authority has also recognised the need to engineer local investment growth and established a multi-stakeholder roundtable forum to coordinate and encourage strategic partnerships for accelerated development – the Kisumu Action Team (KAT).

3.5 HIV/Aids Pandemic and Other Diseases

HIV/Aids pandemic remains the largest threat to the health status in Kisumu, leaving in its destructive trail, a growing population of orphaned children with missed opportunities to enjoy parental care. According to the 2001 results of sentinel surveillance by the Ministry of Health⁶, the percentage of pregnant women testing HIV-positive was 35% for Kisumu with the province (Nyanza) registering the highest cumulative figure of HIV-positive adults between the ages of 15-49 years (480,000). Most of the people interviewed in Kisumu closely associate the HIV/Aids pandemic with the rising poverty levels, observing that the little household income has to be shared between meeting the basic household needs and the medical demands of the condition. HIV/Aids has exacerbated the poverty situation and set back the socio-economic gains made in the years before the late 80's. Indeed majority of the citizens in Kisumu observed that the pandemic has not only impacted negatively on population growth, but continues to destroy the social fabric and undermining the age-old socio-cultural bedrocks such as extended family systems.

Other diseases include Malaria, Upper Respiratory Tract Infections (URTI) and waterborne diseases (e.g. Typhoid, diarrhoea). Malaria is particularly rampant amongst children during the

⁶ Ministry of Health (Kenya), Aids in Kenya, 2001 Edition

rainy season when blocked drains and stagnant ponds of water provide rich breeding grounds for the malaria causing agents. Diarrhoea and typhoid has been closely linked to the limited supply of piped water and poor sanitary conditions, with higher concentration in the peri-urban areas where shallow-well water and pit latrines provide alternatives to the conventional water and sanitation systems.

The health conditions are exacerbated by the limited access to health facilities and relatively high cost of treatment, with majority of the poor resulting into unconventional 'home treatment' modes. It was established that even where the health facilities exist, they often lack the drugs for treatment. One major challenge for the City Authority remains that of designing a comprehensive plan for dealing with the HIV/Aids pandemic and its consequential outcomes.

3.6 Unregulated Urban Agriculture and Livestock Keeping

A recent scoping study on urban livestock keeping in peri-urban Kisumu estimated the household livestock worth from the 737 households studied at an average of KES. 150,000 per household. Urban agriculture is widely practiced in the peri-urban fringes and lakeshore areas including the wetlands, predominantly at a subsistence level to meet the household food requirements. The larger part of the land area in Kisumu (80%) incorporated as a result of the administrative boundary extension, is majorly rural in character and exhibits more intensive levels of urban agricultural and livestock keeping practices. Though Kisumu remains a net-importer of food, the underlying potential in urban agriculture and livestock keeping cannot be underscored, and particularly its contribution towards improving the poor livelihood status.

The major challenge to urban agriculture and livestock keeping practices, especially amongst the poor peri-urban dwellers, is the lack of supportive local policy and legal framework. The existing by-laws are largely prohibitive, classifying such practice as a nuisance to and threat to public health. Waste from animal and dead plant matter finds its way into the sewerage system, which is not designed to accommodate such waste, and often the free grazing livestock are seen as threat to urban aesthetics pursuits and increase risk for accidents. Risk of exposure to animal diseases closely associated with the absence of extension services or institutional structures within the Council to support such practices, presents yet another challenge.

Recognising the socio-economic value of the urban agriculture and livestock keeping practices in Kisumu, the city authority is faced with the task of integrating UA&LK into the broad urban development plans, albeit within a carefully regulated framework to minimise conflict.

3.7 Poor Urban Governance

A large majority of the citizens views analysed from the rapid city scan pointed to a great deal of dissatisfaction with the local governance system, citing corruption and lack of information sharing as the key factors dominating the public service. The poor informal traders have to contend with regular harassment by Council enforcement officials, who on their part have to discharge their duties to maintain some order especially within the central business district. Low involvement of citizen participation in the local government programmes coupled with limited feedback on development processes such as the LASDAP, were identified as some of the gaps that negated the impact of very well-intentioned programme interventions.

However, recent attempts towards greater citizen participation and the establishment of new institutional structures that incorporate stakeholder participation are widely appreciated. The major challenge thus remains on how such attempts can be applied as a basis for up-scaling appropriate models of citizen participation in local governance.

SECTION FOUR: **THE VISION, MISSION AND STRATEGIC ACTIONS AND INVESTMENT PLANS FOR KISUMU**

The CDS consultations in Kisumu largely revealed an urban community ready to experience positive transformation in the socio-economic setting with optimal exploitation and astute management of their natural resources. There exists a growing determination amongst the city inhabitants to face the urban development challenges in an arena of partnerships anchored within an improved governance framework that provides latitude for active citizen involvement. This renewed drive is further propelled by the recognition of the important role Kisumu can play in strengthening recent attempts towards enhancing gains from regional cooperation efforts through the revival of the East African Community. Endowments such as availability of lake water, good transport and communication connection, stable soil structures, and rich cultural and historical sites lend credence to this envisioned position.

In the development of the Vision for Kisumu, primary consideration was given to the City's functional specialism. Historically, the City derived its very early origins and identity from a transport and trade function. The arrival of the Railway line in 1901 marked the beginning of significant town development, and the name Kisumu is derived from a local dialect *Kisuma* which means barter trade. Since these early times, Kisumu has grown to be the principal transportation and commercial hub of the lake region, and continues to perform core administrative functions in the western region of Kenya. A growth in tourism contributed by the rich cultural disposition of the region and variety of nature reserves has been registered in the recent times. All these factors were brought out during the consultative processes of developing the CDS and formed the very basis against which the city vision was crafted.

This section presents the city Vision and Mission as derived through consensus building processes, further outlining the strategic actions corresponding to short-term objectives defined for an initial period of five years. The section concludes with an assembly of strategic action and investment plans, incorporating ongoing initiatives to respond to the identified challenges.

4.1 The City Vision

The CDS Vision for Kisumu as generated by the urban community is stated thus;

" A leading transportation, communication and commercial hub in the Great Lakes Region offering great tourism and agro-investment opportunities"

The vision blends historical functionalisms with the desired socio-economic growth that would improve on the current undesirable trends of urban poverty against a backdrop of rich natural resource endowment.

