



UN-HABITAT
United Nations Human Settlements Programme
Regional Office for Africa and the Arab States



Rapid Urban Sector Profiling for Sustainability (RUSPS)

Project designed and implemented by UN-HABITAT

and financed by European Commission, Government of Italy, Government of Finland and Government of Belgium

KISUMU

URBAN SECTOR PROFILE



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Printed in UNON/Publishing Section Services/Nairobi

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HS/838/06E

ISBN: 92-1-131831-9

United Nations Human Settlements Programme publications can be obtained from UN-HABITAT Regional and Information Offices or directly from:

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KISUMU URBAN SECTOR PROFILE

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FOREWORD

The annual urban growth rate in Sub-Saharan Africa is almost 5%, twice as high as in Latin America and Asia. It also has the world's largest proportion of urban residents living in slums, which today are home to 72% of urban Africa's citizens representing a total of some 187 million people. As more and more people seek a better life



in towns and cities, the urban slum population in Africa is projected to double every 15 years in a process known as the urbanisation of poverty. African cities are thus confronted in the new Millennium with the problem of accommodating the rapidly growing urban populations in inclusive cities, providing them with adequate shelter and basic urban services, while ensuring environmental sustainability, as well as enhancing economic growth and development.

UN-HABITAT is the lead agency for implementation of Millennium Development Goal (MDG) 7, Target 10 (reducing by half the number of people without sustainable access to safe drinking water), and Target 11 (achieving significant improvement in the lives of at least 100 million slum dwellers by 2020). As part of our drive to address this crisis, UN-HABITAT is working with the European Commission (EC) to support sustainable urban development in African, Caribbean and Pacific (ACP) countries. Given the urgent and diverse needs, the agency found it necessary to develop a tool for rapid assessment to guide immediate, mid- and long-term interventions. In 2002, based on the European Commission's Consultative Guidelines for Sustainable Urban Development Co-Operation, UN-HABITAT successfully implemented an Urban Sector Profile Study in Somalia for the first time. The Study resulted in the identification and implementation of three major programmes with funding from a variety of donors.

In 2004, UN-HABITAT's Regional Office for Africa and the Arab States took the initiative to develop the approach further for application in over 20 countries. This was achieved in collaboration with other departments within the agency – the Urban Development Branch with the Urban Environment Section, the Global Urban Observatory, the Shelter Branch, the Urban Governance Unit, the Gender Policy Unit, the Environment Unit and the Training and Capacity Building Branch. This new corporate approach is known as Rapid Urban Sector Profiling for Sustainability (RUSPS). The implementation of RUSPS was launched thanks to contributions from the Governments of Italy, Belgium and the Netherlands. The idea behind RUSPS is to help formulate urban poverty reduction policies at the local, national and regional levels through a rapid, participatory, crosscutting, holistic and action-orientated assessment of needs. It is also aimed at enhancing dialogue, awareness of opportunities and challenges aiming at identifying response mechanisms as a contribution to the implementation of the MDGs.

RUSPS addresses four main themes: governance, slums, gender and HIV/AIDS and environment. It seeks to build a national profile, and three settlements representing the capital or a large city, a medium-sized city, and a small town. The profiles offer an overview of the urban situation in each participating city through a series of interviews with key urban actors. This is followed by a city consultation where priorities are agreed. City-level findings provide input for the national profiling that is combined with a national assessment of institutional, legislative, financial and overall enabling frameworks and response mechanisms. The profiles at all levels result in supporting the formation of city and national strategies and policy development. Additionally, the profiling facilitates sub-regional analyses, strategies and common policies through identification of common needs and priorities at the sub-regional level. This provides guidance to international external support agencies in the development of their responses in the form of capacity building tools.

In Kenya, the profiling was undertaken under the leadership of national and local authorities. This initiative has been carried out locally in Nairobi, Kisumu and Mavoko as well as nationally. The Kisumu Urban Profile focuses on the findings of a desk-study, interviews with key actors and city consultations with key urban actors and institutions as part of the City Development Strategy and Cities Without Slums processes. Consultation participants agreed to address the salient urban issues including poverty, insecurity, corruption, pollution and crime, all problems that negatively affect investments and economic development. A consensus was reached on priority interventions in the form of programme and project proposals to be implemented.

I wish to acknowledge the contributions of Mr Mohamed El Sioufi, who developed the concept of RUSPS and is coordinating its implementation. I also wish to cite those members of staff for their role in helping produce this report. They include Alioune Badiane, Farouk Tebbal, Clarissa Augustinus, Mohamed Halfani, Lucia Kiwala, Eduardo Moreno, Ole Lyse, Raf Tuts, Gulelat Kebede, Gora Mboup, David Kithakye, Kibe Muigai, Fernando Da Cruz, Richard Woods, James Mutero, Ulrik Westman, Peter Donde, Cecilia Kinuthia-Njenga, Joyce Mbugua, Raakel Syrjanen and Kerstin Sommer.

I would like to wish the Mayor of Kisumu, City Councillors and all those who have participated in and supported this initiative every success in its implementation. I also look forward to supporting further their efforts in the development of Kisumu.

A handwritten signature in black ink, which appears to read 'Anna Kajumulo Tibaijuka'.

Anna Kajumulo Tibaijuka
Under-Secretary-General of the United Nations,
and Executive Director,
UN-HABITAT

EXECUTIVE SUMMARY

Introduction

The Rapid Urban Sector Profiling for Sustainability (RUSPS) is an accelerated and action-oriented urban assessment of needs and capacity-building gaps at national and local levels. It is currently being implemented in over 20 countries in Africa and the Arab States. RUSPS uses a structured approach where priority interventions are agreed upon through consultative processes. The RUSPS methodology consists of three phases: (1) a rapid participatory urban profiling, at national and local levels, focusing on governance, slums, gender and HIV/AIDS, environment, and proposed interventions; (2) detailed priority proposals; and (3) project implementation. RUSPS in Kenya encompasses a national profile, as well as profiles for Nairobi, Mavoko and Kisumu, each published as a separate report. This is the Kisumu report and it constitutes a **general background**, a synthesis of the four themes, **governance, slums, gender and HIV/AIDS** and **environment**, and **priority project proposals**.

Background

Kisumu is the third largest city in Kenya. It is a regional capital and an administrative, commercial and industrial centre for the Lake Victoria basin. Situated on Lake Victoria, it developed due to its strategic location as an internal port and a railway terminus. Its rich endowments, such as the lake itself and fertile agricultural land, gave rise to a thriving economy that provided employment opportunities in the fishery industry and from large-scale production of molasses, cotton, rice and sugar. Kisumu's status as an opposition stronghold, and the national economic decline of the 1980s and 1990s led to the regression of the city's economic potential, resulting in high rates of poverty. Despite its rich resource base, Kisumu is still one of the poorest cities in Kenya and food insecurity, growing urban poverty and the high prevalence of HIV/AIDS are key concerns. About 60% of Kisumu's population live in slums and over 15% have HIV/AIDS.

Governance

Governance in Kisumu is facing several challenges as the city attempts to recover from years of neglect, address corruption and political interference in the council's affairs, and respond to reforms within the Kenyan local authority framework. The Municipal Council of Kisumu (MCK) also has to address its poor revenue collection, high rates of poverty within the city and the almost complete exclusion of slum communities in urban decision making. The MCK is ill-equipped to respond to these challenges in a holistic manner as it lacks the financial and human resource capacities. The various civil society organisations that operate in Kisumu offer a good entry point for improving governance, and they require the support and coordination of the council. There is a need to improve the communication channels between the MCK and the city's residents.

Slums

About 60% of Kisumu's population live in slums located on the urban fringes of the city in rural-like settings, which function as a pool of cheap labour for the rest of the city. They are characterised by lack of planning, high densities, poor infrastructure and a shortage of basic services such as water, sanitation and electricity. Many slum dwellers experience acute security and health problems, and are dependent on the informal sector for survival. The MCK is unable to meet the increasing demand for urban infrastructure and services, and it does not have any pro-poor policies in place to combat the rising urban poverty. There is a need to recognise slum dwellers as a resource and include them in urban decision-making processes. The council must also improve its planning capacity and incorporate slums into its development plans, while supporting the informal sector and harnessing the potential of broad-based partnerships to address slum upgrading.

Gender and HIV/AIDS

Gender disparities are common in Kisumu as women are often unaware of their rights and have less access than men to land, housing and credit. These disparities combined with the burdens of household work give women a low status. With gender mainstreaming not on their agenda, the council has not responded to these gender disparities and the national gender policy has not been operationalised. Kisumu records exorbitantly high HIV/AIDS infection rates, but there are weaknesses in the HIV/AIDS framework – treatment and medicines are not easily available, and no explicit role is allocated to local authorities in the fight against the disease. The national HIV/AIDS policy has not been operationalised locally; indeed, the council does not have any policy on HIV/AIDS, either internal or external, although it also loses 38-40 of its staff every year to the disease. There is a need to implement the national gender and HIV/AIDS policies at the local level.

Environment

With the expanding population in Kisumu, the demand for services such as water, sanitation and waste collection is increasing; 60% of Kisumu's population have no access to safe drinking water, a mere 20% of the waste produced is collected and the sewerage coverage is only 10%. Slums are the hardest hit since they have no access to safe drinking water, sanitation or sewerage facilities. Kisumu's location and topography present additional environmental problems as Lake Victoria is highly polluted, the wetlands along the shores are threatened by encroaching farms, and widespread logging for firewood has caused soil erosion and increased surface run-off. These problems, together with poor human and financial resources committed to environmental issues, pose a serious threat to Kisumu's environment. There is a need for increased environmental awareness among all the urban stakeholders, improved regulation of industries, comprehensive environmental planning and management, and creation of local partnerships for environmental projects.

INTRODUCTION

The Rapid Urban Sector Profiling for Sustainability

The Rapid Urban Sector Profiling for Sustainability (RUSPS) consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national and regional levels, through an assessment of needs and response mechanisms, and as a contribution to wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics and others. This consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. RUSPS is being implemented in over 20 African and Arab countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

Methodology

RUSPS consists of three phases:

Phase one consists of rapid profiling of urban conditions at national and local levels. The capital city, a medium size city and a small town are selected and studied to provide a representative sample in each country. The analysis focuses on four themes: governance, slums, gender and HIV/AIDS and the environment. Information is collected through standard interviews and discussions with institutions and key informants, in order to assess the strengths, weaknesses, opportunities and threats (SWOT) of the national and local urban set-ups. The findings are presented and refined during city- and national consultation workshops and consensus is reached regarding priority interventions. National and city reports synthesise the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase two builds on the priorities identified through pre-feasibility studies and develops detailed capacity building and capital investment projects.

Phase three implements the projects developed during the two earlier phases, with an emphasis on skills development, institutional strengthening and replication.

This report presents the outcomes of RUSPS Phase One at the local level in Kisumu.

RUSPS in Kisumu

RUSPS in Kisumu is one of the three similar exercises conducted in Kenya, besides those in Nairobi, the capital city, and Mavoko, a small town near Nairobi. Each urban profile is published as a separate report.

Municipal Council of Kisumu (MCK) representatives participated in the national and city consultation processes, a partnership platform co-developed with Kenya's Ministry of Local Government and Ministry of Lands and Housing, parastatal organisations such as the National Environment Management Authority (NEMA), and national and international NGOs. The aim is to develop options for formal inter-agency collaboration in order to create a coordination body integrating a wide range of urban stakeholders in a single response mechanism.

