

Acronyms and Abbreviations

CBOs -	Community Based Organizations
CDPM -	Center for Development and Planning Management
CDS -	City Development Strategy
CSOs -	Civil Society Organizations
EAC-	East African Community
ECOVIC-	East African Communities Organization for Management of Lake Victoria Resources
EPM -	Environmental Planning and Management
EDWA-	Entebbe District Wildlife Association
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
LURLAC-	Lake Victoria Region Local Authorities Co-operation
MDGs -	Millennium Development Goals
MOUs-	Memorandum of Understanding
MTEF-	Medium Term Expenditure Framework
NEMA	National Environmental Management Authority
NGOs -	Non-Governmental Organizations
PORALG	President's Office Regional and Local Government
PPPUE -	Public Private Partnerships in Urban Environment
SAPs-	Strategic Action Plans
SCP-	Sustainable Cities Programme
Sida-	Swedish International Development Agency
SIPs-	Strategic Investment Plans
ToT-	Training of Trainers
UMP -	Urban Management Programme
UN HABITAT-	United Nations Human Settlements Programme

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Introduction

A 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 reducing poverty through systematic and sustained development strategies.

The Lake Victoria City Development Strategies for Improved Urban Environment and Poverty Reduction Programme was started in early 2002 to address the declining quality of life around the Lake Victoria region. The initiative applies the participatory planning methodology to achieve the Millennium Development Goals (MDGs) especially in the areas of developing global partnerships for development, ensuring environmental sustainability and eradicating extreme poverty.

The cornerstone of a successful CDS is a changed urban governance style that is inclusive and consultative, a clean environment and improved livelihood.

The Entebbe Training of Trainers (ToT) Capacity Building Workshop was a follow-up of the Kampala Induction Workshop held on 15th – 19th May 2005 to induct three more cities into the ongoing Lake Victoria CDS programme being undertaken by UN-HABITAT with support from the Swedish International Development Agency (SIDA) for local authorities around the Lake Victoria region. The Kampala Workshop inducted three more cities, namely, Bukoba (Tanzania), Entebbe (Uganda) and Homa Bay (Kenya) to the CDS process. Also invited to the Kampala Workshop were the three Pioneer Lake Victoria CDS cities Kampala (Uganda), Kisumu (Kenya) and Musoma (Tanzania). The Kampala Workshop introduced the CDS concept to the three Second Generation cities and shared experiences and lessons learnt from the Pioneer CDS cities. While sharing the experiences with the Pioneer CDS cities CDS preparation, it emerged that there were critical areas and capacity gaps that needed to be addressed to encourage the cities and local communities prepare quality CDS documents and collectively own the process. Arising from the observations and discussions held during the Kampala workshop, it was agreed that a ToT Capacity Building Workshop be conducted.

The Entebbe ToT Capacity Building Workshop participants comprised senior council officials, the CDS focal point official, and stakeholder's representatives from the six Lake Victoria CDS cities. The three Second Generation cities had 10 participants each while the Pioneer CDS cities had 3 participants each. It was felt that more information and knowledge of the CDS process was useful even to the Pioneer CDS cities so that they may undertake the critical stage of implementing the CDS action plans more efficiently and effectively. The CDS initiative aims to build capacities among the cities that have undergone CDS process with the aim of twinning them with other lake region local authorities to fast track the CDS process so that as many local authorities as possible may undergo the programme within minimum time and resources. Among the lessons learned is that local authorities lack the capacity to champion sustainable development since the development planning approach tends to champion physical development without necessarily relating it with inclusive governance, environment and poverty, which are unfortunately the biggest challenges facing cities in developing countries.

DAY ONE: FRIDAY 15 JULY 2005

This was the arrival date in Entebbe, Uganda. The participants arrived by various means and at different times and by nightfall, they had checked into their accommodations.

The Lake Victoria Region Local Authorities Cooperation (LVRLAC) secretariat, which is based in Entebbe, assisted in hotel bookings and logistical support.



LVRLAC was founded in 1997 as a regional initiative to foster cooperation between local authorities in the Lake Victoria basin.

UN HABITAT is working closely with regional and local organizations in the lake region like LVRLAC, ECOVIC, EDWA to partner in initiatives that improve the urban environment and alleviate poverty. It is hoped that this cooperation will expand in future to include other regional and local organizations.

DAY TWO: SATURDAY 16 JULY 2005

Lake Victoria Clean Up Week

The Entebbe Workshop had been planned to coincide with the climax of the Lake Victoria Clean Up Week organized by UN HABITAT, LVRLAC, the East African Communities' Organization for Management of Lake Victoria Resources (ECOVIC) and the Entebbe District Wildlife Association (EDWA). The aim of the Clean Up Week is to create more awareness of the environmental degradation of Lake Victoria emanating from the human activities around the lake and the negative impacts that this has on the communities' livelihood. The increased awareness emphasizes the economic benefits of maintaining a clean environment and calls on the public to change their attitude, behavior, and activities towards the lake environment.



The official launch of the Lake Victoria Clean Up Week at Ggaba beach in Kampala was presided over by Major General Kahinda Ottafire, the Environmental Minister, and John Ssebaana, the Mayor of Kampala.

The residents of Ggaba and the neighboring Bunga had been mobilized during the week to collect garbage from their homes and put it at specific collection points. Five tipper lorries provided by Kampala City Council were on site collecting the garbage and taking it to Kitezi dumping site.

The theme of the Clean Up Week is Save Lake Victoria – “A Clean Environment is every one’s responsibility” and as the Executive director of UN HABITAT, Dr. Anna Tibaijuka has observed, “Inaction today will make the cost of cleaning up much greater tomorrow”. This clarion call and messages are practical ways of understanding the real problems in the cities and how these problems/issues could be addressed and implemented through the City Development Strategies.

The sensitization activities conducted during the Clean Up Week in the Pioneer CDS cities Musoma, Kisumu and Kampala included beach clean ups, sports activities, installation of litterbins and toilets, relocation of car wash bays, information sharing, cultural extravaganza, training of beach management units, tree planting and a procession march. The local communities organized the activities to include all sections of the community.

The Clean Up Week closing ceremony was conducted in Ggaba Beach, a densely populated slum area that sprawls to the Lake Victoria waterfront. It was a colorful and well organized ceremony with high attendance by key Lake Victoria stakeholders and local Kampala residents. The workshop participants had the opportunity to observe the negative human activities such as over-fishing, human settlement and encroachment along the lake reserve, water hyacinth, siltation, car washing, dumping of solid waste, plastic bags and household wastewater that directly affect the water quality and marine life in Lake Victoria.

The workshop participants also observed the similarity in the environmental issues in the three East African countries that affect the livelihoods of the lake region communities.

The lake region communities' messages at the closing ceremony were conveyed through songs, poems, mimes, exhibitions and displays and spoke on the need to conserve the environment in order to save the lake and improve their livelihoods. The communities conceded that they are largely to blame for environmental degradation, yet they are the most affected by their negative activities. The lake region communities can therefore relate their activities, the degraded environment, and their declining livelihood.

The guest speakers at the closing ceremony emphasized the need for concerted efforts to Save Lake Victoria because a clean environment was every ones responsibility.

The chief guest at the closing ceremony was the Ugandan Minister for Water, Lands and Environment. Other guests included the Kampala Mayor and other mayors from lake region cities, and officials from UN HABITAT, LVRLAC, ECOVIC, and EDWA.

The Kampala Mayor, John Ssebaana welcomed the guests to Kampala and urged the users and beneficiaries of Lake Victoria to harness its resources sustainably and view the protection of the lake as a personal responsibility.

UN HABITAT officials thanked the lake region communities for addressing the challenges facing the lake and showing a willingness to resolve the issues through the CDS initiative. They urged the stakeholders to implement sound environment practices up to the household level. It was suggested that the Lake Victoria Clean Up Week be turned into an annual event where the communities and local authorities could participate in a best practices competition for conservation of the lake. UN HABITAT entered into a cooperation agreement with ECOVIC and LVRLAC to address environmental issues around the Lake Victoria region and the officials urged local organizations involved in lake conservation to work closely with the local communities and local authorities.

The Minister, Major-General Kahinda Ottafire stated that the Ugandan government is committed to conservation of Lake Victoria and highlighted a number of initiatives the government was undertaking. He appealed to all stakeholders to make a personal undertaking to keep the environment clean since most of the environmental issues/problems arise from individual activities. In doing so, he said the communities would be respecting nature since the lake is a rare gift of nature.