4.2 The City Mission

The mission developed to achieve the city Vision is;

“To mainstream good governance and democratic principles in urban management aimed at empowering the citizenry to singularly and collectively participate in their livelihood and environmental improvement actions for sustained growth and development”

The mission statement took cognisance of various aspects associated with the identity, attributes and aspirations of Kisumu as elicited by the sections of community consulted during the CDS process, which include;

- A glorious green Lakeside city
- A lakeside town in which present and future generations cannot just barely survive but live rewarding, meaningful, healthy and fulfilled lives.
- A vibrant centre of industrial, commercial, environmental positive development.
- An inclusive city in which public, private and CSOs work together for the common good of the people and the environment
- A well-governed city with ability to provide adequate infrastructure services to its citizens

4.3 Goals for Kisumu CDS

The Kisumu CDS has adopted five broad goals to provide the overall framework for its development, albeit in response to the myriad of challenges faced by the city. It is from these broad goals that some key short-term strategic objectives are outlined to provide a strategic response framework for an initial five-year period. The goals are;

- 1) Improve and conserve the urban environment for the sustenance of the lake and its resources
- 2) Empower citizens and promote active stakeholder participation and involvement at all levels of local governance
- 3) Improve access and provision of basic infrastructure and health services
- 4) Promote sustainable socio-economic development in line with the national economic recovery and poverty reduction strategies
- 5) Institute a planning culture that is responsive to the needs of the urban populace, while actively engaging their participation in providing strategic direction

4.4 Short-term Objectives

For the first period of five years, the CDS for Kisumu will be guided by the following specific objectives;

- To improve the quality of life of 40% of the urban population by promoting actions towards a healthy environment and access to quality food within the next 5 years
- Ensure 40% of the population have access to potable water and sanitation within the next 5 years
- Encourage public-private investment initiatives for improved productivity and poverty reduction
- Develop and institutionalise frameworks that promote stakeholder participation in urban planning with due consideration to gender equity, efficiency and empowerment.
- Contribute to the reduction on current trends of environmental pollution within the city and its environs for the protection of the lake and its resources

These short-term objectives form the basis of the strategic action plans presented further on in this section, alongside with strategic investment plans within the same period. It is anticipated that the CDS will be subject to review every five years.

4.5 The Key Strategic Actions

The key strategies outlined in the table below were identified to correspond with the broad goals outlined above. It would be worthwhile to mention that the strategies are not necessarily conclusive, but reflect options generated through the different consultative processes of the CDS. The table also includes a column on the challenges discussed under section 3 to provide a visual connection with corresponding strategies.

Broad Goal	Identified Challenges	Causative Factors	Strategic Actions
Improve and conserve the urban environment for the sustenance of the lake and its resources	<ul style="list-style-type: none"> ▪ Degraded Urban Environment ▪ Unregulated Urban Agriculture and Livestock practices 	<ul style="list-style-type: none"> ▪ Destruction of vegetative cover on hill slopes ▪ Increased surface run-off resulting into flooding and siltation ▪ Unregulated urban agriculture practices ▪ Discharge of poorly treated effluents into lake ▪ Encroachment into parks and open spaces (informal trade) ▪ Encroachment into wetlands ▪ Polluted water sources 	<ul style="list-style-type: none"> ▪ Design and implement urban reforestation programmes ▪ Conduct awareness and sensitisation campaigns ▪ Integrate urban agriculture & Livestock keeping within the city plans ▪ Enforce the laws and regulations governing nature reserves and green spaces ▪ Establish environment demonstration centres ▪ Institute and enforce proper environmental management practices
Empower citizens and promote active stakeholder participation and involvement at all levels of local governance	<ul style="list-style-type: none"> ▪ Poor Urban Governance 	<ul style="list-style-type: none"> ▪ Corruptive and non-transparent practices ▪ Lack of information sharing ▪ Low involvement of citizen participation in local government programmes ▪ Low empowerment amongst urban community to enable effective participation ▪ Lack of corporate management systems 	<ul style="list-style-type: none"> ▪ Regular dissemination of development issues to general public ▪ Establishment of corruption prevention units ▪ Institutionalise private and civil society sector participation in city management ▪ Develop through dialogue, corporate mgt strategy
Improve access and provision of basic infrastructure and health services	<ul style="list-style-type: none"> ▪ Inadequate infrastructure and services 	<ul style="list-style-type: none"> ▪ Decline in rail and shipping services ▪ Uncoordinated intra-city public transport with rise in non-motorised transport ▪ Low water and sewerage coverage (< 40% water, < 10% sewerage) ▪ Use of uncertain sources of water and extensive use of pit latrine alternatives ▪ Lack of solid waste collection facilities and low efficiency in operation ▪ Lack of comprehensive ISWMP for Kisumu 	<ul style="list-style-type: none"> ▪ Cause the revitalization of rail and shipping services ▪ Design and implement a sustainable urban mobility system ▪ Encourage private sector participation in water and sewerage services ▪ Encourage establishment of community based water and sanitation schemes ▪ Incorporate private sector participation in SWM ▪ Support recycling initiative

	<ul style="list-style-type: none"> HIV/Aids pandemic and other diseases 	<ul style="list-style-type: none"> Limited access to health care and low affordability Inadequate health mgt capacity of the local authority Cultural/traditional constraints Lack of comprehensive City scheme for HIV/Aids Foul environment contributed by uncollected garbage, stagnant ponds of water, contaminated water wells and poor sanitary conditions 	<ul style="list-style-type: none"> Develop and implement an ISWMP for Kisumu Develop and implement a comprehensive plan for health service delivery Design and implement risk reduction activities Capacity building for health personnel and equipment Develop and integrate a disaster preparedness plan into core council system
Broad Goal	Identified Challenges	Causative Factors	Strategic Actions
Promote sustainable socio-economic development in line with the national economic recovery and poverty reduction strategies	<ul style="list-style-type: none"> Increased Urban poverty 	<ul style="list-style-type: none"> Generally declining national economy Collapse in industry and commercial establishments Rapidly expanding informal sector with limited access to micro-credit opportunities Lack of city economic investment plan Retrenchment and other institutional reform processes 	<ul style="list-style-type: none"> Develop an economic / investment blue print for Kisumu Promote the image of Kisumu as the regional economic hub Establish strategic public-private partnerships Develop institutional support framework for micro-enterprise development
Institute a planning culture that is responsive to the needs of the urban populace, while actively engaging their participation in providing strategic direction	<ul style="list-style-type: none"> Poor Urban Planning 	<ul style="list-style-type: none"> Land ownership type, mainly freehold (80% of urban land) Archaic planning by-laws largely prohibitive to changing urban trends and practices Low investment in appropriate and affordable shelter leading to rapid growth of informal settlements Increased informal activities within the CBD with resultant illegal trading on inappropriate sites Lack of citizen participation in planning activities Inadequate capacity of the city planning department 	<ul style="list-style-type: none"> Increase/enhance public participation in planning matters Improve housing conditions through informal settlement upgrading schemes Explore and exploit opportunities for improved access to decent affordable housing Review planning by-laws in fitting with present urban demands Encourage public-private partnerships in infrastructure development Strengthen the capacity of the city planning department to effectively deal with planning matters Create awareness on importance of planning to city policy makers