Report structure

This report consists of:

- 1 a general background of the urban sector in Kisumu, based on the findings of the Kisumu assessment report, a desk study, interviews, and on-going City Development Strategy and Cities Without Slums consultations that were held in Kisumu in the course of the year 2004 (see back cover for a list of participants in the city consultations and bibliography). The background includes data on administration, urban planning, economy, the informal and private sectors, urban poverty, infrastructure, water, sanitation, public transport, energy, health and education;
- 2 a synthetic assessment of four main areas – governance, slums, gender and HIV/AIDS and environment – in terms of the institutional set-up, regulatory framework, resource mobilisation and performance; this second section also highlights agreed priorities and includes a list of identified projects; and
- 3 a SWOT analysis and an outline of priority project proposals for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities and outputs.

KISUMU IN DATA

Estimated Population: Approximately 345,312 (1999)

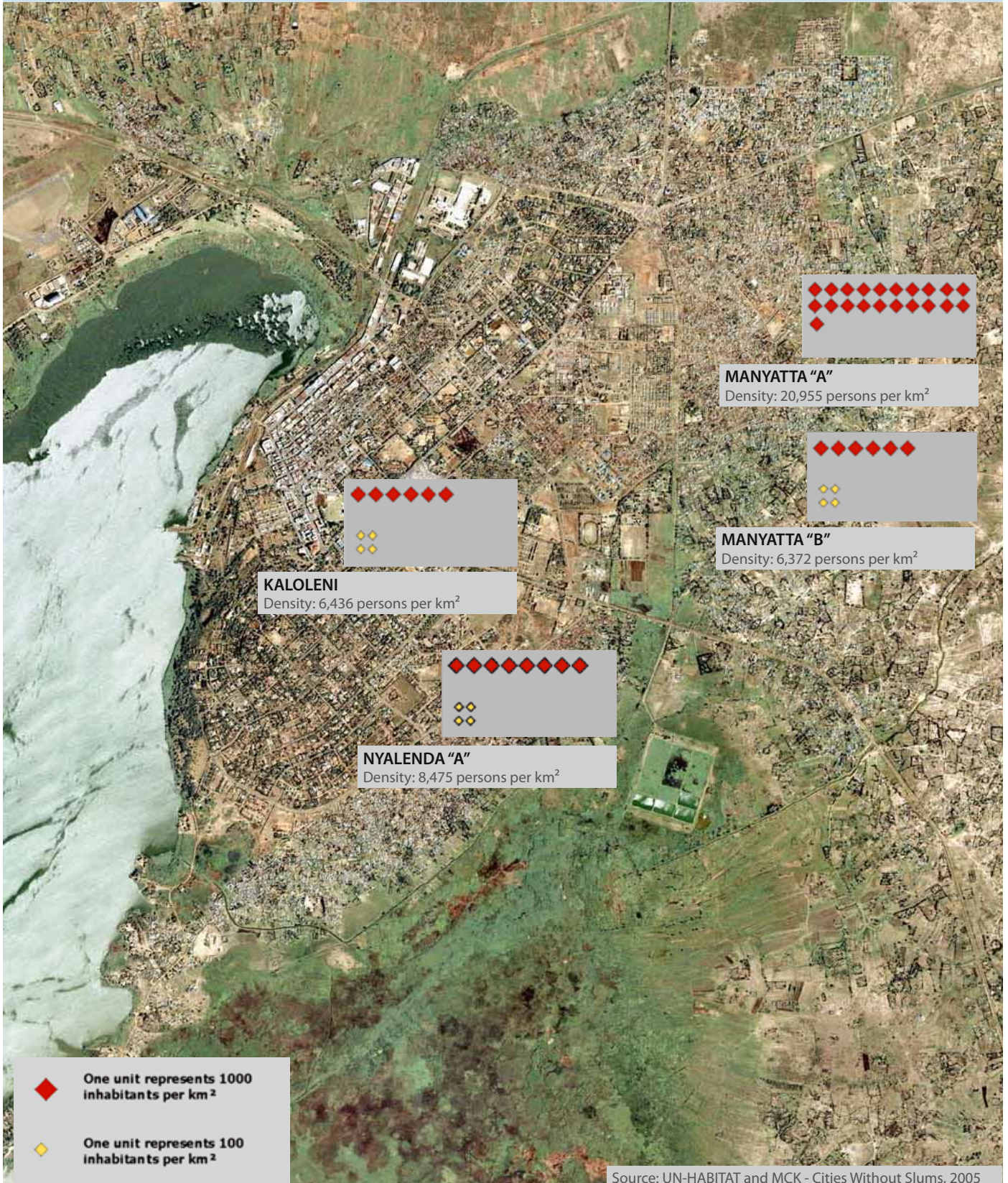
Annual urban population growth: Estimated 2.8%, Average density: 828 pp/km²

Informal settlements: 60% of the urban population

Kisumu is Kenya's third largest city, and it is the headquarters of both Kisumu District and Nyanza Province. It is located in the Western Highlands on Lake Victoria and is a rapidly growing administrative, commercial and industrial centre for the Lake Victoria basin.

Source: MCK - Kisumu City Development Strategy, 2004

INFORMAL SETTLEMENTS OF HIGHEST DENSITIES IN KISUMU



KISUMU - FACTS AND CHALLENGES

The city developed from a railway terminus and internal port in 1901, bringing employment opportunities and wealth with the commodity trade across the lake. This developed regional ties among Kenya, Tanzania and Uganda, which still have important road, rail and water linkages.

Further, the city has rich endowments such as Lake Victoria and a fertile agricultural hinterland, which gave rise to a thriving economy that provided employment opportunities in the fishery industry and from large-scale production of molasses, cotton, rice and sugar. Like many urban areas in Kenya, Kisumu's economic potential diminished during the national economic decline of the 1980s and 1990s. The economic recession led to the closure of some industries, the virtual collapse of sugar production due to cheap import substitutes and the deterioration of the railways due to lack of investment.

Source: MCK - Kisumu City Development Strategy, 2004

AREAS OF MAJOR INFORMAL SETTLEMENTS IN KISUMU AND THEIR POPULATION

AREA	KALOLENI	MANYATTA "A"	MANYATTA "B"	NYALENDA "A"	NYALENDA "B"	WEST KOLWA
Population	13,515	41,910	21,027	23,731	25,644	70,402
AREA in km ²	2.1	2	3.3	2.8	6.1	12.2
DENSITY pp/km ²	6,436	20,955	6,372	8,475	4,204	5,771

Source: UN-HABITAT and MCK - Cities Without Slums, 2005

Kisumu's status as a stronghold of the opposition has negatively impacted its development, as the area was largely neglected until the emergence of multi-party democracy in Kenya.

Despite its rich resource base, Kisumu is one of the poorest cities in Kenya and food insecurity, growing urban poverty and the high prevalence of HIV/AIDS are key concerns.

TYPES OF POVERTY IN KISUMU AS IDENTIFIED IN THE CITY DEVELOPMENT STRATEGY



Data-Source: MCK - Kisumu City Development Strategy, 2004

ADMINISTRATION

Kisumu has a large mandate but it lacks the capacity to meet the demands of its residents and the private sector. This is due to highly centralised decision making, inefficiency in revenue collection and low human resource capacities. The Municipal Council of Kisumu (MCK) has 11 departments with 1,400 staff. The staffing is bottom-heavy, with numerous unskilled staff in the lower tiers and weak capacity in middle management, limiting the council’s ability to implement programmed activities. Capacity building and staff development have traditionally been given a low priority and there is no training policy. Administrative performance is further compromised because of low staff morale due to recurring salary arrears. At times excessive interference from self-interested councillors unduly affects the city administration, and town clerks in particular have fallen victim to political interference, leading to high turnover and slow implementation of programmed activities. During the 2004-2005 financial year, the expenditure estimates were as follows: 57% wage bill, 30% operations and maintenance, 6% debt resolution and 6% Local Authority Service Delivery Action Plan (LASDAP) projects. The MCK could improve its administration by decentralising, strengthening the financial and revenue mobilisation capacity, enhancing service delivery, and facilitating collaboration and coordination among different urban stakeholders.

Source: UN-HABITAT and MCK - Cities Without Slums, 2005

rather than leasehold. The MCK has only recently established a planning department with a system for data collection and analysis based on Geographic Information Systems (GIS). The department has been computerised, but it lacks the financial and qualified human resources for participatory planning procedures that cater for the entire city rather than just the wealthier neighbourhoods.

Source: MCK - Kisumu City Development Strategy, 2004, UN-HABITAT and MCK - Cities Without Slums, 2005



URBAN PLANNING

The Physical Planning Act of 1996 places planning responsibilities on local authorities and the MCK faces real challenges. The city has undergone several changes, such as the extension of the city boundaries to include a land area that is predominantly rural. Increasing pressure from the rising informal sector poses a further challenge, as does the exclusion of slum dwellers from planning processes (which are not participatory, although some changes are beginning to emerge). The land ownership structures in slums complicate planning interventions, as they are mainly freehold structures



THE ECONOMIC SITUATION

The informal sector and urban agriculture are important players in Kisumu's economic landscape, but economic development of the city is still controlled by the central government and there are few trickle-down effects. Further, Kisumu has not been spared from the effects of various national trends: a stagnating economy, soaring unemployment and increased poverty. The city's industrial base is performing badly and many industries have closed down, while the official unemployment rate is 30%.

The MCK collects only about 50% of its revenue potential despite a wide tax base. The main sources of revenue are property taxes, land rents, business licences and the Local Authorities Transfer Fund (LATF). Corruption and lack of computerisation constrain revenue collection and must be addressed in a holistic way. There is also a need to improve the image of the city in order to attract investment.

INFORMAL AND PRIVATE SECTORS

In Kisumu, 52% of the working population is engaged in informal sector activities, eking out an existence with monthly wages ranging from US\$ 40-50. The majority are engaged in transport, petty sales, repairs, carpentry, metalwork and other small-scale businesses. In addition, 50% of population is involved in urban agriculture and livestock keeping, which dominate the peri-urban landscape.

The private sector has been in decline as many industries have downscaled or even closed down. New strategies are needed to revive these industries. Kisumu has many advantages for private sector development, such as good road, air and water linkages, and untapped resource potential. There is a need for broad-based partnerships; some have already emerged and proven successful. Both the informal and the private sector need to be coordinated and regulated in an innovative and participatory way to benefit all the communities in Kisumu.

Source: MCK - Kisumu City Development Strategy, 2004



URBAN POVERTY

Urban poverty is prevalent in Kisumu as 60% of residents live in slums characterised by lack of planning, high densities (150 housing units/hectare), poor infrastructure and a shortage of basic services such as water, sanitation and electricity. Many slum dwellers experience acute security and health problems and depend on the informal sector for survival. They also lack access to health services, transport and communication. Nearly half of Kisumu's total population live in absolute poverty, which is much higher than the national average of 29%. The city also experiences exceptionally high food poverty (53%) – one of the highest rates in the country despite urban agriculture being widespread. These are perturbing developments, and equitable and efficient urban governance, including pro-poor policies and broad-based partnerships, are needed to address Kisumu's poverty.

Source: MCK - Kisumu City Development Strategy, 2004



URBAN INFRASTRUCTURE AND BASIC SERVICES

There are great disparities in the distribution of urban infrastructure and basic services between slums and higher income areas. While the latter are well served, most slums remain largely unserved. The poor are forced to rely on the private and informal sectors to provide them with housing, water and electricity. The road network is also extremely deficient, excluding many slums from easy access to the city centre and other strategic areas. In addition, health care and education are becoming increasingly privatised, and hence unaffordable for the poor. Since the council is unable to meet the demands on its own, it needs to become a facilitator with an enabling role that harnesses the full potential of different stakeholders by creating favourable structures for partnerships and participation.

