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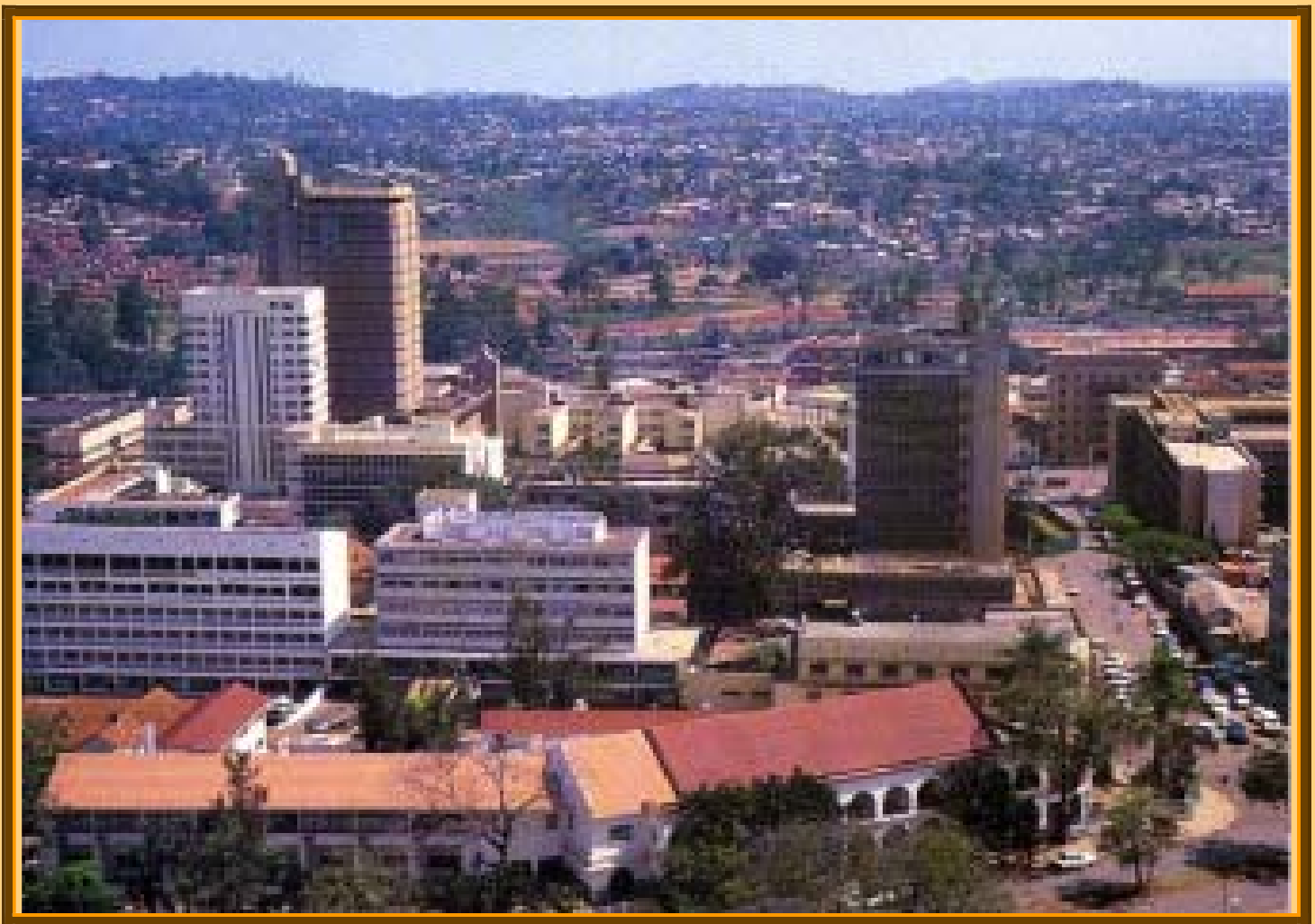


LAKE VICTORIA REGION CITY DEVELOPMENT STRATEGIES (CDS)
FOR IMPROVED URBAN ENVIRONMENT AND POVERTY REDUCTION

SECOND GENERATION CDS CITIES INDUCTION WORKSHOP REPORT

Date: May 15- 19 2005

Venue: Equatoria Hotel - Kampala, Uganda.



an Urban Management Programme (UMP) initiative supported by Swedish International Development Agency (Sida)
Facilitated by CDM, June 2005.

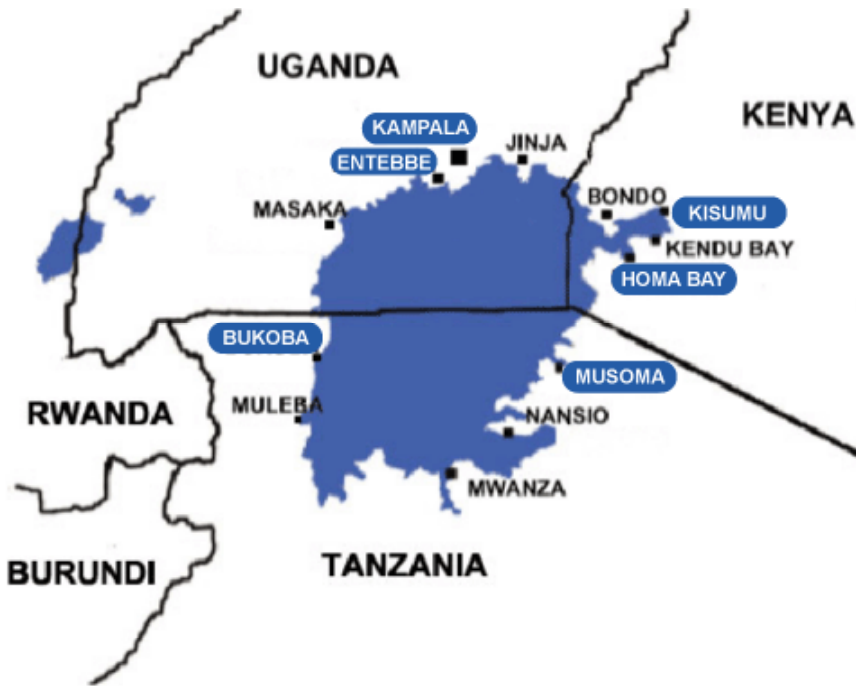
Acronyms and Abbreviations

CBOs -	Community Based Organisations
CDM -	Center for Development and Planning Management
CDS -	City Development Strategy
CSOs -	Civil Society Organisations
EAC-	East African Community
EPM -	Environmental Planning and Management
GIS-	Geographical Information Systems
LAs -	Local Authorities
LGRP-	Local Government Reform Programme
LVBC-	Lake Victoria Basin Commission
LVDP-	Lake Victoria Development Programme
LVEMP-	Lake Victoria Environmental Management
LVRLAC-	Lake Victoria Region Local Authorities Co-operation
MDGs -	Millennium Development Goals
MOUs-	Memorandum of Understanding
MTEF-	Medium Term Expenditure Framework
NGOs -	Non-Governmental Organisations
PPPUE -	Public Private Partnerships in Urban Environment
SAPs-	Strategic Action Plans
SCP-	Sustainable Cities Programme
Sida-	Swedish International Development Agency
SIPs-	Strategic Investment Plans
UMP -	Urban Management Programme
UN-Habitat-	United Nations Human Settlements Programme

Table of Contents

Acronyms and Abbreviations.....	i
Economic Importance of Lake Victoria Region	4
Introduction.....	4
What is City Development Strategy?.....	4
Overview of Lake Victoria City Development Strategy	5
Second Generation City Development Strategy Workshop	6
Lessons learnt from Phase I CDS cities	8
Day 1: Sunday 15th 2005.....	9
Day 2: Monday 15th 2005	9
Official Opening and Introductory Remarks.....	9
Workshop Objectives.....	10
Expected outputs.....	10
Participants Expectations	11
Experiences and Challenges of Pioneer Cities.....	11
Musoma CDS.....	11
Experiences, challenges and lessons learnt.....	12
Council CDS Related Achievements	12
Experiences, challenges and lessons learnt.....	14
Council CDS Related Achievements	14
City Development Strategy: Participatory Planning	15
Participants Perspective	15
Participatory Planning.....	15
Whom to involve (Stakeholders):	15
Participatory Planning.....	17
Core Skills/Tools in Participatory Planning Process.....	17
Principles of Effective Participatory Planning.....	17
Participatory Process: How to proceed	18
Rationale for Participatory Planning in Development	18
Limitations of Participatory Process	19
Lessons learnt	19
Understanding the Relationship between Environment and Poverty	20
Day 3: Tuesday 17th May, 2005	29
Integration of environment planning management (EPM) in the CDS process	29
Step 1: Preparation of City Environment Profile	30
Step 2: Holding City Consultations	31
Step 3: Formation of Working Group.....	32
Step 4: Towards Preparation of SAPs & SIPs	34
Defining the real problem	34
Kisumu CDS.....	34
Step 5: Second City Consultation Forum.....	37
Institutionalization	38
Measures to Institutionalize CDS	39
Day 4: Wednesday 18 th , May 2005	43
Modeling of CDS.....	43
Homa Bay Municipal Council	44
Bukoba Town Council	44
Entebbe Municipal Council	45
Day 5: Thursday 19 th , May 2005	45
Appendix 1: Workshop Programme	47
Appendix 2: List of Participants	48

Economic Importance of Lake Victoria Region



Facts & Figures about Lake Victoria Basin

Population: 30 million

Area: 193,000 Km²

Area distribution by country:

Burundi : 7%

Rwanda : 11%

Uganda : 16%

Kenya : 22%

Tanzania : 44%

Total 100%

Lake Victoria total area:
69,500 Km²

Size of share of the Lake:

Kenya 6%, Uganda 45%,

Tanzania 49%.

Introduction

What is City Development Strategy?

City development Strategy (CDS) is an action plan for equitable growth in cities, developed and sustained through participation, to improve the quality of life for all communities. It is a collective effort of communities in the city and its partners aimed at improving the environment and poverty reduction (quality of life) through systematic and sustained strategies. The cornerstone of a successful CDS is a changed urban governance style that is inclusive and consultative.

The lake region authorities lack the capacity to champion sustainable development. Their conventional planning practices tend to deal with land use and physical development.

Overview of Lake Victoria City Development Strategy

The sustainability of Lake Victoria, which is the second largest fresh water lake in the world and directly supporting over 30million people around its basin has over the years become a source of concern because of its environmental degradation and depleting economic potentials.

This has not only threatened the environment and its once rich biodiversity but has also increased the poverty levels. The production of fishing and agriculture, which is the major source of the livelihood of the lake region communities, has been on the decline.