The Marabou Stork is associated with environmental awareness. Common in Kampala, the Stork can be found around dumpsites picking at litter.

Dr. Julius Ayo-Odongo, secretary general of LVRLAC flagged off a match past led by a brass band from Bunga to Ggaba. In attendance were representatives of UN-HABITAT, LVRAC, ECOVIC and government officials, stakeholders, a delegation from the municipalities of Bukoba, Entebbe, Kisumu, Musoma, Homa Bay, and Mwanza, and local residents. A cooperation agreement was signed between UN-HABITAT, LVRLAC and ECOVIC with the aim of forging a partnership to create synergy towards conservation of the Lake basin.

DAY THREE: SUNDAY 17 JULY 2005

Opening and Remarks Introductions

The workshop opened with introductions by the participants and introductory remarks by UN HABITAT and LVRLAC officials.

Cecilia Kinuthia-Njenga of UNHABITAT made a recap of the CDS progress and briefly highlighted the achievements made so far, noting that it was arising from the lessons learned that ToT Workshop was found necessary and the expectations were that it would ultimately widen the scope of more stakeholders understanding the CDS process and implementation. The Clean Up Week, which is a pilot CDS initiative, demonstrated how the three Pioneer CDS cities applied the participatory planning approach to make the campaign a success. She thanked all those who were involved in the Clean Up Week and especially the Kampala organizers for the great effort put into hosting such a large gathering at the closing ceremony. It was hoped that the exchange of experiences and ideas during the workshop would increase the knowledge of the CDS process for the Pioneer and Second Generation cities.



David Kithakye of UNHABITAT noted that whichever way planning was viewed, conservation of Lake Victoria left little choice but for to the lake region local authorities to work together and reverse the degradation that has taken place over the years. Noting that the CDS process may take some time for the full benefits to be realized, he gave the example of the successful Dar es Salaam Sustainable Cities Programme (SCP) that took 10 years complete. Mr. Kithyake stated that CDS is the most sustainable way of dealing with city issues/problems in a more efficient and effective manner because it demands good governance practices in its approach. He thanked the cities and LVRLAC for showing great enthusiasm and implementing activities that will improve the regional environment and community's livelihoods.

The LVRLAC Secretary General, Dr. Julius Ayo-Odongo welcomed the participants and urged them to make CDS a reality so that the environment and livelihoods of Lake Victoria region communities may be improved.

Workshop Outline

The Entebbe ToT Capacity Building Workshop covered the following City Development Strategy subjects:

1. City Development Strategy (CDS) Process
2. Participatory Planning
3. Communication and Information Sharing
4. Teamwork and Team Building
5. Resource Mobilization
6. Project Management
7. Negotiation Skills
8. Teamwork & Teambuilding

Workshop Objective

The objective of the ToT workshop is to build the capacity of local authorities around Lake Victoria region to prepare CDS through participatory planning for improved urban environment and poverty reduction.

Expected Workshop Outputs

The expected outputs from the workshop were as follows:

- The new and old cities will understand better how to practice participatory planning during the CDS process.
- The participants will be better placed to perfect the art of communication and negotiation skills that are necessary to impart information sharing and dissemination as well as both the council officials and stakeholders being better placed to negotiate successfully among themselves.
- The CDS working group member's synergies and teamwork will be improved for the benefit of the communities concerns.
- The local authorities will improve on own revenue sources and skills to seek funding elsewhere and in turn finance more action plans.
- The participants will have better understanding on how to implement and manage the action plans.
- The participants shall be well equipped to form a training of trainer's resource pool and undertake similar CDS workshops for the stakeholders back in their cities.

The participants made valuable contributions, and a checklist as the workshop progressed indicated the expectations were met. The training together of council officials and other stakeholders from the cities added value to the CDS process as this seems to have started building productive partnership between them.

Work Plan Presentation and Progress Reports

The Second Generation cities made presentations on a work plan agreed upon during the Kampala Induction Workshop. The Pioneer CDS cities gave a progress report of the CDS implementation.

Kisumu City

Size: 828 km²

Population: 345,312 (1999)

Growth Rate: 2.8%



The Kisumu Council Director of Environment, George Wasonga, gave a brief overview of the Kisumu CDS and thereafter informed participants of the ongoing action plans. The Kisumu CDS is being implemented through a broad stakeholders group, the Kisumu Action Team (KAT) that replaced the Working Group but includes many former group members. The Constituency Development Fund (CDF), a fund which is primarily controlled by members of parliament, is funding some of the Kisumu CDS action plans. Projects being implemented include:

1. Initiatives towards combating urban poverty

These include Kisumu Slums Upgrading Project and Street Traders Relocation Programme. A water borehole and solid waste projects are being undertaken in the slum areas while suitable land where the hawkers will be relocated have been identified and being improved.

2. Water and Sanitation Initiatives

The newly formed water and sewerages services company is undertaking a 30 kilometer water pipeline to the pro poor Manyatta area and further started community managed water connection selling points at Nyalenda.

3. Solid Waste Management

In collaboration with Equator Bottling Company who donated litter bins, the council is sensitizing the public on street cleanliness and has placed the bins at vantage points in the central business district to where the public can dump the litter. The council is also undertaking demonstration dumping sites in the neighborhoods in collaboration with Japanese agency. The council is undertaking a bigger project to integrate solid waste management with the support of SIDA, which will include relocation of landfill site and promotion of recycling initiatives.

4. Urban Transport

The council is implementing Sustainable Urban Mobility in collaboration with the University of Nairobi that will involve promotion of non-motorized urban transport lanes for both pedestrians and cyclists. The council is also reviewing bylaws on commercialized and thriving bicycle taxing, locally known as *boda boda*.

5. City Planning Initiatives

Installation of Geographic Information System (GIS) is in progress as well as training the council staff to operate the technology.

6. Improving Governance Initiatives

After the Working Group finalized the CDS documentation, a smaller but representative group – Kisumu Action Team Development Forum (KATDF) was formed which assists the council in projects implementation. The council further facilitates in information sharing and dissemination through regular newsletter publication and exhibitions that explain the council activities.

7. Health Improvement

The council has established Health Management Committees with membership also drawn from the stakeholders to manage the council health centers. In addition, a HIV/AIDS project has been launched with the support of UNHABITAT, Kenya Medical Research Institute (KEMRI) and Commonwealth Development Cooperation (CDC) where the stakeholders have formed committees in the neighborhood to sensitize the public on HIV/AIDS and educate the affected on practices and programmes that may help prolong their health.

Kampala City

Size: 189 km²

Population: 1.2 million (2004)

Growth Rate: 4.9%



Kampala City Council official Joseph Ssemambo highlighted the contents of Kampala CDS and highlighted the projects being undertaken. The objective of the CDS is to improve accessibility and transport infrastructure, improve social-economic and environmental living conditions of the poor, improve on nutrition and food security in, and improve the sanitation conditions in poor neighborhoods. The strategic areas are Finance and Planning, Health and Environment, Physical Planning and Infrastructure Services, and Management Support Services. The intersection between the objectives and the strategic areas are the critical path points where action needs to be taken to improve on environment and poverty concerns.

Action Plans being implemented since end of 2004 upon CDS documentation

1. Projects under Nakivubo Channel Rehabilitation Programme (NCRP) and Kampala City Council (KCC) include rehabilitation of the channel, roads, and revenue enhancement.
2. Projects under taken by KCC and Local Government Development Programme (LGDP) include anti malarial drains, refuse collection projects, expansion of the land fill at Kitezi, computerization/local networks, construction of Lubaga division offices and street lighting.
3. Other projects funded directly by international agencies include the Ecological Sanitation (Ecosan), Edible Landscape, and the Kampala Urban Sanitation Project (KUSP).
4. KCC is implementing a pilot project on improving sanitation and food production.
5. Equipping the GIS unit to aid in information generation, analysis and coordination.
6. Website has been launched and this is aimed at narrowing the information gap flow between the people and the administration for better service delivery.