4.6 The Strategic Action Plans

The strategic action plans are a derivative of the short-term objectives under sub-section 4.4, limiting activities to a five-year period to correspond to the period of review of the CDS. The strategies that form the basis of the specific actions are largely drawn from the tabulation above, as the specific objectives are an initial attempt to respond to the broad CDS goals outlined under sub-section 4.3. A column is introduced in the summary table for the strategic action plans to reflect the status of some of the activities that are ongoing.

Summarised below is the full outlay of the strategic action plan as determined through the CDS consultative processes.

STRATEGIC ACTION PLANS (2004 – 2009)

Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
To improve the quality of life of 40% of the urban population by promoting actions towards a healthy environment and access to quality food within the next 5 years	1. Integrate urban agriculture & Livestock keeping within the city plans	1.1 Review Council by-laws to accommodate UA&LK	6 Months	- KCC, KUL&A Forum	Livestock scoping 2002 Started Jan 2004
		1.2 Conduct a survey of existing urban agriculture practices including the gender roles	6 Months	- KUL&A Forum, Dep Env, ICRAF	
		1.3 Establish demonstration farm units for urban agriculture in the EPC and JKG recycling unit	1 Year	- LVRLAC-K, LVTF, KCORE	
		1.4 Incorporate urban agriculture and livestock keeping in the spatial / land use plans for the city	2 Years	- Planning Dept, KUL&AF	
		1.5 Conduct training for lead agency officials on UA&LK	Continuous	- KUL&AF	
	2. Conduct awareness and sensitisation campaigns	2.1 Carry out community clinics on public hygiene and safety principles	Continuous	KCC, PSI, World Vision, CBHC, MoH, NGOs	Initiative with World Vision (ongoing)
		2.2 Publish and circulate information material on household hygienic practices	Start Sep '04 (5yrs)	PHOs, CBOs, CBHC, Admin, Councillors	
		2.3 Conduct regular fora with communities at ward level to address local health and environment issues	Quarterly (5yrs)		
	3. Develop and implement a comprehensive plan for health service delivery	3.1 Prepare and implement a public health management plan under the coordination of Municipal Health Management team	Prep. 6 month (5yrs)	MHMT, TC, TT, Public Health	
		3.2 Prepare a comprehensive health delivery			

	<p>4. Develop and integrate a disaster preparedness plan into core council system</p> <p>5. Capacity building for health personnel and equipment</p> <p>6. Improve housing conditions through informal settlement upgrading schemes</p>	<p>strategy and identify development partners to support it</p> <p>3.3 Carry out HIV/Aids homecare support activities</p> <p>3.4 Make budgetary provisions to supplement public exp. on HIV/Aids management (ARVs)</p> <p>4.1 Establish and coordinate a stakeholders forum for disaster preparedness and response</p> <p>4.2 Identify relevant staff, establish and equip a disaster response unit within the city council structures</p> <p>5.1 Conduct regular refresher training for health personnel</p> <p>5.2 Assess the equipment needs for the public health department and initiate procurement and/or donations</p> <p>6.1 Detail and present proposal for Nyalenda Slum upgrading to the CWS programme (UN-Habitat)</p> <p>6.2 Mobilize the Nyalenda community and carry out initial implementation of recommendations of recent drainage survey (Lotta et. al)</p> <p>6.3 Strengthen the neighbourhood association structures especially in the peri-urban and facilitate access to appropriate low-cost housing technology options</p>	<p>1 year</p> <p>Continuous Annual (5yrs)</p> <p>Initiate 6 mths (5yrs) 2 yrs</p> <p>Continuous 6 months</p> <p>9 months</p> <p>Start Jul '04 (5yrs)</p> <p>5 yrs</p>	<p>Committee MHMT, MoH, NGOs</p> <p>NGOs, CBOs, CBHC, MHMT, MoH</p> <p>SANA, Dist, Disaster Committee, MoH</p> <p>MHMT, MoH, NGOs, World Vision</p> <p>DoP, UN-Habitat NGO Network DoP, SS&HD, Prov. Admin, NGOs, CBOs KAT, DoP, NHC, KITREWA</p>	
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Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status	
Ensure 40% of the population have access to potable water and sanitation within the next 5 years	1. Encourage private sector participation in water and sewerage services	1.1 KIWASCO to design and implement subsidiary agreements / policy for water supply undertaking especially for industry	9 months start (5yrs impl)	KIWASCO, GTZ MoWR, KCC	Initiated Aug '03	
		1.2 Establish new and strengthen existing neighbourhood frameworks for community policing on water and sewerage services to minimise theft and vandalism	Continuous	KIWASCO, KCC, MoW, Neighbourhood Organizations		
		1.3 Strengthen KIWASCO to acquire a corporate image and become attractive for private investment	Continuous	KIWASCO, GTZ		
		1.4 Rehabilitate and expand water supply & sewerage	2 yrs	KIWASCO, Afd		
	2. Encourage establishment of community based water and sanitation schemes	2.1 Strengthen existing partnerships (e.g. SANA) and pursue new partnerships for the provision of community based WATSAN services	Continuous	KIWASCO, KCC, SANA, AFRICANOW, World Vision, Afd, MoWR, LVRLAC		
		2.2 Define and institutionalise a WATSAN regulatory framework for community centred service	9 months			
		2.3 Support and strengthen the capacity of community WATSAN committees	2 yrs			
		2.4 Prepare and mount demonstrations, displays and information on proper treatment, handling and storage procedures for water and excreta	1 yr			
	3. Improve sanitation coverage through promotion of construction	3.1 Identify relevant partners and establish a sanitation forum of resource persons to be		1 yr		KIWASCO, GTZ KCC, SANA,