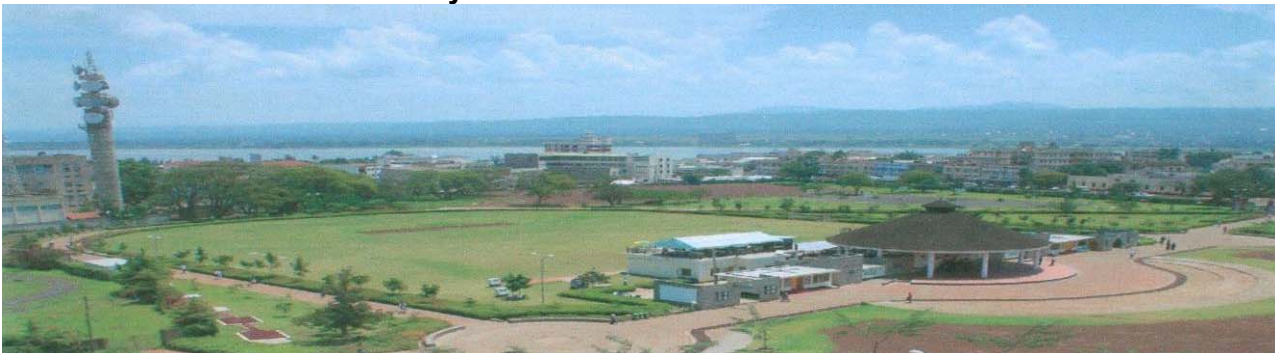
The Lake Victoria region and its basin have recently been in more focus since the revival of East African Community on November 30, 1999 because of its economic growth potential within the axis of the three countries. It is however likely that it will take a bit of time for East Africa Community to make major investments to actualize this.

On the other hand, the lake region local authorities do not have the capacity to champion sustainable development. Their conventional development planning practices has only tended to deal with land use planning and physical development. This approach does not seek adequate solutions to the real issues of environment and poverty that may reverse the vicious circle the communities find themselves in. Lake Victoria, a shared resource by the three countries is also a shared collective responsibility of the region local authorities.

UN-HABITAT, through its Urban Management Programme, with the support from Sida, initiated the Lake Victoria Region City Development Strategies in early 2002 in a bid to strengthen the lake region local authority's capacities to prepare city development plans that gave strong emphasis on projects that addressed environment improvement and poverty reduction.

The first three cities to benefit from this assistance were Musoma in Tanzania, Kisumu in Kenya and Kampala in Uganda. Several workshops and backstopping organized by UN-HABITAT were held immediately after the launch to assist the three cities prepare and document the CDS. Musoma and Kisumu completed their CDS at the end of 2002 while Kampala did it in 2004. This marked the successful completion of the First Generation of Lake Victoria CDS preparation. The three councils are implementing their Strategic Action Plans and Strategic Investment Plans.

Rehabilitated Jomo Kenyatta Grounds in Kisumu was a CDS Action Plan



Second Generation City Development Strategy Workshop

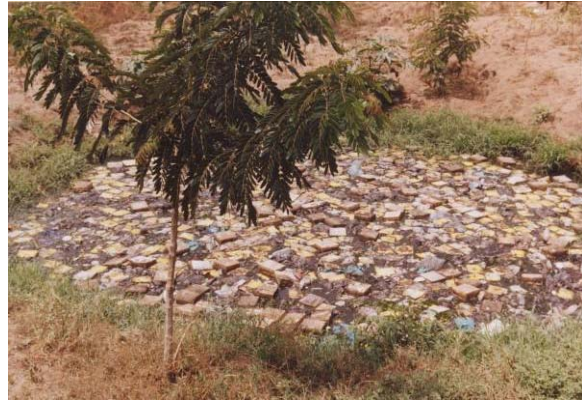
The Kampala Induction Workshop was the first in a series of activities UN-HABITAT wishes to undertake to equip three more cities in City Development Strategy (CDS).

The Second Generation cities nominated to prepare their CDS are Bukoba, Homa Bay and Entebbe from Tanzania, Kenya and Uganda respectively. The cities are located around the Lake Victoria Region.

The three cities join the ongoing sensitization programme on City Development Strategy process in the region initiated by UN-HABITAT, as a demonstration that local authorities can champion and deal with environment and poverty reduction concerns, by integrating the two in the cities development strategies and enhanced by good governance practices that involves the communities in the entire CDS process.

In doing this, UN-HABITAT has demonstrated that local authorities are also effective avenues through which some of the Millennium Development Goals especially in the areas of good urban governance, environment protection and poverty reduction may be achieved.

Solid Waste Management is a problem in all the Lake Victoria CDS cities.



The first Second Generation CDS cities workshop was held in Kampala, Uganda from 15th to 19th May 2005.

The workshop participants were senior civic and council officials from the second-generation three cities and the three first generation CDS cities. Also in attendance was Jinja municipality of Uganda whose Mayor made the request having been aware of the benefits the CDS process had brought to Kampala City Council. The others in attendance were Lake Victoria Region Local Authorities Cooperation (LVRLAC) officials whose active partnership in CDS initiative was valuable.

The purpose of inviting participants from the first generation cities was to give the incoming second generation cities the earliest opportunity to share experiences and learn the dynamics and challenges of CDS preparation and implementation. This would enable them move at a faster rate in mobilizing the communities and resources in the CDS process.

The mix of politicians and technocrats was intentionally made so that the decision makers in the councils could appreciate the added responsibilities of the technical staff and the needed political support to make CDS a success. Furthermore, this was to ensure that the process was quickly understood and owned by the local authorities from the onset.

Group Photo of the Kampala CDS Workshop



Lake Victoria CDS

- First Generation- **Kisumu, Kampala, Musoma.**
- Second Generation-: **Homa Bay, Entebbe, Bukoba**
- **LVRLAC** is an active partner in CDS initiative.
- Participatory Planning is a key CDS component.

In this second phase of Lake Victoria region city development strategies for improved urban environment and poverty reduction programme, UN-HABITAT entered into a friendly cooperation with Center for Development and Planning Management (CDM), a regional based consultancy organization with wide hands on experience in environmental and development planning together with communities and local authorities to assist in developing training materials, facilitating the workshops and helping the cities to prepare and implement the City Development Strategies.

On this note, CDM got involved in preparing the three cities to the CDS process. The first training materials were prepared and workshop facilitated at Kampala in May 15-19 2005.

This first meeting marked the beginning of many more discussions and backstopping to ensure the second-generation cities prepare quality CDS that are homegrown to mitigate their environmental and poverty concerns.

CDS is one of the methodologies UN-HABITAT is applying to implement the Millennium Development Goals (MDGs) in the areas of good governance and clean environment for improved quality of life and poverty reduction.

During this first workshop, the issue of capacity building (training needs assessment) was discussed. The participants suggested various areas they felt more training was needed to adequately equip the stakeholders to prepare quality CDS.

The suggested subject areas were to be included in a training of trainer's workshop that was slated to be held in the next two months.

Having gone through the expected CDS process workload and timeframe within which second generation cities are to complete their CDS, each council committed itself to a probable work plan.

The work plan took into account that East African local authorities also have tight annual statutory obligations e.g. annual budgets, performance appraisal, between May and August. Furthermore, Tanzania and Uganda will have national events; these being the national general elections and national constitutional referendum respectively and the local authorities will actively be involved. Homa Bay will on the hand participate in the Kenya annual inter- municipalities games.

The three second- generation cities however factored this in their work plan and promised to complete the CDS draft document by September 2005.

Lessons learnt from Phase I CDS cities

The second phase of cities CDS preparation will continue to relate and draw lessons learnt from the pioneer CDS cities of Musoma, Kampala and Kisumu. Some of the key lessons learnt from the First Generation CDS cities include:

- **Building on current initiatives:** It would be useful to look at the benefits of working with LVRLAC especially in coordinating implementation of regional environmental initiatives and building social capital with the local authorities.
- **Stakeholder participation:** Initially, the local authorities and the major stakeholders took a bit of time to buy into this new process because participatory planning practices and active involvement of civil society organizations (CSOs) has not been common in the past.
- **Resource mobilization:** The pioneer cities have not yet funded the action plans according to the work plan because they do not have adequate resources. This is a critical area and local authorities will be required to reorganize and rationalize their budgetary process and other resources so that they can build capacity to implement the Strategic Action Plans and Strategic Investment Plans.

Day 1: Sunday 15th 2005

The workshop participants assembled at 6.30 p.m. in the Equatoria Hotel conference hall. The purpose of the brief meeting was to orientate the participants with Kampala city and to brief the participants on the following day's events.

Concerns regarding transportation, accommodation and any logistical issues were resolved with assistance from the host council and UN-HABITAT officials.

Day 2: Monday 15th 2005

Official Opening and Introductory Remarks

The workshop began with participants introducing themselves and briefly explaining their responsibilities at their respective duty stations.

His Worship the Mayor of Jinja Councillor Wakudumira who is also the chairperson of LVRLAC Uganda Chapter opened the workshop. He thanked UN-HABITAT for the commitment and great role it continues to play around the Lake Victoria Region to impart knowledge on sustainable development for improved quality of life of the communities. He noted that there was a high likelihood of addressing the many environmental issues around the Lake Victoria Region through the City Development Strategy process. He requested that all the lake region local authorities be assisted to prepare the CDS and where possible implement some demonstration CDS strategic action plans. He also thanked Sida for its financial assistance and its continued interest in sustainable development issues around the Lake Victoria region.

Kampala CDS Workshop Participants



Participants Expectations

- Relationship between CDS and LAs development plans.
- CDS cycle time frame.
- How solid waste generates employment.
- Formulating CDS contents and key issues.
- Acquire knowledge on EPM.
- Share experience with other cities.
- Sourcing resources for implementation.
- How pioneer cities benefited from CDS process.
- Relate CDS to environment, poverty, and HIV/AIDS.
- Identify common problems of cities around the lake.
- Learn aspects of management planning.
- Improve identification of environment issues.
- Formulate action plans

The Secretary General of LVRLAC, Dr. Julius Ayo thanked UN-HABITAT for launching the Second Generation of CDS participation and assured all that LVRLAC is committed to the CDS process. He added that LVRLAC shall continue to play its coordinating role in the enhancement of environmental and development initiatives that are the responsibility of local authorities.

The Sida representative Gertrude Ngabirano reiterated that development agency was a committed partner in dealing with issues that would improve the livelihoods of the communities around the Lake Victoria region. She urged the local authorities and LVRLAC to utilize the support offered by Sida and UN-HABITAT to prepare effective CDS.

The UN-HABITAT representative and the project manager of Lake Victoria Region City Development Strategies initiative Cecilia-Kinuthia Njenga observed that the CDS process was a milestone in dealing with poverty reduction. She briefly took the participants through the CDS initiative and the challenges during the first phase of the process. She highlighted the mandate of UN-HABITAT and its role in achieving Millennium Development Goals (MDGs) by the year 2015, noting that local authorities are important partners in realizing the target. She observed that local authorities have a major role to play in achieving some of the MDG goals especially in ensuring good governance, promoting local economic development, slum upgrading, security of tenure, and poverty reduction within their communities. The CDS process was viewed as an effective application tool towards achieving these goals, as it was quite inclusive in terms of public participation, addressing poverty reduction issues and the dual role of integrating environment planning in the development planning.

Workshop Objectives

The objective of the workshop was to build the capacity of cities/towns around the Lake Victoria Region in participatory planning for improved urban environment and poverty reduction.

Specifically, the objectives of the training workshop were:

1. To introduce the three additional Lake Victoria cities to the CDS methodology and approach.
2. To share the experiences of the pioneer CDS cities in the Lake Victoria region.
3. To refine the CDS approach to integrate environment and poverty concerns.
4. To identify the capacity building and training needs of Lake Victoria cities in urban environment and poverty reduction.

Expected outputs

The expected outputs from the workshop were as follows:

- Equip new cities with understanding of preparing CDS, approaches, methods and tools.
- A refined CDS approach integrating environment and poverty concerns.
- Identify existing capacity building gaps and suggest training needed to improve process.
- Review CDS of the three pioneer cities.