Strategies to enhance revenue

1. Privatizing revenue collection
2. Introduction of revenue unit (revenue enhancement and research in revenue potential study).
3. Procurement of services of a revenue enhancement specialist.
4. Direct banking of all property rates and other monies to avoid fraud and forgeries.
5. Linking the Revaluation of properties with the GIS so as to make it easy to produce demand notices on time and more accurately and also to use it for physical planning purposes
6. Carrying out a census on all the taxis operating in Kampala. A quick survey indicated that the council could collect more revenue than it currently raises.
7. The council is undergoing major reforms especially in revenue and traffic sections, for purposes of improving own revenue sources and deal with major traffic jams respectively.
8. The council is in the process of privatizing solid waste management. The publics response has been positive and there has been marked improvement in the load collected and even the willingness to pay for the services has increased

Challenges to Kampala CDS Implementation

1. Seasonal variations for example actual licenses and graduated tax sometimes drop.
2. Stakeholders interest in participatory planning still low.
3. Dependence on direct tax, which is difficult to collect for example licenses, poll tax.
4. The many uncoordinated players in city management makes gathering information difficult.
5. Funding for CDS action plans quite inadequate.
6. City environmental and poverty profiling which is being redone, is ongoing

Musoma Town

Size: 63 km²

Population: 120,000 (2004)



The Musoma Town Engineer, Benjamin Maziku presented the progress report. The CDs process in Musoma started January 2002 by selling a strategy document to SIDA officials. The process kicked off in January 2003 as part of the Local Government Reform Programme (LGRP). Community sensitization seminars were conducted, and data and public opinions on council service delivery collected. The data analysis results were presented at a stakeholders meeting resulting in prioritization of problems and formulation council vision/mission statement.

Musoma town council is determined to be accountable in order to raise living standards of residents by provision of quality services by using own resources efficiently by involving them under good governance. The mission leads to community participation aimed at improving the standard of living. Gender balance is a key component as is environmental conservation, effective and efficient resource management in service delivery, and transparency and accountability. At a workshop held in Kisumu in March 2002, Musoma Council presented a situation analysis and challenges faced by Musoma Town Council. The strategic aims of the Musoma CDS are to improve of urban environment, improve urban infrastructure services, promote urban economic growth, urban planning management, community participation, maximize revenue, and a HIV/AIDS Program

Action Plans Implemented in Musoma

1. One cesspit emptier purchased
2. New dumping site identified at Buhare
3. Kitaji Pond rehabilitation paper sold to donors.
4. Spill way constructed by council but not complete yet.
5. 142.6km of roads have been maintained and 25km new roads constructed.
6. 500m of new storm water drains constructed.
7. French company contracted to rehabilitate the existing water net work and expand network
8. Construction of Rwamlimi water reservoir tank underway
9. Promotion of investors
10. Over 6.0 million loans was given to youth and women groups by the council and encouraged NGO's to provide soft loans to needy residents.
11. Sensitization to fisherman on effect of illegal fishing done
12. Fish landing sites identified
13. Town cadastral maps have been updated.
14. Kiara, Buhare, Bweri and Makoko secondary school constructed by the council, community and Musoma stakeholders.
15. Full Council meetings are open to the public for more transparency
16. Awareness creation conducted to all 13 wards, 57 hamlets 10 per group on HIV/AIDS spread & risky group areas
17. An information centre office established at MTC.
18. Musoma website is in the pipeline, and internet service is now available in town with 3 internet café & 1 Internet Service Provider

CDS Cities Experiences and Challenges and Lessons

The participants from the Pioneer and Second Generation cities shared the experiences and challenges they have encountered during the CDS process. The following are the experiences and challenges encountered during the process:

- ❑ In some cities, councillors thought that CDS was a project fully funded by UN HABITAT. The initial expectation was that there would be a lot of money flowing into the council coffers.
- ❑ Most stakeholders were initially disinterested in the CDS process because earlier encounters with such consultations did not translate into actions plans and where action plans occurred, the stakeholders were not involved in the project management.
- ❑ The gender equity and affirmative action was quite important to the stakeholder's fraternity as women play a crucial role especially in sensitization at the household level.
- ❑ Initially, stakeholders such as the hawkers and *boda boda* groups, who are usually hostile to new initiatives, took a lot of time and negotiation to buy into the CDS concept.
- ❑ Stakeholders expect payments whenever they attend meetings.
- ❑ Some cities were initially apprehensive as they thought CDS was in conflict or was replacing the development planning they are used to. This was exhaustively discussed and it was observed that CDS is a development planning method structured to reinforce and give weight to environment and poverty alleviation.
- ❑ The CDS process has fortunately prompted the Pioneer CDS cities to prepare bylaws to mitigate environmental degradation among other action plans.

The participants were taken through the CDS process with explanations and discussions at every stage of the process. The Pioneer CDS cities gave valuable insights on their experiences during the CDS preparation. It was noted that the major bottleneck in the process was convincing both the politicians on the one hand that inclusion of other stakeholders was in the best interest of improving citizens' livelihood, while the stakeholders on the other hand were initially skeptical about the cities commitment to a productive partnership. A resolution to this mutual mistrust took a while to bear fruit and the engagement is continuously being pursued.

The next discussion dwelt on the process of integrating environmental planning management approach into the development planning. It was emphasized that environment and poverty concerns are better addressed when planning focuses on action plans that lead to their improvement. This ensures qualitative development as opposed to physical infrastructure developments that do not in the hindsight address the two concerns. The environment should be viewed as an investment in basic infrastructure which is geared towards improving the quality of the community's livelihood.

City Development Strategy (CDS) Process

City Development Strategies are action plans for equitable growth in cities, developed and sustained through participation, to improve the quality of life for all communities. The results of CDS documentation is a collective effort of the communities and partners, aimed at improving the environment and poverty alleviation through systematic and sustained strategies. Moreover, CDS becomes a handy tool to improve city governance because of its inclusive nature and participation of the broadest critical mass in the city and beyond.

The many challenging concerns for example that were observed during the Lake Victoria Clean Up Week can sustainably be resolved through the CDS process over time. Commitment to the cause by both the cities and stakeholders was however observed as the cornerstone of realizing these ideals.

In the workshop discussions, it was noted that the population of fish in the lake has tremendously declined, and the species of fish has gone from between 50 and 60 in the 1970s to only 3 species. This has greatly affected the lake region communities who rely on fishing as food and main economic strength. The water quality of Lake Victoria has also deteriorated yet most households in the lake region use the untreated water. The two examples demonstrate how the communities around the lake region are becoming impoverished and prone to water borne and other diseases. The biggest disease threats in the lake region are malaria and the HIV/AIDS pandemic, which require radical action plans that will improve the environment and alleviate poverty. It is these and other real problems that Lake Victoria CDS is geared to address in the long run.

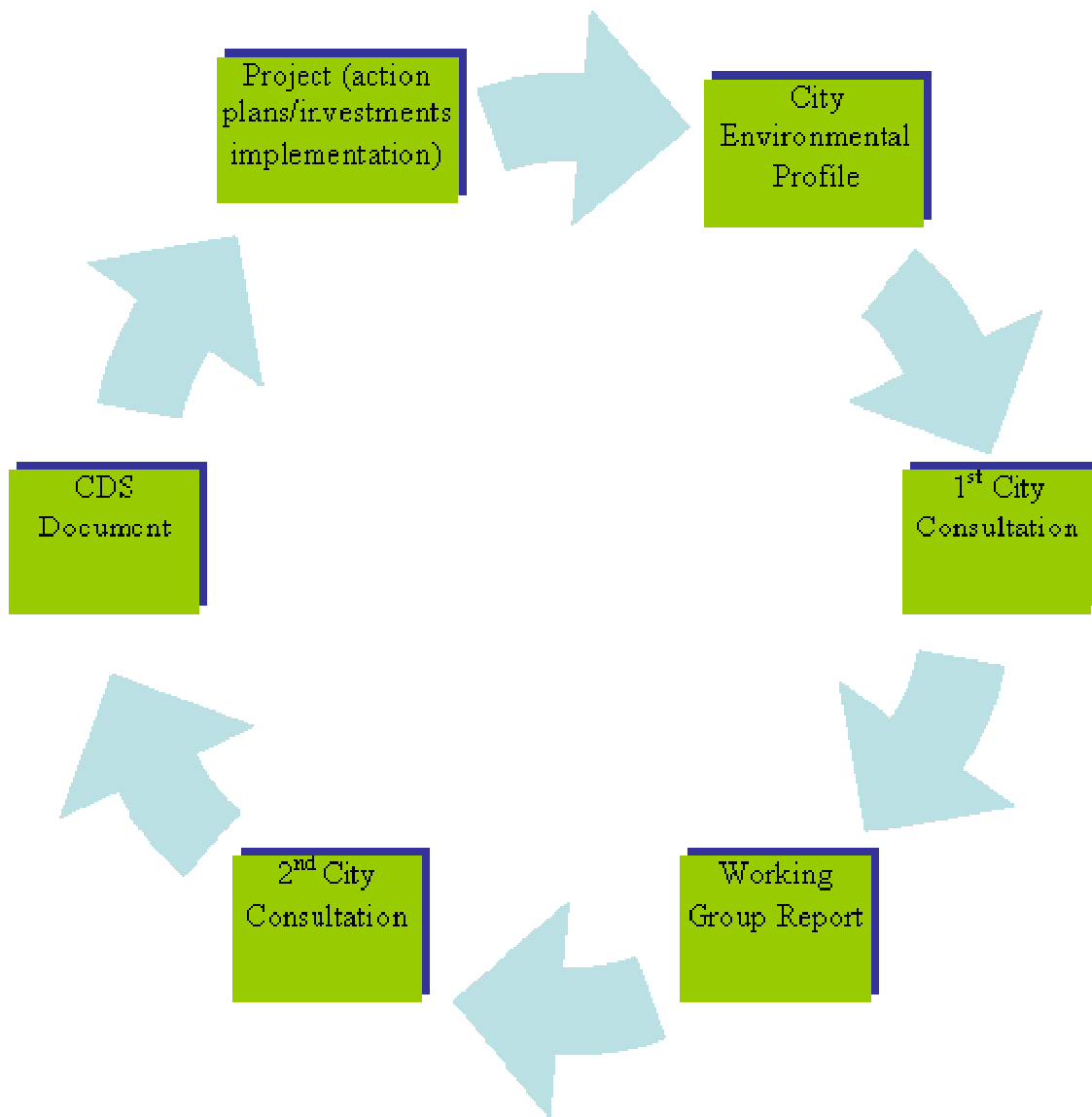
Integrating environmental planning in development planning ensures that development activities do not compromise the natural environment.