WATER

Kisumu is faced with acute water shortages and only 40% of its population have access to piped water. Slum dwellers suffer the most from this inequitable water provision; over 60% of slum residents obtain their water from unsafe sources, resulting in high rates of water- and sanitation-related disease and morbidity. The water problem is ironic as Kisumu is located adjacent to Lake Victoria, one of the largest fresh water lakes in the world. Many slum dwellers are forced to buy water from kiosks, usually paying higher prices than in middle- and high-income areas. The MCK recently privatised the water supply in line with the requirements of the new Water Act, and the Kisumu Water and Sewerage Company (KIWASCO) is now the sole water utility in the city. KIWASCO announced in September 2005 a USD 28 million project to boost Kisumu's water supply and improve capacity by 80%. There are also some NGO-instigated water projects that should be carefully studied and, if possible, upscaled. In addition, there is a need to regulate the industries operating around Lake Victoria in order to protect its fragile ecosystems.

Source: allafrica.com - Plan for Town's Water Supply, 2005, UN-HABITAT and MCK - Cities Without Slums, 2005



SANITATION

Sanitation is not well organised in Kisumu – the refuse collection efficiency is a mere 20%. Wealthier neighbourhoods have their refuse collected whereas slums are largely neglected. Kisumu also has only 10% sewerage coverage. The majority of slum dwellers are forced to rely on pit latrines that are over-used and not adequately maintained. The MCK struggles with a lack of refuse collection facilities and low operational efficiency. Many dumpsites are next to residential houses, causing health problems and intolerable living conditions. Plastic waste is a particular nuisance as it causes livestock deaths and blocks storm water drains. Between 60-65% of the total amount of waste collected in Kisumu is organic, which presents enormous potential for recycling. Many positive small-scale reuse and recycling initiatives are taking place and these should be further encouraged. There is a need for an environmental awareness campaign educating the residents to take more responsibility for their own waste, as well as to develop broad-based partnerships for waste management.

Source: MCK - Kisumu City Development Strategy, 2004

PUBLIC TRANSPORT

Matatus are the main form of motorised public transport and bicycle taxis, commonly known as *boda boda*, are the most common form of non-motorised transport. *Boda bodas* are a significant income earner for poor youth, but no bicycle tracks or parking bays exist; safety is a major issue since the bicycles cause most traffic accidents in the city. However, *boda bodas* offer a cheap and environmentally friendly mode of transport that poorer groups can afford and they consequently need to be urgently incorporated into the city's transport system. The *matatus* and taxis are viewed as quite disorderly and are perceived to have little regard for traffic and safety regulations. Buses mainly serve as an inter-city mode of transport. There is a need to institutionalise an urban transport planning and management framework within the MCK, as well as improve safety on Kisumu's roads and develop effective responses to the mobility needs of all transport users.

Source: MCK - Kisumu City Development Strategy, 2004, MCK - Profile on Sustainable Urban Mobility, undated



SOURCES OF ENERGY

The Kenya Power and Lighting Company provides electricity throughout Kenya. Most slum dwellings are without electricity and occupants use paraffin lamps, tin lamps, batteries and candles for lighting, and kerosene or charcoal for cooking. These fuels negatively impact the environment and human health, causing air pollution and respiratory diseases. There is a need to look for alternative energy sources and ensure more equitable energy provision.



HEALTH

The most common diseases in Kisumu are HIV/AIDS, malaria, upper respiratory tract infections, water-borne illnesses and diarrhoea. HIV/AIDS is the largest threat and is generally attributed to rising levels of poverty and lack of access to health facilities. A comparatively high cost of medical care and insufficient drugs exacerbate the existing health conditions. The city has a provincial general hospital and branches of leading private hospitals such as the Aga Khan. However, while middle- and high-income groups rely on private clinics, the poorer groups are forced to make do with substandard health facilities. More health clinics, even mobile clinics, are needed in order to ensure better access, to improve awareness of common diseases (and how to prevent and treat them), and especially to combat the HIV/AIDS pandemic.

Source: MCK - Kisumu City Development Strategy, 2004



EDUCATION

Kisumu has an adult literacy rate of 48%, which is low compared to the national average of 85%. Only 25% of the urban poor have attained secondary education. Kisumu has 140 primary schools but only 23 secondary schools. In addition, there is one university, the distance-learning colleges of Kenyatta and Nairobi Universities, a labour college and several private colleges. The existing educational facilities are inadequate for the increasing population, and there are great inequalities in teaching standards and services between government-run and private schools. The schools also suffer from gender disparities since girls are less likely to complete primary and secondary school. There is a need to upgrade the existing educational facilities and improve accessibility for the poor by establishing more government-run primary and secondary schools. There is also a need to address the gender disparities.

Source: MCK - Kisumu City Development Strategy, 2004



GOVERNANCE

Governance in Kisumu is facing a number of challenges as the city attempts to recover from years of neglect (due to its status as an opposition stronghold), address corruption and political interference, and respond to reforms within the Kenyan local authority framework. The Municipal Council of Kisumu (MCK) also has to address its poor revenue collection, high rates of poverty and the exclusion of slum communities in urban decision making. Additionally, it has to manage the newly emerging partnerships and the increasing donor interest in an efficient and meaningful way.

The MCK is ill-equipped to respond to these challenges in a holistic manner as it lacks the financial and human resource capacities. The council has poor performance in revenue collection and its financial problems are compounded by highly centralised decision making. The Ministry of Local Government supervises the MCK, influencing its spending priorities and policies, and disregarding efforts towards decentralisation. On the human resource side, the MCK has weak capacity in middle management and lacks technically qualified staff. There is no training policy for the council staff or systematic measuring of performance. Further, political influences still have adverse impacts – the elected council and its executive have caused a high turnover of town clerks, and this has a destabilising influence.

The council is not able to involve all its diverse citizenry in the city's affairs, although positive developments are taking place. There are civil society organisations that operate in Kisumu but they require coordination to maximise their potential. The council has several advantages that will assist it in its mission towards improved governance. These include newly emerging partnerships and a common vision known as the City Development Strategy (CDS), developed with leadership from civil society and participants from the public and private sectors.

THE INSTITUTIONAL SET-UP

- The Ministry of Local Government supervises, supports, and provides resources to the MCK, which limits the council's ability to make independent decisions with regard to spending priorities and policies.
- Organisational structures and operational capacities of MCK departments, which are characterised by political interference, lack of funds and weak administrative capacity, constrain service delivery and physical planning.
- The potential for public-private partnerships in service delivery has not been fully explored, though some good examples exist.
- Civil society organisations are numerous and involved in urban affairs to differing degrees, but there is no formal institutionalised involvement mechanism, such as an urban forum, to collectively engage all stakeholders in civic affairs.
- There are some newly created institutional structures promoting broad-based stakeholder participation, such as Local Authority Service Delivery Action Plan (LASDAP) and the Kisumu Round Table.

REGULATORY FRAMEWORK

- The MCK is under the supervision of the Ministry of Local Government.
- The Physical Planning Act gives the MCK planning responsibility but the council lacks the capacity to plan for large parts of the city, particularly the slums.
- The city has a City Development Strategy (CDS), developed in conjunction with all the urban stakeholders, which sets out tangible objectives for city development.
- The Kenya Local Government Reform Programme (KLGRP) introduced the Local Authority Transfer Fund (LATF), which sets out a framework for participatory planning and budgeting (LASDAP), but it is not fully understood by the MCK and local communities.
- The Poverty Reduction Strategy Paper and the Economic Recovery Strategy for Wealth and Employment Creation offer significant policy developments for the city and national levels.
- Regional considerations are introduced through experiences of Lake Victoria Region Local Authorities Cooperation.



PERFORMANCE AND ACCOUNTABILITY

- The mayor is chosen from the elected councillors and is often not accountable to the citizens but to the councillors who elected him.
- Monitoring and evaluation of the council's activities are weak and there is no system for measuring performance against the existing service standards.
- LASDAP is in place and offers a framework for participatory planning and budgeting, but there is room for improvements.
- There is no communication strategy between the MCK and city residents, no Citizens' Charter and no formal complaints procedure. The mayor or town clerk addresses complaints on an *ad hoc* basis.
- There are no pro-poor policies regulating urban services.
- Civil society organisations are active but they lack the coordination to make concerted demands on the MCK.

RESOURCE MOBILISATION

- The MCK is not efficient in revenue collection due to corrupt practices, and lack of computerisation and registration of revenue sources.
- The MCK is not autonomous but depends on the central government for budget generation and spending of its revenues.
- Property rates are the primary source of revenue. Other sources like business licences could be maximised if they were properly registered within the revenue collection system.
- The Road Maintenance Levy Fund is a central fund allocation administered by the Town Engineering Department. Some of this money is allocated to informal settlements but there is insufficient technical expertise in the department.
- There is potential for broad-based stakeholder partnerships but this is not adequately exploited.



AGREED PRIORITIES

- Improve revenue collection efficiency.
- Train council staff in participatory planning and budgeting, as well as conflict management.
- Improve community participation in urban decision making.
- Improve accountability and transparency within the MCK.
- Improve communication channels between the council and the general public: draft a Citizens' Charter, and implement an accountable complaints system.
- Facilitate and coordinate the civil society organisations working in the area and promote broad-based partnerships among all the urban stakeholders.



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* Urban Sector: project proposals addressing all the four themes

SLUMS

About 60% of Kisumu's population live in slums, which are a result of rapid urbanisation, the high cost of living, the stagnating economy and the Municipal Council of Kisumu's (MCK) slow reaction to slum formation (it has instead focused on the city's planned areas). The slums in Kisumu are located on the urban fringes of the city in rural-like settings and largely function as a pool of cheap labour for the rest of the city. They are characterised by lack of planning, high densities, poor infrastructure and shortage of basic services such as water, sanitation and electricity. Many slum dwellers live in self-built structures, although quality can vary greatly even within the same slum. A large proportion of slum dwellers lack formal education and rely on the informal sector and urban agriculture for survival. Many experience acute security and health problems. The city has one of the highest incidences of food poverty in Kenya as 53% of the total city population experience it (the Nairobi figure is 8%). This means the prevalence in slums is even higher. Kisumu's slums differ drastically from other slums in Kenya because a large number of the slum dwellers actually own the land on which they live. This is due to the communal land ownership structure of the Luo ethnic group, which dominates the Kisumu area. A large percentage of the land in the slums is registered as individual interests on freehold tenure. This poses a different kind of challenge for slum upgrading, since it is expensive for the municipal authority or the central government to acquire this land.

The MCK lacks the financial and human resource capacity to adequately plan and provide basic services. The existing planning laws are archaic and require reformulation, and the planning frameworks must be made more inclusive. Planning and financial frameworks need to be restructured at national and local levels to empower the local council to respond to slum upgrading in a holistic way.

Source: UN-HABITAT and MCK - Cities Without Slums, 2005, MCK - Kisumu City Development Strategy, 2004

ONGOING PROJECTS

Cities Without Slums

The Cities Without Slums initiative in Kisumu is part of the Kenya Slum Upgrading Programme (KENSUP), and is implemented by the Municipal Council of Kisumu and facilitated by UN-HABITAT. The objective of this initiative is to improve the livelihoods of people living and working in informal settlements in Kisumu by promoting and facilitating the provision of security of tenure, housing improvement, income generation, and physical and social infrastructure. It will also address the impact of HIV/AIDS. All this will be done through eliciting full and active participation of all the stakeholders.