Participants Expectations

After the workshop objectives and expected outputs were explained to the participants, they were asked to list their own workshop expectations.

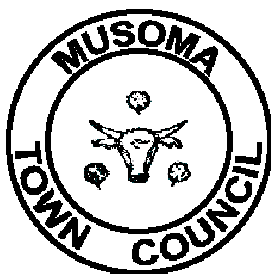
The participants listed their workshop expectations on index cards, which were then collated into a list. The highlights of their expectations are as follows:

- Find out relationship between CDS approaches and LA development plans.
- Find out the timetable of rolling out CDS to other local authorities.
- Learn how solid waste management can generate employment.
- Learn how CDS process can help mitigate effects of HIV/AIDS.
- Carry out a capacity building needs assessment.
- Understand CDS outcomes.
- Find out how CDS will improve councils.
- Find out how to formulate a CDS i.e. contents, key issues, time frame.
- Acquire knowledge on the EPM approach.
- Share experience with other cities
- Find how resources for implementation- external/internal-can be sourced.
- Find out how pioneer cities benefited from Phase I of CDS process.
- Learn how to relate CDS to environment, poverty, HIV AIDS
- Identify some of the common problems of cities around the lake.
- Address poverty in modern day situation.
- Learn aspects of management planning.
- Improve identification of urban environment issues.
- Share information from other local authorities.
- Formulate action plans for the cities.

Experiences and Challenges of Pioneer Cities

The pioneer Lake Victoria CDS cities namely Musoma, Kisumu and Kampala were invited to make presentations and highlight the experiences and challenges they went through during the CDS preparation. Musoma and Kampala made their presentations while Kisumu presented the following day.

Musoma CDS



City Profile

Population: 120,000

Area: 6,300 ha.

Per capita income: Tshs.67,000

Administration: 57 Mitaa, 13 wards

The Musoma Town engineer took the participants through the Musoma CDS process explaining the issues along the stages. The stages Musoma went through were city profiling, defining the town vision and mission, a first city consultation, formation of working groups, defining the real problem (some problems may manifest as such but they are symptoms or the cause/effect of the problem), drawing the objectives of what needs to be done to deal with the problem, preparing the strategies of how to achieve this, and drawing the Strategic Action Plans and Strategic Investment Plans. The SAPs and SIPs are the activities that needed to be undertaken to achieve the objectives in the short and long term respectively.

The council invited stakeholders to a second city consultation forum where the CDS was endorsed and rolled out for implementation. Musoma started the CDS process in January 2002 and completed in December 2002. The CDS document covers the activities to be undertaken during the 2002- 2006 period.

Experiences, challenges and lessons learnt

- It took some time for Musoma Town councillors to accept the CDS process. They initially saw the process as a competing administrative layer that would undermine their duties and responsibilities. This negative attitude has since changed and the councillors are now keen to work with the communities.
- City profiling also took longer than expected due to the delay in data compilation and inadequate capacity.
- 150 stakeholders were invited during each city consultation to represent all interested groups.
- The ongoing Local Government Reform Programme (LGRP) in Tanzania gave the council a good opportunity to incorporate the participatory planning CDS process into LGRP process.
- The council has not implemented its Strategic Action Plans and Strategic Investment Plans according to work plan because of inadequate resources.

Council CDS Related Achievements

- Completed inventory of council houses for purposes of revenue enhancement.
- Completed property valuation roll also meant to levy more council revenue.
- Installation of Geographical Information Systems (GIS) software, which has greatly improved sources of information that among others will improve council revenue.
- Designing of council website and 3 cyber cafés opened.
- Licensed to operate a council radio station.
- Establishment of an information center where most council literature is now available.
- Constructed 4 secondary schools with active assistance and in partnership with the stakeholders.
- Conducted several seminars on HIV/AIDS.

Kampala CDS



City Profile

Area: 189 km²

Population: 1.2 million

Growth rate: 4.9 %

City Function:

Commercial, industrial, administrative and institutional center.

A planner from the Kampala City Council presented the Kampala CDS experience. He gave a detailed city profile of Kampala, citing interesting sector statistics that would be useful in strategic planning. Some of the statistics stated that Kampala's population is about 2.5 million during the day and 1.2 million at night. The high influx of people into the city during the day is attributed to the search for economic opportunities. This rapid influx has placed high demand for services, a burden the council is not able to cope with, resulting in traffic congestion, mushrooming of kiosks and informal settlements.

Kampala council prepared its CDS using the identified crosscutting priority issues to formulate areas of intervention that formed the strategic action plans. The council applied the participatory planning approach using the existing national decentralized approach. The city consultations therefore started from the village council upwards to the city council.

Traffic congestion in Kampala requires a major urban transport policy.



Lesson learnt in the Lake Victoria CDS

- Sustain the Focal Point
- Building necessary synergies among ongoing initiatives
- Assess the local capacity building needs for the projects and embed capacity building initiatives into CDS project framework.

Experiences, challenges and lessons learnt

- Implementation of the Kampala CDS was greatly hampered by land issues. Most of Kampala City is unplanned complicating the tenure system that has always been a sensitive issue. As a result, integrating environmental planning in this rapidly developing city requires these impediments dealt with along CDS process. It was realized that there was need to incorporate the land administering agencies in the CDS implementation for faster regularization of resettlement programmes.
- The stakeholders' enthusiasm in the city consultations is quickly fading because the council has implemented just a few of the plans the communities had requested.
- The council has still a long way to go to enhance its own revenue source as it had planned which partly explains why action plans implementation is slow.
- Traffic congestion requires a major urban transport review and sensitization of vehicular users, especially those who have recently joined the driving class, on efficient traffic practices.
- There is acute shortage of capacity and staff to prepare and implement the CDS. There are efforts to co-opt and train staff from other departments to assist the planning department.
- The council is promoting productive partnerships through participatory planning though it is not easy to change the mind set and individual interests of the different stakeholders.

Council CDS Related Achievements

Kampala has succeeded to implement the following action and investment plans:

- Commercialized most of the revenue collection centers including markets, bus parks, solid waste collection, and public toilets. For example, the revenue collected from Owino market in the city center has greatly increased over the years after private bids. The council collected on average Ushs 15 million annually from the market ten years ago. This figure rose to Ushs 30 million annually following competitive privatization. The bid price was after having provided all the services required in the market like solid and liquid waste management, security, repairs and maintenance, electricity, and water. Currently the council earns Ushs104 million net annually from the market. The participants took a tour of the market and learned more from the market stalls association officials.
- Council has created a revenue unit to monitor revenue collection and enforce the revenue enhancement plan.
- The council has vigorously implemented the national Medium Term Expenditure Framework (MTEF) to rationalize the budget.
- Property valuation roll has been updated which will improve council revenue.
- The council has installed GIS software and set up a unit to disseminate and share information. This will also improve revenue collection.
- The city structure plan is being reviewed to incorporate and control emerging development trends.
- The council is promoting urban agriculture to make Kampala self sufficient in food production.
- Council regulations that inhibit local economic development have been revised to promote especially the informal sector.
- The council is enforcing by-laws to control land-use and environment degradation.
- Various projects to promote primary education and primary health care have been implemented.

City Development Strategy: Participatory Planning

Participants Perspective

The participants observed that most local authorities in East Africa only apply participatory planning during the annual budgetary allocation of central government grants. Institutionalization of participatory planning process is lacking as it is viewed as merely a condition for securing central government grants. Though the local authorities consult with stakeholders annually, there is little to show that this has built productive partnership as evidenced by the still high level of mistrust and lack of openness.

When the participants were asked what they understood by participatory planning and the practices, they gave the following views:

- ⇒ Stakeholders participate (Kiswahili: *Ushirikiano*) in the planning process.
- ⇒ It involves ideas (Kiswahili: *Mawazo*) on how best to plan.
- ⇒ It involves a plan (Kiswahili: noun: *Mpango* verb: *Upangaji*) of the present and future direction.
- ⇒ Participatory planning is a process to achieve a goal
- ⇒ It involves monitoring, origin, process and product, and ownership of process.
- ⇒ Participatory planning must involve the community.

Participatory Planning

It was noted that participatory planning was wide and unwinding subject. To make it understandable, it was necessary to look at it in every possible facet even if at the risk of repeating some principles over and over again.

As a start, local authorities need to observe the following to make CDS a success.

- Sensitize stakeholders and establish a rapport.
- Communicate regularly with stakeholders.
- Do an honest self- assessment to rectify shortcomings.
- Make a write up so that you know what you want to do.
- Openness (public relations), give enough information about council procedures and processes. This will make public trust the council.
- Council must be transparent and accountable in its affairs.
- There must be commitment and willingness by council officers to the process.

Whom to involve (Stakeholders):

- Stakeholder membership should be inclusive, nominating wide representatives.
- Stakeholders should be judged by their potential to contribute to the process.
- Stakeholders should be included based on how productive and knowledgeable they are on local problems like CBOs, NGOs, religious leaders, opinion leaders, local authorities, politicians, central government, development partners, private sector, physically challenged, *boda-boda* operators, hawkers, fisherfolk and boatpeople, youth, women, taxi and matatu operators, informal sector – *jua kali*, regional organizations like LVRLAC and EAC.

In short it was agreed that stakeholders – both “good and bad” – should be included e.g. Chamber of Commerce, Industrialists, civil society organizations.

The benefits of the goodwill accruing from inclusive stakeholder participation are the Social Capital resource.

Participatory planning is an important approach during the entire CDS process, from the preparatory stage of the document to its implementation.

Participatory planning is the entire process of putting together with the stakeholders agreed ideas and working out how best they would benefit all, to ensuring that the agreed activities are carried out with all concerned stakeholders involved.

However, the common practice among local authorities is to involve stakeholders in some stages of the planning cycle and not involve them in others.

The involvement is not consistent and the stakeholders’ qualitative and quantitative involvement is therefore usually inadequate.

It is within this context that participatory planning principles need to be understood to ensure the CDS process is a success. This is because CDS process by its very nature is participatory at every stage.

The inclusion of environment and poverty reduction concerns as expected outputs of the CDS process makes more justification for a concerted and sustainable approach to plan with the communities. They are the cause of most of the urban problems/issues yet they are the ones who suffer most. It therefore builds a strong case for the communities themselves to plan for sustainable development so that they can take care of the environment and reduce their poverty level that is usually self-inflicted arising from environmental degradation.

Participatory planning is inclusive and consultative.

Participatory Planning

- ☑ Plan – idea: Participatory Planning - sharing and arranging ideas about something to be done.
- ☑ Especially useful for those communities not in a position of power.
- ☑ It is an all-inclusive process of identifying, prioritizing, planning, implementing and management of projects/activities.
- ☑ The concept is useful especially in policy and planning activities e.g. in the budgetary process.
- ☑ Central and local government cannot provide everything – communities take part in some activities for their own benefits.
- ☑ **It is a process; it is also a management tool.**
- ☑ It is a method/way of sharing ideas for mutual benefit with action plans/investment plans as needed.
- ☑ Process of ownership of decisions made.
- ☑ A forum for public to give demands for adequate services to all, hence need to mobilize resources from beneficiaries and other stakeholders.
- ☑ Participatory planning process is cyclical, moving in stages to complete a cycle.
- ☑ Social Capital - Benefits derived from a cohesive and productive working group that efficiently moves on.