The current scenario where Lake Victoria is environmentally degraded illustrates how human activities which do not give due regard to the regeneration of the natural environment result in increased poverty. For example, over-fishing depletes the fish population in the lake, adversely affects the local economy and interferes with nature. The importance of integrating environmental planning in development activities cannot be overemphasized. Lack of doing so will definitely lead to negative scenarios in the future.

Environment Planning Management (EPM) complements the City Development Strategies in all the CDS Cycle stages. At every opportunity and planning proposal, an envisaged action is linked to the effects it would have on the environment. EPM therefore acts as a checklist of the CDS proposals to ensure sustainable development. The workshop participants were given several reading materials including the Sustainable Cities Programme (1992-2003) in Tanzania, which applied the EPM approach in a number of cities in Tanzania in with a lot of success.

The EPM approach influences policy changes in various ways to so as to focus on environment and poverty alleviation concerns. These include the planning methodologies, changing individual and city management attitudes, promoting strategic thinking which enhances efficiency and effectiveness, encourages stakeholders to think globally and act locally, taking actions in line of preference rather than political interests, taking now-now action plans which are less costly but whose impact is more effective.

The City Development Strategy (CDS) Cycle



Stages of the CDS cycle

Stage 1: City Environmental Profile

This is a brief about the city. In order to plan better, one needs to have adequate and relevant information about the city. Such information shall include:

Checklist for City Environmental Profile

- ✓ City administrative boundaries and devolved units
- ✓ Existing planning policies and documentaries and how they add up to addressing city issues
- ✓ Organization charts indicating the political and the staff sections and their relationship
- ✓ Geographical and topographical features. This gives an impression of what development can take place where and also indicates the vulnerable areas that needs to be protected. This is supported with suitability physical maps showing the existing situation, model map that would be ideal for the city and a conflict map (problem/issue mapping) that shows the critical areas to worry about in order to improve the environment.
- ✓ Existing infrastructural development and their status which includes roads, schools, health facilities, recreation facilities, commercial buildings, residential areas and their categories
- ✓ Statistics for various users for example city's population, growth rate, poverty level, age brackets, basic school (primary and secondary) going population to those in employment, unemployed, traffic statistics and such as transport mode
- ✓ Council budget. The purpose is to look for how the council raises and spends its revenue sources. What percentage is spent on action plans and trickles down to the welfare benefits.
- ✓ State the existing notable problems/issues affecting the city for example overfishing, unemployment, malaria and HIV/AIDS pandemic, inadequate basic infrastructure, lake pollution etc.
- ✓ Economic activities including both the formal and the informal sectors and how these addresses or can address poverty and environment issues
- ✓ The Strengths, Weaknesses, Opportunities and Threats (SWOT) characterized in the city. This traverses many areas such as local economic development opportunities, human and natural resources, pandemics, city governance, topography and so on. Again, planning requires clear understanding of the city from both the written and unwritten information. The CDS strives to plan for all the communities and improve their quality of life through the improvement of the existing situation hence the need to clearly muster the city.

Following the environmental profile presentation, the workshop participants discussed SWOT analysis in their respective city groups and made presentations later.

Stage 2: 1st City Consultation

After collecting the basic information, the city invites the stakeholders' representatives to a discussion forum. The purpose of the forum is for the communities to give their views on how best the city needs to be managed in order to address the public concerns which will ultimately improve the environment and their quality of life.

Checklist for City Consultation

- ✓ Have the city environmental profile briefs in simple and readable manner.
- ✓ List the organized stakeholders who form a critical mass and how they are affected by the problems/issue and/or how they may be useful in dealing with the problems/issues.
- ✓ From the stakeholders list, decide who would best represent the city population and not only articulate their problems but also work best towards seeking solutions to these problems/issues. About 150 to 200 members would be a reasonable list.
- ✓ Invite these stakeholders for the meeting informing them the date, time, venue and agenda to be discussed. Enclose the city environmental profile briefs for them to read in advance.
- ✓ During the meeting, let the stakeholders exhaustively also give their views on the existing problems/issues and give some directional observations upon which intensive CDS documentation will be done.
- ✓ The city consultation members endorse a working group membership from among themselves.



City Consultations

City Consultations such as this one in Kampala, Uganda were held to prepare the Pioneer City Development Strategies.

The three Second Generation Cities, Bukoba (Tanzania), Entebbe (Uganda) and Homa Bay (Kenya) have also held city consultations to get the views of stakeholders.

Stage 3: Working Group Formation

From among the stakeholders representatives, select a working group of not more than 30 members to work intensively on the city consultation observations. The group should include city officials and a fair representation of the critical masses. The main responsibility of the members is to articulate the wishes of the wider public.

Checklist for Work Group

- ✓ Group starts working from the compiled basic information from the 1st Consultation forum.
- ✓ Main Working Group may incorporate other members as and when it is necessary to assist them in particular areas.
- ✓ Working Group deciphers the many problems/issues raised during the city consultations and using their expertise, cluster these problems/issues.
- ✓ From the clusters, the working group then defines the real or core problems/issues.
- ✓ Objectives are defined on what needs to be done to mitigate the defined core problems/issues.
- ✓ Design the strategies on how to achieve these defined objectives
- ✓ Cluster the activities that need to be taken to implement the strategies and achieve the objectives which will ultimately mitigate the problems/issues either into short term - Strategic Action Plans (SAPs) or long term – Strategic Investment Plans (SIPs).
- ✓ Prioritize the Action Plans. The ‘now-now’ projects which costs less yet have higher impact are ranked first for implementation
- ✓ Cluster further the SAPs and SIPs if need be, to Projects. This makes implementation more efficient and meaningful.
- ✓ Design the project cycles indicating the activities that are likely to happen at each stage.
- ✓ Prepare an Implementation Plan. This plan suggests the likely sources of funding the action and investment plans, time frame when the activities may be executed and the actors involved during the entire project cycle. The implementation plan also confers commitment and responsibilities not only to the city but also to the other stakeholders on the roles they are supposed to play both financially or in kind.
- ✓ Working Group members may assist in implementing the CDS. A smaller working group membership may be retained to represent the interests of stakeholders and even cement better working relations between the city and the public. It also builds the feeling of ownership.

Expected Outcomes from the Working Group Assignment

- ⇒ Define the real city problems/issues
- ⇒ Design the CDS Objectives
- ⇒ Develop the CDS Strategies
- ⇒ Structure the SAPs and the SIPs
- ⇒ Prioritize the Action Plans based on efficiency and effectiveness.
- ⇒ Cluster the SAPs and SIPs to form Projects
- ⇒ Design the Project Cycles for the projects and indicate activities at each stage
- ⇒ Prepare the CDS Implementation Work Plan indicating likely time project or activity will be implemented, source of funding where necessary and allocating responsibilities
- ⇒ Prepare the Working Group Report on the CDS draft to be presented to a 2nd City Consultation forum for discussion and ratification.
- ⇒ Prepare the final CDS document for endorsement by the full council and implementation.

