

KENYA NATIONAL CONSULTATION - 12th JANUARY 2005

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KENYA URBAN SECTOR PROFILE



EXECUTIVE SUMMARY

Introduction

UN-HABITAT's Regional Urban Sector Profile Study (RUSPS) is a rapid and action-oriented urban assessment of needs and capacity-building gaps at the city level. 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. RUSPS **methodology** consists of three phases: (1) a rapid participatory urban profiling, at national and local levels, focusing on Governance, Slums, Gender and Environment and proposing interventions; (2) detailed priority proposals; and (3) project implementation. **RUSPS in Kenya** encompasses profiles of Nairobi, Kisumu, and Mavoko, each published as a separate report. This **report** constitutes of a *general background*, a synthesis of the four themes, *Governance, Slums, Gender and Environment*, and *priority projects proposals*.

Background

Kenya's cities and towns are centres of industry, education and culture, hosting almost **40% of the national population** and generating over **65% of the national GDP**. At an annual urban population growth rate of 4.4%, it is one of the most rapidly urbanizing countries in the region. Urban poverty is a growing concern. In the larger cities, the majority of the population lives in informal settlements and slums with little access to basic services. Local governments and national institutions are ill-equipped to manage the challenges of rapid urban growth and the increasing urbanization of poverty. UN-HABITAT's experience shows that **urban poverty** can be reduced by addressing urban sector needs holistically through open discussion, transparency and participation of all urban stakeholders.

Governance

Kenya's National Rainbow Coalition Government initiated a series of reforms in 2003 by placing good governance at the forefront of actions and opening up new spaces for community participation. However, a lot still needs to be done in terms of **transparency** and **accountability** at central and local levels. Decision-making is highly centralized and is heavily affected by bureaucracy, corruption and low institutional capacity. Local authorities' capacity is constrained by chronic lack of financial and human resources. Different government departments should learn to work together and respond to the urban needs of the country by avoiding duplication, waste of resources and private interests. **Communication** and **information** - at all levels - should be enhanced; an improved citizens' rights awareness would improve elected public officers' response to the electorate needs. A general change of **attitude** is needed to improve governance and engage effectively in the fight against urban poverty.

Slums

Slums dwellings, lacking adequate basic services, host 60 - 80% of the Kenya's population (GUO 2003) and **71% of the urban population** (UN-HABITAT 2003). These settlements, characterized by insecure tenure and bad hygienic conditions, are the only response to the housing needs of the poor, in a country

where over 60% of the population lives on less than US\$2 a day (UNDP 2002). High cost of living, difficult access to the formal land market, non-transparent allocation systems and land grabbing are some of the causes that - together with rapid urban growth and a stagnant economy - lead to slum formation. Only structural changes in **land policies** and **urban management** can reverse slum formation. Physical town planning should be combined with environmental and economic planning. Infrastructure and services provision and **pro-poor land management** and **taxation** should be planned to maximize the potential for economic and social development within informal settlements.

Gender and HIV/AIDS

In spite of the positive trends registered, gender disparities exist; Kenyan **society** and leadership continue to be **male-dominated** and information, education, land rights and work opportunities do not reach men and women equally. The number of women headed households is increasing and the burden of child care is constraining their ability to work. Women are particularly vulnerable to crime and violence and poverty often drives them to commercial sex for income. **HIV/AIDS** is **heavily impacting** on the **urban population** - women in particular - and it constrains social and economic development. HIV/AIDS and gender issues need to be mainstreamed and integrated into all institutional responses; for too long HIV/AIDS has been perceived as requiring only a health sector led response. A change of attitude in government and civil society needs to be encouraged through information, legislation and out-reach activities to reduce stigma against people living with HIV and to raise awareness for prevention.

Environment

Rapid **urbanization** puts enormous **pressure** on the **environment** in cities and their surrounding areas. Increased use of motorized transport, growth of unplanned settlements and weak urban management and planning lead to deforestation, loss of biodiversity and poor air quality. The **urban poor** are **particularly affected** by **environmental degradation** because they depend for their daily life on natural resources, like wood, clean water and non-polluted waters for fishing and bathing. To cope with the negative environmental impacts of urbanization, the government must come up with stringent measures and policies, such as promoting clean fuel and alternative energy sources and encouraging sustainable means of transportation such as walking and cycling. Central and local governments need to build capacity on urban environment - from solar energy to drinking water and waste disposal services - and cities should incorporate the environmental component in their urban planning and management. This demands **environmental governance** for regional, national and local government, as the impact of many environmental issues extends beyond the city borders. The National Environment Management Authority (NEMA) should play an important role in developing and implementing strategies not only to protect and manage the rural/natural environment, but also the suburban one.

INTRODUCTION

THE REGIONAL URBAN SECTOR PROFILE STUDY

The Regional Urban Sector Profile Study (RUSPS) is a **rapid action-oriented urban assessment** focusing on priority needs, capacity-building gaps and existing institutional responses at local and national levels. The study aims at **urban poverty reduction** policy development at local, national and regional levels, through an assessment of needs and response mechanisms, as a contribution to the implementation of the **Millennium Development Goals**. It is based on the analysis of the existing data and on a series of interviews with all relevant urban actors: local communities and institutions, civil society, private sector, development partners, academia and others. Through **consultative processes**, the priorities are agreed upon and developed into capacity-building and project proposals, aimed at reducing urban poverty. RUSPS is being implemented in over twenty countries in Africa and the Arab States, offering the opportunity for a comparative regional analysis. The studies will provide a **framework for interventions** for central and local authorities and urban actors, as well as donors and external support agencies.

METHODOLOGY

RUSPS consists of three phases:

Phase One is a rapid **urban profiling** 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 of the urban sector in each country. The analysis focuses on four themes: Governance, Slums, Gender and Environment.

Information is collected through interviews and discussions with institutions and key informants to assess strengths, weaknesses, opportunities and threats (SWOT) of the national and local urban contexts.

The findings are presented and refined during city and national consultation workshops and consensus is reached for **priority interventions**.

National and town 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 project proposals.