Core Skills/Tools in Participatory Planning Process

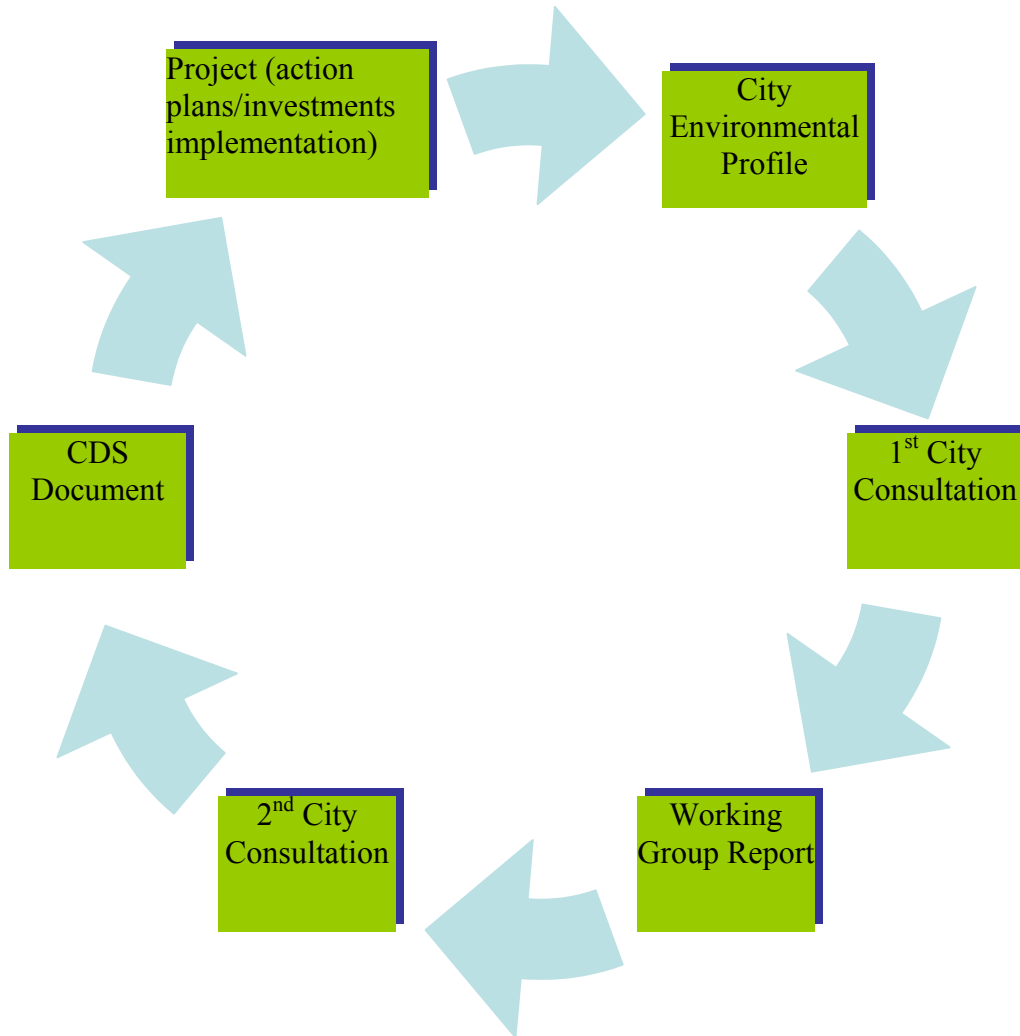
- **Communication:** Communication is a two-way process to complete message
- **Shared leadership:** Empowering those not in power and decision making positions i.e. an interactive process
- **Teamwork:** Agree to work together productively for efficient and effective decision making and action/investment planning.
- **Negotiation:** Demands and interests compete for inadequate resources.

Principles of Effective Participatory Planning

- **Diversity** (inclusiveness): Representation from the poor, marginalized, physically challenged, women, youth, geographical representation, and all interested group's representatives.
- **Equity** (how much and how many): Fair representation in the decision-making forum.
- **Openness**
 - Information flow should be clear and regular.
 - Necessary information and forum for effective decision- making should be available e.g. establish information centre.
 - Communication cycle (two-way communication) is most effective.
- **Transparency and Accountability:** Share information and assign responsibility and authority to stakeholders' representatives e.g. working groups/committees, stakeholders association.
- **Trust:** Build public trust through credibility, integrity and agreements.

Participatory Process: How to proceed

Participatory planning process follows almost similar stages as the CDS cycle.



Rationale for Participatory Planning in Development

Participatory planning is an important element in the development process because it:

- Builds capacity of the community through involvement and sharing of knowledge.
- Promotes people centered and friendly projects/activities.
- Strengthens collective responsibility.
- Mobilizes local resources since it's a cost sharing mechanism.
- Addresses community needs, as projects are normally demand driven.
- Encourages decentralization of powers.
- Promotes equitable distribution of resources.
- Promotes broad partnerships.
- Enhances ownership and sustain ability of projects.
- Boosts transparency and accountability and enhances trust.

Limitations of Participatory Process

Participatory planning process non-the less has limitations, which include:

- ☞ It is time consuming.
- ☞ Insufficient mechanism of involving stakeholders in the project cycle.
- ☞ Lack of effective legal framework to make participatory mandatory.
- ☞ Domination of process by individuals/groups.
- ☞ Political interference and patronage may flaw the process

Communities are the cause of most of the urban problems/issues, yet they are the ones who suffer

Lessons learnt

The lessons that can be learnt from the participatory planning process are that:

- Planning should be all inclusive.
- Stakeholders should be fully sensitized from the beginning of the planning cycle.
- Stakeholders to be involved throughout the process cycle.
- Stakeholders are willing to contribute towards project so long as they benefit.
- Councils should forge strong partnership with community groups.
- Political support is needed for success of participatory planning process.
- Cost sharing can be viewed as double taxation.
- Councillors may feel left out in the process of implementing participatory planning.
- The consultative process should be open and fair.
- Information flow should be clear and regular.

Understanding the Relationship between Environment and Poverty

After reviewing the principles of participatory planning, the next phase was to underscore how the principles shall be applied in the CDS formulation and more so linking environment and poverty which are the major concerns and coming up with possible action plans.

This was done through structured questions. The participants were taken through the questions so that they can be able to link environment and poverty in their local councils and regionally. They were expected to appreciate that in order to have an effective CDS, they must first be aware of the likely problems/issues they shall be addressing during the CDS process. The participants were expected to bring out the real problems/issues that commonly affect the livelihoods of the communities.

Most environmental issues are also cross border e.g. pollution, hyacinth, over fishing. The expected output is to sensitize the participants to practice sustainable development within their jurisdiction and raise awareness that Lake Victoria links them with a lot of common issues and it is upon each local authority to play its part if not carrying some the activities jointly.

The participants worked in three groups (A, B and C). Each group comprised participants from all the cities. The mix was purposely to allow the cities share their experiences in environment and poverty concerns as they worked through the questions. Moreover, this would make them appreciate in the earliest that cities world over, and Lake Victoria region in particular, share a lot of commonalities and similarities in terms of environment and poverty concerns.

The following were the findings of the three groups. They were quite similar to the sample answers done earlier when the questions were formulated.

1. What brings local authorities together in the Lake Victoria Region Local Authorities Cooperation (LVRLAC)? Why LVRLAC?

Group A:	Group B:	Group C:	Sample Answers:
<ul style="list-style-type: none"> -LAs share a lot of commonalities e.g. common boundaries. - Lake communities share common activities, dreams and aspirations. -Most lake region communities derive their livelihood from Lake Victoria. - Existence of Lake Victoria for fishing and transport. 	<ul style="list-style-type: none"> -Share Lake Victoria resources. -LAs have common problems. -EAC brings LAs together. -LVRLAC has a strategic development plan. 	<ul style="list-style-type: none"> -To address common issues. -To strengthen relationship between LAs. -LVRLAC enhances networking of LAs. 	<p>Lake Victoria Region authorities share Lake Victoria water and other benefits e.g. fish, transport, reeds, birds and animals. Therefore, Lake Victoria Region authorities have a responsibility to ensure that these resources are utilized in a sustainable manner.</p>

2. What are the likely issues to be addressed by LVRLAC?

Group A:	Group B:	Group C:	Sample Answers	
<ul style="list-style-type: none"> -Economic activities; agriculture, tourism, fisheries, transportation trade. -Environment. -Gender mainstreaming. -Good governance. -Health (diseases) e.g. malaria, HIV/AIDS, bilharzia. -Poverty. -Sanitation. 	<ul style="list-style-type: none"> -Conflict resolution in resources utilization. -Environmental protection. -Gender mainstreaming. -Good governance. -HIV/AIDS. -Improved service delivery. -Poverty reduction. 	<ul style="list-style-type: none"> -Disaster and conflict management. -Environmental issues. -Gender mainstreaming. -HIV/AIDS issues. -Poverty reduction. -Youth and children. 	<ul style="list-style-type: none"> -Agriculture. -Beaches. -Climate change. -Contentious water treaty. -Culture. -Environmental degradation. -Fish. -Flooding. -Forests. -Governance. -Health & diseases. 	<ul style="list-style-type: none"> -Hyacinth. -Land use. -Legislation. -Poor infrastructure. -Poverty. -Riparian land. -Siltation. -Transport. -Unsustainable resource utilization e.g. agriculture, fishing, sand harvesting.

3. What are the commonalities /similarities of Lake Victoria Region issues? Do a SWOT analysis

	Strengths	Weaknesses	Opportunities	Threats
Group A:	No Response	No Response	No Response	No Response
Group B:	<ul style="list-style-type: none"> -Have administrative structure -Have EAC -Have similarities in the cultures -Have the lake as an organized networking link i.e. fisher folk association -Regulatory frame work in all governments. -Have a common language. 	<ul style="list-style-type: none"> -Corruption -Diversity of culture -Illegal trade -Inappropriate infrastructure. -Poor fishing methods -Poverty -Weak laws 	<ul style="list-style-type: none"> -Harmonization of the laws through the EAC legislature -International intervention. -LVRLAC is an opportunity 	<ul style="list-style-type: none"> -Divergent international interests -Implementation vis -a- vis resources availability -Lack of transparency -Political ideologies -Regional instabilities
Group C:	<ul style="list-style-type: none"> -Shared vision -Political will under EAC 	<ul style="list-style-type: none"> -Fragmented resources -Inadequate resources. 	<ul style="list-style-type: none"> -Partnership and networking -Presence of Lake Victoria. 	<ul style="list-style-type: none"> -Deforestation -HIV/AIDs -Over exploitation -Pollution -Siltation

	Strengths	Weaknesses	Opportunities	Threats
Sample Answers:	<ul style="list-style-type: none"> -Easy to harness -Enormous fresh water -Fresh water for cities -Plain geographical landscape -Regeneration of local resources e.g. reed -Rich biodiversity resource -Rich riparian land -Waterfalls 	<ul style="list-style-type: none"> -Inadequate capacity -Inadequate resource mobilization -Lack of basic infrastructure -Lack of forward planning and strategic vision -Poor enforcement of environmental regulations -Poor planning e.g. environment vs. development --poor governance 	<ul style="list-style-type: none"> -Beaches -Clean environment -Clean water -Eco-tourism -Empowerment especially women & youth -Fish, wood, agriculture, tap energy -Improved climate -Improved livelihood -Promote local economic development -Revenue potential -Transport (less expensive?) -Wildlife 	<ul style="list-style-type: none"> -Contentious water treaty -Deforestation -Diseases -Environmental degradation -Hyacinth? -Riparian degradation -Climate change -Poverty -Deaths

4.List Environmental problems/issues in the lake region.