Working Group Report

The Working Group Report contains the city profile, existing problems, proposals on how to mitigate these problems, the actions that therefore needed to be taken both in the short and in the long term. The proposals may also contain suggestions on how the council may improve in its areas of overall governance in order to reach out to the public as well as tap their capital, revenue enhancement, capacity building timetable, rationalization on how the council carries out its business for example budget. The report goes beyond compiling the existing information and suggesting action plans that need to be taken. It endeavors to give tips on the areas that the city needs to improve on for example style of management, communication, etc. so that the institution can be governed in an efficient and effective manner.

Stage 4: 2nd City Consultation

This is the second city forum where the stakeholders go through the CDS report as detailed by the working group arising from the observations they had given during the 1st City Consultation. The forum may suggest to the working group the corrections to be made and thereafter ratify the report.

Stage 5: Finalization of CDS Document

The Working Group incorporates the suggestions made during the 2nd City Consultation and finalizes the CDS document. The final CDS document is then presented to the council to endorse in the full council and implementation.

Stage 6: Project (SAPs and SIPs) Implementation

From the detailed implementation work plan already worked out in the CDS document, the council gears to move ahead to implement the projects. The first step should be integration of CDS into the council budgetary process so that project funding and other rationalization measures as suggested in the CDS are taken on.

Planning is cyclical; hence as the city moves on to implement the CDS, it has to simultaneously make rolling plan into the following year. This calls for a continuous CDS review and starting all over again from city environmental profiling. Emerging problems/issues and policies are captured in the earliest thus avoiding falling into the vicious trap of environmental degradation which increases poverty.

The workshop participants now discussed in detail the medium which enables the participatory process to move smoothly. It was observed that it was the mastery of participatory planning that makes issues/problems be addressed more efficiently and effectively. All interested stakeholders are involved in what the council intends to do in the preparation of the CDS.

The various issues that underscore effective participatory planning were discussed; including principles, required skills, process, rationale, limitations in the participatory process. From participants experiences, a rundown of lessons learnt while practicing participatory planning were also highlighted.

Participatory Planning

What is Participatory Planning?

Various meanings and descriptions were given to what may be defined as participatory planning. All these were correct and went to show that participatory planning was a wide subject and in diversity.

It was observed that participatory planning was the entire process of putting together with the stakeholders the agreed ideas and working out how best they would benefit all, to as to ensure that the agreed activities are carried out with all concerned stakeholders involved. It is inclusive and consultative. In other words, participatory planning is sharing and arranging ideas about something to be done.

More still, it may be defined as an all-inclusive process of identifying, prioritizing, planning, implementation and management of projects/activities. The concept is useful especially in policy and planning activities for example budgetary process. It is a method/way of sharing ideas for mutual benefit from the agreed strategic action/ investment plans.

Participatory planning is a forum where the stakeholders give their views on the existing situation in the city and make demands for adequate services to all, by suggesting among things the necessity to mobilize resources from the city and other stakeholders.

It was observed that participatory planning process is cyclical and makes full circle once agreed action plans are carried out.

It was also said that participatory planning involves a plan of the present and future direction. Participatory planning was further described, as is a process to achieve a goal.

Among other benefits, participatory planning brings about Social Capital - benefits derived from a cohesive and productive working group thereby adding value to the existing capacity.

Whom to involve (Stakeholders)

Whereas every member of the community has a right to be involved in the city's decision making, it was observed that it would be expensive and time consuming to ask each and everybody in the city to participate in the city's planning. The more efficient process is to institute public choice theory where democratically, there is fair representation from the city residents to consult on behalf of all the others.

Principles to apply to nominate stakeholders in the city's participatory planning

- ✓ City critical mass representatives
- ✓ Representation judged by their potential to contribute to the process for example knowledge, technical, most affected by the problem.
- ✓ Inclusiveness- all interested groups represented for example poor, rich, physically challenged.

Stakeholder Participation

In addition to the above principles, the more helpful criteria on who to involve in the participation revolves around the issues/problems the city have to address during the CDS process and how to address them. It was observed that the main purpose of participatory planning was to allow the residents to give their views on the existing situation in the city and suggestions for the future to mitigate the observed issues/problems.

Stakeholder representation can therefore be invited using the following classification:

1. Stakeholders who are prone to 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.

“Not everybody can be invited for city consultation and not every individual problem/issue can be resolved”.

Principles of Effective Participatory Planning

Having nominated the stakeholders to participate in the planning of the city, what are the effective means to make it successful? It was observed that a lot has to do with how much representation of the people and views are incorporated throughout the participatory planning process. This was said it would include the following:

- | | |
|--|---|
| <input type="checkbox"/> <i>Diversity (inclusiveness):</i> | <input type="checkbox"/> <i>Equity (how much and how many)</i> |
| <input type="checkbox"/> <i>Openness: Communication</i> | <input type="checkbox"/> <i>Transparency and Accountability</i> |
| <input type="checkbox"/> <i>Trust</i> | |

Core Skills/Tools in the Participatory Planning Process

To make participatory planning effective, it was observed that some core skills/tools were necessary and which each and every stakeholder was expected to have or learn and practice in course of the participatory planning process.

- ✓ *Communication*: communication is a two-way process and medium to share information
- ✓ *Shared leadership*: empowering those not in power and decision making positions
- ✓ *Teamwork*: ability to work together with unity of purpose.
- ✓ *Negotiation skills*: ability to build consensus on divergent interests

Participatory Process: How to proceed

The participatory process is very close to the CDS process. This is the path the stakeholders would be taken through during the planning and preparation of the CDS. What came out during the discussion on this was the need for active participation and information and dissemination throughout the process by all stakeholders and ensuring that the city focal point person steers the team productively. The steps were observed to include:

- ✓ Have a draft **City Environmental Profile** done by the council technical committee.
- ✓ Build **productive partnerships**: stakeholders to invite to city consultations and nominations to working group membership, whom to include?
- ✓ **Formulate and agree** on the reaching out (strategic planning- plans are nothing, planning is everything) and focus on horizons (action planning “now - now” activities).
- ✓ **City Consultations**: Have two main city consultations with stakeholders- first to discuss issues/problems and second one to agree on the action plans to be implemented.
- ✓ **Working Group**: Form working group and sub-groups where necessary comprising council technical committee and stakeholders to analyze the real issues and design the strategic action plans and strategic investment plans.
- ✓ **Projects**: Allocate responsibilities, cost and time frame to implement the SAPs and SIPs.

Rational for Participatory Planning in Development

This session dealt more on asking questions and seeking answers in order to find out whether there was any justification for the application of participatory planning in City Development Strategy process.

What are the benefits of participatory planning? Is it just an exercise to satisfy the residents or the city government also gains from this process? Can it be applied in city governance not only for purposes of good governance but also tap capital from the stakeholders for development? It was observed that participatory planning indeed was beneficial both to the residents and to the city management. It resolved a lot of unnecessary conflicts that usually arise because lack of an informed society. Moreover, its application would restrain the at times political decisions in project management which are inefficient and do not lead to maximizing utilization of the usually inadequate public resources.

Benefits of Participatory Planning

- ✓ Builds capacity of the community through sharing of knowledge and involvement.
- ✓ Promotes people- centered and friendly projects/activities.
- ✓ Strengthens collective responsibility.
- ✓ Mobilizes local resources (It is a cost sharing mechanism).
- ✓ Addresses community needs (demand driven projects).
- ✓ Encourages decentralization and democratization.
- ✓ Promotes equitable distribution of resources.
- ✓ Promotes broad partnerships.
- ✓ Enhances ownership and sustainability of projects.
- ✓ Boosts transparency and accountability and enhances trust.

Limitations of Participatory Process

Whereas it was observed that there was justification for participatory planning, questions were asked about its shortcomings. Being aware of these limitations would be useful even to build the teamwork further and endeavor to correct the possible flaws.

- ☒ It is time consuming.
- ☒ Insufficient involvement of stakeholders in the project cycle.
- ☒ Effective legal frame- work on how to involve stakeholders lacking.
- ☒ Domination of process by individuals/groups.
- ☒ It can be flawed by political interference and patronage.
- ☒ Apathy from the communities and lack of capacity to take up responsibilities.