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

This report presents the outcomes of RUSPS Phase One at the national level.

RUSPS IN KENYA

RUSPS in Kenya encompassed the cities of **Nairobi**, the capital city, **Kisumu**, a middle size town on Lake Victoria, and **Mavoko**, a fast-growing municipality on Nairobi's outskirts. Each urban profile is published as a separate report.

The national consultation was conceived as a partnership platform, co-developed with the **Ministry of Local Government** and the **Ministry of Lands and Housing**, parastatal organizations, such as the **National Environment Management Authority (NEMA)**, and national and international NGOs. The aim is to promote **inter-agency collaboration** that integrates a wide range of urban actors in response mechanisms.

REPORT STRUCTURE

This report constitutes of:

- a **general background** of the urban sector of Kenya, based on findings of the Nairobi, Mavoko and Kisumu analysis, a desk study, interviews and a national consultation, held in Nairobi on 12 January 2005 (see back cover for a list of participants in the National Consultation and bibliography). It contains information on urban poverty, population, urban services, administration and economy;
- a synthesis of four themes: **Governance, Slums, Gender and Environment**, analyzed according to institutional set-up, regulatory framework, resource mobilization, performance; agreed priorities and a list of identified projects is highlighted;
- the last section includes a SWOT analysis and outlines **priority projects proposals** for each theme. The proposals include beneficiaries, partners, estimated costs, objectives, activities and outputs.



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

KENYA

URBAN SECTOR PROFILE

This report was prepared by Fernando da Cruz and Ombretta Tempra, elaborating on information collected through interviews with key urban actors in Kenya.

Important inputs were given by James Mutero, Mohamed el Sioufi, George Onyiro, Sandra Bos, Jos Maseland, Clarissa Augustinus, Ulrik Westman, Peter Donde, Kibe Muigai and David Kithakye.

Graphic design: Ombretta Tempra

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THE MISUNDERSTOOD POTENTIAL OF URBAN CENTRES

Kenya is in the midst of a historic, social and political change. **Cities and towns** are centres of innovation, education and culture, hosting almost **40% of the national population** and generating over **65% of the national GDP** in a country where institutions and regulations treat rural and urban municipalities identically. There is no regard to the different unique potential of towns to maximise local economies and development gains. In spite of incredibly fast urbanization – by 2020 urban dwellers will constitute the majority of the national population – Kenya lacks any policy or strategy for urban development; the recognition of the city status is not reflected in any official act and all local authorities are treated as uniform entities.

For the successful social and economic development of Kenya, and to comprehensively achieve the Millennium Development Goals, it is of vital importance for Kenya to **understand the role and the needs of towns and cities**. Collaboration between different government departments and convergence of efforts through partnerships with central and local governments, civil society and the private sector is needed. Decentralization of economic and physical planning to local authorities would increase the effectiveness of urban management, if supported by adequate financing and capacity at local level.

Urban poverty can be reduced only by addressing **urban sector** needs **holistically** through open discussion, transparency and participation of all urban stakeholders. An urban sector coordinating body would harmonize the responses of institutions, development agencies, civil society organizations and the private sector. The mainstreaming of cross-cutting issues, such as governance, gender, HIV/AIDS and environmental concerns is necessary to maximise development gains and reduce urban poverty.

URBANIZATION OF POVERTY

Poverty in Kenya is mounting rapidly. In 1992 44.8% of the country's population was living in absolute poverty and only five years later this percentage increased to 52.3%. Raising **inequalities**, economic stagnation and the attraction of urban centres on the rural poor led to an alarming upsurge in **urban poverty**: from 29.3% to 49.2% over the same period (Central Bureau of Statistics, 2000).



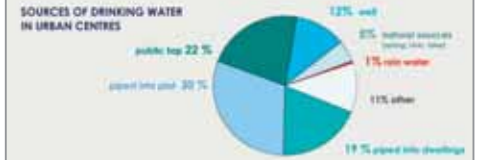
Proliferation of slums, degraded environmental conditions, reduced life expectancy, inadequate nutrition, inability to access medical services and adequate education, lack of appropriate housing and increasing vulnerability to HIV/AIDS and other sicknesses are some of the consequences of this situation. Poverty heightens **insecurity** and **criminality**, an increasing problem of Kenyan cities that not only reduces the quality of life, but also severely constrains investments and economic development.

National and local authorities have not managed **urban development in favour of the poor**. A comprehensive response is needed in terms of long term policies, governance and economic, environmental and physical planning. Bureaucratic procedures should be simplified, infrastructure and basic services provision should be combined with creation of employment opportunities, for overall poverty reduction.

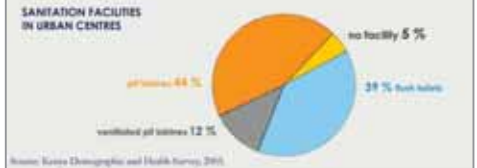
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WATER AND SANITATION

Water supply in Kenyan cities is highly inequitable. Over 50% of the urban poor, living in slums, have no access to safe drinking water and end up paying vastly more than for municipal piped water. Local governments provide water in towns, but their water supply capacity is insufficient to cover the urban needs. Some water providers have recently been privatised to increase resource mobilization and investment.



In urban areas large populations living in slums have no access to improved sanitation; only two of 74 local authorities have some form of sewage waste disposal system.



HEALTH

There has been a general decline in the provision of health services in Kenya. **Infant and under five mortality** rates have been on rise. Today at least 12% of children born alive do not reach the age of five. The **HIV/AIDS** pandemic, affecting 10 % of the urban population (and 5.6% of rural population) between 15 and 49, compounded deteriorating health standards and caused a steep rise in the number of **orphans**, estimated around 1.2 million in 2002 (Government of Kenya, 2003). Health conditions are worsened by malnutrition, lack of access to health services and poor performance of health system.

The Government is committed to the goal of providing healthcare for all, but the situation is unlikely to improve significantly without **strengthened local institutional response** mechanisms. More community outreach work could go a long way to promote healthy living and health education, if local institutions – such as local governments and civil society organizations – were strengthened. For the poor healthcare is still unaffordable.