Group A:	Group B:	Group C:	Sample Answers:
<ul style="list-style-type: none"> -Bush fires -Deforestation -Over fishing (poor fishing methods). -Overgrazing around the Lake region -Pollution -Poor waste disposal -Population explosion (congestion) -Siltation -Unplanned settlement -Water hyacinth -Wetland destruction 	<ul style="list-style-type: none"> -Land degradation -Pollution (effluent released into the lake) -Siltation of the water banks -Soil erosion -Wetland encroachment 	<ul style="list-style-type: none"> -Deforestation -Pollution e.g. industrial waste -Soil erosion and Siltation -Weeds/hyacinth 	<ul style="list-style-type: none"> -Air quality -Clean air -Environmental degradation -Flooding -Health -Lack of basic infrastructure -No sustainable development -Poor environmental planning -Poor governance -Poor planning -Rains -Soil erosion -Trees -Vegetation cover -Water

5. List Poverty problems/issues in the lake region.

Group A:	Group B:	Group C:	Sample Answers:
<ul style="list-style-type: none"> -Environmental pollution. -High dependence rates -High illiteracy rates -High incidences of disease -Poor attitude towards work -Poor housing -Poor infrastructure. 	<ul style="list-style-type: none"> -Lack of savings -Low education levels -Low incomes -Poor health -Poor housing -Poor sanitation -Rapid urbanization -Slum development 	<ul style="list-style-type: none"> -Poor fishing equipments -Low level of education -Over exploitation of the lake -Poor health (HIV/AIDS) -Unemployment poor 	<ul style="list-style-type: none"> -Deforestation -Insecurity -Lack of basic infrastructure -Lack of enough food/incomes -Lack of rains -No security of tenure -Pollution -Poor environmental planning -Poor governance -Poor health -Poor livelihood -Poor planning -Slums -Transportation

Nature is very unforgiving. If we don't obey its laws and maintain nature, it will destroy us and it won't care less.

6. What are the causes and effects of the Environmental and Poverty problems/issues?

	Causes	Effects
Group A:	<ul style="list-style-type: none"> →Overgrazing →Charcoal burning →Population growth →Poor drainage and sanitation 	<ul style="list-style-type: none"> →Soil erosion →Deforestation →Land fragmentation →Lake pollution
Group B:	<ul style="list-style-type: none"> →Poor farming methods →Poor fishing methods →Ignorance →Lack of awareness →Bad Culture and attitude →Inappropriate technology →Low level of education →Bad Political ideologies 	<ul style="list-style-type: none"> →Soil degradation →Depletion of fish stocks →Pollution of water →Diseases →Increased poverty and disease →Disasters/accident →Poor hygiene →Insecurity around and on the lake

Group C:	<ul style="list-style-type: none"> →Poor industrial planning →Poor water management →Poor environmental laws →Lack of alternative sources of energy. →Low income of people →Low level of education (ignorance) 	<ul style="list-style-type: none"> →Marine life endangered →Reduction of water level. →Environment degradation →Cutting of tress and desertification →Cannot afford basic social needs →Low revenue income to LA
Sample Answers:	<ul style="list-style-type: none"> →Cutting of trees/vegetation →Lack of food →Pollution, destroying riparian/ breeding areas →Degradation of trees →Lack of basic infrastructure →Industrial effluents, gaseous smoke 	<ul style="list-style-type: none"> →Less water →Malnutrition →Lack of fish →Climate change →Poor livelihood →Respiratory diseases

7.State the relationship between the Environment and Poverty.

Group A:	<ul style="list-style-type: none"> • Poverty impacts the environment negatively e.g. poor →use charcoal →negative impact. • What are the minimum resources that can be exploited from environment, yet sustain development? Human activities use leading to environment destruction and poverty. • Poverty as a condition is a potential threat to the environment i.e. encroaching on environment to sustain livelihoods. • Environment holds the greater potential for poverty reduction.
Group B:	<ul style="list-style-type: none"> • Poverty can lead to environmental degradation and vice versa i.e. lack of income source to community depending on exploitation of natural resources or depletion of resources.
Group C:	<ul style="list-style-type: none"> • Poverty leads to unsustainable exploitation of the environment.
Sample Answers:	<ul style="list-style-type: none"> • Relationship between environment and poverty is that poverty is an environmental issue. The two are mutually inclusive and moves in a vicious cycle. Environmental degradation increases poverty while environment enhancement reduces poverty.

8.What role are the lake region authorities expected to play in dealing with environmental and poverty concerns and issues?

Group A:	<ul style="list-style-type: none"> • Sensitization of all stakeholders involved. • LAs should devise means of addressing poverty in an environmentally sustainable manner. • LAs to mobilize resource geared towards poverty reduction and environmental conservation
Group B:	<ul style="list-style-type: none"> • Sharing experiences • Come up appropriate strategies
Group C:	<ul style="list-style-type: none"> • Resource mobilization • Infrastructure develop • Awareness and capacity building • Empowerment • Gender mainstreaming • Enforcement of regulations and creation of code of management of Lake Victoria.

Sample Answers:	<p>To mitigate environmental degradation. This will require integration of environmental plans in the developmental planning. This requires the lake region authorities to prepare, implement and update City Development Strategies as planned.</p> <p>Development programmes that destroy environment do not sustain quality livelihoods however impressive they may seem e.g. towering glass buildings, taking up green park for story building.</p> <div style="text-align: center;"> <pre> graph TD A[Place of residence] <--> B[Place of social] A <--> C[Place of work] B <--> C </pre> </div> <p>Furthermore, the lake region authorities through LVRLAC need to set minimum environmental standards to be adhered to and penalties imposed for not doing so. LVRLAC needs to be empowered to enforce the legislation.</p>
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9.Does a country’s size of share of Lake Victoria have any relationship to the environmental problems and issues?

Group A:	No relationship at all, it is only Population and Activities.
Group B:	No. Because environment and poverty issues have no boundaries e.g. water hyacinth.
Group C:	No.
Sample Answers:	Lake Victoria is shared by Tanzania 49%, Uganda 45% and Kenya 6%. This share does not necessarily equal the environmental issues and responsibilities. Environmental degradation may happen in some areas with more intensity than others e.g. industrial pollution, destructive human activities. Size however gives food for thought in terms of responsibility.

10. What is the role of LVRLAC in ensuring Lake Victoria authorities undertake their mandates?

Group A:	<ul style="list-style-type: none"> • Coordination • Capacity building • Advisory/advocacy • Lobbying
Group B:	<ul style="list-style-type: none"> • Capacity building • Networking
Group C:	<ul style="list-style-type: none"> • Coordination • Capacity building • Networking with other partners • Advocacy • Awareness creation
Sample Answers:	<p>The role of LVRLAC is to carry out the duties and responsibilities as mandated. They however need to be given a wider mandate to implement the City Development Strategies and specifically to harmonize by-laws. Strengthening LVRLAC ability to carry out these duties marks the beginning of sustainable development around the lake region. There is an urgent need to effectively build LVRLAC capacity to cope with its added responsibilities.</p>

11. What are the likely challenges in addressing Lake Victoria Region Environmental problems and Poverty issues?

Group A:	<ul style="list-style-type: none"> ➤ Inadequate resources. ➤ Lack of political will. ➤ Low levels of education within communities. ➤ Traditional values.
Group B:	<ul style="list-style-type: none"> ➤ Commitment by LAs in the cooperation. ➤ Limited resources. ➤ Community attitudes towards change.
Group C:	<ul style="list-style-type: none"> ➤ Planning ➤ HIV/AIDS ➤ Marketing ➤ Population growth ➤ Insufficient infrastructure/ resources ➤ Topography

Sample Answers:	<p>Challenges in addressing Lake Victoria Region environmental and poverty issues can be looked at from internal (council organization) and external aspects (Council and wider region).</p> <p><u>Internal</u></p> <ul style="list-style-type: none"> ➤ Organizational dynamics and inertia ➤ Attitude and cultural barriers ➤ Inadequate finance ➤ Inadequate capacity and trained human resources ➤ Takes time to realize the vision ➤ Lack of political will ➤ Acceptance of the stakeholders as real partners <p><u>External</u></p> <ul style="list-style-type: none"> ➤ Apathy/non responsive but highly demanding public ➤ Attitude and cultural barriers ➤ Lack of political will ➤ Partnership agreements not fulfilled ➤ Environmental concerns outside the local authorities and region mandate i.e. cross borders ➤ Legal complications- cross border existing treaties
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12. Who suffers most from existing Environmental problems/issues?

Group A:	Community
Group B:	All of us
Group C:	Women and children
Sample Answers:	Those communities who suffer most are those who are the most active in degrading the environment. Their livelihood becomes worse and they wallow further in poverty. Their negative activities however affect others who are not party to the environmental degradation.

13. Suggest ways to sustain a clean Lake Victoria Environment.

Group A:	<ul style="list-style-type: none"> • A common program for LAs addressing the environment problem- can be set of by-laws
Group B:	<ul style="list-style-type: none"> • Create awareness. • Coordinated sustainable management of the lake
Group C:	<ul style="list-style-type: none"> • Involvement of the community • Infrastructure improvement • Enforcement of by-laws

**Sample
Answers:**

- Collective efforts by Lake Victoria authorities and beyond to prepare and implement action and investment plans that address the environmental and poverty concerns.
- Build a culture of protecting the natural environment.
- Institutionalization of Environmental Planning.
- Management approach in the development planning strategies.
- Critically review ways and means of mobilizing resources.
- Institutionalize capacity building by making annual staff training budgetary allocations.
- Promote local economic development initiatives. This will help to address unemployment, and increase incomes.
- Empowerment etc. by tapping idle local capacities, which may not require much investment, yet trigger substantial economic activities.

Day 3: Tuesday 17th May, 2005

Integration of environment planning management (EPM) in the CDS process

The participants were briefed on the importance of integrating EPM in the CDS process. The application of EPM ensures that environment issues are emphasized and integrated in the CDS.

Development planning process stand-alone may not highlight and give expected focus of environment as it lays more emphasis on development issues. In other words EPM reinforces and influences CDS logical thinking to develop the Strategic Action Plans and the Strategic Investment Plans that will efficiently improve the quality of life.

This is what CDS is supposed to achieve- CDS is an action plan for equitable growth in cities, developed and sustained through participation to improve the quality of life for all communities.

EPM on the hand is an approach in development planning that ensures environment issues are incorporated. It works from the premise that sustainable development is achieved when development – positive change for the welfare benefits of the communities, maintains the natural environment.

EPM approach for example ensures that communities not only actively participate in planning city affairs but also become productive partners of the city management.

Environment protection can therefore be viewed as investment in basic infrastructure. It is expected that while cities implement action plans to address communities' problems, they would in reality be improving the environment.