Lessons Learnt

The experiences gathered from the cities as they applied participatory planning during the CDS preparation were many and varied. Some of the lessons learnt tended to validate the need for participatory planning while others dwelt on the pitfalls and the need to be aware of areas to forewarned in order to apply participatory planning successfully. Among the lessons learnt were:

- ✓ Planning should be all-inclusive.
- ✓ Stakeholders should be fully sensitized about participation from the beginning.
- ✓ Stakeholders to be involved in the entire participatory planning 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 the process.
- ✓ Cost sharing can be viewed as double taxation.
- ✓ Councillors may feel public is being too much involved in civic affairs.
- ✓ The consultative membership and the process should be open and fair.
- ✓ Information flow should be clear and regular.
- ✓ The role of stakeholders after CDS document is prepared daisy and not institutionalized.
- ✓ Stakeholders involved in the process may demand to be compensated through payments.

DAY FOUR: MONDAY 18TH JULY 2005.

Having discussed the participatory planning process and how it can be productively applied to benefit both stakeholders and city management, participants worked in city groups to see how they would go about understanding their cities for purposes of preparing an environmental profile, the basic information required to start engaging stakeholders in CDS preparation.

Basic information required to prepare a City Environmental Profile

- ✓ Current council budget
- ✓ Existing strategic/development plan
- ✓ City base maps/structure plans which indicate land uses and areas problems likely to be.
- ✓ Revenue enhancement plans
- ✓ Country's development plan
- ✓ Statistical data for example from central bureau of statistics, economic survey, census, relevant city studies, geographical physical features
- ✓ Policy documents by the country and the city for example poverty reduction strategies, environment management, and decentralization.
- ✓ City minutes on various fundamental resolutions.
- ✓ Personal knowledge about the city, country and relationships among the various issues/problems in the city and how they tie up with the existing country/city policies.

The city groups were asked to do Strength, Weakness, Opportunities and Threats (SWOT) Analysis of the city using the information gathered from the above sources. Those who had wide experience about their cities and could quickly give a snapshot with little references were better placed for the exercise since time allocated and reference materials the participants may have carried for the workshop may not have been adequate. The purpose of the SWOT analysis was to test how the cities could amass information and more importantly to be aware of the existing situation in the city which can be converted to productive use to benefit the residents. For planning purposes, Weaknesses and Threats may be converted to Strengths and Opportunities if only cities are aware and willing to mitigate the causes. For example an abandoned dumping site may be a threat to the residents but it may be an opportunity to solid waste recycling or possible site for recreation or greenery park. Existence of quarries or sand harvesting areas which may pose as a threat in the city for example are opportunities for promotion of local economic development where the youth especially can engage in productive employment and earn incomes.

More importantly, being aware of existing weakness in the city challenges them to improve. Where revenue collection in a city is poor, the likelihood is the weakness in internal checks and controls, narrow tax base, weak revenue enhancement, inefficient use of resources or pricing of services are not covering the costs and needs to be looked at again. Weaknesses are therefore not meant to remain permanent but transitions to opportunities and ultimately, strengths. The exercise was also meant to help the cities understand that there are various strengths and opportunities that exist in their which may not have been maximally utilized for example human capital, NGOs, CBOs, donors etc. All what can be harnessed from the cities are important especially when it comes to CDS preparation and implementation of the action plans. The groups made their city SWOT Analysis presentations that are reproduced below.

SWOT Analysis

Entebbe SWOT

Strength	Weakness	Opportunity	Threat
Strong & competent technical/management committee	Outdated structure plan(1959)	City-to-City Partnerships, network organizations e.g. LVRLAC, ICLEI	Vulnerability to international terrorism
Mature & supportive civic & political leadership	Most land is occupied by central government strategic facilities & military	Natural resources e.g. lake, fish, wildlife	Drug trafficking
Transparency in resource allocation	No through road	Salubrious climate	Relocation of government ministries & depts. to Kampala
Accessibility by air	Underdeveloped marine transport	Recreation facilities e.g. beaches, parks, gardens	High population growth rates
Abundance of hotels & other tourism infrastructure	Inadequate solid waste collection & disposal	Cooperation with private sector & development partners	Crime
	Environmental degradation e.g. sand mining, brick making	Conducive political environment & supportive national policies	Environmental degradation
	Poor fishing practices		HIV/AIDs,malaria
	Weak enforcement		
	Low revenue base		

Bukoba SWOT

Strength	Weakness	Opportunity	Threat
Political stability	By laws not enforced.	Tourism (attraction)	HIV/AIDS & other communicable diseases.
Favorable weather condition	Limited revenue collection capacity	Availability of natural resource	Increasing number of unemployed youths.
Existence of by laws	Non-adherence to policy, regulation & procedures	National policies& commitment by govt. to devolve functions	High population growth rate relative to economic growth
Well defined organization structure with decision making powers	Low level of community participation	National programmes e.g. LGRP, LGSP	Increasing poverty in society
Enlightened society	Low retention of skilled personnel	Well established system of governance	
Active development partners	Un reliable data management system	Geographical location	
	Outmoded financial & transport information management system	Willingness of development partners to participate.	
		Demand for service.	

Homa Bay SWOT

Strength	Weakness	Opportunity	Threat
<p>Human resource Existence of a well structured administration and political leadership</p> <p>Infrastructure Operational sewer, electricity & water reticulation system Well planned road network within the CBD</p>	<p>Inadequate technical and support staff</p> <p>Unplanned settlement within peri-urban areas Inadequate resources</p>	<p>Availability of broad based civil society & CBOs in the city</p> <p>Existence of power supply Availability of “IT” Infrastructure</p>	<p>Unexpected changes in civic offices & administration.</p> <p>City topography Unreliable weather change Land ownership Unreliable environmental weather patterns.</p>
<p>Environment Existence of fresh water Existence of treated piped water Rich riparian land Existence of EMC act</p>	<p>Poor enforcement of EMC Act Inadequate incorporation of environmental concerns in urban planning Inadequate environmental education to the Youths Inadequate system of refuse collection and disposal. Poor sanitation in the informal settlement</p>	<p>Existence of private sectors on refuse collection and disposal. Existence of civil society organizations dealing environment issues within the city.</p>	<p>Unsustainable agricultural practices in peri-urban areas. Day time population influx Diseases Poverty.</p>

Lessons Learnt from SWOT

The major lesson that was learnt from the SWOT presentations is that there are many similarities in the lake region even in the SWOT issues for example environment, poverty, poor solid waste management.

Communication and Information Sharing

Having looked at participatory planning, one of the principles of good participatory planning was said to be communication and sharing. This topic was dealt with separately because of its importance being a crosscutting issue in the CDS process. The success of CDS preparation and implementation may greatly be enabled if the virtues of good communication and information sharing were practiced.

The participants were first divided into country groups and asked to give what they considered the virtues of communication and information sharing on particular assigned topics and display the art of communication. In course of the role play, the groups naturally displayed to some extent negotiation skills. What was learned from the role plays was that negotiation was embedded in communication skills. A good negotiator must of necessity be first and foremost a good communicator.

Thereafter, the groups made presentation to the plenary. The observations were quite similar in many respects.

Uganda	Kenya	Tanzania
<p>Topic: <u>Give characteristics of good communication</u></p> <ul style="list-style-type: none"> • Good listening skills to reach a consensus • Influencing power • Positive body language • Effective lobbying • Good conflict and conflict resolution skills • Make eye contact • Ability to dismantle embedded attitudes • Allow technical expertise in negotiation • Willingness to communicate after discussions • Attitude of give and take • Demystify authority – bottom-up, matrix communication, etc • Openness • Fair language 	<p>Topic: <u>State a mode & process of communication</u></p> <ul style="list-style-type: none"> • Dialogue – With group leaders to sensitize them • Public meeting – Meet with respective groups, political leaders, provincial/ regional administration, council officials, NEMA • Notices – electronic media for example Ramogi, Lake Victoria FM, print media, Town Clerks notice • Enforcement of bylaws – arrests/prosecution 	<p>Topic: <u>What barriers are there to communication</u></p> <ul style="list-style-type: none"> • Language: the language may not be understandable or have lots of vocabularies. • Value system and practices negates smooth communication e.g. age, customs, authority, status, dressing code • Individual bias on the part of sender or receiver e.g. will hear/see what wants to hear/see • Too much information and not all can be taken in • Ignorance and incompetence e.g. to understand the statistics • Non attentive/divided attention • Communicator: no skills, no interpersonal skills, deficient information

Negotiation Skills

The workshop participants were separated into country teams and give assignments to role play. The purpose of the exercise was to test their negotiation skills.