EDUCATION

The net **enrolment** rate has been declining between 1990 and 2000, one of the causes being child labour (poverty). The Government is investing substantial efforts in education to reverse this trend, especially introducing free primary school enrolment. The **Children's Bill**, enacted in 2002, provides a framework for enforcing universal primary education in the country. The **School Feeding Programme**, targeting mainly the Arid and Semi-arid Lands of the country, and the **Textbooks Fund**, relieving the poor parents from the cost of learning materials, are some of the ongoing programmes aimed at making education equitable and accessible. Overcrowding, low ratio of teachers per student, and disparities between regions and sexes need to be comprehensively addressed. Quality university education would reduce the **brain drain** of highly qualified Kenyans to western countries.

Source: Kenya MDGs Progress Report, 2003

POPULATION

Kenya has a growing urban and youthful population, the majority being less than 15 years of age. The challenge for the future is to channel these opportunities into a sustainable and equitable development.

	1985	2000	2015	2030
total population	19,871,000	30,080,000	37,611,000	43,916,000
urban population	-	9,957,000	16,752,000	23,696,000
level of urbanization	-	33.1 %	44.5 %	54.0 %

	1985 - 2000	2000 - 2015	2015 - 2030
annual growth	2.8 %	1.5 %	1.0 %
urban annual growth	-	3.5 %	2.3 %
rural annual growth	-	0.2 %	-0.2 %

Source: UN-HABITAT 2001

ADMINISTRATION

Kenya has a **centralized political and administrative system**. The President is Head of State and of Government. Proposed laws are prepared by Ministries as Sessional Papers for consideration and debate in Parliament – comprising 210 elected and 12 nominated parliamentarians. If passed, these become law upon the President appending consent.

Kenya has been undergoing an extensive **constitutional review** process which may initiate structural changes in the roles, functions and administration of the head of state and of government.

The country is divided into seven administrative provinces and the Nairobi area, but there has not been significant local devolution of power and decisions are often referred to the relevant central government ministry. The concept of regional planning is still developing.

Kenya's Public Administration and professional cadre of civil servants has been in long service and is still largely modelled on a colonial organizational structure and functionality. All executive appointments are made by the Public Service Commission in the Office of the President. Heads of service have been shuffled sometimes depending on the politics of the day but within the public administration change is generally static. Overall the **administrative system** tends to be **poorly responsive** to directed changes in policy or implementation. In general executive officers are highly qualified but this is not reflected within middle ranking management and lower management which institutionally can constrain development efforts.

At lower tiers of public administration the Provincial Administrations and District Administration handle state matters. Beyond that municipal governments are the lowest urban public administration and undertake a variety of regulatory and urban management roles.

CORRUPTION

Kenya is one of the countries in the world with **higher level of corruption**. According to Transparency International Kenya is ranked 112nd of 133 listed countries for perceived levels of corruption, according to public opinion surveys.

To fight against this situation, severely constraining foreign investment and weakening local economy, the **Government of Kenya** is engaged in a **campaign against corruption**. This resulted, among others, in the suspension of over half the country's senior judges. Land allocations and past misdeeds are also being investigated. Overall public concern and moral condemnation of corruption is increasing. The **role of the media** in this process is crucial.

MINISTRIES	PRINCIPAL URBAN FUNCTIONS
Ministry of Finance and Planning	It determines fund allocation to all sectors and national budget allocations to all ministries; development assistance, financing, technical assistance, financial and macro economic policy, government procurement, public private partnerships.
Ministry of Planning and National Development	Economic planning and regional planning for Kenyan cities and towns.
Ministry of Local Government	Oversight and management of all local governments, local government policy development, capacity building support to local government, appointment of executive officers, administration of Local Authority Transfer Funds.
Ministry of Lands and Housing	Land policy, land transactions and allocations, surveying, mapping, land registration, valuation, housing and shelter policy, slum improvement (KENSUP), administration of state and trust land. Physical Planning functions for local governments, that do not have local capacity for this.
Ministry of Environment and Natural Resources	Supervises the National Environment Management Authority (NEMA), policies for urban environment, pollution standards, environmental impact assessment.
Ministry of Public Works	Road construction and road maintenance for roads that are not local authority adopted highways.
Ministry of Gender, Sports, Culture, Social Services	National gender policies, coordination of National Council of Social Services, Kenya Association of Youth Services, Social Welfare, gender issues/Womens Bureau.
Ministry of Transport	Transport planning, oversight and transport policy for road, rail, air and marine transport services.

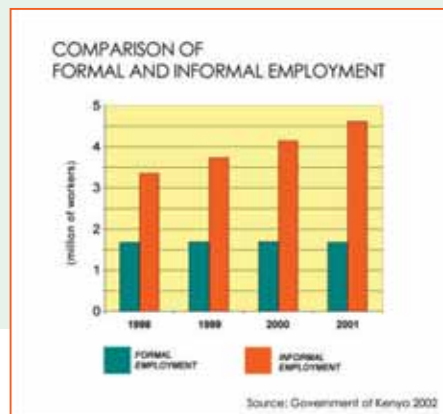
THE ECONOMIC CHALLENGES FOR SUSTAINABLE DEVELOPMENT

Kenya's economic growth has been progressively declining in the last thirty years. During the first decade after independence, Kenya was one of the most promising countries in sub-Saharan Africa, both in terms of economic and social development: during 1960 -1970s the real GDP averaged 7% annual growth, while per capita income increased at about 4% per annum. Between 1974 -1979 growth declined to 5.2% GDP and still further to 4.1% during 1980-1989. The 1990s saw a further contraction of the economy; reduced investor confidence, institutionalised corruption, mismanagement and reduced international development assistance during President Moi's regime, reducing the economy of the country to stagnation.



The challenge for the future is to plan sustainable economic and social growth, based on Kenya's **comparative advantages**: its geographic location, the political stability, and the presence of Nairobi, one of the most important hubs of the continent, hosting important economic and diplomatic centres. **Economic planning** has to be integrated with **physical and environmental planning** and should give special regard to urban centres. In Kenya, cities and towns are accountable for over 65% of the national GDP - Nairobi alone contributes 60% of the GDP to the national economy.