It was earlier observed in the environment and poverty questions, that there is a close relationship between poverty and environment degradation. Cities mandate world over is to improve the quality of lives of communities living in them. It therefore follows that cities mandate world over is to protect the environment so that the quality of lives of its communities can be sustained.

Environment planning management follows this logical approach. EPM approach recognizes that the purveyors of environment degradation are the communities. It therefore recognizes that the communities play a big role to impoverish themselves. It is only by planning along with the communities then, and dealing with the core problems together, can cities succeed in their mandates.

The methodology calls for a pragmatic approach in dealing with the cities problems/issues and inculcating good governance.

EPM approach has been applied in Sustainable Cities Programme with a lot of success.

Briefly, *environment planning and management operate from certain principles*. These are:

1. Participatory planning is emphasized throughout the steps of integrating of EPM in the CDS process.
2. Environmental issues are integrated in the development planning.
3. Policy changes in the manner the city is managed are necessary so as to include all and re-orient the focus to the core issues- environment protection and improvement of livelihoods.
4. Positive attitudinal changes by both the city management and the communities are necessary so that they accommodate each other.
5. Build social capital by building city capacities and productive partnerships
6. Focus on public demanded basic priorities and take action.

The CDS preparation follows five steps. Remember, these are the same EPM steps, laying emphasis on environment and poverty reduction as the driving force.

Step 1: Preparation of City Environment Profile

At each step, the participants were asked to reflect back in their local authorities on how they may have been doing it. The pioneer cities also gave their views and experiences at each step.

This is basically a birds' eye view of the city. It is taking stock of the existing situation in the city. As much data as possible about the city is collected. The data will include the environment concerns, development and existing infrastructure, capacity, budgetary planning, demography, physical, economic, social features.

There is need to do a brief city's Strength, Weaknesses, Opportunities, Threats (SWOT) analysis to also underscore the existing untapped potentials and realities that needs to be considered in the planning.

In order to develop a clearer picture about the city, existing problems/issues and their causes and the effects arising from these are analyzed. The analysis is also a good forum for self- assessment. For example- why has the city degenerated that far, why has revenue potentials not been fully tapped, what are the local economic potentials that have not been developed? Etc.

Identify stakeholders to work with and who would thereafter form an inclusive city when planning.

Design vision and mission of the city. Given the existing situation, and the desire of the communities to improve their quality of life, where do we want to go as a preferred future city above the horizon? What is the planning horizon? 10, 15, 20 years, etc. within which the vision can be realized.

The vision should be ambitious but realistic and practical. It should be in the direction of the core business of the city, taking note of the city's greatest potential and capabilities which if they are harnessed, this would really improve the lives of the people. Musoma's vision as indicated in its CDS for example is for the town to be the tourist destination of choice in the east and African region. The vision statement should be short and precise. Long unwinding statements are likely to lose track of the focus.

Mission on the other hand details how to get there. It is the means through which the vision – preferred future city might be achieved. The mission also needs to be ambitious but realistic and achievable. The mission sets the objectives and strategies on how to proceed to achieve the vision in the planned period. This gives direction on how to operationalize the city issues over the years so that the vision will be realized.

Vision and mission statements are not dreams or fantasies but wishes that set the city on a new policy path to achieve the set goals.

City profiling will come up with clearer understanding of the real problems/issues that affect the city and how they have affected the environment and contributed to poverty. The environmental profile becomes working document and good basis for formatting strategic actions.

In course of profiling, the city will understand the areas to consult with the stakeholders.

Step 2: Holding City Consultations

The city environmental profile as observed earlier becomes the basic document from where to start consulting. During the profiling, the city technical team assembling the information will realize where the critical areas are and the productive stakeholders to be involved. This information will now be used to determine representatives of the stakeholders to be invited to the city consultation forums.

Not everybody can be invited for city consultation. Majority representation in public choice decision- making, though most democratic, is inefficient and time consuming. Individual wants can rarely be all considered. What are likely to be achieved are wants of a critical mass of communities.

Stakeholders are formal or informal groups of people who have relevant information representing diverse interests, expertise and points of view and implementation instruments.

The grouping of stakeholders could be configured around three thematic areas.

- 1. Stakeholders that is prone and directly affected by the problems/issues.**
- 2. Stakeholders that have useful information/expertise to deal with the problems/issues.**
- 3. Stakeholders that have capacity to implement the action plans.**

Stakeholders would include:

- ✓ Women and youth
- ✓ Physically challenged and marginalized communities
- ✓ Neighborhood associations
- ✓ Civil society
- ✓ Religious groups
- ✓ Self help groups
- ✓ Urban agriculture
- ✓ Livestock owners
- ✓ Regional bodies e.g. LVRLAC, LVEMP, EAC, LVBA, Nile Basin Initiative
- ✓ Professional bodies e.g. planners, architects, surveyors, teachers, medics etc
- ✓ Business organizations e.g. chamber of commerce and industry, industrialists, miners, hoteliers, fish mongers, steamship/boat owners, matatu/taxi owners, solid waste collectors, water vendors, car wash, market committees, *boda-boda*, *jua kali*, hawkers
- ✓ CBOs, NGOs, CSOs
- ✓ Local authority
- ✓ Quasi government corporations e.g. wildlife services, marine research, harbors
- ✓ Central government
- ✓ Politicians- councillors and area members of parliament, political parties
- ✓ Donors Etc.....

It's from these stakeholders and others that city consultations membership shall be formed.

During CDS preparation, there will usually be two major citywide city consultations unless there are extraordinary matters to be discussed midway. The number of people to be invited to such forum should be as representative as possible but not so large. The towns of Musoma, Kisumu and Kampala invited between 150 and 200 people during their CDS city consultation forums.

As a reminder, the ideals of participatory planning that were discussed earlier are very useful and should be applied all along the entire CDS process.

The first city consultation meeting will generally deal with listing the problems/issues that affect the city, who are involved and what can be done to mitigate these problems/issues.

The forum will use the draft environmental city profile already done by the staff technical team to build on it. The members should be encouraged to offer as much more information as possible.

The second city consultation meeting will be held much later after the possible Strategic Actions Plans and Strategic Investment are developed by a smaller group of the stakeholders. This second city consultation forum will be to endorse what has been done and proposed by the smaller group of stakeholders (working group).

The first city stakeholder's forum will usually take stock of the realities of what ails the city and carry out self- assessment. It should not waste a lot of time blaming each other.

The city consultation should be treated as a forum of equals, who have met to chart the way forward from a common problem. It is not a forum for city administration versus the rest of the community. It is the quality of their lives that is at issue hence their stake in the consultations. City consultation meetings should dwell on consensus building and commitment.

The consultation forum, which should be frank and transparent, will make a quick snapshot of the existing environmental problems and suggest priority areas. Thereafter, discuss what actions need to be taken now and in the future to promote sustainable development and improve the welfare benefits of the communities.

These consultation forums are good avenues for leveraging social capital formation.

Through various resolutions, the first city consultation meeting will suggest ways and means to deal with the observed problems/issues affecting the city and mandate a smaller group to now work out the details. Among the consultation meeting resolutions, the stakeholders should commit themselves to support the cause and work to their best in the interest of all the communities.

Step 3: Formation of Working Group

The working group membership comprises the councils' technical staff team and stakeholders nominated from the long list of stakeholder representatives. Those nominated to the working group are usually based on three thematic areas discussed earlier. The nominations should be objective and transparent, not on patronage.

Once the real problems/issues are determined, the working group may be split to sub-committees to deal with particular problems/issues.

The main responsibilities of the working groups are to articulate the wishes of the wider public.

They shall decipher the many wants as tabulated during the consultation forum and using their expertise, cluster them. The group will then locate the real problem from the list of the problems. Some problems are causes or effects hence symptoms and not the core problem.

The working group will then follow a logical order and define the real problem, set objectives on what is needed to done to mitigate the problem, draw strategies on how to achieve those objectives, and then propose the Strategic Action Plans and Strategic Investment Plans that needs to be taken in the short and the long term respectively. The action plans form projects.

The action plans are basically the activities to be taken. Some of them are immediate and may only require minimal capital outlay. The action plans will be accompanied by the implementation plan and commitments as to who takes responsibility. This includes the financial resources and sources of funding, labor, time, capacity needed to accomplish the activity.

The benefits of incorporating various stakeholders in the decision making of the city's destiny are many.

1. Shared responsibilities are tenets of good governance. The communities come to understand the issues better and why they should for example pay taxes. In some instances, communities blame cities but this usually arising from the fact that they do not have detailed information on what the council is doing and the planning premises to be dealt with.

2. Furthermore, there is likelihood of inviting more untapped capital from the public by involving them. Private sector for example readily exercises their corporate social responsibility and contributes part of their profits to help the poor once they are involved and understand the issues at hand. The poor will also usually offer their labor in lieu of taxes when they are involved and understand the benefits that they shall get from projects.

3. Projects that are jointly agreed with the public are implemented more efficiently. Conditional grants that the East African countries for example disburse annually to their respective local authorities are good examples. Usually, the councils annually consult the public and agree on the projects and implementation plan.

4. It is easier to institutionalize policies and desired changes where public was involved in their establishment e.g. by-laws.

5. There are prospects of pooling expertise and knowledge. Professional bodies and institutions that can offer information as their line of duty e.g. research, wildlife services, lake riparian association etc. would be willing to offer their capacity. Such partnerships will among other benefits assist in articulating vision, mission and strategies to tackle city problems/issues.

6. The working group forum further cements support from the public. There is a feeling of ownership. Managing local authorities is usually riddled with unnecessary politics partly because information lags behind public perceptions.

After the working group accomplishes its task, core group membership may be retained to help in mobilization, especially during implementation. They however need to be retained for consultations and on agreed terms so that they are not another layer of power.

Step 4: Towards Preparation of SAPs & SIPs

Defining the real problem

The exercise that was done earlier to show the relationship between environment and poverty was a good practice on how to build problem tree solving technique. This helps the practitioner to get to the root of the problem/issue.

For example, malaria disease is the effect as a cause from mosquito bite. The real problem is actually the breeding places of the mosquitoes- stagnant water-ponds, un-kept compound, poor sanitation, polluted lake, etc. There is mistaken belief that mosquitoes are the problem. The designed action plan in that case would be curative in nature rather than preventative. The former is costly and not sustainable; it keeps on recurring because the real problem has not been addressed. The better action plan is to deal with the degraded environment that is breeding place for the mosquitoes. Mosquitoes do not breed in a clean environment.

The working group will then design the problem statement. It could be like- “the mosquito breeding places (degraded environment) are the cause of the rampant malaria disease.”

Kisumu CDS



City Profile

Population: 345,312
Density: 828 per Km²
Growth: 2.8% per annum
Main function: a leading trading, fishing, industrial, communication and administrative center

At this point, Kisumu was asked to present its 2002-2006 CDS. It is among the three pioneer CDS cities. The Kisumu city planning director was asked to emphasize on how the council went setting Objectives, Strategies, Strategic Action Plans and Strategic Investment Plans.

Participants made various observations, emphasizing that the objectives and action plans should be geared towards implementing the vision and mission already set. It was also agreed that in setting objectives, the city should consider availability of resources. For example, in handling solid waste management, the objective should lead to achievable means. Objectives that may lead to suggestions for example- construction of sewerage systems, purchase of new refuse trucks etc. may not be possible though they might sound better options.