Uganda Assignment

A local CBO wishes to partner with the council in a lake beach line cleanup exercise which is one of the activities in the CDS document.

Negotiate this, but to a council that feels the CBO wants to take over its responsibilities and is only championing self interests.

Proceedings

The local CBO went about it by lobbying the individual councilors. The group displayed good negotiation skills by listening to both parties and the councillor's fears were listened to and there was respect and tolerance for each others views.

The group used persuasion skills – fair language, body language, personal presentation and knowledge about the subject matter – to negotiate.

The CBO clarified the problem to the council and showed how it affects the people. Through negotiations it was decided for the CBO to go through the area councillor and lobby the Mayor and executive. Through the area councilor where the beach cleanup was to take place, it was decided to invite the executive to the village meeting to listen to the wider community

The CBO argued that the benefits of the intervention/partnership would be saving costs for council, attracting additional revenue, improving the living conditions of the community, and protecting the environment. The cleanup exercise would also build capacity of the community to manage their own and creates employment

Tanzania Assignment

The council has finalized the CDS and wishes to inform central government (local government ministry) about it and seek financial help for some of the SAPs and SIPs.

Negotiate this but to a disinterested central government which claims not to be aware of CDS.

Proceedings

The local government began by communication to the central government on CDS process for financial support. The council wrote a letter to the President's Office Regional and Local Government (PORALG) requesting for financial assistance to implement action plans. The council informed PORALG that a full council resolution for financial support had been passed. The council then gave a background and executive summary as to why they were requesting financial support.

Initially the PORALG official pretended not to be aware of the CDS initiative. The council officials used persuasion to overcome his resistance through their powers of persuasion.



Communication is an art that involves a lot of professional acting.
People spend 75% of their time communicating.

Kenya Assignment

The council has finalized the CDS. Among the SAPs are bylaws to control and regulate hawking, *boda boda* and car washing on the lake, all of which would involve relocation, negotiate this, but to hostile and unwilling to be relocated groups.

Proceedings

In the negotiation with the car wash team, the actors in were the city mayor, the town clerk, National Environmental Management Authority (NEMA) representative and the car washers

It was stated clearly that the problem is car washing in the lake pollutes the water. That is why the council initiated the process by calling a meeting of all the stakeholders. There was a prayer by one car washer after which the mayor addressed the meeting in Kiswahili. The town clerk explained environmental implications of car washing in the lake and states that the council has decided to relocate the car wash bays. The leader of car wash registers dissatisfaction with new site for poor accessibility while NEMA confirms need to relocate but asks council to fix access road to the site.

The car washers posed a series of questions to the council. Where is the site? Is there enough water?

The former chief campaigner for the mayor excitedly recalls promise for a job but nothing good yet. The mayor answers and promises road will be graveled in one week and water will be available in one week. The car wash leader asks his team to consider importance of environmental law. They agree that they should join hands together and make urgent repairs on the site. Since an agreement is reached the team requests the mayor to offer “soda” but the mayor asks the treasurer to organize for it. The meeting ends with a closing prayer by leader of the car wash thanking God for helping reach a consensus.

Teamwork and Team Building

The discussions shifted to Team Work and Team Building. The three CDS Pioneer CDS cities had observed that one of the major hindrances to the whole CDS process was lack of teamwork among the partners.

Envelope Making Exercise

This session first started with group work with the three new cities where they were to compete against each other on a simple envelope making. The expected output from the exercise was a display of how teamwork and team building is nurtured and the benefits that arise there from expressed in terms of the winning team to manufacture envelopes within a equal time of one hour. The instructions for the exercise are as indicated below.

On the other hand, the Pioneer CDS cities participants were detailed to observe the three teams went about doing to the manufacturing the envelopes.

Envelope Making Instructions

The purpose of the game is to make as many envelopes as possible with minimum wastage of raw materials and sell them to the market at the most competitive prices, but as a team!

Materials Supplied:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Scissors | <input checked="" type="checkbox"/> Pencils |
| <input checked="" type="checkbox"/> Glue | <input checked="" type="checkbox"/> Rubbers |
| <input checked="" type="checkbox"/> Manila Papers | <input checked="" type="checkbox"/> Sample Envelopes |
| <input checked="" type="checkbox"/> Rulers | |

Hints

Markets seek supply of quantities and sizes of envelopes according to customers demand. This is symbolized by the different sizes of envelopes. The manufacturer should therefore constantly seek information on the quantity and size the markets want.

The manufacturer should endeavor to sell the envelopes soonest they are manufactured because prices may fluctuate or changes in the market demand, for other sizes of envelopes.

Market will purchase envelopes that meet the set quality. Envelopes that do not meet the quality are a loss to the manufacturer, though the market might purchase such envelopes but at a discounted rate.

Manufacturer should minimize raw material wastages but do what it takes to sell as many envelopes as possible.

The winning manufacturing team is the team that has made the highest sale of envelopes and minimal raw material wastage.

Estimated period to do the exercise is 1 – 1.30 hours.

-----*Good Luck!* -----

Results of Envelope Making Exercise



The success of a team is determined by good leadership, communication and team vision amongst other factors. Bukoba seems to have had the right mix.

Envelope	Price(KShs.)	Bukoba	Entebbe	Homa Bay
Small	5	13	1	8
Small Rejects	3	5	2	
Medium	10	7	3	2
Medium Rejects	7			
Large	15	5	10	7
Large Rejects	12	2	2	1
Total	-	229	218	155

Bukoba emerged the winners by having earned KShs. 229 followed by Entebbe KShs. with KShs. 218 and Homa Bay with KShs. 155.

Presentations on Observations

The Pioneer CDS cities made very revealing observations they had made as the groups went about making the envelopes.

Bukoba

The group immediately nominated a team leader at the beginning of the exercise who ably encouraged the team to work in a very cohesive manner. The other team members shared responsibilities which seemed to have developed spontaneously.

The group really displayed pragmatism and did whatever it takes to win. One person was very often on the look out for the market prices which were bound to change as the exercise was designed. After some time, the group discovered they can make mass production thus moving on with numbers of envelopes much faster. Sales were being done immediately the envelopes were done thus capturing on the best price. Although the quality of the envelopes was not emphasized, the group succeeded because they concentrated on the small envelopes which took much less time to make.

Entebbe

The Entebbe group was not cohesive in terms of group dynamics. It was divided into two factions and there was little communication between the two.

The group that took its leadership from the Town Clerk who managed to coordinate the team with the overall aim of producing large envelopes which seemed to be a good strategy because it maximized on materials, time and the price. However the drawback to this strategy was the rejection of some of the envelopes. The division between the two groups was the main cause of them not winning because they divided their labor and efforts.

Homa Bay

The Homa Bay group took some time to kick off the exercise as there did not seem to be a clear leader in the beginning. However, once they got moving the group was really efficient and adopted the mass production approach. They had an efficient factory line system with some members cutting, others pasting and yet others assembling the envelopes. The team settled on producing the large envelopes, a strategy that would have worked if pursued from the beginning.

Observation:



There are tendencies to work in disarray against each other and the organization and expect to reap benefits. It's not possible.

Resource Mobilization

Resource mobilization is a planned, organized method of identifying sources of funds and other resources, and managing them to suit the requirements of the organization. Resources include the council's own revenue sources, assets, staff, strengths and opportunities, potentials the council can tap, stakeholder potentials, and external funds.

Resource mobilization goes beyond what the council budgets annually and there is need to free the mind and change the attitude that extra resources can only be sourced from central government or donors.

In dealing with resource mobilization, institutions need to critically investigate what else is beneficial to the council and design the means to tap these resources. An example is private firms that have heavy construction equipment. The council may solicit to hire the equipment and even negotiate for subsidized rates. Resource mobilization requires a pragmatic approach that goes beyond the conventional budget-lines.

Implementation of City Development Strategies normally requires a lot of resource mobilization. This is because the issues/problems raised are many and somehow all need to be addressed. The action plans require both financial and human capacity. It is rare that there will be adequate resources, and the council must, out of necessity, reorganize its budgetary allocations, duties and responsibilities.

As a starting point, the council needs to refine its mode of operation in order to efficiently utilize its own resources. This requires a self-assessment of own sources of revenue and how resources are utilized. There is a tendency to look beyond the council first whenever faced with resources obligations or believing the council has no funds rather than reassessing if the council can rationalize its current resources.

Having assessed the existing internal resources, the next step is to assess what other areas the council can cut expenditure, intensify or levy more fees and charges. The bottom-line in resource mobilization is to maximize the resources at the council's disposal and spend it in the most efficient manner. This will ensure more action plans are implemented in the best interests of the public. Transparency and accountability can only be emphasized.