Economic development strategies need to be focused on **poverty reduction** and decreasing the sharp **inequalities** of Kenyan society.



In Kenya the richer 10% of the population controls 42.72% of the wealth, while the poorest 10% controls only the 0.76% (Central Bureau of Statistics Integrated Labour Force Survey, 1999).

DECLINE OF FOREIGN AID AND INVESTMENT

In Kenya, there is evidence of **declining** importance of **foreign aid** to the economy, especially in the last decade. Between 1992-94 and 1998-2000, foreign aid/GDP declined from 7.3% to 1.3%, foreign aid/investment declined from 57% to 6.7%, and foreign aid/trade balance declined from 126% to 14.3%. In 2001 the foreign aid amounted to US\$ 15 per capita.

The decline of the role of aid has been accompanied by a **decline in investments**/GDP from 19% to 16% over the same period.

Incentives to attract local and foreign investors are needed, such as reducing the burden of bureaucracy, **improving** urban **infrastructure**, reforms to the legal system, improved governance and **transparency** to fight corruption.

The **informal sector** is the most dynamic and easily accessible income generator, giving work to over 4.6 million of people. If adequately regulated and enhanced, it can play a crucial role in poverty reduction and economic growth.

(Source: Millennium Development Goals - Progress Report for Kenya, 2003)



GOVERNANCE

Kenya's **institutions** are **weak**, without adequate checks and balances. The whole system is highly centralized and constrained by bureaucracy.

During the previous regime, all levels of society suffered a deterioration of governance systems. The new coalition government initiated a reform agenda that is improving prospects for good governance and is still developing. Reforms are at risk of reversal as the Government tries to balance destabilising influences linked to its need to hold power with coalition interests. Concepts such as **civic participation**, public **accountability** and **transparency** are new and developing in Kenya.

The country has been largely administered by central government control so that devolution and decentralization processes are not yet developed for local accountability. **Poor governance** is the key issue that has led to **poverty** and weak institutional responses in all aspects of the urban sector.

INSTITUTIONAL SET-UP

- Local governments are weakened and constrained by strong **central control** and heavy financial reliance on the centre.
- Ministry of Local Government supervises, supports and resources all 174 local authorities.
- Local governments' service delivery is constrained by **political interference**, lack of funds, **weak administrative capacity**.
- Opportunities for partnerships between government, civil society organizations and private sector have been under utilised.
- In the absence of strategic plans, **urban services lack coherent planning** which limits implementation and monitoring of projects.
- Non-comprehensive planning leads to poor financing and erratic implementation of development activities.

REGULATORY FRAMEWORK

- Local authorities are under the supervision of the **Ministry of Local Government**. A review of the Local Government system for strategic reforms is currently underway.
- Local Governments propose local by-laws, but these are

subsidiary to Acts of Parliament and must be approved by the Ministry of Local Government and then passed by parliament.

- The **Physical Planning Act** gives local governments planning responsibilities, but, in practice, few have trained planners and must refer issues to central planning authorities within Ministry of Lands and Housing, Department of Physical Planning.
- Local Authority Transfer Fund (LATF)** led to Local Authority Service Delivery Action Plans (LASDAP). It enabled inhabitants at ward level for the first time to participate in determining spending priorities for small local projects. In practice, LASDAP is not implemented adequately, as it is little understood by municipalities and citizens.

PERFORMANCE AND ACCOUNTABILITY

- Weak local government response mechanisms to community needs and priorities.
- Lack of communication** strategy disempowers citizens. No citizens charter, ombudsman service or advertised complaints procedure. Codes of conduct are not enforced.
- Performance **standards** for levels of services are not publicly known.
- Mayors are not directly elected by the people, but by a Council of elected councillors; this encourage mayors to respond to councillors' rather than to citizens' needs.
- Some **councillors** are ruled by self-interest, not qualified and undertake corrupt practices.
- Excessive **central control** on local governments and politicization has led to high turn over of staff, particularly senior figures like town clerks. This reduces performance and prevents anchoring of skills.



RESOURCE MOBILIZATION

- Local authorities rely on **central funding** from the Ministry of Local Government which receives Treasury funds to allocate through the annual Local Authorities Transfer Fund (LATF). This allocation is based on the previous year's budget and includes a small increment. The overall fund for **LATF amounts to 5%** of the **national revenue** collected that year. This is distributed among all local authorities. The distribution is based on a needs assessment done every 10 years.
- 40% of the LATF disbursement is based on local government performance such as prepared Local Authorities Service Delivery Action Plan (LASDAP) and submission of a statement of revenue collected to the Ministry of Local Government.
- Most **local governments** are insolvent, **collecting between 20-50% of revenues owed**. Property rates are the main revenue source. However, expenditure of revenue collected requires approval from the Ministry of Local Government.
- Weak revenue collection** means many local governments are unable to pay salaries leading to diversion of efforts to seek personal funds through other means which may encourage corruption and reduce service delivery. This could be avoided by staff salaries being paid from central treasury funds.
- Revenue collection system is not transparent**; this sometimes leads to corrupted practices.
- LASDAP determines revenue budget for service delivery, debt servicing and small local capital projects. However LASDAP projects tend to be small, short-term and *ad hoc*. They do not benefit from a programmed approach to address needs within a comprehensive planning framework.
- Ministry of Local Government requests Treasury allocations for medium-term expenditure planned 3-4 years ahead. In practice, **capital funds** are heavily **dependent on donor funds** and if available are distributed to sectors according to donor preferences. Most local authorities have suffered insufficient capital funding for many years.
- Councillors reported as opposing adherence to budgets.

AGREED PRIORITIES

- Strategic planning for city development to integrate different institutional roles.
- Increase central-local financial transfers.
- Raise revenue collection efficiency and monitor the revenue collection system.
- Accountability and transparency.
- Improve local government response mechanisms to address community needs and priorities.
- Empowerment and communication strategies.
- Improve citizens' access to information.