THE INSTITUTIONAL SET-UP

- The ministry responsible for slums, land policy and allocation is the Ministry of Lands, while at the local level the responsibility falls on the MCK. Since the MCK reports to the Ministry of Local Government it feels less responsible to take action on slums. There is a disconnection between these institutions that results in lack of cooperation; it is further compounded by lack of financial resources.
- The Kenya Slum Upgrading Programme (KENSUP) is the leading institution for slum upgrading at the national level, and its sub-programme, Cities Without Slums (CWS), is being implemented in Kisumu. Slum-upgrading activities are uncoordinated and the MCK does not have the capacity to coordinate and evaluate the activities.
- There is no platform for urban development and stakeholder coordination.
- Decision making and planning are highly centralised and slum dwellers are largely uninvolved in urban decision-making processes. There is relatively poor communication between the council and its citizens although there are efforts to improve this.
- MCK's inability to plan and cater for the slum areas has resulted in NGOs and community-based organisations getting involved in great numbers, but they lack needed coordination.

REGULATORY FRAMEWORK

- The present regulatory framework has a negative impact on the livelihoods of slum dwellers, as it is complex, bureaucratic, inefficient and prone to corruption.
- The capacity of the municipality is constrained by limited financial resources and limited power, since important decisions (regarding land allocation, for example) are made by the central government.
- The MCK receives assistance from local slum upgrading initiatives, such as KENSUP and CWS, which are supported by the council.
- There are no pro-poor land policies in place.
- There is no current land-use plan or overall master plan.
- There is no policy for local economic development specifically for slum dwellers.



RESOURCE MOBILISATION

- MCK lacks the financial capacity to allocate a budget for slum development and it relies mostly on donors to finance slum upgrading. A sustainable partnership system for financing slum upgrading is needed.
- The revenue collection system is performing poorly since only 50% of the available revenue is collected.
- There are several internationally funded initiatives aimed at slum upgrading.
- Budget allocation for physical planning is too small.
- There is limited capacity for building partnerships for service delivery in slums.
- Financial assistance to slum dwellers is not sufficiently developed; they have limited access to credit and other financial assistance.
- No specific policy is in place to address economic development in slum areas and informal sector enterprises.

TENURE

- There are over 30 Statutory Acts addressing land issues, making procedures to acquire secure rights to land unnecessarily complex. The processes also lack transparency.
- As the land is held in freehold tenure, opportunities for slum upgrading are constrained by the high cost of compensating those who must surrender their land to accommodate access roads and other urban development.
- A lack of adequate land records and information constrains taxation and revenue raising in informal areas, where the majority of the population resides.
- Information on land allocation does not reach the poor communities on time; the majority are unaware of the legislation concerning their land rights and have difficulty accessing legal advice.



AGREED PRIORITIES

- Enhance security of tenure by addressing issues of subdivision through: planning by-laws, setting minimum plot sizes, providing titles where necessary and developing sustainable land-use activities in the wetlands.
- Harmonise slum-upgrading strategies.
- Develop pro-poor action plans for access to urban services and resources, such as shelter, water and sanitation.
- Support CWS and KENSUP to enhance community involvement in slum upgrading.
- Develop a locally driven physical development plan.
- Develop land information systems, such as base maps for land management and property registration, as a basis for implementing slum-upgrading strategies.
- Develop planning standards and licensing procedures that create an enabling environment for the informal sector. Provide human and financial resources for local authorities to perform planning functions.
- Obtain more financial support from the government and NGOs for the urban poor, and negotiate their better access to credit.
- Train local leadership and councillors in urban upgrading, which has to be ongoing.
- Prepare and implement a policy to support local economic development.



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* Urban Sector: project proposals addressing all the four themes

GENDER AND HIV/AIDS

Gender disparities are common in Kisumu: women are under-represented in the council, less aware of their rights, and have less access to education, credit and land. Combined with the burden of household work (further intensified in the slums), this gives women a low status. The council does not have a gender mainstreaming policy or a gender office. In the absence of policies and actions to promote gender awareness, this situation is likely to continue.

Kisumu's HIV/AIDS prevalence rates are amongst the highest in Kenya (15%), making HIV/AIDS the biggest health threat in the city. The reasons for Kisumu's high infection rates include high levels of poverty, and traditional beliefs and practices. The mortality rates among those infected are high and there are a large number of orphans and widows undermining the extended family systems. HIV/AIDS is exacerbated by poverty and lack of access to health care, including antiretroviral treatment, counselling and nutrition care. HIV-positive individuals still suffer from stigma and are often ostracised by their families and communities. There is a need to effectively develop the understanding of citizens and leaders alike to orient them towards policies that address the HIV/AIDS pandemic. There are several local, national and international civil society organisations working with HIV/AIDS-related issues but their efforts are hampered by lack of coordination. The Municipal Council of Kisumu (MCK) does not have an HIV/AIDS policy or a budget. Further, it does not have an HIV/AIDS work-based policy, although it loses on average 38-40 staff members yearly to the disease. The MCK urgently needs to mainstream and operationalise the national gender and HIV/AIDS policies, and respond to the challenges in a holistic way.

Source: MCK - Kisumu City Development Strategy, 2004,
UN-HABITAT - Rapid Assessment of HIV/AIDS Impacts, 2005

INSTITUTIONAL SET-UP

- The Women's Bureau in the Ministry of Gender, Sports and Culture steers national gender policy development, collects and assesses data, and guides legislative processes. There is no formal legislation to address gender issues, although a gender policy exists. There is a lack of direction for local authorities.
- The MCK does not have a gender mainstreaming or HIV/AIDS policy and no attempts have been made to implement the national policies at the local level. There is no specific office for gender or HIV/AIDS issues and there are no qualified personnel to deal with these issues.
- Community development assistants, as part of the Department of Housing and Social Services, deal with women and children's issues, as these groups are perceived to be vulnerable.
- The National AIDS Control Council (NACC) is the key HIV/AIDS coordinating body in Kenya. There is a gap in the HIV/AIDS framework as no role is allocated to local authorities in the fight against the disease.
- There are a wide variety of civil society organisations working with HIV/AIDS issues, and some with gender issues, but they are poorly equipped and lack coordination.

ONGOING PROJECTS

The Rite of Being Project

THE RITE OF BEING PROJECT, a project initiated by the Kenya Female Advisory Organisation (KEFEADO), involves a series of workshops and interactive performances that creatively address the role of rites of passage (such as Female Genital Mutilation) in the gender socialisation of girls and women in Kenya and South Africa. The project seeks to highlight the relationship between knowledge and power by providing individuals and communities the opportunity to discover information that could lead to making informed choices around rites of passage. The project has a commitment to empower women and girls regardless of cultural or geographical boundaries. The aim of this project is thus to establish alternative rites of passage that are culturally friendly, according to the identified communities.



RESOURCE MOBILISATION

- The Ministry of Local Government has a gender officer but no funds for activities, which reflects negatively on the MCK.
- No financial resources are allocated for gender mainstreaming or combating HIV/AIDS.
- The NACC makes available grants for HIV/AIDS activities at the district level but they are poorly monitored.
- Mainstreaming gender and HIV/AIDS issues requires mobilisation of resources across all sectors.
- Some funds are available from international donors for HIV/AIDS issues.

EMPOWERMENT AND ACCOUNTABILITY

- Women's representation in decision making is low and only five out of 23 councillors are women. Leadership in the MCK is male-dominated, although the mayor is a woman.
- Issues such as gender-based violence and child abuse are handled without a formal policy and only on a reactive basis.
- Voluntary Counselling and Testing (VCT) centres are available but they lack confidentiality, access to antiretroviral medicines and adequate staffing.
- There is a lack of awareness of gender and HIV/AIDS issues in public and private institutions, as well as in civil society.
- There is no gender or HIV/AIDS sensitisation training for council staff.
- HIV/AIDS stigma results in negative attitudes towards HIV-positive individuals and their families.
- Civil society organisations working with gender and HIV/AIDS issues lack coordination.



AGREED PRIORITIES

- Incorporate gender and HIV/AIDS mainstreaming into all council activities; operationalise the national gender and HIV/AIDS policies at the local level.
- Train council staff in gender and HIV/AIDS mainstreaming, and employ a gender specialist and a health professional(s) specialising in HIV/AIDS.
- Coordinate the activities of gender and HIV/AIDS civil society organisations and ensure better effectiveness of the available HIV/AIDS funds.
- Set up more VCT centres and improve the existing VCT facilities and resources.
- Conduct HIV/AIDS awareness campaigns in schools, work places and places of worship.
- Prepare and implement a policy to support local economic development.



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* Urban Sector: project proposals addressing all the four themes

THE ENVIRONMENT

With the expanding population in Kisumu, the demand for services such as water, sanitation and waste collection, is increasing. Already 60% of Kisumu's population have no access to safe drinking water, a mere 20% of the waste produced is collected and the sewerage coverage is only 10%. Slums are the hardest hit as they have no access to safe drinking water, sanitation or sewerage facilities, and waste collection is almost non-existent. The Municipal Council of Kisumu (MCK) does not have a central waste-dumping site as it was recently sold. Many slums are built on hazardous terrain like hilly slopes, exposing them, for instance, to excessive flooding.

Kisumu's location and topography present additional and unique environmental problems; Lake Victoria is highly polluted due to unregulated activities along its beaches; the wetlands along the shores are threatened by the encroachment of farming; and heavy reliance on firewood results in widespread logging, leading to soil erosion. These combined environmental pressures, together with unqualified council staff that lack the financial and technical capacity to conduct environmental planning, pose a serious threat to Kisumu's environment. There is a need to implement existing environmental regulations, policies and by-laws. Training and capacity building are also urgently needed for the council staff and elected leaders, as well as awareness building for all the urban stakeholders. The opportunities for broad-based partnerships and income-generating activities should also be explored.

ONGOING PROJECT

Sustainable Urban Mobility (SUM)

UN-HABITAT, UNESCO-IHE and Practical Action are implementing the Sustainable Urban Mobility initiative in Kisumu. It is an activity within UN-HABITAT's Sustainable Cities Programme, and it offers technical support and limited funding to build technical capacity in the area of low-cost mobility (walking and cycling) planning and management, with poverty reduction in mind. It also demonstrates the positive impacts of infrastructure interventions aimed at increasing the efficiency and safety of these modes of transport.

THE INSTITUTIONAL SET-UP

- The National Environmental Council (NEC) formulates national environmental policies and priorities, and the National Environment Management Agency (NEMA) is the government implementing agency with a coordinating, guiding and outreach role.
- Provincial and District Environmental Committees are the decentralised arms of NEMA.
- The MCK, under the guidance of the Ministry of Local Government, has the responsibility for the implementation of the existing environmental policies, regulations and by-laws. Its newly established Department of Environment, with three environmental officers and 64 other staff, lacks the human resources and financial capacity to plan, manage, develop and operationalise urban envi-

ronmental strategies. It focuses on street cleaning, waste collection, and disposal and conservation issues, but it also develops environmental plans and deals with environmental impact assessments and environment audits.

- The Environment Regulation division is yet to be fully operationalised and lacks the necessary equipment to effectively monitor environmental quality.
- There are some environmental community-based organisations, NGOs and international organisations operating in the area that have the potential to make a lasting impact on Kisumu's environment.

REGULATORY FRAMEWORK

- The Environmental Management and Coordination Act of 1999 provides the legal and institutional framework for environmental management, but is poorly understood and implemented.
- Many environmental regulations (such as banning livestock keeping in peri-urban areas) are outdated and unenforceable due to their prohibitive nature, and require revision. The Department of Environment is in the process of translating the national law into applicable by-laws tailored to respond to the challenges in Kisumu.
- There is no active policy for public involvement in promoting good environmental governance.
- There are no environmental laws or regulations tackling pollution although NEMA should handle this matter.
- The council has not published any documents that give a statement of citizens' rights in regard to access to services such as sanitation facilities.

