

WORKSHOP REPORT

REGIONAL WORKSHOP FOR LAKE VICTORIA CITIES/MUNICIPALITIES DEVELOPMENT STRATEGIES FOR IMPROVED URBAN ENVIRONMENT

VENUE: SUNSET HOTEL, KISUMU, KENYA

DATE: 11 - 13TH MARCH, 2002

**AN URBAN MANAGEMENT PROGRAMME
(UMP) INITIATIVE SUPPORTED BY SWEDISH
INTERNATIONAL DEVELOPMENT AGENCY
(SIDA)**

REPORT PREPARED BY ITDG-EA

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CONTENTS

SUMMARY	3
LIST OF ABBREVIATIONS AND ACRONYMS	6
<i>PART A: WORKSHOP PROCEEDINGS</i>	
OPENING REMARKS	10
CITY PRESENTATIONS	12
KEY CONCERNS ARISING FROM PRESENTATIONS	17
PARTICIPATORY METHODOLOGY URBAN MANAGEMENT PROGRAMME (UMP)	19

GROUP WORK	21
CITY ACTION PLANS	25
WORKSHOP REFLECTIONS AND CLOSING	30
<i>PART B: APPENDICES</i>	<i>i–lv</i>
Appendix 1: Workshop Programme	i
Appendix 2: Workshop Communiqué	iii
Appendix 3: Opening Remarks	vii
Appendix 4: List of Participants	xii
Appendix 5: Kampal city Report	xx
Appendix 6: Kisumu city Report	xxxiv
Appendix 7: Musoma city Report	xli
SUMMARY	

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

The initiative aims to mobilize City Governments along Lake Victoria and other stakeholders to develop a programme for laying out City Development Strategies for improved urban environment and poverty reduction.

This project is an effort to address the absence of effective planning in cities in a bid to improve the environment around Lake Victoria Region, targetting three local authorities in Kisumu (Kenya), Kampala (Uganda) and Musoma (Tanzania).

This initiative will inform the sub-regions and participating cities on participatory approaches for

preparation of CDS/Slum upgrading programme. It will build on the on-going Municipal Development Programme (MDP) activities in Wakiso-Kampala, the Sustainable Cities Programme (SCP) activities in Tanzania and UMP activities in the region. It will work in collaboration with the Lake Victoria Region Local Authorities Co-operation (LVRLAC).

From 11th to 13th March, 2002, over 42 participants from Kampala, Kisumu and Musoma met in Kisumu, Kenya. The main objective of the workshop was to build a consensus on key urban environment and poverty reduction issues in the Lake Victoria region and to prepare city action plans for formulating CDS and slum upgrading programmes for their respective cities.

Participants included, the Mayor and Deputy Mayor of Kisumu, the District Commissioner, Kisumu, the Town Clerk and Deputy Town Clerk Kisumu, the chairman of Musoma Town Council, the Regional Administrative Secretary of Musoma, Town Director of Musoma, Deputy Town Clerk of Kampala, several councilors from Kisumu and Musoma, Town Planners from the three cities, various heads of departments, representatives of NGOs, the partner institutions, ITDG and representatives of UN-HABITAT.

In his welcoming remarks, His Worship the Mayor of Kisumu, Cllr Shakeel Shabbir emphasized the need to address planning issues. He called on the need to build strategic alliances of the cities around the lake, necessary to address common problems, particularly those related to improving the urban environment.

Participants highlighted the need to recognize shared problems and shared responsibilities of the cities around the Lake. In addition, important issues on how to improve urban environment and reduce poverty emerged.

Kampala presented the complex situation of large cities. Being the largest city in the Lake Region, it not only has the greatest challenges but also the greatest problems. Solid and liquid waste management emerged as the key problem facing the city. Kisumu, a city of approximately 350,000 people, presented similar challenges in relation to urban environment, increasing poverty and increasing informal settlements. Musoma, a much smaller town illustrated its efforts in managing solid waste, but admittedly, problems still exist.

Improvement of urban management and reduction of urban poverty emerged as crucial challenges facing town and city councils within lake Victoria region. Slum upgrading and the involvement of civil society in poverty reduction were also highlighted.

Objectives of the Workshop

The workshop objectives centred around the identification of key issues and problems in the region; the building of a consensus on key urban environmental and poverty issues and taking stock of on-going urban development initiatives

Output

- Document environment/developmental issues in each city's key urban development issues.
- Involve all key stakeholders in the process.

Follow-up

- Work with each Municipality to define specific interventions for CDS/Slum upgrading.
- Make provisions for the development of investment/finance plans.

PART A: WORKSHOP PROCEEDINGS

1. OPENING REMARKS

In his opening remarks, the Mayor of Kisumu, Shakeel Ahmed Shabbir, commended UN-Habitat for organizing the workshop for decision makers and experts in Kisumu. He emphasized Kisumu's commitment to the development of a better, more reliable and efficient internal and regional infrastructure including road, railway network, energy and telecommunication system. The Kisumu City Council is committed to information sharing, lesson learning and implementation of appropriate and sustainable urban planning and management programmes that incorporate best practices and which will address poverty reduction.