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* Urban Sector: project proposals addressing all the four themes

SLUMS AND URBAN LAND MANAGEMENT

Slum formation is the most evident result of **urban management choices**. Land policies, economic decisions and relationships between respondent institutions need to be coordinated to comprehensively address urban poverty, slum formation, crime and environmental degradation. At present, land – the most important resource for urban development – is regulated by many incoherent laws. Land grabbing, corruption, lack of transparency in land allocation, social and economic exclusion – exacerbated by fast urbanization – are still affecting Kenyan towns and pushing the poor into informal settlements. As in the colonial times, **land** is treated as a **commodity for the rich** to the detriment of the poor.

The new Land Policy is under elaboration and it is expected to be pro-poor oriented, facilitating access to land for vulnerable groups and clarifying regulations on evictions.

Strategic urban planning, informed by economic development strategies and environmental planning, is an essential tool to **reduce spatial and economic inequalities, comprehensively addressing urban poverty**.

A vital issue for Kenya is the creation of an urban sector coordinating body to **harmonize the responses** of the institutions with urban functions.



INSTITUTIONAL SET-UP

- The **Ministry of Land and Housing** is responsible for land policy and land allocation; local authorities manage the implications of land allocation and the **Ministry of Local Government** supervises local authorities. This leads to **conflicts, disconnections** and, ultimately, to bad land management and slum proliferation.
- Slums are under the responsibility of the Ministry of Lands and Housing – the **Kenya Slum Upgrading Programme** itself sits in this ministry. Therefore, local authorities, who respond to the Ministry of Local Government, feel less responsibility to take action in slums.
- Decision-making and planning are **highly centralized**, causing enormous delays.
- Development plans of neighbouring municipalities are not integrated; **regional planning** is needed.
- Slum upgrading interventions are **uncoordinated**. Municipalities do not have adequate resources and capacity to coordinate and evaluate all the activities; NGOs, CBOs, development agencies and national/local institutions do not have the capacity or the will to cooperate.

RESOURCE MOBILIZATION

- The **financial capacity** of local authorities is very limited.
- The land taxation system is not harmonized with strategic economic and physical planning, therefore is inadequate.
- The **revenue collection** system of local authorities is very weak; land information is outdated, incomplete and corrupted.
- Taxes are collected by local authorities, but approval from central government is required for expenditure. This leads

to delays and reduction of the financial capacity of the municipalities.

- Budget allocation for physical planning is very small at both central and local level.
- The government relies mainly on **donors**/development partners to finance slum upgrading.
- Possibilities for commercial upgrading should be explored.
- A sustainable **partnership** system of financing the upgrading should be developed by central government, local government and private sector, finance institutions.

CAPACITY

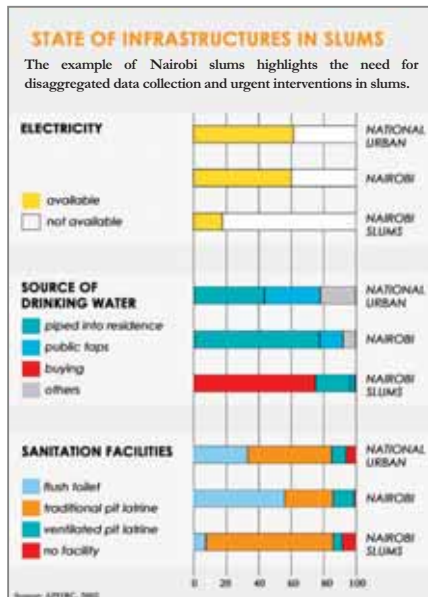
- The **institutional capacity** of the Ministry of Lands and Housing and the Ministry of Local Government are limited because of bureaucratic inefficiencies, limited number of qualified professionals and the extent of issues they must decide on.
- **Land information management** is very weak; very few municipalities have updated maps and records.
- Most of the municipalities lack strategic development plans, because of lack of **planning capacity**; this allows misuse, underutilization and inequitable distribution of urban land.
- Limited capacity of the **National Environment Management Authority (NEMA)** and local authorities to work together at local level for environmental impact assessment and physical planning.
- Local authorities do not have the resources or capacity to coordinate and evaluate NGOs activities.
- Civil society participation and involvement is limited.

TENURE

- The **approach** to the **tenure issue** in Kenya is very conservative and does not take in account lessons from other countries, e.g. use of occupancy certificates or licenses. To guarantee security of tenure through owners' identification and registration is a major problem, because of **personal interests** of slum landlords, some of whom are part of the political élite.
- The majority of **slum dwellers** are unaware of legislation and have difficulties accessing legal advice - especially on eviction matters. The Rent Restriction Act protects low-income tenants from eviction by landlords but there is no protection for slum dwellers.
- The poor cannot access land due to high prices and a non-transparent allocation system. The **land record system** is corrupted and incomplete.
- **Political interference** and **tribalism** heavily affect decisions on slums.

AGREED PRIORITIES

- Devolution of land management and physical-economic planning to local authorities.
- Provide human and financial resources for local authorities to perform planning functions.
- Transparency of the land record and allocation system and systematic land information management.
- Improve the financial capacity of local authorities.
- Harmonize the efforts of different institutions for slum upgrading to avoid waste of resources and duplication.
- Improve land information and taxation for pro-poor land management.
- Support **KENSUP** to enhance communities' involvement and information dissemination.



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* Urban Sector: project proposals addressing all the four themes

GENDER AND HIV/AIDS

Traditional practices and stereotyped social-cultural perceptions contribute to **gender disparities** in Kenya. Women are under-represented at all levels of decision-making which continue to be male-dominated; this is related to women's lack of **opportunities**, both for education and employment. They have limited access to assets or credit and societal perceptions force them into unskilled, labour intensive and poorly paid jobs. Women only constituted 13% of the total professionals in public service in 2002 (1998/1999 Integrated Labour Force Survey). In urban areas, working women earn less than men and are more likely to be under-waged.