Setting Objectives

Having identified the real problem, the next step was to think about what was required to mitigate the problem. This is the objective. Using the malaria example, the objective would be: “to eliminate all mosquito breeding places.”

The objective is a wider expression of the activities that needs to be done. **Objectives give the route to follow to achieve set goals.** To mitigate a problem, it may require more than one action plan to be undertaken but all for the purpose of fulfilling the objective or objectives.

The working group will set objective for each defined real problem. It was suggested that the objectives should be **SMART** - Specific, Manageable, Achievable, Resources Possible, and Time Bound.

Strategies

Strategies are the means to achieve the objective. It is the how to do it and the time frame. Some strategies may be short, medium and long term given the nature of the problem/issue.

Strategy gives general guidance and provide framework within which actions will be taken. **Strategies are the pillars to guide in the navigation and ensure the action plans target the real problem.** They provide an agreed set of principles and a policy framework to guide all stakeholders.

A strategy is the most effective and efficient option given the alternatives to achieve what is desired. It seeks to answer the nagging questions of how to achieve results with higher demand but inadequate supply. The means should be realistic and practical.

There is likelihood of drawing more than one strategy to deal with the real problem/issue.

Strategic Action Plans

Actions are the activities. It is the measures that need to be taken to mitigate the problem/issue. Action plan is the process of doing something in a pre-structured manner.

Action plans are responses of known problems/issues. It usually requires an array of activities/actions to deal with a problem/issue.

These combined activities form a project. A project may address one problem/issue or many of them combined into one project.

Action plans use the actors as reference point while objectives revolve around the problem/issue. There is necessity therefore for action plan to be accompanied by implementation plan. This ensures that responsibilities and the means to do it are defined.

A time frame will be proposed and the performance indicators to assess the success of the activities.

This stage is more involving and crucial. The working group will need to spend a bit of time costing the activities, determining source of the resources, time frame and available capacity to undertake the activities.

This phase of CDS preparation also possess major challenges. This is because CDS process will generate many real problems and which demand actions plans. It will be recalled that these will be necessitated in order to achieve the already set objectives. This is because CDS process follows a holistic approach in dealing with city problems/issues. It takes stock of all the core problems, designs objectives and strategies and comes with action plans without reference to the ability of the local authority to undertake them.

The action plans will fall in particular geographical areas. The most vulnerable communities e.g. slums dwellers have the largest share of problems yet they are the least in the ability to pay. Hard decisions have to be made on the extent subsidies have to be extended.

Prioritizing action plans

The priority list of the actions plans will be guided by the intensity of the problem, time involved, readily available resources and capacity to undertake them. Other considerations are expected impact from the action plans and expectations from the public.

Arising from such a major planning exercise, immediate action must be taken if the public will be expected to become productive partners.

Immediate and least cost action plans (now-now) are given priority. They usually have instant impact. The actions are more sustainable when they come with demonstration projects in critical areas like neighborhood garbage collection centers, lining drainage for household wastewater disposal.

The added benefit with action plans that directly involve the public is the earliest chance of sensitization in attitudinal change, information access, triggers more capital e.g. labor.

Other simple actions but effective are opening information center. The council may start with a notice board at the town hall, market and bus park and pin current information concerning the public. More such simple projects but with high impact are tree planting –greening the city, fixing security lights by each household owner to improve on security.

Priority action plans should also be those that do not require a lot of time to prepare i.e. less design work, approvals, technical expertise, and community mobilization.

Taking the malaria example, the action plans would include, constant cleaning up the neighborhoods and rid them of garbage, littered containers etc., public sensitizations programmes, make simple stone drains to deal with stagnant wastewater, cover the beds with mosquito nets, clear the bushes, privatization of solid waste management, clean drinking water, have solid and liquid waste long term plans to ensure they are never a nuisance to the inhabitants. From these actions list, one can note the now-now actions, medium and long term.

The other considerations in priority action plan listing are the available resources other possible resources can be mobilized. This triggers the need for revenue enhancement plan among other resources mobilization efforts. The flow of such funds will also be noted. This ensures that actions are proposed to take place when funds are available. The working group will then design the timing of the actions.

Medium Action Plans

Immediate action plans (now-now) with less capital outlay, will be implemented first. The next lot of the action plans are those that are classified as medium term. The actions may not be immediate. Their cost to implement is a bit higher, resources are not readily available and the immediate impact is less. This class of action plans can be absorbed either way depending on the council's capabilities.

Strategic Investment Plans

The third category is those action plans that are long term and form the strategic investment plan. These actions are costly, there is no immediate flow of funds, immediate impact is less in real terms and the action will take longer to get completed.

Action plans, which cannot be accomplished in the foreseeable future for many reasons, are also put in this category. They become shopping basket for future projects.

It shall be remembered that CDS takes stock of the city problems/issues. All of them should be documented and should not be lost just because they cannot be funded during the CDS planned period.

CDS acts as a document that can readily be used to market the council. It could also be used to solicit productive partnership.

As a reminder, planning is dynamic. "***Plans are nothing, Planning is everything.***" The CDS (which is a planning tool) hence the action plans are not static. They are bound to change with events e.g. politics, resources and policies of the day i.e. the national and global emphasis.

Step 5: Second City Consultation Forum

During the CDS preparation, the standing working group may have been split into sub- committees depending on the number and complexity of the cities problems/issues. They are expected to have done good justice to collect and collate the information to the best interests of the city- wide community.

The City Development Strategy document is a summary of the refined information as put together by the working group.

The council invites the stakeholders to the second city consultation and presents the CDS document.

The stakeholders are then taken through the document and their views, if any, are noted. Once the final document is agreed upon, it is endorsed by members and becomes property of all the stakeholders. This is an important occasion and the stakeholders commit themselves either in form of a declaration or memorandum of understanding. It binds the public to certain responsibilities.

As was observed earlier, ***CDS is a consensus document that represents the interests of the critical masses and can rarely satisfy individual wants.***

The council then adopts the document. It has been observed that the CDS comes with responsibilities, need for change of policies and measures to institutionalize the CDS so that it is sustainable and not a pastime exercise.

The working group usually completes its work after the Second Consultation forum.

There was debate whether the group should be dissolved or left to oversee implementation of the report.

This subject was discussed in more detail in the institutionalization section. It was however observed that the practice has been to dissolve the standing working group but retain a loose consultative forum to discuss quarterly progress reports.

All the pioneer CDS cities of Musoma, Kisumu and Kampala took almost one year to complete the entire CDS process. This was longer time than the work plan.

Some of the reasons given were that it took longer to get political support from the local authorities. Furthermore, participatory planning practices took long to be applied during CDS preparation.

The greatest constraint was however, inadequate capacity both in the local authorities and working group members. It was observed that Lake Victoria local authorities needed to invest in capacity building over the coming years. This was a critical challenge they will try to take up.

In a group work whose findings are reported elsewhere, the participants prepared capacity building (training needs assessment), suggesting critical areas. The group concentrated in the area of participatory planning because it was found to be quite inadequate in the pioneer cities yet critical in CDS preparation.

Institutionalization

To institutionalize is to internalize the intended changes in the day-to-day activities of the organization. The changes are put into practice and are embedded in the organization's policies.

Once the CDS document is prepared, two major policy changes need to take place in the city management:

1. The first policy is ***to institutionalize integration of environmental management in the development planning of the council***. There must be deliberate efforts to ensure environment and poverty alleviation actions are the benchmarks of a successful development agenda. Future council projects after the CDS process will tend to lean towards this and should always address these concerns.
2. The second policy will be ***institutionalization of participatory planning ideals*** in the modus operandi of the city management. Communities need to be regularly engaged in consultations and have access to information about the council operations. This is the sure way to build productive partnership and leverage social capital formation between the community and the council.

It was observed that several measures needed to be implemented throughout the life of the CDS process.

Institutionalization is about change in:

- **Attitude**
- **Behavior**
- **Policies**
- **Organization**
- **Structures**

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The institutionalization process will usually take the following direction:

- Building and strengthening institutional structures
- Changing or adjusting mandates
- Identifying and tasking “anchor” institutions
- Linking to strategic policy instruments
- Building capacity and developing the skills
- Modifying legal and administrative frameworks.
- Providing funds to support investments
- Maintaining knowledge support and the learning process

As a matter of emphasis, what is being institutionalized is the integration of EPM in the CDS preparation and its implementation.

Measures to Institutionalize CDS

A lengthy session by participants discussed specific ways and means of operationalizing the CDS process in the city management.

The following are among the various measures and means the councils will undertake:

1. Start a unit in the planning department as the **focal point**. The head of the unit is expected to be knowledgeable and in a senior position for easier decision-making.
2. Make some **budgetary allocation** to facilitate operation of the focal point.
3. **Form a technical staff team** comprising the chief officers who will be involved in the CDS preparation and implementation.
4. **Regular endorsements** by the council on CDS progresses.
5. **Sensitize councillors** and members of staff about CDS and EPM.
6. **Form Working Group** incorporating stakeholders’ representatives to prepare the CDS.

7. **Form a consultative working group** after the CDS documentation to assist in the implementation.

After the second city consultation and the working group task comes to an end, what forum needs to be in place to ensure the public is continuously consulted?

There is a case for continuity. The council therefore needs to resolve to have a standing group, association, forum, or convenient team to relate with the council. Kisumu city for example launched a standing Action Team that consults with the technical staff team.

The terms under which the working group shall exist are important. There is usually uneasiness within councils that the group may become another layer of power. The other concern is that if the group is made permanent, it may develop into a pressure group.

Kenya is increasingly recognizing stakeholder consultations and has proposed in a pending local government bill that local authorities shall be required to establish a stakeholders association. Perhaps what may be required is for the local authorities to draw working terms that would basically live up to participatory planning ideals. A major area of concern has been that local authorities do not fully involve the communities especially in projects implementation.

8. Include annually in the council budget as many **Strategic Action Plans and Strategic Investment Plans** as possible.
9. Apply **budget rationalization** during the annual budgeting. Because expenditure needs compete for inadequate resources, most of the funds should be voted to the projects that greatly improve the environment and reduce poverty.

It was observed that, fortunately, East African countries apply Medium Term Expenditure Framework (MTEF) annual budgeting. This strategy is supposed to rationalize utilization of the inadequate resources in the most efficient and effective manner and where the impact on services provision is highest.

Through strict cost-cutting measures on expenditure, the gains made should be utilized to fund more action plans.

10. Improve on own **revenue sources enhancement**.

Taxation requires a wide base. There is therefore a need to explore more own revenue sources by conducting a revenue potential study. Increasing the existing user charges regularly is a disincentive for the user to pay. The more effective fiscal effort is to intensify revenue collection and explore new sources.

11. Developing the identified city problems/issues into Strategic Action Plans and Strategic Investment Plans that will be undertaken.

12. **Institutionalize the EPM** and in effect CDS in the city daily operations.

13. **Promoting Local Economic Development**

Local Economic Development as strategy to address poverty reduction is gaining popularity because it targets practical homegrown solutions to improve livelihoods of communities. The idea is to look at economic potentials that could trigger more incomes and improve quality of life.

The starting point to do this is for the council to refer back to the city environmental profile data and focus more on its SWOT and analyze it. As was observed earlier, local authorities have a lot of local potentials that have not been tapped. They however rarely do a self-assessment of their potentials and they will be surprised that there is abundant idle capital.