	of appropriate onsite facilities	<p>anchored under the public health dept</p> <p>3.2 Conduct exchange visits with Cities implementing ECOSAN such as Kampala to assess viability in Kisumu</p> <p>3.3 Collect, collate and disseminate relevant information on available and acceptable sanitation technology to the wider public</p> <p>3.4 Carry out regular city campaigns on need for proper sanitation</p>	<p>Start Jul '04 (continuous)</p> <p>5 yrs</p> <p>5 yrs</p>	<p>AFRICANOW, World Vision, Afd, MoWR, LVRLAC</p>	
Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
Encourage public-private investment initiatives for improved productivity and poverty reduction	<p>1. Develop institutional support framework for micro-enterprise development</p> <p>2. Design and implement a comprehensive sustainable urban mobility system</p>	<p>1.1 Extend the mandate of the Community Development Section and strengthen its capacity to deal with micro-enterprise support</p> <p>1.2 Establish a coordinating organ for micro-enterprise development support with the NGO network</p> <p>1.3 Identify relevant stakeholders and initiate the establishment of an advocacy forum to champion the needs of the informal sector</p> <p>2.1 Conduct a SUM Non-Motorised transport (NMT) survey to establish best options for integrating into city public transport system</p> <p>2.2 Identify sustainable urban mobility modes and pilot in selected sites</p> <p>2.3 Carry out a rapid public transport routing</p>	<p>1 yr</p> <p>2 yrs</p> <p>2 yrs</p> <p>3 Months</p> <p>1 yr</p>		

	<p>3. Explore and exploit opportunities for improved access to decent affordable housing</p> <p>4. Develop an economic / investment blue print for Kisumu</p> <p>5. Promote the image of Kisumu as the regional economic hub</p>	<p>assessment and define appropriate routes for ease of movement</p> <p>2.4 Put in place a local identity scheme and permitting order for city public transport</p> <p>3.1 Engage with the National Housing scheme to ensure equitable benefit from the projects</p> <p>3.2 Identify and set aside public land for prospective housing development</p> <p>4.1 Support and Strengthen the stakeholders roundtable forum – the Kisumu Action Team, for improved engagement of private sector</p> <p>4.2 Hold regular investment fora to promote the city's investment agenda</p> <p>4.3 Design and activate a website for Kisumu City</p> <p>5.1 Enhance participation in regional fora such as LVRAC through active involvement</p> <p>5.2 Design, publish and widely circulate regular information Newsletters and brochures for Kisumu</p>	<p>6 months</p> <p>6 months</p> <p>5 yrs</p> <p>6 months</p> <p>5 yrs</p> <p>Annual (5yrs) 1 yr</p> <p>Continuous</p> <p>Start Jul '04</p>		
Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
Develop and institutionalise frameworks that promote stakeholder participation in	1. Increase/enhance public participation in planning matters	1.1 Utilize the established networks of public-private-CSO to engage in dialogue and consensus building on key planning entities	Continuous		

urban planning with due consideration to gender equity, efficiency and empowerment	2. Strengthen the capacity of the city planning department to effectively deal with planning matters	1.2 Collaborate with the Women Action Forum for Networking (WAFNET) and other Women Networks in responding to specific gender planning demands	5 yrs			
		1.3 Use the LASDAP process to promote the very basic ideals of planning and construct public opinion to respond effectively to localised challenges	Continuous			
		2.1 Increase the staffing levels of the planning dept commensurate with the job demands	1 yr			
		2.2 Procure support to prepare baseline planning references such as GIS Maps and aerial photographic images	2 yrs			
		2.3 Identify equipment needs and initiate process of procurement	1 yr			
		2.4 Conduct staff training to build professional capacity	2 yrs			
		3. Review planning by-laws in fitting with present urban demands	3.1 Conduct exchange visits, consultations and review documentation to facilitate the process of review of planning by-laws	1 yr		
			3.2 Present the reviewed by-laws to the Council committee for approval and ratification	3 months		
		4. Create awareness on importance of planning to city policy makers	4.1 Prepare and publish summarised planning guidelines and share with policy makers	1 yr		

	5. Develop through dialogue, Strategic mgt framework for the city authority	4.2 Carry out regular sensitisation campaigns at Council and ward levels on pertinent planning issues 5.1 Mobilize all departments of the Council to contribute to the preparation of the city management strategy in line with the framework provided by the Ministry of Local Govt 5.2 Present the City management strategy to the Council and a select group of stakeholders to critique and validate 5.3 Publish and disseminate to the public the city management strategy	start Jul '04 (continuous) Start Mar '04 Jun '04 Aug '04		
Short Term Objective	Strategy	Specific Activities	Time Frame	Actors	Status
Contribute to the reduction on current trends of environmental pollution within the city and its environs for the protection of the lake and its resources	1. Develop and implement an ISWMP for Kisumu	1.1 Submit request for phase two funding for the ISWMP for Kisumu to Sida 1.2 Provide space and secure support to establish the Local Coordinating Unit (LCU) structure to provide secretariat support functions for the ISWMP 1.3 Hold regular meetings with the Local reference group for ISWMP to sustain stakeholder interest and guide the process 1.4 Implement phase two of the ISWMP	Jan 04 6 Months Monthly Start June 04 (1 year)	KCC, Sida, Local Reference Group, KCORE, LVRLAC-K	ISWM Project initiated in 2002 as part of Sida Lake Victoria Initiative and proceeding to Phase 2