This situation is made worse by the burden of household, childcare and domestic responsibilities, falling mostly on women and forcing them into casual or home-based work. There are few women in elected representative positions. This reinforces the low position of women in society. Security constraints are heavier for women than for men, hindering their ability to work far from home or after dark. As a result, women experience **increasing poverty**. The number of woman-headed households is escalating and the feminisation of poverty heavily affects children. The low status of women increases their exposure to domestic **violence**, sexual abuse and commercial sex. The incidence of sexual transmittable diseases is higher for

The incidence of sexual transmittable diseases is higher for women, because their **social-economic condition** increases their **vulnerability to HIV/AIDS**. This makes HIV/AIDS a gender issue. The impact of HIV/AIDS pandemic is severe in Kenya overall, but infection rates are higher in urban centres, causing loss of productive people, increasing number of orphans and deepening of poverty. Efforts are needed to advance the status of vulnerable groups, particularly women and children. Sensitization of men and women is needed to fight domestic violence, disseminate information about women's rights and support services, and avoid practices prejudicial to health, such as female circumcision and forced early marriages. Training in gender issues for public officers is needed and the role of media in educating society should be enhanced

WOMEN AND HIV/AIDS

HIV/AIDS is a gender issue because the social-economic condition of women increases their vulnerability to the virus. Although both sexes are at risk at all levels of society, women are more vulnerable because of limited information, education and empowerment. Submissiveness and biological factors also contributes to the fast diffusion of the pandemic in the womanhood. Violence against women and feminisation of poverty, forcing women into commercial sex, needs to be addressed comprehensively to reverse the spread of HIV/AIDS. HIV/AIDS is not only a health problem, but also a social issue.

Location	Gender	Prevalence (%)
urban	WOMEN	12.3%
	MEN	7.5%
rural	WOMEN	7.5%
	MEN	3.6%

Source: Kenya Demographic and Health Survey, 2003.

INSTITUTIONAL SET-UP

- **Women's Bureau in Ministry of Gender, Sports and Culture** guides national gender policy development, collects and assesses data, and guides legislative processes. So far, there is no formal legislation to address gender issues.
- Local authorities do not have a gender mainstreaming or work-based policy, but launched a declaration of commitments by the **Alliance of African Mayors against HIV/AIDS (AMICCALL)**; only few operational activities have been implemented.
- **Civil society organizations** are actively involved in addressing gender and HIV/AIDS, but their efforts are *ad hoc*. A comprehensive framework to harmonize these activities with local authorities' actions is needed.
- Lack of gender disaggregated data constrains policy and impact monitoring.



RESOURCE MOBILIZATION

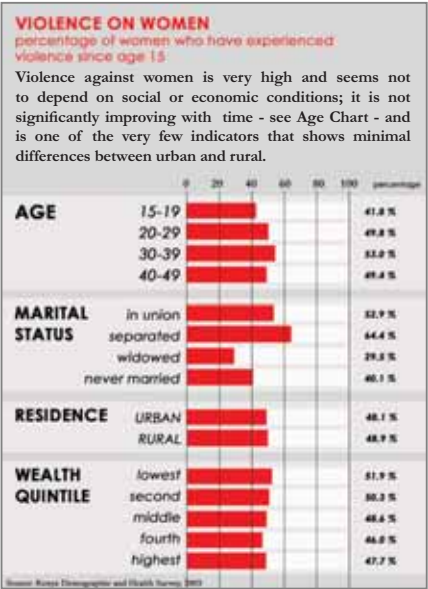
- **Ministry of Local Government** has a Gender Officer but no funds for activities; this reflects negatively on local authorities.
- Mainstreaming Gender and HIV/AIDS requires mobilisation of resources across all sectors.
- **National AIDS Control Council** makes available grants for HIV/AIDS activities at district level. In practice, this will require outreach work to promote up-take of these resources.
- At **local level** an array of CBOs and women groups offer the potential to harness efforts for local activities.
- **International community's** funds are available to address HIV/AIDS issues.

EMPOWERMENT AND ACCOUNTABILITY

- Women representation in decision-making is low at all levels. **Leadership is male-dominated**; only 4.8% of parliamentarians elected are women. Youth are also excluded from decision making.
- **Media** do not educate the citizens in gender and HIV related issues.
- Women have less **access to information** than men and have lower access to education services.
- Lack of civic education on gender and issues, at all levels of society and amongst the leadership.
- HIV/AIDS stigma results in negative attitudes.
- Absence of formal policies in local institutions constrains **accountability**.
- Local women's groups are not sufficiently organised and empowered to make demands and hold authorities to address their needs.

AGREED PRIORITIES

- Need assessment in local governments to guide actions required for mainstreaming gender and HIV/AIDS.
- Comprehensive national training programme on gender and HIV/AIDS for public institutions.
- Identify develop and support local partnership projects to develop and implement action plans.
- Develop and strengthen capacity of existing organizations for partnership projects.
- Training in disaggregated data collection, monitoring and evaluation of activities at all levels and through participation.
- Wider involvement of communities and particularly vulnerable groups in assessing and monitoring urban services delivery.



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	Training in disaggregated data collection for gender and HIV/AIDS mainstreaming	
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* Urban Sector: project proposals addressing all the four themes

ENVIRONMENT

Kenya has endured **massive population increases** leading to tremendous environmental pressure coupled with very weak institutional regulatory, planning and management frameworks. The environment has deteriorated unchecked, and efforts to arrest this are constrained by **inadequate environmental governance** and enforcement. Environment issues have not been prioritized as a key public and political concern. Indigenous forests are reducing rapidly and irreversibly because of over reliance on wood fuel. Unplanned settlements grow without essential **urban services**, waste generation in towns is overwhelming municipal management capacities. The priorities are to strengthen **institutional capacity**, especially at the local level, to plan and manage a sustainable urban environment and to reduce cities' footprint on rural areas. **Citizens** and leaders should be sensitized on the importance of good environmental governance.



Two thirds of Kenyan households depend on firewood. Urban households use kerosene (51%) or charcoal (26%).