Examples of potentials in the lake region include:

- ✓ Boating as a means of transport
- ✓ Reeds (which regenerate rapidly) for handcraft
- ✓ Sale or recycling of solid waste
- ✓ Urban agriculture for self-sufficiency in food production e.g. Kampala
- ✓ Marketing of fish
- ✓ Sand harvesting and marketing
- ✓ Stone cutting and marketing
- ✓ Promotion of beaches along Lake Victoria as tourists attractions

Using the city's SWOT analysis, the council could then take a lead and assist the public to harness the economic opportunities. There are many positive activities communities can do for themselves and their environment like planting trees for clean environment and firewood.

The East African Community, through its agency Lake Victoria Development Programme (LVDP), now renamed Lake Victoria Basin Commission (LVBC) is equally committed to this cause of fast tracking economic growth around the Lake Victoria region in order to reduce poverty and improve quality of life. This is a window of opportunity the Lake Victoria local authorities should utilize as a partner to promote local economic development initiatives. To start it off, the commission has been granted USD 2.2 million to establish headquarters in Kisumu city. The primary responsibility of the commission will be overall management and utilization of the shared resources of the lake basin.

EAC has designated Lake Victoria and its basin as an “area of common interest and a regional economic growth zone” to be developed jointly by the partner states. The programme envisages a broad partnership of local communities around the lake basin, EAC as well as other development partners.

Among the anticipated specific benefits from the programme are increased volume of new investments in various sectors and expansion of business opportunities, strengthening levels of information exchange as well as data base development on issues related to the lake basin.

There are many positive activities communities can do for themselves and their environment like planting trees for clean environment and firewood.

Others are increased networking at both national and regional levels and capacity building, increased harmonization of laws, regulations and standards, and increased public awareness and understanding of environmental and social economic issues.

Also anticipated is introduction of a rational and prudent management system for the basin that is capable of driving the process of development in the region and the mobilization of support for programmes initiated by local communities, civic authorities and central governments.

To realize these targets, the Lake Victoria Development Programme has focused among other things, harmonization of policies and laws on the management of the environment on the lake and its catchment areas, including control and eradication of water hyacinth.

Other areas of focus are management and conservation of aquatic resources, including fisheries, promoting economic activities in the fishing industry, agriculture and tourism as well as development of infrastructure, including revamping of the transport system e.g. use of canoes.

It can be noted that Lake Victoria Development Programme has placed emphasis and devised a similar approach as CDS and EPM – improvement of environment and reduction of poverty through participatory planning.

14. Promoting Public Private Partnerships in Urban Environment

Private sector participation in public services provision injects more capital. These funds could be utilized to finance CDS action plans. Furthermore, private sector involvement enhances efficiency. There is likelihood of more transparency and accountability. This partnership also brings in more innovations in public services delivery as infusion of more knowledge, profit motive and competitiveness experienced in the private sector is brought in.

This was confirmed from the statistics given by the Chairman of Owino (*St. Balikudembe*) Market Vendors Association Kampala, and the information gathered when the participants made a study tour to the market.

The Kampala City Council was collecting market revenue of Ushs 15 million a month in the early nineties before bids were invited to manage the market. The first bidders to run the market remitted to the council Ushs 30million monthly net having paid for the operation costs. The current bidder is remitting a net Ushs 104 monthly and even paid one year in advance.

15. **CDS Review**

The CDS need to be reviewed as planned with an annual rolling plan. This ensures the problems/issues are updated and the benefits of integration of EPM in CDS are carried on. The CDS of Musoma, Kisumu and Kampala have planning period of five years running from 2002 to 2006 for Musoma and Kisumu while for Kampala runs from 2004 to 2009.

Planning is dynamic and CDS proposals need to be reviewed annually and at the end of the CDS period.

16. **Capacity Building**

During the workshop discussions, the issue of inadequate capacity kept on coming especially where staffing is concerned. It was observed that councils needed to continuously build their capacity so that they can effectively undertake their services delivery responsibilities.

It was noted that the current annual capacity building funding was inadequate.

It was agreed that councils could make capacity building even cheaper by organizing short tailor made workshops. This has the added benefit of teamwork building. Using this approach, the council would be able to sensitize their workforce on CDS. It was observed that councils needed to give human resources development reasonable attention in order to have a motivated workforce.

During the CDS preparation by the three pioneer cities, it was observed that there was urgent need to improve capacity building especially in participatory planning.

The participants prepared capacity building (training needs assessment), highlighting the critical areas that would make participatory planning better understood. The report is given separately.

Day 4: Wednesday 18th, May 2005

Modeling of CDS

The three second generation cities worked in their own groups trying to recap and model their cities CDS. The purpose of this group work was to revise and practice CDS preparation.

The idea was really not to prepare a whole CDS document but have time to reflect and consult on areas that were not clear. The cities groups later made their presentations whose input was more on city profiling.

Homa Bay Municipal Council

The Homa Bay Works Officer presented the Homa Bay model CDS. He gave a brief city environmental profile especially on existing land use development

He stated that the vision of Homa Bay is to be a “Working City” and the mission is “to give efficient service to improve the livelihoods”.

The identified issues in Homa Bay are solid and liquid waste management, poverty eradication and a dilapidated roads infrastructure. The objective of the council is therefore to improve solid waste management

The strategies to achieve this objective are establishment of garbage dumping grounds, formulation of by-laws and solicitation for external funds

The specific activities to improve solid waste management include:

- Sensitizing the public on dumping at the right places.
- Establishment of 2 garbage dumping grounds, one in each division.
- Construction of incinerators in all the health centers.
- Purchase of 4 refuses skips.

The performance indicators the council will employ are the unit cost of establishing a dumping ground.

Bukoba Town Council

The Bukoba model CDS was presented by the council economist. He briefly highlighted the following areas Bukoba will follow to prepare the CDS:

- City environmental profile
- Vision and mission
- City’s SWOT analysis
- Existing challenges
- Stakeholder analysis
- City consultation meetings

The key problems/issues in Bukoba are poor solid waste management, the high incidence of HIV/AIDS and poor housing. The strategies to improve solid waste management include:

- Sensitizing the community
- Privatizing cleaning services
- Enacting environmental by-laws
- Improving the receiving of and final dumping site for solid waste
- Establish a sewerage system
- Mobilizing resources

The challenges faced by the council include the low level of revenue collection and the lack of financial institutions in Bukoba.

Entebbe Municipal Council

The Entebbe model CDS was presented by the town planner. The report dealt with the environmental city profile stage, giving the basic data about Entebbe town.

Entebbe is located in Wakiso district 37km south of Kampala. It has an area of 56.2 Km² of which 20 Km² is water mass.

Entebbe is made up of 2 divisions (A and B), 2 wards (parishes) and 24 sub wards (cells). The political administration is composed of an executive committee of 7 members & 17 councillors

The population of Entebbe is 57,515 with a growth rate of 3.5%. Women make up 51% and men 49% of the inhabitants.

Entebbe has 37 primary schools, of which 16 are under Universal Primary Education (UPE) and are 21 private. There are 3 government aided secondary schools and 10 private schools. There are a total of 261 teachers in primary schools Entebbe has 2 hospitals (grade A&B) and 1 health center.

After the presentation of the model CDS for each city, the participants went on a study tour of the Owino market.

Day 5: Thursday 19th, May 2005

Training Needs Assessment

A capacity building training needs assessment was carried out with each city being asked to highlight the areas they felt needed capacity building. The results of capacity building assessment are contained in a separate Capacity Building Action Plan Report.

A proposed date for a training of trainer's workshop was set for mid July and the working groups for each city will be the focus of the trainers with about 12 participants from each city being trained.

The participants suggested among other training areas to include, City SWOT analysis, participatory planning approach, communication and information sharing, teamwork (group dynamics and motivation), project management, resource mobilization (financial management, incomes and expenditures, and the budgetary process), and institutionalizing the CDS process.

The Way Forward & Closing Remarks

At the close of the workshop, the participants agreed that the way forward lay in the participatory CDS process. The three new CDS cities were urged to conduct a revenue enhancement study and implement the findings to increase their source of revenue.

The mayor of Bukoba, Samuel Luangisa thanked the participants, the organizers, LVRLAC, UN-HABITAT and Sida for their participation and support. He expressed the hope that the CDS process would be implemented on schedule and urged the other lake region authority officials to form closer ties under the auspices of LVRLAC and the EAC.

Peter Wegulo of UN-HABITAT thanked the participants and reminded them that CDS is a project, not money. He stated that CDS is a planning methodology, which has had promising results in other countries in improving the quality of the urban environment. He added that CDS promotes the exchange of ideas and creates enabling structures. He praised LVRLAC's role in providing a common ground for LAs but added that to be more effective, initiatives like CDS need to be implemented.

Jackson Mbugua of CDM stated that the town chief executive has a role to play in implementation of the CDS while the mayor has a contract with the people. The technical officers must make good analysis of city issues so that the political side can make good decisions. As such, CDS should lead to an improvement in governance, accountability and transparency. The implementation of the CDS should not be limited to new investments, as adoption of new policies to improve livelihoods of citizens can also be a part of CDS. In addition, a collective vision is needed to improve urban governance and management. The outcomes of this will be good governance and improved quality of lives of the communities.

In conclusion, it was stated that the lessons learned from the workshop is that stakeholders are crucial in the process and the organization must build capacity – both technical and financial, exchange experiences and put their all into the process to make it a success. The participants were informed that a donor stakeholder is crucial and they need to seek out donors. The focal point officials in the CDS process must also have the capacity and confidence to steer the process.

Appendix 1: Workshop Programme

<p>Sunday 15th Participants arrive in Kampala. Meet at 6.30 p.m. at Equatoria Hotel</p> <hr/> <p>Monday 16th 8.30a-9.30a: Registration 9a-10a: Introductions & Opening Introductory remarks (UN-HABITAT and LVRLAC) 10a-10.45a: Workshop Outline (Objectives, expected outputs 10.45a-11a : Tea 11a-1p: The CDS Process, Experience of the 3 pioneer cities, The CDS Approach - Participatory Planning 1p-2p: Lunch 2p-4p: Lake Victoria Region - Environment and Poverty Concerns: (commonalities/similarities and challenges) 4p-4.15p: Tea 4.15p-5.30p: EPM Approach (Integrating environment and poverty in development planning)</p> <hr/> <p>Tuesday 17th 8.30a-9.30a: Recap 9a-10a: City Profile (Environment/Poverty 10a-10.45a: The City Consultation 10.45a-11a: Tea 11a-1p: Formation of Working Groups 1p-2p: LUNCH 2p-4p: Action/Investment Plan 4p-4.15p: Tea 4.15p-5.30p: Institutionalization</p>	<p>Wednesday 18th 8.30a-9.30a: Recap 9a-10a: Modeling of CDS Three new cities (group work) 10a-10.45a: Modeling of CDS (cont) 10.45a-11a: Tea 11a-1p: Plenary Group Work Presentation 1p-2p: LUNCH 2p-4p: Capacity Building Plan 4p-4.15p: Tea 4.15p-5.30p: Capacity Building Plan Presentation</p> <hr/> <p>Thursday 19th 8.30a-9.30a: Recap 9a-10a: Training Needs Assessment 10a-10.45a: Way Forward (UN-HABITAT and LVRLAC) 10.45a-11a: Tea Departure</p>
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Appendix 2: List of Participants

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