Mayor Shabbir noted that the workshop offered an invaluable opportunity for comparative appraisal of the cities' respective urban environment and poverty vis-a vis the available regional assets and opportunities for addressing them.

The Deputy Town Clerk, Kampala City Council, Mr. James Ssegane, observed that poverty is one of the key factors responsible for environmental degradation. He said poor sanitation associated with solid and liquid waste management in Kampala has impacted adversely on the environment.

Mr. Ssegane noted that Kampala city was set to benefit from the co-operation with donors and cities around Lake Victoria in an effort to improve the lake's resource base.

The Chairman of Musoma Town Council, Mr Vedastus Mathayo, thanked the Swedish Development Agency for showing concern over problems facing cities within Lake Victoria region. He expressed hope that the workshop would bring unique development to the people in urban centers situated along the shores of the lake.

In the keynote address, Mariam L. Yunusa, the Senior Human Settlement Advisor, UN-Habitat, described the programme as an example of the bottom-up approach process in development. She said the programme seeks to identify commonalities and build synergies around a dominant and common resource-Lake Victoria.

Mariam observed that the Municipalities mutual dependence on and protection of the lake should be the beginning of a convergence of sub-regional peer learning and sharing amongst cities. The ultimate aim for UN-Habitat is to see such programmes executed at the city level being fed into their national framework and seen to influence policy at higher levels. She expressed hope that the

outcome of the Lake Region programme would be upgrading of urban living areas and formulation of well articulated strategies designed to address peculiar environmental problems and poverty inducing situations in each of the three cities.

The Chief Guest, Kisumu DC, Mr. John Chepcheng', said problems facing the region are not unique but the product of years of poor or lack of proper planning. He noted that the town's development has failed to keep pace with population growth resulting in the myriad problems being experienced in the cities.

The D.C said the cities need to learn how to share information, co-operate and address the enormous urban planning challenges facing them.

The Administrative Secretary for Mara region in Tanzania Mr. Daudi, Mfwangavo, declared that enhanced co-operation between the three counties would facilitate economic development.

The Swedish Development Agency (SIDA) representative, Mr. John Ndiritu, observed that Lake Victoria is an important economic zone, especially from the perspective of regional integration. He noted that the region experiences a very high concentration of poverty, which he described as an irony given the enormous economic resources in the Lake Region.

Mr. Ndiritu asserted that the region could not talk about addressing poverty if it did not address the needs of segments of society living in slums.

Mrs Cecilia Kinuthia, a human settlement advisor with UN-Habitat, noted that development of cities would lead to exclusion of the urban majority as people get trapped in the process of globalization. She noted that in the process of development the vulnerable tend to be excluded resulting in the emergence of slums and other urban development problems. She said Lake Victoria region has been focused on because of the decline in water quality, increased pollution from both municipalities and industries and rapid growth in urban and peri-urban centers.

2. CITY PRESENTATIONS

2.1 Musoma Town Council

Musoma is the headquarters of the Mara region. The town is well linked by air, road and water to Mwanza, Kisumu, Bukoba and Entebbe.

The town council has a population estimated at 111,172 (1999 projections) with 58,194 (51 %) being males and 56,678 females (49 %).

It has an unemployment rate of 40% with 98.5% of those employed working in the informal sector. The council has no refuse vehicle, has only one cesspit emptier, no refuse street bins or refuse bay.

Development Challenges Facing the Town

Poor solid and liquid waste management, flooding along the Kitaji swamp and inadequate public facilities like toilets and roads are some of the main development problems facing the town. This is compounded by low income among the urban population, insecurity in land tenure and insufficient health facilities.

Efforts to Address the Situation

Several measures have been put in place to address these problems. First, 10 % of the council's total annual budget from its own sources is allocated to women and youth groups. This is done through a revolving fund where women and the youth are given loans as part of poverty eradication strategy.

Secondly, 20 % of its total annual budget from its own source goes to development projects identified within a financial year. Again, 20 % of the Council's development levy is returned to the wards for their developments and lastly 99 % of money collected as revenue from bus- parks goes to roads maintenance.

Way Forward

Proposed landfill areas for solid and liquid wastes need to be developed in order to immediately halt dumping of solid wastes at Kitaji pond. The council also requires facilities to enhance water supply, and for the disposal of solid and liquid waste.

There is also need to construct and rehabilitate most roads in the Council that have been washed away due to lack of lined storm water drainage. In addition, capacity building is essential so that the

council can maximize its revenue bar.

A co-ordinated and integrated mechanism should also be developed between the Councils, NGO's, CBOs, business community and the central Government. Good governance must be practiced to ensure residents are empowered to fully participate in their own development and thus maximize use of natural resources (Lake Victoria Serengeti Park) to alleviate poverty.