INSTITUTIONAL SET-UP

- The **National Environment Council (NEC)** formulates policies, priorities and the National Environment Action Plan. It comprises wide representation from ministries, local authorities, private sector, NGOs. It addresses all issues ranging from natural resources to international protocols.
- The **National Environment Management Authority (NEMA)** is the government implementing agency, supervising and coordinating institutional responses. Operational from 2003, NEMA is still developing implementation strategies. Outreach work by NEMA is needed to improve local understanding of the new Act, agree on guidelines and standards for monitoring and enforcement of environmental laws. NEMA should work with Ministry of Local Government and guide local authorities.
- **Provincial and District Environmental Committees** are decentralized arms of NEMA at provincial and district

levels. All 71 districts in Kenya have one trained District Environmental Officer, residing at district/provincial offices, separate from Local Government.

- **Local authorities**, under the direction of the Ministry of Local Government, have responsibilities for urban management, physical planning, and enforcement of local by-laws. Most operate with weak institutional capacity, insufficient trained environmental officers and limited resources.

REGULATORY FRAMEWORK

- Enforcement of regulations is constrained by existence of several **overlapping** acts, by-laws, and institutional responsibilities. At the local level, existing by-laws are outdated colonial relics with too small and erratically applied penalties.
- A new **Environmental Management Coordination Act (EMCA)** was enacted in 2000. It provides a legal framework and embraces other sectors' laws e.g. Physical Planning Act and Local Government Reforms. New development proposals now require an environmental impact assessment. As a legal instrument, the new Act requires local guidelines for institutional responses, new environmental standards and penalties for court actions before the Act is fully operational.
- Local authorities will need to move rapidly to **develop bye-laws** to respond to new EMCA responsibilities and will need guidance from NEMA.



RESOURCE MOBILIZATION

- Resources allocated for the environment are insufficient to arrest environmental degradation. Local authorities receive funds from central government through the **Local Authorities Transfer Fund**, but budgets for environmental activities are low.
- With some notable exceptions, **public/private partnerships** are few and unexploited.
- Lack of **human and financial resources** for environmental planning and management at local level.

AWARENESS AND ACCOUNTABILITY

- **Awareness** of environmental issues is low at all levels. The environment is not regarded as a high priority amongst decision-makers and public apathy leads to poor environmental governance.
- Citizens and the leadership need to be educated about environmental issues and sustainability. **Public communication strategy** development is important.
- National Environment Management Authority (NEMA) can set **standards**, investigate complaints and **prosecute**. However EMCA legislation has not been tested through judicial prosecution as guidelines are being developed.
- Local authorities have lagged behind in effective **monitoring, management** and communication strategies for good environmental governance. The LASDAP process creates opportunities for participatory planning but needs strengthening to mainstream environmental concerns and, more explicitly, to implement environmental monitoring, management and governance.
- Lack of planning tools for informed decision-making limits accountability.



AGREED PRIORITIES

- Strengthen relationships between central and local institutions and improve compliance with Environmental Management Coordination Act (EMCA).
- Raise environmental awareness and education.
- Improve environmental planning and management capacity. Establish a local urban forum to improve environmental governance, partnership opportunities and public involvement.
- Environmental education programmes for students.
- Preserve animal migration corridors from urbanization
- Develop a demonstration project for sustainable tourism.

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	Joint development and enforcement of urban environment standards for local authorities	

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URBAN SECTOR* N°1	Project proposal
	Urban Sector Coordinating Body for Kenya

LOCATION: Kenya
DURATION: 10 months

BENEFICIARIES: Urban communities and respondent institutions: Ministry of Finance, Ministry of Economic Planning and Development, Ministry of Land and Housing, Ministry of Local Government, international and local development partners.

IMPLEMENTING PARTNERS: Ministry of Planning and National Development, Ministry of Finance, Ministry of Local Government, Ministry of Land and Housing, UN-HABITAT, World Bank, UNDP, European Commission and Heads of Mission for development partners.

ESTIMATED COST: US\$250,000

BACKGROUND: In Kenya the potential of urban centres as generators of social and economic growth and development has not been realized. The Poverty Reduction Strategy Paper (PRSP) and Economic Recovery Strategy for Wealth Creation Paper articulate individual elements that do relate to the urban sector but this sector lacks a coordinated framework that could harness diverse urban institutions and ministries within a coherent strategy for action.

The towns' management needs to go beyond traditional roles and enhance prospects for economic growth and governance to reduce urban poverty. The current system is weak because of the inevitable fragmented policies and activities implemented by different institutions. There is a need for dialogue and coordination.

International Development partners have also begun to harmonise and coordinate assistance programmes.

For this reason, formally constituted stewardship of Kenya's urban sector can bring about many added values and address disparate roles, achieve synergies and maximise the potential for economic growth.

OBJECTIVES: Creation of an urban sector coordinating body that is able to harmonize the responses of the institutions to urban needs and coordinate the activities of civil society organizations and development agencies.

The nature and the modalities of intervention of the coordinating body will be established in collaboration with all the urban actors.

ACTIVITIES:

- Individual information gathering meetings with the Ministry of Planning and Development, the Ministry of Finance, the Ministry of Local Government, the Ministry of Land and Housing, national level NGOs, international and national development partners. Assessment of perspectives, constraints and competing demands and individual concerns.

- Meetings with international development partners to assess support to pledge development assistance through an Urban Sector Coordinating body and to develop modalities for this.

- Assessment and scenario planning for different institutional roles and responsibilities and implications assessed with option appraisals for different modalities for an Urban Sector Coordinating Body.

- Mini-consultation with key ministries and institutions with urban functions.

- Interim report and recommendations to key ministries.

- Consultation Workshop with Key Ministries and Development Partners.

- Proposal for the coordinating body - Sessional Paper preparation for the Parliament to approve.

OUTPUTS: Creation of an Urban Sector Coordinating Body for Kenya.

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



URBAN SECTOR* N°2	Project proposal
	Decentralisation of multi-sector planning to local authorities

LOCATION: Kenya
DURATION: 2 years

BENEFICIARIES: Urban communities, selected municipalities.