Source: MCK - Kisumu City Development Strategy, 2004,
UN-HABITAT - Rapid Assessment of HIV/AIDS Impacts, 2005



RESOURCE MOBILISATION

- The Ministry of Local Government makes important decisions about resource allocation for environmental projects, which limits the MCK's ability to decide on its environmental priorities.
- The environmental budget of the council is mainly spent on street cleaning, waste collection and conservation issues. The budget is not adequate to meet the environmental needs of the area.
- There is generally poor local revenue collection for environmental activities. The main sources of revenue are conservancy fees, private waste disposal fees, landscaping fees, and machinery and equipment hire levies, which combined secure 30% of the budget.
- The Department of Environment has recently been granted approval to establish an Environment Development Fund, which will look at an expanded resource base that includes inspection levies, private operator levies, grants, donations and donor support (including corporate support).
- The recently renovated Jomo Kenyatta Sports Ground, which charges user fees, is a good example of a broad-based partnership for environmental management that should be further encouraged.

AWARENESS, EMPOWERMENT AND ACCOUNTABILITY

- Environmental awareness amongst the residents and the council is weak.
- There is no communication strategy to raise awareness on environmental issues and the council is poor at information dissemination and dialogue.
- There are insufficient financial and human resources to address awareness campaigning, training and public-private partnerships.
- There is a lack of awareness and enforcement of existing environmental standards; these standards also need revision and updating.
- The LASDAP processes offer an opportunity to mainstream environmental concerns.



AGREED PRIORITIES

- Conduct an assessment of the main environmental needs and gaps, and formulate an environmental action plan.
- Operationalise and institutionalise the existing environmental policies, regulations and by-laws, and revise the existing ones to ensure they reflect the realities in Kisumu.
- Train and build capacity in environmental planning and management
- Conduct public education and awareness campaigns on environmental issues.
- Increase budgetary spending on environmental projects and establish sustainable financial planning for them.
- Explore broad-based partnerships in addressing environmental problems.
- Establish a forum to upgrade and protect Lake Victoria, and develop a good water resource management system that includes alternative water sources.
- Expand existing sewerage treatment facilities and solid waste management.
- Exploit the tourism potential of the city.
- Strengthen council leadership and coordination to work more effectively with institutions such as NEMA and NEC, to mainstream environmental decision making.

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* Urban Sector: project proposals addressing all the four themes

LOCATION: Kisumu Municipality

DURATION: 12 months.

BENEFICIARIES: The public, private and community sectors in Mavoko.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, Ministry of Local Government, Ministry of Housing, Ministry of Planning and National Development, civil society organisations and UN-HABITAT.

ESTIMATED COST: US\$ 300,000

BACKGROUND: Kisumu is faced with a multitude of economic, social and political challenges. The city is trying to improve its economic performance and address urban poverty since 60% of the population live in largely unplanned areas and are excluded from urban decision making. This is compounded by weak information flow between the council and city residents. Further, Kisumu lacks statistics and indicators of its key urban development trends, which are needed to monitor progress and for future policy development. With leadership from civil society, Kisumu has developed a City Development Strategy (CDS), which outlines strategies for addressing these challenges. These strategies aim to increase productivity, equity and access, and promote good governance and sustainability. An urban support unit, with a Local Urban Observatory (LUO), could greatly assist the municipal council and civil society in achieving the goals set in the CDS.

OBJECTIVES: There is a need for an Urban Support Unit (including a LUO) that takes on multiple functions, with a focus on building the capacity of the municipal council to address gaps in urban development. The unit aims to promote good urban governance by supporting the development and implementation of broad-based participatory action plans, focusing on context-specific aspects of municipal planning and management. The role of the unit is to support the implementation of the CDS goals, in the spirit of inclusive participation, partnerships and sustainability. Additionally, it will support the establishment of thematic groups that are to decide on future projects. The Urban Support Unit would also be responsible for information dissemination concerning meetings and decisions taken at the council. In addition, it would maintain community notice boards, publish a newsletter and ensure that the local authority publicises development plans and budgets. The office is as well expected to run awareness campaigns, coordinate training within the council, and educate municipal staff and residents about their rights and duties.

The municipality lacks physical planning capacity and although it has recently established a planning department, it has limited financial and human resources to effectively carry out its functions. The aim is to improve the planning capacity of the council to develop physical planning for the municipal

area, catering for present and future realities. The project intends to operationalise and institutionalise existing national planning policies and regulations in a coherent manner. The processes should promote broad-based stakeholder participation. An additional aim is to assess the existing legislation and seek ways to improve it. Further, the project will build the capacities of the council staff to respond to planning challenges by, for instance, providing them with further training in GIS methods.

Another objective is to create a LUO, which is to monitor urban development trends related to the Habitat Agenda and the Millennium Development Goals (especially Target 11 regarding cities without slums), keep indicators and assist in planning the future course of action for the municipality. The aim is also to build the capacity of the local authority and civil society organisations to collect, manage and use urban indicators for policy formulation and monitoring – for example, by utilising GIS methods.

ACTIVITIES: (1) Mobilise stakeholders to participate in the establishment of an Urban Support Unit and a LUO. (2) Develop support strategies to assist in the implementation of the CDS. (3) Assess current bottlenecks in the information domain in Kisumu. (4) Assess levels of awareness among councillors, council staff and residents with regard to their rights and duties. (5) Identify and catalogue different civil society organisations operating in Kisumu, assess their levels of collaboration and cooperation, and prepare a civil society organisation map. (6) Develop strategies to improve the communication between the municipal council and the residents. (7) Create a Local Urban Observatory. (8) Build capacities of the local authority and civil society to collect, manage and use urban indicators. (9) Ensure the processes are institutionalised through all of the above stages.

OUTPUTS: Urban Support Unit and Local Urban Observatory firmly established in Kisumu. Strategies and action plans agreed in the CDS implemented. Communication between the municipal council and the city residents improved.

STAFF REQUIRED: Coordinator/facilitator and a research team with expertise in urban development trends, economics, institutions, public sector reform and urban management.

LOCATION: Kisumu Municipality

DURATION: Initial phase of three years.

BENEFICIARIES: Urban communities, the informal sector, the business community and the Municipal Council of Kisumu.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, private sector and UN-HABITAT.

ESTIMATED COST: US\$ 1,000,000

BACKGROUND: Kisumu experiences the highest urban poverty levels in Kenya, aggravated by the closure or down-sizing of many industries in the area. The informal sector and urban agriculture are important players in the economic landscape of Kisumu. The city has the potential to improve its economic performance since it has widely untapped resource potential, but the MCK does not conduct economic planning. There is an urgent need to reverse this trend so that the city can utilise its full economic potential. UN-HABITAT has already initiated preparatory activities for a Local Economic Development (LED) methodology. It has developed a LED strategy, an implementation framework and action plans, but there is a need to implement and test the developed strategies.

OBJECTIVE: To build the capacity of town stakeholders to promote local economic development and thus enhance the attractiveness of the city as a business location, benefiting both the informal and formal sectors.

ACTIVITIES: (1) **Implementing the LED strategy and action plans.** UN-HABITAT will submit the consultation report to stakeholders to secure their approval of and institutional commitment to the LED process, strategy, implementation framework and action plans. This will be a critical stage in institutionalising the LED process. UN-HABITAT will provide technical assistance in the implementation of selected action plans, with a focus on building the capacity of MCK to provide leadership in the LED process. (2) **Evaluate the LED process.** Under this activity, UN-HABITAT will conduct a forward-looking evaluation with a focus on how to improve the LED process, enhance the availability and use of information on LED opportunities, and develop guidelines for replication in other Kenyan towns.

OUTPUTS: A LED strategy, an implementation framework and action plans put into practice, implementation completed and processes evaluated. Local stakeholders with the capacity to promote LED.

STAFF REQUIRED: Experts in economics and institutions.

URBAN SECTOR N°3	<i>Project proposal</i>
	Develop Kisumu's tourism potential - community-based tourism

LOCATION: Kisumu Municipality

DURATION: 12 months.

BENEFICIARIES: Local community-based organisations, the informal sector, the business community and the Municipal Council of Kisumu.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, local community-based organisations, private sector, UNEP and UN-HABITAT.

ESTIMATED COST: US\$ 200,000

BACKGROUND: Kisumu has great untapped tourism potential, and developing it was identified as one of the priorities in the City Development Strategy (CDS). Lake Victoria, vast forest reserves, rock formations, bird sanctuaries and a hippo point all offer opportunities for the municipal council and the local communities living close to these sites. Because the majority of Kisumu's tourist sites are located on government land, the MCK can be a key actor in promoting sustainable community-based tourism in the area. It must be recognised that in the tourism business local communities often do not benefit, as they lack decision-making power concerning the tourist sites near them.

OBJECTIVES: To improve the tourism potential of Kisumu and to improve the livelihoods of communities living close to the potential tourist sites (the communities should manage the sites). Additionally, the aim is to support local entrepreneurs to sell their products to tourists in the future. All interventions must be guided by the principles of sustainable resource management and participatory development.

ACTIVITIES: (1) Identify potential tourist sites in and around the city. (2) The MCK to develop legislation (such as by-laws) that allows the management of the sites by local communities and/or community-based organisations (CBOs). (3) Identify potential communities and/or CBOs interested in managing tourist sites located close to them, as well as local entrepreneurs who could market their products to potential tourists. (4) Undertake a needs assessment among the identified communities and/or CBOs so that they are fully able to realise their potential in relation to the tourist sites. (5) Develop a training programme for communities and/or CBOs that responds to the identified gaps. (6) Carry out the training programme. (7) Undertake an assessment of the tourism sector (addressing issues like advertising) and assess if there is a need to bring the private sector on board as a partner. (8) Assess if there are any improvements the municipal council can undertake regarding the tourist sites, such as site cleaning or infrastructure improvements. (9) Open up new tourist sites.

OUTPUTS: Local communities to participate in community-based tourism are identified and trained in tourist site management or artisan skills. The municipal council has developed new by-laws allowing for the management of local tourist sites by local communities, and has made the necessary improvements (such as infrastructure upgrading) around the tourist sites for them to realise their full potential. The tourism potential of Kisumu is significantly improved with the opening of new tourist sites, and local communities are actively participating in the processes and benefiting financially.

STAFF REQUIRED: Experts in community-based tourism and public relations.

Strengths	Weaknesses	Opportunities	Threats	Priorities
INFORMATION, COMMUNICATION AND TRANSPARENCY				
<ul style="list-style-type: none"> Strong civil society organisation presence. Some measures to involve civil society organisations in urban decision making, such as LASDAP and the Kisumu Round Table. Regional Cooperation experiences as the Lake Victoria Region Local Authorities Cooperation. 	<ul style="list-style-type: none"> Inadequate communication between the council and residents. Lack of training for councillors and the MCK staff. Weak capacity of the MCK to monitor and evaluate progress. Civil society organisations are not organised enough to make effective demands on the MCK. Corruption and patronage relationships. 	<ul style="list-style-type: none"> Comprehensive training for councillors and MCK staff would improve governance. LASDAP offers a framework for participatory planning and budgeting. Communication strategy would improve governance. Fighting corruption would improve accountability and transparency. There is substantial potential for broad-based partnerships. 	<ul style="list-style-type: none"> Lack of financial and human resources. LASDAP processes are not fully understood by the MCK and the communities. Poor planning capacity. 	<ul style="list-style-type: none"> Train councillors and MCK staff. Improve communication channels between the council and the residents; draft a Citizens' Charter and implement an accountable complaints system. Facilitate and coordinate stakeholders, for example by establishing a stakeholders' forum and promoting broad-based partnerships. Improve community participation in urban decision making, such as LASDAP. Address corruption.
FINANCIAL CAPACITY				
<ul style="list-style-type: none"> Qualified manpower at higher tiers of the MCK. 	<ul style="list-style-type: none"> Poor revenue collection influenced by corruption and lack of computerisation. The council is not autonomous enough in generating and spending its budget. Lack of a vision and strategy for economic development. 	<ul style="list-style-type: none"> Revenue collection could be substantially improved through computerisation and registration of revenue sources. Train council staff in budgeting and financial management. There is a need to identify other revenue sources and bring the existing ones under the control of the council. Involve the Kenya Revenue Authority in assisting local revenue collection, as it is independent and not weakened by patronage relationships. 	<ul style="list-style-type: none"> Lack of training, resources and political will to strengthen revenue collection. Corruption. Lack of economic planning. 	<ul style="list-style-type: none"> Improve the revenue collection system by implementing an effective IT system and building capacities of the council through training. Promote equitable taxation and pro-poor policies. Develop an economic planning policy.