The role of NGOs in Environmental Management of Musoma Town - An NGO's Perspective

People have often viewed development as a service given to them by the government. They have considered the government as the service provider, and themselves as mere receivers of the service. Musoma Town Council has been trying to develop partnership with all stakeholders. It has held a stakeholders workshop that has been used as a springboard towards participatory planning.

NGOs role in the entire city's development process is to create community awareness about its role in development and also sensitize the government and the council of their responsibilities to the community.

2.2. Kisumu City Council

Kisumu City Council has a population of about 345,312. The city, which is the principal town in Western Kenya and Lake Victoria region, has a growth rate of about 2.8 % per annum.

48 % of the urban population lives below the poverty line, 30 % are unemployed, 52 % of the working population is engaged in the informal sector and 60 % of the urban population resides in low income settlements.

It is important to note that Kisumu experiences the highest average urban poverty levels at 48 % against a national average of 29 %. Available statistics also indicate that Kisumu registers one of the highest incidences of food poverty with 53.4 % of its population living below the food poverty line compared to Nairobi (8.4 %), Mombasa (38.6 %) and Nakuru (30 %). Urban poverty manifests itself through low living standards, increased number of street children, increased number of Commercial Sex workers and crime especially in low settlement areas.

Key Urban Management Challenges

Powers pertaining to land use and control, land acquisition and allocation and provisions for major land development schemes are within the docket of the Central Government. This makes it difficult to act at the local level without permission from the central government. Secondly, there is a high and increasing demand for shelter, against a back drop of poor urban planning, diminishing resources, high rents, poor water, sewerage infrastructure and insecure land tenure systems.

Lack of awareness of citizen's responsibilities at the grassroots level in City Management and unchecked spread of infectious diseases contribute directly to the poor health status of residents. Poor waste disposal and water supply system is also a major problem.

The current water supply and sewerage system was constructed in the early 30s to serve a population of less than 10,000 yet the present population stands at over 300,000 people. The current system has resulted in discharge of inadequately treated sewerage and untreated industrial effluent into the Lake. Solid waste management problem has overwhelmed the council.

In a bid to address the situation, garbage collection and water services have been commercialized. Roads are also being upgraded and parks rehabilitated. Finally, programmes on solid waste management and sanitation have been put in place.

An NGO's Perspective

The NGOs noted that it is important to institute a consultative process that aims at transferring ownership to the people. They appreciated the council efforts to engage the civil society in the process of city development to ensure the process is participatory.

But they pointed out the need to come up with a mechanism that will ensure the projects conceived become concrete and sustainable programmes.

The civil society's contribution to proper planning and development of the city cannot be ignored. This is particularly noted in the area of solid waste recycling.

2.3. Kampala City

Kampala is the capital city of Uganda and has a population of about 1.5 million people with a growth rate of 4.9 % per annum between 1994 and 2004. An elected council headed by a Mayor administers the Council.

Key Urban Management Challenges

Poor housing, brought about by illegal structures in low income areas, exerts pressure on waste management services. This is further strained by increasing tonnage of garbage generated at household level. This results in poor sanitation. There is need to introduce an alternative waste management approach for city waste management and apply new management techniques for hazardous wastes. In addition, public awareness should be created on waste management, characterization, reduction and re-use techniques. There is also an urgent need to improve the infrastructure as regards drainage, roads, water supply and sanitation.

Multiple land administration agencies coupled with poor drainage due to inappropriate land utilization has made policy makers lose focus in terms of planning and administration of land parcels. This has resulted in encroachment of wetlands leading to frequent flooding.

Traffic congestion due to narrow and inadequate road network, and high influx of people has also led to overcrowding, increased squatter settlements and slums. The growth of Kampala has also brought about shortage of land, inadequate water services and scarcity of money to finance service delivery.

An NGO's Perspective

NGOs enhance or compliment the government's efforts in development. This is because they are also strong donor partners, especially in disbursement of funds.

NGOs play a vital role in communities they operate in. They train members of the communities as well as their staff. This is in addition to undertaking research aimed at understanding environmental problems facing the community. NGOs also play a pivotal role in creating public awareness on issues relevant to the community. All this functions not only support local authorities in their areas of operations but also provide alternative employment for the community.

However, NGOs face a number of challenges in implementing development projects. Limited technical capacities coupled with a shallow mandate in areas where they operate are a major challenge. In addition, their role is not clearly defined and this has, in some cases, caused friction with the governments and local authorities. Lastly, bureaucratic bottlenecks and lack of a conducive environment where they operate hamper their work.

Opportunities For NGO'S in Implementation of Programmes

NGO'S staff usually have distinctive skills, knowledge and background which is an asset given the fact that they operate in an environment with diverse needs. The fact that they work with both the government and local authorities make them act as a link between the two.

The participatory nature of NGOs not only ensures that the interests of all parties are taken into consideration but also that decisions are arrived at by mutual agreement of all stakeholders.