	<p>2. Support recycling initiative</p> <p>3. Design and implement urban reforestation and agro forestry programmes</p> <p>4. Establish environment demonstration centres</p>	<p>2.1 Strengthen collaboration with KCORE to coordinate and monitor waste recycling initiatives</p> <p>2.2 Prepare and present for approval, legal guidelines for solid waste recycling in Kisumu</p> <p>2.3 Register as a member of WASTENET (EA) and strengthen participation in network activities</p> <p>2.4 Establish waste recycling demonstrations in the EPC and JKG</p> <p>3.1 Conduct a survey on urban agro forestry potential and implement pilot schemes on selected farms</p> <p>3.2 Mobilize communities to participate in tree planting campaigns</p> <p>3.3 Design and implement with the support of partners, Parks rehabilitation and management programmes within the city</p> <p>4.1 Construct and equip an Environment Pedagogic Centre (EPC) within the Uhuru Gardens of Kisumu</p> <p>4.2 Engage partners in the construction and equipping of satellite EPCs in selected community neighbourhoods</p> <p>4.3 Establish and maintain a Scientific Board to</p>	<p>Ongoing</p> <p>By end 2004</p> <p>Jun '04 & continuous</p> <p>Start Jan '04 (1 year)</p> <p>3 yrs</p> <p>Start April '04 (continuous)</p> <p>3 yrs (ongoing)</p> <p>Start Jan '04 (1 yr)</p> <p>4 yrs</p> <p>By June '04</p>	<p>KCC, Dept of Env., KCORE, ITDG-EA, LVTF-JKG, LVRLAC-K</p> <p>KCC, Dept. Env, ICRAF, Urban Harvest, Lions Club, Private Entrepreneurs</p> <p>KCC, LVRLAC, SANA, Maseno University, ICRAF, AFRICANOW, NGO Network</p>	<p>Formal link with KCORE approved by Council in 2003</p> <p>Anglophone UA&LK proposal for urban agroforestry presented at training Mar '04</p> <p>Ongoing through Kisumu Action Team (KAT)</p> <p>Commenced Jan '04 under LVRLAC projects</p>
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		provide technical support to the demonstration centres	(continuous)		
	5. Enforce the laws and regulations governing nature reserves and green spaces	5.1 Prepare and present for approval, local environmental by-law extracts from the EMCA (1999)	By Dec '04		
		5.2 Establish an environmental enforcement unit within the Department of Environment	2004/2005 financial year	KCC (DoE), NEMA, KWS, IUCN	
	6. Institute and enforce proper environmental management practices	5.3 Work in liaison with relevant agencies to secure reserves and parks from urban encroachment	5 yrs		
		6.1 Train staff on proper environmental management practices based on 'best practice' models	5 yrs		
		6.2 Decentralize environmental management to household and neighbourhood levels	2 yrs	KCC (DoE), NEMA, KGTPA, Councillors, Neighbourhood Committees (KITREWA)	
	7. Conduct awareness and sensitisation campaigns	6.3 Prepare through Participatory Environmental Planning (PEP) model of Green Towns, ward level Environment Development Plans (EDP)	Start Jul '04 (2yrs)		
		7.1 Carry out regular clean-up and environmental awareness campaigns	Monthly		
		7.2 Prepare, publish and distribute environmental information newsletters, brochures, Flyers	Start Jul '04	KCC(DoE), NEMA, KAT	

4.7 STRATEGIC INVESTMENT PLANS (SIPS)

Sector	Interventions	Approx. Cost (KES.)	Sources of Funds					Total (KES.)	Time Frame
			KCC	GOK	Private Sector	Civil Society	Donor		
Urban Planning	1.improve internal capacity of planning department in KCC -Establish CDS secretariat -GIS training for staff and GIS system procurement -Establishment of full fledged planning		2.5 M	1.5 M			2M(UN-Habitat)	6 M	1yr
	2.Initiates Settlement Upgrading Schemes -Inception study for slum upgrading -Identification and preliminary consultations with stakeholders Acquisition of imagery and aerial photos	5 M	2 M	3 M			2.6 (UN-Habitat)	7.6 M	May- Nov2004

	3.Preparation of Structure Plan -Stakeholders consultation -Imagery and photography -Surveys and GIS data	20 M	5 M	10 M			0.6 M (UN-Habitat)	15.6 M	2 yrs
Infrastructure and Services	1.Investigate, design & pilot low-cost urban mobility system	40 M	8 M				8 M (UN-Habitat)	16 M	2 yrs
	2.Rehabilitate water and sewerage infrastructure (facilities & piping networks)	400 M					400 M (Afd)	400 M	3 yrs
	3.Grade and stabilize the earth roads in the extended areas	50 M	4 M	40 M (RMFL)				44 M	5 yrs
	4.Expand and maintain existing drainage and construct new drainage	20 M	2 M	15 M (RMFL)				17 M	3 YRS
	5.Establish community committee to plan, implement & manage water supply & sanitation	15M	3 M 9 (KIWASCO)			10 M (SANA)		13M	3yrs

Sector	Interventions	Approx. Cost (KES.)	Sources of Funds					Total (KES.)	Time Frame
			KCC	GOK	Private Sector	Civil Society	Donor		
Urban Environment	1. Develop an integrated Solid Waste Management Plan for Kisumu -User surveys -Institutional analyses -Financial systems -Technical designs -Social studies	60 M	5 M				50 M (Sida)	55 M	2 yrs
	2. Support and strengthen waste recycling initiatives	2 M	0.25 M		0.5 M	0.25 (K-CORE)	0.75 M (ITDG-WASTENET)	1.75 M	5 yrs
	3. Survey, Characterise and pilot urban agro forestry projects	3 M	0.5			0.5 M (UL&AF Ksm)	1.5 (URBAN Harvest)	2.5 M	3 yrs
	4. Establish Environment Demonstration Centres	3.5 M	0.25 M	0.25 (NEMA)		0.5 M (SANA)	1.8 M (LVRAC-UBC)	2.8 M	2yrs
	5. Institute and enforce proper environmental management practise (Parks rehabilitation, road kerb, open space planting)	10 M	1 M	1.5 M (LVEMP)	3 M	2 M (NGOS)	0.5 (ICRAF)	8 M	5 YRS

Sector	Interventions	Approx. Cost (KES.)	Sources of Funds					Total (KES.)	Time Frame
			KCC	GOK	Private Sector	Civil Society	Donor		
Health: HIV/Aids & Other Diseases	1. Enhance capacity to effectively respond to emerging health challenges	5 M	1 M	2 M	0.5 M	0.5 M	1 M	5 M	2 yrs
	2. Incorporate HIV/Aids activities into community based health care system	1 M	0.2 M	0.1 M		0.5 M	0.2 M	1 M	1 yr
	3. Support ARVs provision to infected	10 M	1 M	3 M		2 M	2 M	8 M	5 yrs
	4. Disaster preparedness & response framework	5 M	0.5 M	1 M		1 M	2M	4.5	3 yrs
	5. Rehabilitate and equip the health facilities	6 M	0.6 M	0.5 M	0.3 M		2 M	3.4 M	4 yrs
Urban Agriculture & Livestock Keeping	1. Review Council Policy and Laws on UA &LK commensurate with practice demands	215,000	100,000			UL& AF		215,000	6 months
	2. Conduct survey on UA&LK with a view to initiating agro forestry projects	2.6 M	1 M				Urban Harvest 1.6 M	2.6 M	2 yrs
	3. Establish public demonstration farming units	1 M	Space & personnel				LVRLAC-UBC 1 M	1 M	1 yr
	4. Awareness and sensitisation	1.5 M	0.5 M	1 M			1 M	1.5 M	5 yrs

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ection Five:

Conclusions

Kisumu's position in the economic regeneration of the Lake Basin as an important economic growth zone is second to none, taking into consideration existing and potential resource opportunities. With a rich natural resource base, friendly and accommodating social systems, reliable climatic conditions, gentle terrain, fishing opportunities, transportation, agro forestry, mining, livestock and crop farming, sports, tourism and inherent cultural value systems amidst a host of other values, limitless opportunities exist with great potential for development and investment. Perhaps the three most significant factors that obscure gainful engagement with these opportunities derive linkage from bad governance over the past decade, underpowered citizenry, and persistent HIV/Aids threat. The prevailing poverty situation in Kisumu may be attributed to the mutual reinforcement of these factors. Indeed from contemporary modern city postulation, most cities in Africa have suffered under the reigns of bad governance and citizenry that largely considers urban generation and development as an exclusive domain of governments per se.