GOVERNANCE- N° 1	Project proposal Development of a revenue collection strategy
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LOCATION: Municipal Council of Kisumu

DURATION: 12 months

BENEFICIARIES: Municipal Council of Kisumu, residents, the business sector, the manufacturing sector, ratepayers and the informal sector.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, Ministry of Local Government, the business sector and Kenya Revenue Authority.

ESTIMATED COST: US\$ 120,000

BACKGROUND: One of the most urgent needs of the MCK is an enhanced revenue collection system. Insolvency hampers the council's ability to pay its staff and to deliver services effectively. There is a need for an analysis of the institutional situation to review procedures, assess alternative revenue sources, and consult the ratepayers and city stakeholders. This will then serve as a base for recommendations to improve and strengthen the overall revenue collection system of the MCK.

OBJECTIVES: To propose recommended strategies to improve MCK's revenue collection, compliance, transparency and efficient financial management, monitoring and reporting.

ACTIVITIES: (1) Conduct an institutional needs assessment of the MCK's financial management systems through interviews with all key departments associated with revenue collection and financial management. (2) Conduct a mini-consultation within key MCK departments to develop and agree upon revenue collection priorities, and conduct a SWOT analysis on municipal revenue management. (3) Conduct an assessment of potential alternative revenue sources. (4) Conduct interviews with business sector stakeholders and other ratepayers to determine key issues to be addressed in order to achieve compliance, improved management and collection. (5) Conduct interviews with Kenya Revenue Authority to ascertain how revenue collection may be strengthened and supported with recommendations. (6) Organise a consultation workshop for all the stakeholders. (7) Complete a report on the improved strategies and recommendations for MCK to implement. (8) Support the implementation of approved recommendations through institutional capacity building and staff training. (9) Monitor outcomes and MCK financial capacity trends.

OUTPUTS: Institutional needs assessment, mini-consultation with key MCK departments, assessment of potential alternative revenue sources, interviews with business sector stakeholders and other ratepayers, and interviews with Kenya Revenue Authority conducted. A consultation workshop for all the stakeholders organised. Report and recommendations for improving the overall financial management system of the MCK made available.

STAFF REQUIRED: Two full-time institutional and public finance experts.

GOVERNANCE- N° 2	Project proposal Municipal Council capacity building and training
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LOCATION: Municipal Council of Kisumu

DURATION: 12 months

BENEFICIARIES: Municipal Council of Kisumu staff, councillors and Kisumu residents.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, a training organisation and UN-HABITAT.

ESTIMATED COST: US\$ 250,000

BACKGROUND: The ability of the city council to deliver services and respond to other needs of its residents and private sector entities depends on its ability to facilitate and participate in urban development. Local authorities must create an enabling environment for service delivery and slum upgrading for the activities to succeed. However, local authorities are often ill-equipped to deal with these challenges, and lack the skills and knowledge to facilitate these processes. For example, the municipality lacks physical planning capacity and although it has recently established a planning department, it has limited financial and human resources to effectively carry out its functions. In Kisumu, training of council staff and councillors has not been high on the agenda. The councillors are often not aware of their roles and responsibilities, and the council staff lack the skills and knowledge to perform their tasks effectively and efficiently. Therefore, the council's capacity needs to be built so that it can facilitate urban development processes in a sustainable and transparent way. Capacity building and training is required, utilising the existing UN-HABITAT training tools in elected leadership, municipal finance, participatory planning, participatory budgeting and conflict management, along with other tools in GIS methods.

OBJECTIVES: To build the capacities of the council staff and councillors to perform their tasks more effectively and efficiently, in order to improve governance and the sustainability of urban interventions in the city.

ACTIVITIES: (1) Conduct a training needs assessment of the councillors and the council staff. (2) Identify a focal point within the council staff to act as a training coordinator. (3) Identify an external training institution to carry out the training. (4) Design and develop or identify relevant training courses on the basis of the training needs assessment; formulate training plans for each staff member and the councillors utilising UN-HABITAT training materials already customised for Kenya and translated into Kiswahili. (5) Establish a continuing programme of comprehensive training in identified subject areas. (6) Pilot test the toolkits by providing training for the council staff in the identified areas. (7) Monitor and evaluate the programme.

OUTPUTS: A training needs assessment completed and an external training institution identified to carry out the training. A training focal point identified and briefed about his/her duties. Individual training plans prepared for council staff and councillors, and a training programme formulated and carried out.

STAFF REQUIRED: A team of trainers specialising in training and capacity building in: elected leadership skills, municipal finance, participatory planning, participatory budgeting, conflict management and GIS methods. An internally identified staff member with expertise in training and capacity building to act as a training coordinator.



GOVERNANCE N°3	Project proposal
	Support for the broad-based stakeholder forum for action

LOCATION: Municipal Council of Kisumu

DURATION: 12 months

BENEFICIARIES: Municipal Council of Kisumu and Kisumu civil society.

IMPLEMENTING PARTNERS: Public, private and community sectors, and UN-HABITAT.

ESTIMATED COST: US\$ 80,000.

BACKGROUND: ‘Livable city’ is a new innovative approach aimed at involving all urban stakeholders in Kisumu in developing creative responses to local development challenges. The aim of the forum is to nurture the ‘social capital’ of local communities and the resources of other stakeholders by forging mutually beneficial partnerships in order to achieve

the aims set out in the City Development Strategy (CDS). As part of the approach, the forum has established a Kisumu Action Team (KAT), whose aim is to consolidate the existing resources in different sectors for accelerated development within the CDS framework. However, the forum has only established its concept – it requires a vision, strategic planning, institutional strengthening, technical assistance and a financing strategy in order to be fully operational, and these are the aspects this project will aim to support.

OBJECTIVES: Support the existing stakeholder forum for action by assisting it to develop a vision, a strategic action plan, a financing strategy and a plan for organisational development, in order to ensure that the forum is fully operational and able to pursue its aims and objectives.

ACTIVITIES: (1) Gather the KAT team together and organise a consultation to deliberate and agree upon a vision for the forum. (2) Undertake an assessment of the forum’s strengths and weaknesses. (3) Formulate a strategic plan (including a financing strategy) using the CDS as a basis. (4) Establish and operationalise thematic working groups to deal with issue-specific strategies. (5) Build the capacity of the forum to fully perform its tasks through organisational development (for instance, by supporting the establishment of an urban secretariat, providing leadership training to members, supporting an advocacy campaign and so on). (6) Monitor, evaluate and document the processes.

OUTPUTS: An assessment of the forum’s strengths and weaknesses undertaken and a vision and strategic plan (including a financing strategy) formulated, involving all the key stakeholders. Thematic working groups established and operationalised, and the capacity of the forum to perform its tasks improved through organisational development. The processes well documented.

STAFF REQUIRED: Coordinator/facilitator with expertise in community relations and institutional development, and a team of trainers.



Strengths	Weaknesses	Opportunities	Threats	Priorities
SLUM UPGRADING STRATEGIES				
<ul style="list-style-type: none"> National Land Policy under preparation is expected to have a positive impact on access to land by the poor. Kenya Slum Upgrading Programme (KENSUP) and Cities Without Slums (CWS) are developing a comprehensive approach to slum upgrading in Kisumu as a pilot that could be replicated. Strong and diverse civil society organisation base. 	<ul style="list-style-type: none"> Lack of updated land and housing stock information in informal areas. Lack of a city development plan, which undermines the ability to plan for slum areas and integrate them more effectively within the overall city development. Slum dwellers typically receive little recognition from the authorities. The councillors are not trained to effectively deal with urban issues like slum upgrading. Poor communication between the council and its citizens. 	<ul style="list-style-type: none"> Lessons from previous upgrading interventions should be used to influence policy development. A conducive policy environment for slum upgrading and increasing government commitment to slum upgrading. The existence of private sector industries in the area that could participate in slum upgrading. 	<ul style="list-style-type: none"> Political interference and lack of political will. Slum upgrading may exert pressure, forcing rent increases and displacing slum dwellers from their existing accommodation. No strategy for Kisumu's development that considers economic, physical and environmental planning. Land and financial planning, resource management and slum upgrading strategies are centralised. 	<ul style="list-style-type: none"> Harmonisation and co-ordination of slum-upgrading strategies. Build the implementation capacity of the MCK. Develop appropriate base maps for land management and property registration. Establish a regulatory framework and action plan to ensure equitable and pro-poor access to urban services. Develop transparent pro-poor processes in land tenure, security and allocation. Devolution of land management and physical and economic planning to local authorities. Improvements in access to shelter, water, sanitation and a clean environment. Train local leadership and councillors. Support the CWS and KENSUP.
ECONOMIC DEVELOPMENT				
<ul style="list-style-type: none"> Kisumu is the centre of economic production in the region. Increasing importance of the informal sector. Increasing interest of donors and NGOs in slum upgrading. 	<ul style="list-style-type: none"> Increasing poverty within the city. Inequitable access to services undermines economic development in slums. Inadequate budgets for responding to community development needs. No municipal strategy for promoting local economic development. No economic planning within the municipal council. Inability to fully utilise the existing revenue base. 	<ul style="list-style-type: none"> Increasing donor interest in slum upgrading. The possibility of broad-based partnerships in slum-upgrading activities involving the private and community sectors. The revenue base should be fully exploited and all industries should be brought under the collection system. Increasing importance of the informal sector offers a good opportunity for poverty reduction, if it is adequately managed and utilised. 	<ul style="list-style-type: none"> Inadequate revenue collection. Lack of a physical and economic development policy for the city. Inequitable and corrupt land allocation system. Donor support is unpredictable and unsustainable. 	<ul style="list-style-type: none"> Improve the revenue collection capacity of the MCK. Develop an economic plan for the area, including specific plans for the informal sector. Develop a financing strategy for slum upgrading. Develop planning standards and licensing procedures that create an enabling environment for the informal sector. Improve the human and financial resources of local authorities to perform planning functions.

SLUMS

Project proposal

N°1

Participatory city-wide slum upgrading

LOCATION: Kisumu's 12 slums

DURATION: 36 months

BENEFICIARIES: Slum communities in Kisumu.

IMPLEMENTING PARTNERS: The Municipal Council of Kisumu, local NGOs, community-based organisations, Ministry of Housing, Ministry of Lands, Ministry of Local Government, Maseno University, NEMA, the private sector and UN-HABITAT.