NGOs are known to influence policies at both the local and national level through lobbying and advocacy. This might prove to be beneficial to the communities where they operate because they work at the grassroots level. The sector is also increasingly gaining prominence and organizational skills to effectively represent the civil society

3. KEY CONCERNS ARISING FROM PRESENTATIONS

Slums Up-grading

There was a consensus that very little has been done to improve slums. This is because policy makers and planners have failed yet to develop effective policies or strategies that recognise slums as permanent features in our urban setup.

Waste Management

The three towns of Kisumu, Musoma and Kampala identified waste management as one of the toughest challenges facing the Councils. The problem has been created by lack of capacity i.e. resources to manage the problem.

There was also a strong opinion in the forum that more innovative techniques for solid waste management need to be looked into by the Councils. The participants also expressed concerns about environmental problems created by poor disposal of plastic bags in the three cities. It was observed that the plastic bags are largely to blame for poor sewer and storm water drainage systems in the cities.

Suggestions were made that the three countries should consider enacting a policy to control sale and use of plastic bags. Kisumu mayor told the meeting that his council has already passed a resolution that would assist in controlling the plastic bags problem.

Poverty

Poverty was recognized as an issue that cuts across the three towns. Participants felt that addressing the high poverty situation was a critical step in improving the urban environment and making the towns more habitable.

Need For Participatory Planning Strategies

The participants observed that most councils seem to lack effective and consistent mechanisms for participatory planning and management of urban centers. The Councils' also lack a proper mechanism for participatory planning.

Privatization/Commercialization Of Council Services

There was a general consensus that commercialization of services could lead to improved service delivery and revenue collection by the Council's. An example was given of a Council in Tanzania where privatization led to an increase in revenue collection from 56% to about 80 %.

Information Sharing

Information sharing was identified as a key aspect in improving urban environment. Participants from the three towns appreciated the need to develop effective mechanisms for information ,experience sharing and lesson learning. They emphasized that information on how to improve services, plan slums and improve management of the Councils should be shared between the three councils.

Devolution Of Power

There were feelings by a section of council's representatives that more powers should be vested on the councils for effective decision making and service delivery.

4 PARTICIPATORY EXPERIENCES OF THE URBAN PROGRAMME (UMP) PRESENTED BY FIONA RAMSEY – REGIONAL ADVISOR

METHODOLOGIES: OF THE URBAN MANAGEMENT BY FIONA RAMSEY – REGIONAL ADVISOR

INTRODUCTION

Initiated in 1996, UMP is one of the largest global technical assistance programme in the urban sector being implemented by the United Nations Human Settlement Programme(UN-HABITAT). The programme is a joint initiative of United Nations Development Programme (UNDP), the World Bank, and UN-HABITAT. It is supported by several bilateral donor agencies.

The programme operates in 120 cities within 67 countries in Africa, the Arab states, Asia Latin America and the Caribbean through its six regional and sub-regional offices, 19 regional anchor institutions and over 40 national and local institutions, networks of Community Based Organizations and Municipal Associations.

Areas of Focus

UMP activities are focused on three themes: urban poverty, urban environment, and participatory urban governance, with gender mainstreaming and HIV/AIDS as cross cutting themes.

Africa Region

In Africa, UMP operates in 39 cities, responding to the recent wave of decentralization in which local authorities and other stakeholders are working together to find ways to manage new responsibilities. This process is being facilitated by UMP **Regional Office for Africa** based in Abidjan and the **Sub-Regional Office for Africa** based in Johannesburg.

Why is Participatory Methodology a Valuable Force in Management

The Participatory Methodology enriches the management process in several ways, namely,

- Through the promotion of ownership of development action
- Gives meaning to local democratic processes
- Provides solutions tailored to local circumstances and experiences
- Allows resources to be pooled for more effective action
- Empower stakeholders – to build trust and confidence

- Builds capacity for dialogue
- Provides motivation/stimulate action

Weaknesses of the Participatory Process

Participation is not always effective as sometimes vulnerable groups left out as the Process can be hijacked by powerful groups – political, ethnic. Another drawback is that conflicts are brought to the surface and the process is more time and resource consuming.

The participatory process is especially threatening to those in control as it requires them to relinquish most of their power. It may also suffer the misperception that it is more talk than action oriented.

UMP Lessons in Participatory Process

- Effective leadership is important
- Capacity to participate must never be underestimated
- Stake holders analysis important
- Conflict can be a positive force – it allows for critical analysis and can build trust.
- Participatory process must be flexible

Key Lessons for UMP

The Urban Management process must be broad based and inclusive. The process must incorporate ways to increase support for stakeholders as they strengthen their capacities for dialogue. Having a shared future, development vision is important

The process should rely more on local resources and funds as they are more sustainable for urban development

5. GROUP WORK

Participants were divided into four groups. The groups were expected to address four thematic areas namely; improving urban environment, reducing urban poverty, upgrading slums and involvement of the civil society in making the cities function better.

GROUP 1: IMPROVING URBAN ENVIRONMENT

Definition: It is interaction of social, economic, natural and physical development.