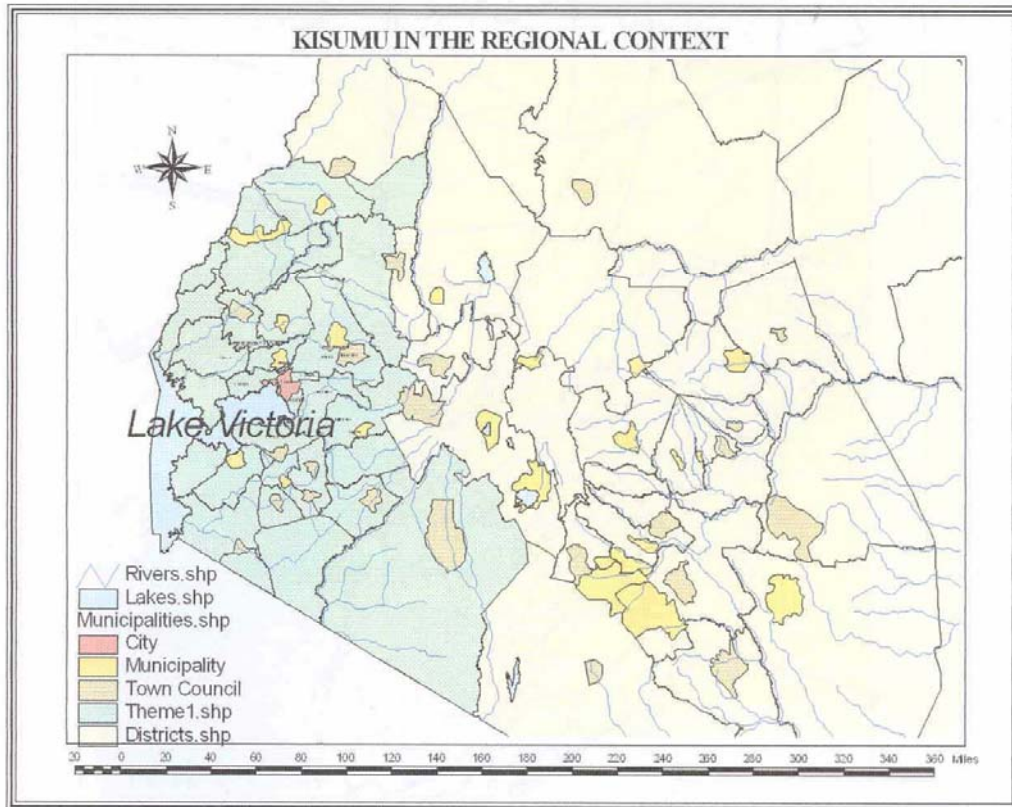
The situational analysis presented in section 3 highlights certain systematic challenges and threats as prioritised by the urban community ranging from poor urban physical planning and infrastructure services to institutional deficiencies and regulated coping strategies especially amongst the urban poor. The effect of these trends on the urban environment and socio-economic disposition of the city populace have resulted into undesirable impacts, greater weight of which is borne by the poor. However, a consoling point of departure in the context of Kisumu is that, unlike other larger cities along the shores of Lake Victoria, most of these trends are reversible, albeit with relatively minimal investment. The fact that 80% of

Kisumu's spatial spread is 'rural' in character, for instance, provides sufficient latitude to institute planning ideas at a relatively lower cost than if these areas were all built-up.