Participants Views on Resource Mobilization

The workshop participants were then invited to share their views on resource mobilization, and the ways and means they think this can be enhanced in their own councils. Below are some of the observations:

- Resource mobilization can be increased by sensitizing women traders because of their big number. Implementing a fair way of revenue collection in order to get as many of the women traders paying taxes as possible will also increase resources (Increase on tax base).
- Resources can be increased by allowing women's groups and CBOs to handle refuse collection at a fee to improve on the cleanliness of the cities and hence increase income/revenue.

- Resources can be increased if the council doesn't mishandle funds and is transparent and accountable. The councils need to set strict standards of revenue collection and monitoring of use.
- There exist untapped revenue sources such as boat landing fees and car/taxi parking fees & *boda boda*.
- To increase resources, councils should avoid and if possible not engage in consultancies, but use its own resources.
- To improve revenue advertising more potential investors to invest in the council
- Resources can be raised from fines on use of illegal fishing gears
- Local revenue could be greatly enhanced if the municipality could get a share of hotel occupancy tariffs (say about 3%)
- Finding a way how council can get revenue from utility bodies, for example, charging a fee for every electricity pole. Utility services should also be charged a rent for the way leaves i.e. the municipal land occupied by power lines, water pipes, etc.
- Revenue can be increased by giving an incentive to the best tax payer – competition at different levels with different awards
- Revenue enhancement from non-traditional sources

Project Management

Once the Strategic Action Plans and Strategic Investment Plans are documented, the next phase to worry about is how they shall be implemented. Projects are either single or conglomerate of action plans. Similar action plans like drainage and walkways are grouped together because it is more efficient to deal with them. Various action plans may become a single project.

Project management is critical to CDS because it is the ultimate stage of implementing the wishes of the communities. Experience has shown that implementing CDS actions plans is low one because of resources and secondly because of not giving due regard to managing those action plans. Local authorities need to endeavor to have an action plans work plan to ensure the CDS efforts do not end up becoming wish lists. Project management is concerned with ensuring the ideas conceived by the stakeholders are implemented and in the most efficient and effective manner. While the council will take the lead in implementing the action plans, it would be useful to have a mechanism that involves and informs the public on the on-going activities e.g. working team, stakeholders association, announcements on the public notice boards.

As was observed earlier, the idea of working group may be retained once it has completed the CDS documentation but possibly reduced to quarterly meetings. Participatory planning as observed earlier is a cyclical process and its cycle may not be complete until the projects are implemented.

Participants Views on Project Management

The workshop participants were then invited to share their views on project management and the ways and means they think this can be enhanced in their own councils. Below are some of the observations:

- Project management can be enhanced by mobilizing and sensitizing all stakeholders in the community and involving them from project identification to implementation.
- Improve on project monitoring and maintenance, and make sure started projects are completed
- Project management can be improved further by involving key stakeholders so as to share costs (CBOs, NGOs, community) for project implementation
- A percentage of council's income should always be allocated to projects and the available natural resources within the locality should be utilized.
- The council should only propose project that can be funded and have projects that fit in the envelope available (realistic planning)
- Involvement of private partners (public private partnerships) and civil society in implementing some activities
- Continuous evaluation of the projects being undertaken so that mistakes are corrected on the way other than waiting for the end. This will involve reviewing management approaches
- Improve regular and effective reporting of results and monitoring especially for contracted activities
- The council should contract some services for easier revenue collection & service delivery
- Community sensitization on the sense of participatory planning
- Encourage youths involvement in labor based projects within the council
- Establish a project implementation committee comprising of council and stakeholders
- Property tax collections through well established data base linked with spatial data

Participants Views on Project Management (Continued)

- Sensitize the people about developments to be done, convince them to pay taxes and deliver services
- Work on the problem of dependency
- Improve/strengthen systems of local contribution
- Strengthen monitoring systems and plans
- Financing (Participatory budgeting, Cost-sharing initiatives, Community contracting, Utilization of the available fund
- Revenue enhancement (Property taxes, Education tax, Boat licensing)
- There are many untapped resources which needs to be tapped like land change of users and valuation of private and public lands, electricity and telephone posts, advertisements, cattle auction markets (not existing), satellite markets to be created
- Involve stakeholders in mobilizing resources for activity implementation i.e. providing labor, cost sharing of finances, technical expertise
- Outsource to relieve the council from performing what it is not competent in i.e. collection of land rates, collection of garbage, collecting rent from tenants, etc
- Less costly to collect i.e. which are well identified and well registered
- Timely and accurate dissemination of information at all levels
- History of governance in many African countries has to do with suspicion, apathy and disinterest among stakeholders
- Reduce corruption, ineptness and inefficiency and the public will participate more effectively
- Collective responsibility on the developments i.e. waste management disposal

DAY FIVE: TUESDAY 18TH JULY 2005.

Closing Remarks

Cecilia Kinuthia-Njenga of UN-HABITAT thanked the facilitator, LVRLAC, all participating cities and Mayors, and UN-HABITAT staff who came together to make the workshop a success. She hoped that the training provided would be used by the participants to strengthen their own capacities and prepare a quality CDS document. She was enthusiastic that the Lake Victoria Clean - Up Week would be a will be a yearly event that would involve all the municipalities in the lake region. LVRLAC would facilitate in the adoption of this resolution at the next annual general meeting. She urged participants to utilize the resource mobilization sourcebook to guide them on raising resource. It was announced that a HIV/AIDS Action Plans regional workshop for Migori, Entebbe, Mwanza, Homa Bay, Kampala, Musoma would also be held as part of the CDS activity for the lake region. The Pioneer CDS cities were asked to act as resource cities for consolidating the CDS which is an ongoing process. There was also a need to develop a mechanism for working with and building capacity of CBOs/NGOs at the city level. To this end UN HABITAT, had already entered into partnership with ECOVIC and LVRLAC.

The Entebbe Mayor, Stephen Kabuye stated that prior to the Lake Victoria CDS, no forum had existed for participatory planning within the municipalities. He was particularly pleased with the setting up of the Mayors Advisory Council.

The Kisumu Mayor, Prisca Auma called for more openness in implementing the Lake Victoria CDS, and called on UN HABITAT to expand the programme to other municipalities.

The Homa Bay Mayor, Stephen Agulo thanked the participants and asked the chief executives to redouble their efforts to make CDS a success so as to uplift the people of the lake region. His wish was for the region to move forward as an East African nation.

The LVRLAC Secretary General, Dr. Julius Ayo-Odongo stated that partnerships do work and gave the example of the fruitful relationship with UN HABITAT. He called for institutionalization of the CDS process and said that the role of the Pioneer CDS cities is to apply their acquired skills and share information with the Second Generation cities. He called for the bringing onboard of new stakeholders and up-scaling of information about the region.

The Way Forward

In the coming months the Kampala City Council officials agreed that they would try to include more stakeholders in the process. The other priority would be to increase their revenue sources so that they can finance more action plans. In Kisumu the coming months would see a move to seek funds sourcing by revenue enhancement measures. The priority of the Musoma Council was to enhance participatory planning and funds sourcing

The Second Generation cities stated that they would strive to have true stakeholder participation by having strong, active, successful, productive and honest interactions with the various stakeholders in their cities. The Second Generation cities agreed that they needed to be improve problems/issues identification, agree on what to do and carry out actions together. Integrating environment in the development plans was something all the three cities agreed was important not only for the CDS but in order to achieve the overall goal of poverty reduction.

APPENDIX I: WORKSHOP PARTICIPANTS

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APPENDIX II: CDS WORKPLAN

ACTIVITIES	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER
Inform management team	Bukoba Entebbe Homa Bay					
Inform executive committee	Entebbe					
Inform the council	Homa Bay	Bukoba Entebbe				
Appoint focal point	Entebbe	Bukoba Homa Bay				
Nominate “work groups” - technical team		Bukoba Entebbe Homa Bay				
City profiling		Entebbe Homa Bay	Bukoba			
1 st City Consultation				Bukoba Entebbe Homa Bay		
Form working group proper				Bukoba Entebbe Homa Bay		
Finalize CDS				Bukoba Entebbe	Homa Bay	
2 nd City Consultation to approve CDS				Bukoba Entebbe	Homa Bay	
Council approval				Bukoba	Entebbe Homa Bay	
CDS implementation – own budget and others e.g. communities, capital market, donors etc.	2005/2006 Budget Approval					