Common Trends and Concerns

The working group ruled that increased urbanization, deteriorating environmental conditions and increased levels of pollution are some of the common trends in urban centres within this region.

Scarcity of land for infrastructure development, industrial pollution and vehicle emissions are some of the common concerns in improving urban environments.

On the other hand, the capacity of cities to manage service delivery coupled with weak or non-existent legal and regulatory framework were identified as some of the major constraints in improving the urban environment. There are also the poor/spatial conflicts encountered in urban agriculture.

Limiting Factors

Inadequate/outdated laws and regulation and low participation by communities (especially on the part of the citizens and reluctance by City authorities) were recognised as major limiting factors in efforts to improve the urban environment.

In addition, poor information flow and lack of experience in using appropriate alternative and sustainable technologies have hampered improvements in this area.

Lack of political will to act on remedial measures and stringent donor conditions on technological choice were also mentioned as constraints.

Opportunities

Despite the aforementioned bottlenecks, there exist opportunities to improve the urban environment.

The cities can take advantage of the on-going reforms (decentralization, participatory processes) and exploit existing human resources and skills. They can also influence review of laws and regulations, not to mention exploiting the recently created avenues through the revival of East Africa Community.

Support from development partners championing improvement of urban environment could be secured and strategic partnership with private sector/CBOs could easily be forged. Lastly, they should look out for advantages of having Lake Victoria as a common identity linking the three East African states..

GROUP 2: REDUCING URBAN POVERTY

What is Urban Poverty?

It is a situation where people cannot afford basic needs (clothing, food and shelter) and lack opportunities on education and employment. Urban poverty is also manifested in poor communications networks and limited access to information and social amenities.

Common Issues And Trends

Lack of resources especially funds, limited coordination among stakeholders, poor governance, inadequate representation of the poor and apathy were identified as some of the common issues and trends.

Limiting Factors

Unequal participation, poor infrastructure and lack of information on efficient utilization of resources and poor practices guarding indigenous communities (higher tariffs and taxes) are major obstacles in the war against poverty. Others include; limited collection and utilization of revenue and lack of capacity to respond to poverty needs and practices.

Opportunities

There is need to exploit regional co-operation and strategies in dealing with common issues. This will facilitate information flow and exchange of ideas. This factor, coupled with increased human traffic can be exploited to address urban poverty. Other opportunities include; good climate which enhance agriculture, generation of funds at the local level, twinning of cities, decentralization and the realization that the poor have a solution.

GROUP 3: UP-GRADING SLUM AREAS

Common Issues/Trends

The working group identified several common issues. These were increasing populations, lack of planning and upgrading,, lack of collaboration between different sectors, poor governance, lack of accountability and various land tenure systems.

Limiting Factors

A number of factors impede upgrading of slums. To begin with, there is lack of policy governing provision of shelter. This has been made worse by lack of planning and coordination between the councils and investors. Encroachment of personal and political interests.

Opportunities

Policy governing slum up-grading can be formulated and where they exist, they should be enforced to achieve the desired results. Landlords can also be persuaded to put up better shelter (Adopt participatory Approach) and existing NGO's should be tapped for their capacities and potential. Lastly, we should appreciate that slum dwellers have a solution. The realisation that information sharing can also be enhanced between the various councils also provides a glimmer of hope in this endeavor.

GROUP 4: CIVIL SOCIETY INVOLVEMENT IN URBAN PLANNING AND MANAGEMENT

Civil Society – organized community group with specific objectives.

Private sector – A group of contributors to economic growth of urban set up.

Common Issues/Trends

A number of common issues emerged in this area. First, it was felt that recognition and acceptance of Civil Society and private sector is important. On the other hand, poor communication and coordination of city goals between private sector and the councils were also identified. Lastly, poor governance – mistrust, corruption and lack of transparency - also emerged as a common issue.

Limiting Factors

Poor Urban management approaches and lack of a comprehensive legal framework are some of the

factors hindering progress towards this end. Lack of transparency, inadequate community participation and poor distribution services also hinder this process.

Opportunities

Partnerships and collaboration between cities, potential donors, civil society and Private sector can be established to enhance this process. Secondly, there exists in one form or another, institutional mechanisms to facilitate the process. Finally, the national policy frameworks in each country, supported by local government reforms, can be an asset in this process of city consultations.

6. CITY ACTION PLANS

The cities presented their city action plans. All the cities embraced the idea of forming steering/task committees that are inclusive for a successful CDS process. Kampala has prioritized Solid and Liquid waste management as the key thematic area of focus, whereas the other two cities propose to undertake a more open-ended process approach.

Over the next few months, Kisumu will mainly consult with various stakeholders, whereas Musoma's emphasis will be pilot projects to emphasize the vitality of this process. Kisumu and Musoma will take a citywide approach, spearheaded by an all inclusive stakeholder consultative process, while Kampala has selected five pilot settlements. This diversity in approach offers an opportunity for city-to-city learning and adaptation of a variety of approaches and methods in formulating City development strategies. This section summarises each of the Cities' Action Plans developed during the workshop.