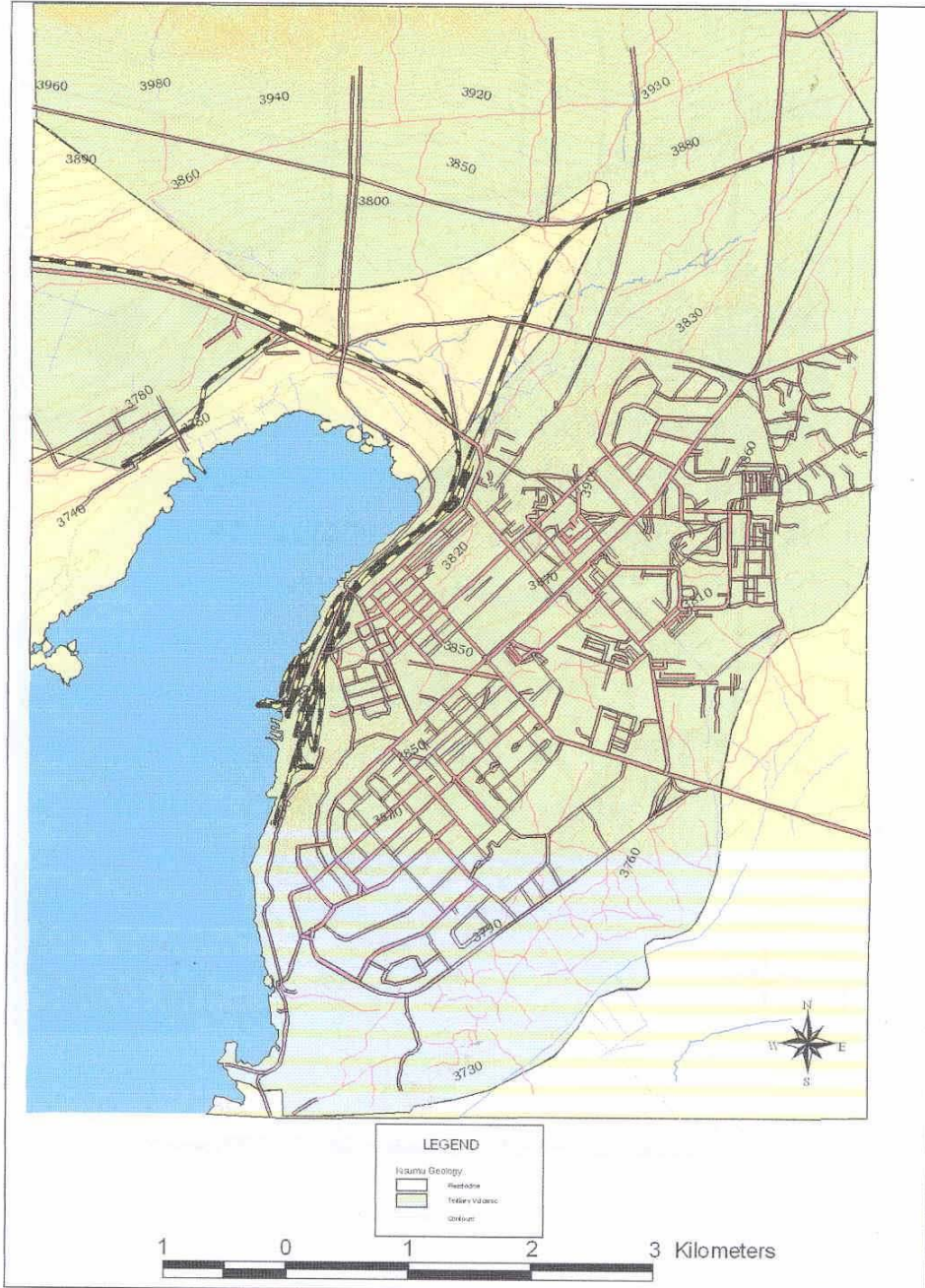
Three potential opportunity pathways exist for exploitation towards establishing Kisumu's envisioned position of "a leading transportation, communication and commercial hub in the Great Lakes Region offering tourism and agro-investment opportunities." One such pathway is embedded within the 'rich' natural and human resource potential that remains widely untapped. Incentive schemes that would enhance public-private partnerships and re-define development as a process that reduces people's vulnerability by increasing their capacities provides a good foundation for responding to the numerous challenges. The central government needs to mainstream cities, Kisumu in this case, within its national development planning framework, to ensure sufficient allocation and flow of financial support to anchor these schemes. Secondly, communities in the urban Kisumu have engaged in numerous modes of coping strategies necessitated by the prevailing poverty situation, quite often in conflict with the laid down regulatory provisions. In depth analysis of these initiatives indicates their useful contribution to localised development concerns, though this remains largely invisible from the wider city perspective. Within the stride of the current local governance shift to 'grassroots' driven development processes, institutionalised linkages established at different levels of local governance may provide formal opportunity for empowering and engaging citizens, in effect consolidating gains from successful individual initiatives. Emergence of strong neighbourhood associations with clear development agenda is a foreseen outcome of this pathway. Lastly, in the growing efforts towards strengthening regional cooperation, Kisumu continues to play an active role in regional development pursuits through bodies like LVRLAC besides playing host to numerous Lake Victoria focussed development programmes. Such a position would be made more profitable through the establishments of an economic development blue print accompanied by institutionalised frameworks accommodative of investment partnerships.

The strong networks between individuals, institutions and even cities emerging from the regional cooperation provide the initial impetus to promote Kisumu as the regional commerce and trading hub.