ESTIMATED COST: US\$ 6,500,000

BACKGROUND: Kisumu's slums are host to over 200,000 people who live in deplorable conditions with no access to proper housing, services or infrastructure (e.g. roads, electricity, water, sewage and public transport). The slums are in urgent need of upgrading. Any low-income housing and infrastructure programme aimed at slum improvement must take into account poverty alleviation activities to assure that slum dwellers will have a reasonably secure and sustained household income over the envisaged repayment period. This project thus also focuses on income-generating activities. UN-HABITAT is engaged in slum-upgrading activities in Kisumu through its Cities Without Slums initiative and the purpose of this project is to complement the existing activities. The Agence Francaise de Developpement (AFD) is supporting water supply and sewerage facilities with 20 million USD and the Swedish International Development Cooperation Agency (Sida) is involved in improving the solid waste management system in Kisumu. Therefore, this project focuses on housing, road accessibility, electrification and the environment.

OBJECTIVES: The project focuses on community-driven slum upgrading where slum communities are important participants rather than mere beneficiaries. The aim is to strengthen the capacities in slum upgrading of local, central and regional institutions, and key stakeholders, utilising good governance and management approaches. It intends to provide better livelihood skills for the slum dwellers, and the skills to demand better services from the local authorities. In addition, the project intends to build capacities of the local authorities and the private sector to be better able to respond to the demands of slum dwellers by creating an enabling environment for a people-driven upgrading process and comprehensive urban planning. The project will focus on improving the existing housing stock, constructing roads and drains, putting up streetlights, and improving the environment through self-help activities.

ACTIVITIES: (1) Analyse the lessons learnt from existing slum-upgrading initiatives in Kisumu. (2) Form partnerships with the public, private and community sectors and divide responsibilities. (3) Conduct a feasibility study. This includes complementing the existing socio-economic mapping reports, assessing the physical conditions of the existing housing stock, road infrastructure, electricity network and environment, preparing an integrated master plan, and conducting an Environmental Impact Assessment (EIA). Formulate action plans for upgrading and institutional support. (4) Start a revolving fund with a seed capital component for upgrading housing, and mobilise communities to participate in the project. (5) Capacity building and training. Conduct an institutional capacity-building assessment and formulate staff training action plans. Conduct training of project participants in income-generating activities, house construction, waste collection, sanitation and road construction. (6) Undertake upgrading. (7) Monitor, evaluate and document project experiences.

OUTPUTS: Partnerships formed, feasibility study completed, revolving fund established and fully operational, capacity building and training of the council staff and project participants completed. Housing stock, road accessibility, electrification and the environment upgraded, and the processes monitored, evaluated and well documented.

STAFF REQUIRED: Urban planners, experts in socio-economic mapping, trainers in house construction and urban infrastructure, engineers, environmental experts, water and sanitation specialists, and local community coordinators.



Strengths	Weaknesses	Opportunities	Threats	Priorities
GENDER AND HIV/AIDS POLICY				
<ul style="list-style-type: none"> Existence of a national HIV/AIDS policy. 	<ul style="list-style-type: none"> No formal gender or HIV/AIDS policies within the MCK. No budget on gender or HIV/AIDS mainstreaming. Inadequate VCT centres. Lack of available data on HIV/AIDS. No gender-disaggregated data for monitoring and planning. 	<ul style="list-style-type: none"> The national gender and HIV/AIDS policies could be operationalised. Make funds available for gender mainstreaming and HIV/AIDS issues, and build the capacity of the council to facilitate these issues. Civil society organisations, if strengthened and coordinated, would be a good channel for catering for some gender and HIV/AIDS needs. Broad-based partnerships in addressing HIV/AIDS issues within the MCK and with external partners. 	<ul style="list-style-type: none"> Prevalent negative attitudes and lack of political will. Lack of financial resources. Exorbitantly high HIV/AIDS infection rates. Lack of available medication for HIV/AIDS. HIV/AIDS stigma. 	<ul style="list-style-type: none"> Operationalise the national gender and HIV/AIDS policies at the local level. Train council staff in gender and HIV/AIDS mainstreaming, and employ gender and HIV/AIDS specialists within the council. Coordinate the activities of gender and HIV/AIDS civil society organisations. Set up more VCT centres.
GENDER AND HIV/AIDS AWARENESS AND ACCOUNTABILITY				
<ul style="list-style-type: none"> Civil society organisations actively involved in addressing gender and HIV/AIDS issues. Radio communication is efficient. Large number of educational and commercial establishments that have the potential to develop and implement work-based HIV/AIDS and gender policies. The educational department is able to provide coordination for HIV/AIDS awareness issues. 	<ul style="list-style-type: none"> No general awareness of gender issues. HIV/AIDS awareness campaigns have not been successful. Women have less access to information. Lack of coordination among gender- and HIV/AIDS-focused civil society organisations. Disparity in education levels and opportunities between boys and girls. 	<ul style="list-style-type: none"> Create gender awareness. Train MCK staff in gender and HIV/AIDS mainstreaming. Increase effectiveness of civil society organisations through coordination. Formulate innovative HIV/AIDS awareness campaigns, taking into consideration past failures. 	<ul style="list-style-type: none"> Lack of political will. Prevailing patriarchal attitudes. Male-dominated leadership. Stigma against HIV-positive individuals. 	<ul style="list-style-type: none"> Gender and HIV/AIDS awareness campaigns for the public, private and community sectors. Specific gender and HIV/AIDS training for council staff. HIV/AIDS information centre. Gender-disaggregated data collection for planning and service delivery. Coordination of stakeholders.

GENDER HIV/AIDS N°1	<i>Projects proposal</i>
Mainstream gender within the Municipal Council	

LOCATION: Municipal Council of Kisumu

DURATION: 24 months

BENEFICIARIES: Municipal Council of Kisumu and Kisumu residents.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, Ministry of Gender, Sports and Culture, Association of Local Government Authorities in Kenya (ALGAK), Ministry of Local Government, civil society organisations and UN-HABITAT.

ESTIMATED COST: US\$ 200,000

BACKGROUND: The MCK has no gender sensitisation policies in place, there being no budget for these issues. The national gender policy needs to be operationalised and gender issues mainstreamed into all of the council's operations. This requires an internal work-based policy for education and sensitisation of staff in gender mainstreaming, as well as an external response policy to orient all service delivery and reinforce gender-mainstreaming strategies at all levels of the council's operations.

OBJECTIVES: To assess the needs of the MCK in order to successfully operationalise the national gender policy, and to assist the council to plan and develop an institutional response that enables this operationalisation.

ACTIVITIES: (1) Undertake a needs assessment of existing internal work policies, actions and service delivery policies. (2) Assess ongoing activities (if any) in the gender field. (3) Undertake a comprehensive local stakeholder analysis. (4) Mobilise a local consultation involving the MCK and stakeholders, to develop a mainstreaming implementation action plan to address gender issues. (5) Develop guidelines for follow-up actions and recommendations required to anchor and institutionalise gender-mainstreaming activities.

OUTPUTS: National gender policy operationalised at the local level and gender issues successfully mainstreamed into all of the council's policies and activities, such as service delivery and work-based policies.

STAFF REQUIRED: Gender specialists, trainers and institutional experts.

GENDER HIV/AIDS N°2	<i>Projects proposal</i>
Establish an HIV/AIDS coordination and training office within MCK	

LOCATION: Municipal Council of Kisumu

DURATION: 12 months

BENEFICIARIES: Municipal Council of Kisumu and Kisumu residents.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, Ministry of Health, National AIDS Control Council (NACC), Association of Local Government Authorities in Kenya (ALGAK), Ministry of Local Government, civil society organisations and UN-HABITAT.

ESTIMATED COST: US\$ 250,000

BACKGROUND: The MCK has no HIV/AIDS policy, although the city has the highest HIV/AIDS infection rates in the country and the municipal council itself loses on average 38-40 persons yearly to the disease. The MCK does not have a budget for these issues. Kenya has a good national HIV/AIDS policy but the role of local authorities in the struggle against the disease is non-existent. Therefore, the national HIV/AIDS policy needs to be operationalised. This requires an internal work-based policy as well as an external response policy, to orient all service delivery and reinforce HIV/AIDS mainstreaming strategies in the council's operations. If HIV/AIDS issues are to be effectively mainstreamed within the council, it is essential that it has its own HIV/AIDS information and coordination office. Kisumu has several active civil society organisations and other organisations tackling the HIV/AIDS pandemic, but they lack the coordination that could critically improve the efficiency of their interventions.

OBJECTIVES: To assess the needs of the MCK in order to successfully operationalise the national HIV/AIDS policy, and to assist the council to plan and develop an institutional response that enables this operationalisation. To establish a HIV/AIDS information and coordination office within the MCK that takes on multiple roles: running awareness campaigns in the media and in schools, training staff on HIV/AIDS issues, and coordinating and synchronising the existing HIV/AIDS activities within the city. There are a wide variety of civil society organisations focused on HIV/AIDS issues, but their activities are not coordinated. Better coordination could avoid duplication of work and ensure better effectiveness of the limited HIV/AIDS funds. The civil society organisations need to be catalogued and all their activities documented. The office will also have a coordinating and monitoring role with regard to HIV/AIDS indicators, ensuring that they are properly collected, analysed and disseminated among the relevant city stakeholders.

ACTIVITIES: (1) Undertake a needs assessment of the existing work policies, actions and service delivery policies. (2) Assess ongoing HIV/AIDS activities (if any). (3) Undertake a comprehensive local stakeholder analysis. (4) Mobilise a local consultation involving the MCK and other stakeholders, to develop a mainstreaming implementation action plan. (5) Develop guidelines for follow-up action and recommendations required to anchor and institutionalise HIV/AIDS mainstreaming activities. (6) Assess current bottlenecks in the HIV/AIDS information domain, (including civil society organisations dealing with HIV/AIDS issues). (7) Assess the level of HIV/AIDS awareness among councillors, council staff and residents. (8) Identify and catalogue different civil society organisations operating in Kisumu, assess their level of collaboration and cooperation, and prepare a civil society organisation map. (9) Formulate the concept of an information and coordination office catering for the identified shortfalls. Information dissemination may be through awareness campaigns, community notice boards or newsletters, depending on which best addresses the shortfalls. (10) Establish an information and coordination office with activities like: awareness campaigns for the general public, a training component for the council staff, coordination of the civil society organisations dealing with HIV/AIDS issues, and coordination and monitoring of HIV/AIDS indicators within the city. (11) Ensure monitoring and evaluation of the activities.

OUTPUTS: National HIV/AIDS policy operationalised at the local level and HIV/AIDS interventions mainstreamed in service delivery and work-based policies. The bottlenecks in the HIV/AIDS information domain assessed within the MCK, as well as within the civil society organisations. An HIV/AIDS information and coordination office established with functional plans of action. HIV/AIDS awareness improved in Kisumu, MCK staff trained, HIV/AIDS activities coordinated, and monitoring and keeping of HIV/AIDS indicators synchronised.

STAFF REQUIRED: HIV/AIDS specialists, trainers and researchers.

GENDER HIV/AIDS N° 3	<i>Projects proposal</i> Upgrade existing municipal and community health facilities
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LOCATION: Municipal Council of Kisumu

DURATION: 24 months

BENEFICIARIES: Kisumu residents.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, Ministry of Health, National AIDS Control Council (NACC), Association of Local Government Authorities in Kenya (ALGAK), Ministry of Local Government, civil society organisations, African Medical and Research Foundation (AMREF), UNAIDS, UNDP, UNICEF and UN-HABITAT.

ESTIMATED COST: US\$ 400,000

BACKGROUND: Kisumu has a high incidence of disease, including HIV/AIDS and malaria, due to geographical, environmental, economic and socio-cultural factors. Kisumu's medical facilities are in a dilapidated state and there is a shortage of VCT centres dealing with HIV/AIDS issues. There is an urgent need to establish new health facilities and upgrade some of the existing municipal and community health facilities.

OBJECTIVES: To establish new health facilities that respond to the HIV/AIDS pandemic, as well as to upgrade existing health facilities.