6.1. Kampala City Action Plan

Management Of Liquid And Solid Wastes

Like other cities within lake Victoria region, Kampala experiences a big problem with solid and liquid waste management. The Mayor identified the problem one of the top items on his agenda. The problem has in the past caused a number of cholera outbreaks.

The result of poor waste management system has led to pollution of lake Victoria with most of the solid and liquid waste flowing into the lake. The city is divided into eight divisions and each is autonomous making management of the city difficult.

6.2. Musoma Town Council Action Plan

The Musoma team noted the importance of applying pilot activities in the programme design. The pilot design, it was observed, would offer an important learning opportunity on how to conduct a programme.

The council seeks to involve different stakeholders to address the problems identified in the council's City Development Strategy.

6.3. Kisumu City Action Plan

The Kisumu team recognized the importance of participatory approach to development and said the City Council is already adopting this process in planning and implementing the city's development process. This will help to ensure that all stakeholders are involved in developing Kisumu's investment plan

The team noted that some projects are lying abandoned because of the top-down approach where people were not involved in project identification, design and implementation.

Kampala Action Plan Activities

Musoma Action Plan Activities

**Kisumu Action Plan
Activities**

7. WORKSHOP REFLECTIONS AND CLOSING

The participants expressed satisfaction with the workshop and appreciated the experiences learnt through both the formal and informal interactions.

It was suggested that all the three countries of Kenya, Uganda and Tanzania should strongly consider forming Local Authorities Associations where none exist, or strengthen existing associations.

Representatives of international organisations noted that most donors have tended to ignore urban areas when designing and funding programmes.

The Care Kenya representative said the organisation would now apply resources and skills to contribute to urban planning and development.

The International NGOs representatives observed that the Kisumu workshop was an important learning experience for them on challenges facing urban centers and their needs.

Participants from the Central Government declared that the three-day workshop had been enriching and facilitated an important interaction process between the Government, Local Authorities, Civil Society and the donor community.

The Musoma team appreciated the output of the workshop especially the insight they got that all the three cities have similar problems; it is only the magnitude that differs.

Mr Henry Uisso, Town Director, Musoma Town Council

He said the workshop has provided participants with a forum to share experiences and learn from one another.

Mr. Uisso singled out one of the most important lesson learnt during the four days of the workshop; that the three cities share similar problems and they need to network to effectively address these problems.

He stated that the forum has taught participants that sustainable development can only be achieved through involvement of all stakeholders in the development process.

Sabastian Ochieng, Administrative Secretary Ulaa/Uaau Joint Secretariat

He said the Kisumu meeting has provided local authorities in the region with a rare opportunity to learn, share and reflect about challenges facing cities in the region

Mr Ochieng expressed optimism that the experiences and lessons learnt from the meeting would help stakeholders to deal with the problem of solid waste management and thus improve on the urban environment..

Barbara Ombanya, Ngos Representative

She expressed the desire by NGOs to forge partnership with other stakeholders, especially on the issue of urban development to ensure the process was participatory.

Ms Ombaya expressed NGOs' commitment to support the local councils to implement work plans and city development strategies to ensure success.

Josiah Omotto, Programme Manager ITDG-Eastern Africa

He informed participants that ITDG has programmes in Kenya, Uganda and Tanzania and that the organisation is currently working with the University of Dar-er-Salaam and the Musoma team on how to scale up the programme in Tanzania.

He said ITDG will share its reports on slums upgrading, planning and policy issues with the cities participating in the Lake Victoria initiative. Mr Omotto assured participants that ITDG had resources to support the Kisumu process and said the organisation believes in networking with other NGOs and CBOs.

He said ITDG, as a member of the Shelter forum, will strive to support information exchange between Musoma, Kisumu and Kampala in consultation with the UN- Habitat.

Marion Tukahirwa, Assistant Chief Administrative Officer, Wakiso District

She said the participants had gathered a lot of information through both informal and formal discussions during the workshop.

Marion expressed commitment to fulfill whatever had been resolved and ensure that the initiative is a success.

Cecilia Njenga Kinuthia, Human Settlements Advisor, UN-HABITAT

She thanked ITDG for co-ordinating the programme and reiterated the initiative's importance in the Urban Management Programme.

Ms. Kinuthia thanked His Worship the Mayor of Kisumu, Councilor Shakeel Shabbir, for his dedication and personal commitment to the programme.

She expressed hope that the cities and other stakeholders will work together adding that UN-HABITAT is committed to engaging the cities and working closely with them in other programmes.

Kisumu Deputy Mayor, Mr Simba Opepo.

He thanked the UN-HABITAT for holding the meeting in Kisumu, recently elevated into a city status.

Opepo said the workshop provided a unique learning experience and expressed hope that the participants will go back to their cities with a basketful of knowledge.

The three Cities of Kisumu, Musoma and Kampala, he said, should interact regularly and share information for the mutual benefit of their people.