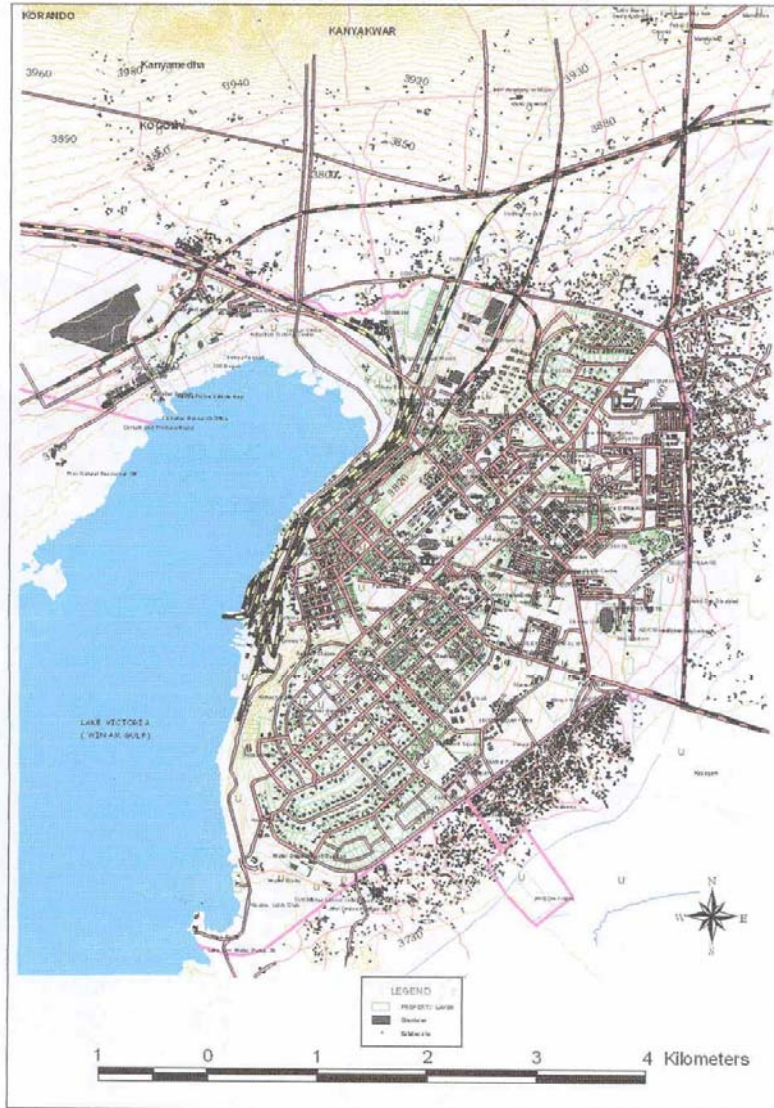
Annex 1: Maps of Kisumu



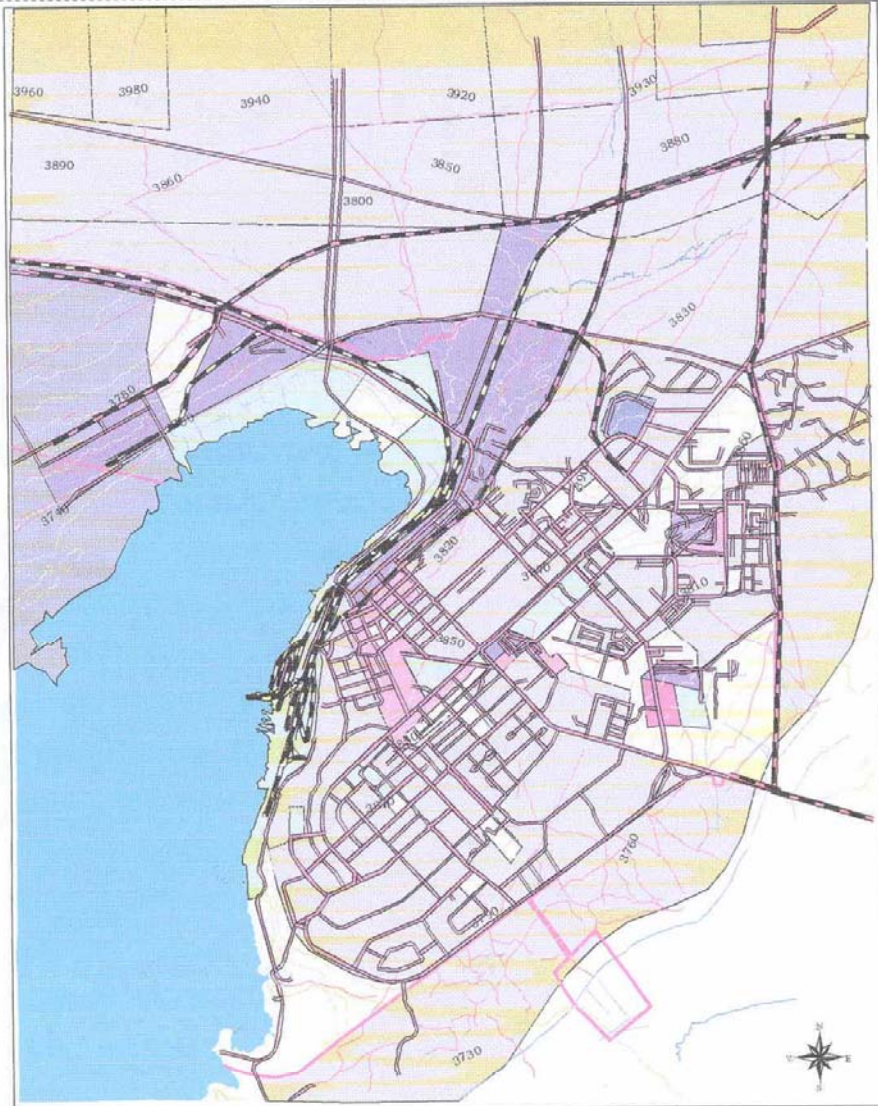
KISUMU GEOLOGY



KISUMU STRUCTURES



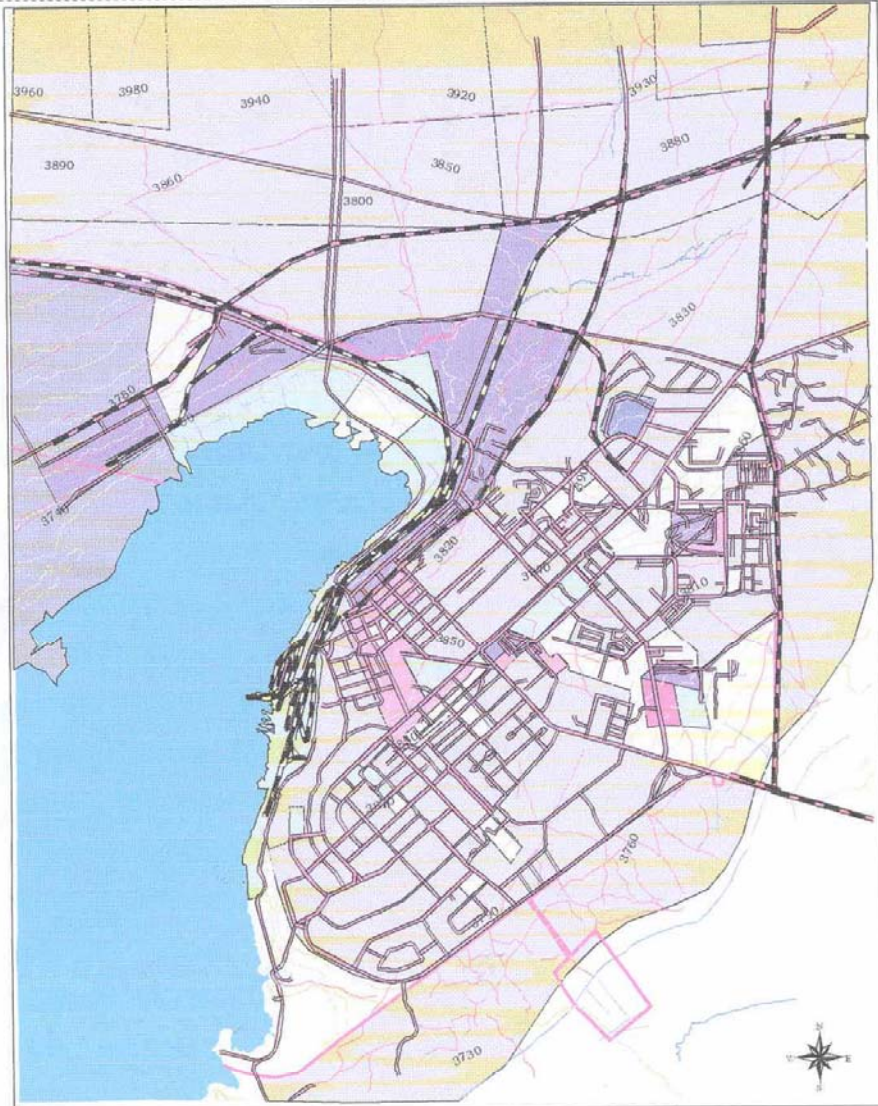
Kisumu Land use



LEGEND				
	International boundary		Water	
	County boundary		Highway	
	Urban area		Other roads	
	Water bodies		Other roads	
	Urban area		Other roads	
	Urban area		Other roads	
	Urban area		Other roads	
	Urban area		Other roads	
	Urban area		Other roads	
	Urban area		Other roads	



Kisumu Land use



LEGEND				

1 0 1 2 3 4 5 Kilometers