ACTIVITIES: (1) Review and map existing facilities and levels of services. (2) Conduct a consultation with the MCK and civil society organisations engaged in community health, and draft a vision and strategy for improving the municipal and community health facilities. (3) Select pilot sites to participate in the project. (4) Implement pilot projects to test the strategies. (5) Monitor, evaluate and document the processes for replication.

OUTPUTS: A vision and a strategy for health facility upgrading drafted in consultation with key stakeholders, pilot projects completed (selected municipal and community health facilities are upgraded), and the processes monitored, evaluated and documented.

STAFF REQUIRED: Urban planners, engineers and health professionals.

Strengths	Weaknesses	Opportunities	Threats	Priorities
ENVIRONMENTAL PLANNING AND MANAGEMENT				
<ul style="list-style-type: none"> Municipal Council of Kisumu's Department of Environment is in the process of making a local interpretation of the national law, creating applicable by-laws tailored to respond to the challenges in Kisumu. 	<ul style="list-style-type: none"> Inadequate financial and human resource capacities to manage the urban environment. Limited integration of environmental issues in urban planning. No physical planning capacity within the council and no physical development plan. MCK is weak at planning and implementing environmental measures. MCK is weak at involving the public in environmental concerns. No wastewater disposal. Inadequate enforcement of environmental regulations and by-laws. Lack of capacity to deal with the pollution of Lake Victoria. 	<ul style="list-style-type: none"> Alternative water sources. Train leaders on environmental issues. Donor interest. Broad-based partnerships to tackle environmental issues such as waste collection. Tourism. 	<ul style="list-style-type: none"> Weak institutional structures for environmental planning and management. Unqualified council staff who do not have the capacity to handle environmental issues. Poor monitoring and regulation of industrial pollution. Increasing demand for services such as waste collection. 	<ul style="list-style-type: none"> Operationalise existing environmental policies, regulations and by-laws, and develop new ones. Build the capacities of the council in environmental planning and management. Clean up Lake Victoria and develop alternative water sources. Waste-dumping site needed. Develop the tourism potential.
ENVIRONMENTAL EDUCATION AND AWARENESS				
<ul style="list-style-type: none"> Presence of environmental civil society organisations, as well as international agencies like UN-HABITAT and UNEP. 	<ul style="list-style-type: none"> Environmental awareness is generally poor among the residents and within the MCK. Local leaders do not get any environmental training. Inadequate financial and human resources to invest in education and awareness campaigns. 	<ul style="list-style-type: none"> Building effective information systems and a centre to enable the urban poor to access information about environmental issues. Educational institutions offer a good entry point for environmental training and awareness campaigns. The information vacuum offers an opportunity to influence environmental practices of the residents in a positive way. Solid waste management projects can improve environmental awareness. Donor interest. 	<ul style="list-style-type: none"> Negative public attitudes towards environmental issues such as waste dumping. No public education on how to treat water resources and avoid water-related diseases. 	<ul style="list-style-type: none"> Environmental awareness campaigns through educational institutions. More resources needed for environmental awareness and training campaigns.



ENVIRONMENT	Project proposal
N° 1	Environmental action planning with a pilot project component

LOCATION: Municipal Council of Kisumu

DURATION: 24 months

BENEFICIARIES: Municipal Council of Kisumu and Kisumu residents.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, NEMA, World Agroforestry Centre (ICRAF), civil society organisations and UN-HABITAT.

ESTIMATED COST: Consultation phase US\$ 50,000; pilot projects US\$ 700,000.

BACKGROUND: Kisumu is faced with a wide variety of complex environmental problems. However, environmental issues do not feature high on the agenda of the MCK. It has a newly established Environment Department but it lacks vision, a clear strategy and the financial resources to respond to the environmental challenges. The MCK needs proactive and sustainable environmental planning and management of activities, involving the broad participation of local stakeholders. These issues can be addressed by developing local environmental action plans with local stakeholders through a participatory process. The action plans can also contribute to improved environmental governance by involving the public in monitoring the implementation of environmental activities.

OBJECTIVES: The city has to prepare and agree on an environmental profile and identify key issues that require urgent action. The aim is to establish thematic working groups that formulate environmental strategies and action plans, which are then tested in a few selected pilot projects. Concomitantly, the aim is to develop the capacity of the MCK to devise and implement integrated environmental action plans, and incorporate participatory planning and monitoring, as well as partnership approaches.

ACTIVITIES: (1) Prepare an environmental profile of the city and identify priority issues, with the involvement of key stakeholders in a consultative process. (2) Organise a city consultation involving key stakeholders, to agree upon priority interventions and an environmental vision and strategy for the city. (3) Establish and operationalise thematic working groups to negotiate issue-specific strategies. (4) Formulate strategies and action plans. (5) Identify training needs in the MCK's Department of Environment to develop its capacity for integrated environmental planning and management, and to add value to planned environmental interventions. (6) Develop training tools. (7) Deliver technical training to address a range of training elements (e.g. physical surveying skills, participatory planning and monitoring, programme formulation and project cycle management). (8) Test the agreed-upon strategies and action plans by undertaking local pilot projects. (9) Document the processes. (10) Develop guidelines to replicate the approaches.

OUTPUTS: An environmental profile created and priority areas agreed upon by all the urban stakeholders. Thematic working groups established and operationalised, and strategies and actions plans formulated. Pilot projects completed in the agreed priority areas. Capacity of the MCK's Environment Department comprehensively improved to take the lead in environmental planning and management.

STAFF REQUIRED: Coordinator with expertise in environmental management and participatory planning, environmental experts on pilot project themes.

ENVIRONMENT	Project proposal
N° 2	Solid waste management

LOCATION: Kisumu

DURATION: 12 months

BENEFICIARIES: Municipal Council of Kisumu, potential partnership organisations in the private and community sectors, and Kisumu residents.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, UN-HABITAT, specialist NGOs, NEMA, UNEP and Kisumu business associations.

ESTIMATED COST: US\$ 350,000

BACKGROUND: The MCK has a range of potential partnerships and stakeholders that could be harnessed to support activities such as solid waste management and recycling. The city already has an array of private companies, and incentives need to be developed to encourage private refuse enterprises to do waste collection in poorer areas. Developing community and private partnerships with the municipality could also be encouraged. The Swedish International Development Cooperation Agency (Sida) has launched a programme aimed at developing an integrating solid waste management plan for Kisumu, which is undertaking user surveys, institutional analyses, financial systems, technical designs and social studies. However, there is a need to support and strengthen the existing initiatives by supporting waste-recycling initiatives in slums.

OBJECTIVES: To implement projects using local strategies for environmental management that maximise economic gains through incentives, partnerships, waste recycling, improved waste management and employment creation.

ACTIVITIES: (1) On the basis of the existing studies done with the support of Sida, select pilot sites to participate in waste-recycling initiatives. (2) Test ideas such as an environmental corporation tax and cross-subsidy incentives, in which private solid waste collection companies that collect waste from richer neighbourhoods may be given incentives to collect a proportion from poorer urban environments. (3) Involve and consult local industries, the private sector and communities to assess demands and market approaches, in

(4) Implement demonstration pilot projects with implementing partners, assessing Kisumu's needs and potential. (5) Monitor, evaluate and document the experiences.

OUTPUTS: Pilot projects completed and project experiences well documented, with activities complementing the activities of Sida on solid waste management in Kisumu.

STAFF REQUIRED: Research consultant team with expertise in economics, environmental management and micro-enterprise development.

ENVIRONMENT N°3	Project proposal
	Local environmental resource and community education centre

LOCATION: Municipal Council of Kisumu

DURATION: 12 months

BENEFICIARIES: Municipal Council of Kisumu, residents, potential community-based organisations partners and local schools.

IMPLEMENTING PARTNERS: Municipal Council of Kisumu, UN-HABITAT, UNEP, specialist NGOs with expertise in water harvesting and conservation, urban agriculture and livestock, and micro-enterprise.

ESTIMATED COST: US\$ 200,000

BACKGROUND: Kisumu's peri-urban areas are characterised by high population densities and poor physical environment. Much of this is caused by poor environmental behaviour and unsustainable use of the environment. The residents of the poor areas are vulnerable to adverse environmental impacts such as flooding and lack of water and sanitation services. The public is often unaware of sound environmental practices that would change living conditions and improve their environment. In addition, other communities in Kisumu are also in need of environmental education, so the centre would cater for all interested parties.

OBJECTIVES: To provide information and education about the sustainable use of the environment primarily to poor urban communities in Kisumu (as well as any other interested parties). In addition, to promote innovative technologies and approaches in water harvesting, water conservation and urban agriculture.

ACTIVITIES: (1) Undertake a study to draw together from global knowledge centres best practices on local resource mobilisation for environmental management in the following areas: urban agriculture, livestock keeping, rain water harvesting, sustainable forestry for wood harvesting, community involvement in environmental management, facilitating solid waste management, community initiatives, use of low-cost intermediate technology and recycling. (2) Assess applications for the dissemination of local knowledge, with

a focus on simplifying information, language translation and preparation of community training material. (3) Involve and consult local communities to determine the best placing of a local resource centre, to guarantee its use and the consequent knowledge transfer to communities about environmental practices. (4) Provide training to MCK to support and manage the centre, and to undertake outreach environmental training for poor communities, as well as other communities. (5) Support MCK in undertaking this service for the duration of three months, in order to anchor practical skills and knowledge about community education and the environment.

OUTPUTS: Raised public awareness of sound environmental practices in poor areas of Kisumu, and in other areas. Establishment of an environmental resource centre to support knowledge transfer and training on environmental practices for the community.

STAFF REQUIRED: Project coordinator and a team with expertise in agriculture, land management, environmental management, micro-enterprise development, forestry, community involvement and training (to establish and develop the resource centre and train the MCK to take over the running of the centre).



PSS/0651818/1000copies/June2016/PO

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- Unreferenced figures come from interviews with key-stakeholders, such as James Mutero, Ulrik Westman, Peter Donde, Cecilia Knuthia-Njenga and Joyce Mbugua.

ACRONYMS:

AFD	Agence Française de Développement
AIDS	Acquired Immune Deficiency Syndrome
ALGAK	Association of Local Government Authorities in Kenya
AMREF	African Medical Research Foundation
CBO	Community-based organisation
CDS	City Development Strategy
CSO	Civil society organisation
CWS	Cities Without Slums
EIA	Environmental Impact Assessment
GIS	Geographic Information Systems
HIV	Human Immunodeficiency Virus
ICRAF	World Agroforestry Centre
KAT	Kisumu Action Team
KEFEADO	Kenya Female Advisory Organisation
KENSUP	Kenya Slum Upgrading Programme
KWASCO	Kisumu Water and Sewerage Company
LASDAP	Local Authorities Service Delivery Action Plan
LATF	Local Authorities Transfer Fund
LED	Local Economic Development
LUO	Local Urban Observatory
MCK	Municipal Council of Kisumu
MDG	Millennium Development Goal
NACC	National AIDS Control Council
NEC	National Environment Council
NEMA	National Environment Management Authority
NGO	Non governmental organisation
RUSPS	Rapid Urban Sector Profiling for Sustainability
SIDA	Swedish International Development Agency
SWOT	Strengths, Weaknesses, Opportunities and Threats
TICH	Tropical Institute of Community Health and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO-IHE	United Nations Educational, Scientific and Cultural Organisation - Institute for Water Education
UN-HABITAT	United Nations Human Settlements Programme
UNICEF	United Nations Children's Fund
USD	US Dollar
VCT	Voluntary Counselling and Testing

KISUMU CITY DEVELOPMENT STRATEGY AND CITIES WITHOUT SLUMS CONSULTATIONS

2004-2005

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