33

WORKSHOP REPORT

Regional Workshop For Lake Victoria Cities/ Municipalities Development Strategies for Improved Urban Planning - March, 2002

Different views of Kisumu Town

The workshop participants pose for a group photograph.

Workshop participants on a tour of the host city Kisumu

Workshop participants follow proceedings keenly

Participants tour the Kenyatta Sports Ground, Kisumu which is currently undergoing renovations.

Participants take time to thrash out the issues over a cup of tea

Month**Activities****MID –MARCH**

- Report the workshops proceeding to the council's executive committee headed by the Mayor. This will be done with the aim of securing committee's support for the designed action plan for the city.
- Present the plan to the Physical Planning and Public Health departments for approval.
- The plan will also be presented to the full council meeting for further endorsement before starting the consultation process

MID APRIL

- Formation of a steering committee that will comprise technocrats, politicians and other stakeholders. The steering committee will work out criteria of identifying one slum area in each division as the pilot site for the implementation of the programme, and mobilise funds for the consultation process. In total, four slum areas will benefit from this project. In the selection process, two slum projects will be located along the border of Kampala city council and Wakiso district. The Wakiso involvement is particularly important as the Kampala City council and the Wakiso district have in the past differed over dumping of solid waste in the district by the City Council. To this end, Council officials say they will consult the Wakiso district on the city plan and have the district's representative included in the steering committee. The main aim of spreading over the project to four divisions is to ensure political balancing. During this period, the team expects to start the participatory process and preparation of base maps that will accompany the profiles and form the basis for action. The steering committee will have sessions with politicians, slum dwellers and other stakeholder to gather their views and involve them in the process.

JUNE 15

- End of the consultation process and drawing of an investment plan. The Kampala team hopes to raise funds for the project from Swedish International Development Agency, UN Habitat and other development partners.

Month

Activities

MID –MARCH

- The Musoma team is to present the outcome of the Kisumu workshop to the council and other stakeholders. The team undertook to convince the council to endorse the plan of action, carry out a pilot study and then document every step of the process.

MAY-JUNE

- Conduct a sensitisation campaign targeting politicians, government officials and other stakeholders. This period will also be used to consult all stakeholders on the citywide action plan. The consultation process is aimed at internalizing the entire process

JULY

- Carry out a review of the investment plan to identify key areas, identify internal and external funding sources and expertise

AUGUST

- The investment plan will be presented to donors consideration for funding and project implementation is expected to start within the same month. The council will seek support from NGOs and other institutions to ensure the plan succeeds
- Involvement of the central government in the process of investment plan design and implementation is key.

Month**Activities****MARCH 30**

- Review and update of Kisumu profile.

APRIIL 15 - MAY 15

- Start of the consultative process involving councilors, the Central Government, County Council and the private sector

MAY 15- JUNE 15

- Start of a consultative process with Kisumu residents, which is to be spearheaded by councilors. The output will be fed into the investment plan. This process will be carried out concurrently with the process of up-dating the document since additional views are expected from other stakeholders.

JULY 15

- The consultation process is expected to end by then. This process will be participatory and will have a feedback mechanism.

JULY –AUGUST

- Development of a detailed implementation plan. The detailed plan will be people-centered and a document that all stakeholders will claim ownership of. As the council implements the investment plan, it intends to look afresh at the city's latest physical plan, which we have noted has gaps that need to be filled. During the same period, a steering committee will be formed comprising officials from the City Council, Central Government, NGOs and the private sector to ensure a holistic approach to the project.

Output

- Document from consultation process and a detailed plan.

Input

- Stakeholders will provide the inputs. From March 30, the council will look into the resources required to successfully implement the action plan.

Workshop participants follow proceeding keenly
Participants make presentations
Lake Victoria

LIST OF ABBREVIATIONS AND ACRONYMS

CDS – City Development Strategy

UMP – Urban Management Programme

ROAAS – Office for Africa and Arab States

SIDA – Swedish International Development Agency

SCP – Sustainable Cities Programme

NGOs – Non Governmental Organizations

CBOs – Community Based Organizations

UNDP – United Nations Development Programme

ALGAK – Association for local Government Authorities of Kenya

ITDG – Intermediate Technology Development Group

LVRILAC-Lake Victoria Region Local Authorities co-operation

MDP-Municipality Development Programme

PROGRAMME BACKGROUND

Lake Victoria Region City Development Strategies (CDS)/Slum Upgrading for Improved

Urban Environment and Poverty Reduction

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

Urban Centres on the Shores of Lake Victoria

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

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

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

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

The Project

The Lake Victoria Region City Development Strategies (CDS)/Slum Upgrading for Improved Urban

Environment and Poverty Reduction is an initiative of UN-Habitat facilitated by the Urban Management Programme (UMP) in collaboration with the Regional Office for Africa and Arab States (ROAAs). It is supported by the Swedish International Development Agency (SIDA).

Project Purpose

The initiative aims to mobilize City Governments along Lake Victoria and other stakeholders to develop a programme for laying out City Development Strategies for improved urban environment and poverty reduction.

This project is an effort to address the absence of effective planning in cities in a bid to improve the environment around Lake Victoria Region.

This initiative would inform the sub-regions and participating cities on participatory approaches for preparation of CDS/Slum upgrading programme. It will build on the on-going Municipal Development Programme (MDP) activities in Wakiso-Kampala, the Sustainable Cities Programme (SCP) activities in Tanzania and UMP activities in the region. It will work in collaboration with the Lake Victoria Region Local Authorities Co-operation (LVRLAC).

Project Targets

The project targets three local authorities of Kisumu (Kenya), Kampala (Uganda) and Musoma (Tanzania).

Project Approach

The project shall be spearheaded by the targeted three local authorities in partnership with key stakeholders namely: local communities, the private sector, government departments, NGOs and civil societies. Others include: associations of local authorities, academic institutions, professional associations, regional and international organizations.

The project team will adapt and apply a menu of means tested approaches and methods that have been developed and tested by UN-Habitat in several cities. These include Rapid Urban Competitive Assessments, Municipal Checklists, Benchmarking, Vulnerability Assessments, SWOT Analysis, Stakeholder Analysis, Gender Analysis and Action Planning.

Project Implementation

The project will be implemented in three stages:

Stage I: Preparation of a brief situational analysis of the development challenges in the three cities in

consultation with a wide range of stakeholders.

Stage II: Sharing of city experiences at a regional workshop and development of a framework for continuous sharing of ideas and lessons.

Stage III: Preparation of CDS/Slum Upgrading Programmes for the three Cities.

Key Result Areas

- Establishment of an inclusive, co-ordinating mechanism at City/Municipal levels to address urban poverty reduction, slum upgrading and environmental challenges.
- Improved urban planning and management capacities of the respective councils.
- Formulation of CDS/Slum Upgrading Programmes for improved urban environment and poverty reduction.
- Development of proposals and investment plans for resources targeting city and regional level initiatives aimed at improving the urban environment and reducing urban poverty.

Project Sites

Kisumu

Kisumu, the third largest Kenyan town/City after Nairobi and Mombassa, lies on the Eastern Shore of Lake Victoria right at the head of Nyanza Gulf.

The town/City is ranked as the poorest in Kenya and has an estimated population of 340,000; majority being young people under 19 years of age.

Kampala

Kampala is the capital city of Uganda, and is situated on Lake Victoria. Being Uganda's largest City, it serves as the country's administrative, communications, economic and transportation center. Much of the City is built on and around six hills.

Musoma

Musoma is located on the shores of Lake Victoria and has an urban population of about 120,000. It is growing at an increasingly high rate and is beginning to experience the problems of cities.

Intermediate Technology Development Group (ITDG)

ITDG's vision is one of *a more equitable and just world in which technology enriches and benefits the lives of poor people*, while its mission is *to build the technical skills of poor people in developing countries enabling them to improve the quality of their lives and that of future generations.*

Founded by the author of 'Small is Beautiful', Dr. E.F. Schumacher, it is an international Non-Governmental Organization which has seven country and regional offices. These are in Eastern Africa, Zimbabwe, Sri Lanka, Bangladesh, Nepal, Peru and the United Kingdom. The East African office situated in Nairobi, supports research, information, policy and development activities in Kenya, Uganda, Tanzania, Rwanda, Burundi, Sudan, Ethiopia and Djibouti

The organization works in seven programme areas: Urban Livelihoods and Shelter, Energy, Transport, Manufacturing, Food Security, Agro-processing and Disaster Mitigation (including conflict management and resolution). In addition, ITDG-EA has three programme support units - Fund-raising and Marketing, Communication, Finance and Administration.

ITDG-EA has established action-oriented rapport with a number of professional associations, research and academic institutions in Eastern Africa. Key among these are the Universities of Makerere, Dar es Salaam, and Nairobi; the Architectural Association of Kenya (AAK), the Kenya Institute of Planners (KIP), the University College of Land and Architecture (UCLA) in Tanzania, the Institute of Surveyors (ISK) and the Institute of Civil Engineers.

Operating Principles

ITDG-EA's is totally committed to empowering the urban poor and making positive changes in their

livelihoods. ITDG's participation in this project will be guided by the following core principles:

- ☞ Recognizing the rights of the urban poor (women, men and the youth) to effective participation;
- ☞ Building on on-going efforts within the respective local authorities and drawing inspiration from regional, central and local government reforms in each of the three countries;
- ☞ Operating within an inclusive institutional framework in which each of the local authorities plays an enabling role in strategy development, municipal planning and urban management.;
- ☞ Working with a range of public, private, civil society and community actors to mobilize resources for poverty reduction;
- ☞ Mainstreaming gender and paying due attention to vulnerable and marginalized groups;
- ☞ Lesson learning, horizontal exchange and contributing to knowledge management systems in

city development strategy and ensuring that the impacts of project interventions are felt in other local authorities in the region and at international levels;

☞ Giving good value for the project investment and being accountable for all actions.