IMPLEMENTING PARTNERS: Ministry of Land and Housing, Ministry of Local Government, municipalities, National Environment Management Authority (NEMA), UN-HABITAT, World Bank.

ESTIMATED COST: US\$1,000,000

BACKGROUND: In the existing set-up, the Ministry of Land and Housing is responsible for land allocation, land registration and physical planning decisions. Local authorities, supervised by the Ministry of Local Government, are responsible for implementing these decisions, all of which do have an impact on local urban land management. Local authorities usually lack physical planning capacity and need to rely on the decisions of the Ministry of Land and Housing for physical planning matters. The current institutional set-up suffers from disconnections and delays because of centralization and bureaucracy. Centralized planning decisions are generally disconnected from the local realities and are not sensitive to environmental, economic and social issues.

These functions should be decentralized and local authorities should be enabled to mainstream and integrate them. Local authorities need trained planners and economists.

OBJECTIVES: Strengthen the capacity of municipalities to control and manage the urban centres by devolving to local authorities land allocation functions. Build local capacities in physical and economic planning.

ACTIVITIES:

- Consultations with concerned ministries and pilot local authorities to propose, define and design the new roles of the institutions.

- Needs assessment of local training needs for the enhancement of local economic, physical and environmental planning capacities.

- Recruitment of new staff in the municipalities lacking adequate human resources.

- Development of training tools.

- Training of planners.

- Development of strategic development plans to test new in integrated physical, economic and environmental planning.

- Develop guidelines for replication.

OUTPUTS: Restructured framework of institutions' roles and responsibilities. Preparation of strategic development plans in selected municipalities.

STAFF REQUIRED: Coordinator of team with various expertise in urban economics, local government and urban management.

URBAN SECTOR* N°3	Project proposal
	Revenue Sharing Strategy for Local Authorities and Central Government

LOCATION: Kenya, selected municipalities.
DURATION: 1 year

BENEFICIARIES: Urban communities.

IMPLEMENTING PARTNERS: Ministry of Finance, Ministry of Local Government, local governments, UN-HABITAT, World Bank, research institutes.

ESTIMATED COST: US\$180,000

BACKGROUND: The local authorities collect revenues but require central government approval for expenditure of these funds. Bureaucratic delays limit resource flows and impact negatively on local investments. The authorities collect a small share of the revenues, because they lack of adequate knowledge of the territory and records are not updated.

OBJECTIVES: Improve the revenue collection and management to increase the capacity of the local authorities.

ACTIVITIES:

Consultations with concerned ministries and municipalities. Institutional framework study to propose, define and design the new roles of the institutions. Training needs assessment for local authorities. Development of training tools. Delivery of training to local and associated central authorities' staff in economic management and related information technology system.

Long term monitoring of the results.

OUTPUTS: Design of a devolution plan. Training of experts for the local governments. Increased financial capacity for the municipalities.

STAFF REQUIRED: Finance and institutional experts; various trainers for different training elements. Central and local government relevant department facilitation.

* Urban Sector: project proposals addressing all the four themes



URBAN SECTOR* N°4	Project proposal
	Study on Cities Development

LOCATION: Kenya
DURATION: 1 year

BENEFICIARIES: Ministry of Planning and National Development, Ministry of Local Government, Ministry of Land and Housing, Ministry of Finance, NEMA, KIPRA, municipalities, planning institutions, international development partners.

IMPLEMENTING PARTNERS: Research institutes, universities, UN-HABITAT, KIPRA, NEMA.

ESTIMATED COST: US\$100,000

BACKGROUND:

Towns in Kenya are developing fast but the long-term impact of this has not been assessed to plan towards meeting the challenge of increasing urbanization. All authorities will need to respond through policy development and planned activities to address key areas. Some towns are developing faster than others and this is being accompanied by adverse environmental impacts, overwhelmed urban infrastructure and services, inadequate urban management capacity. In order to be able to respond to these future challenges, there is a need for analysis, evaluation to assist in making informed decisions by central authorities in the key ministries and in local authorities to plan for their future medium term to long term needs.



OBJECTIVES:

Understand the direction of towns' and cities' development to plan and prioritise interventions and support urban strategies.

ACTIVITIES:

Analysis of existing literature, economy and population's trends study. Evaluation of main risks and opportunities for urban development in Kenya.

Suggest precise policy directives for government. Highlight main opportunities for private and public investments.

Peer review with ministries, local governments and urban development stakeholders to present the results of the study and outline the way forward.

OUTPUTS: Definition of guidelines to direct the urban development of Kenya.

STAFF REQUIRED: Research team of urban experts: economists, planners, environmentalists.

URBAN SECTOR* N°5	Project proposal
	Local economic development

LOCATION: Kenya

DURATION: An initial phase of three years.

BENEFICIARIES: Urban communities, the informal sector, the business community, and the Nairobi City Council

IMPLEMENTING PARTNERS: Nairobi City Council; Private Sector; UN-HABITAT.

ESTIMATED COST: US\$1,000,000

BACKGROUND: The Nairobi metropolitan region – including Nairobi and the neighbouring municipalities - accommodates more than 4.5 million people, made up of a core population of around 3.25 million within the city's administrative boundaries, and the remainder of the population in the surrounding peri-urban areas and satellite towns. The formal economy of the city is dominated by industry, trade and marketing, banking and finance, and public sector services. Over the last three decades, the city economy has seen the rapid growth of an informal sector, consisting primarily of micro and small enterprises, especially in small-scale manufacturing and petty trade.

In spite of its dominant role in the country's economy, Nairobi lacks a vision for local economic development, and there are no clear goals and objectives that set out a path for city economic growth and development. Because of capacity constraints, the Nairobi City Council – the city's elected legislative body – has not been able to provide leadership in local economic governance. As a result, stakeholder activities in the local and wider metropolitan economy are largely uncoordinated, leading to poor provision and utilization of infrastructure and other resources such as land and labour. Moreover, a coherent strategy towards the informal sector is lacking.

Although some pro-business measures have been taken in the recent past, such as the introduction by the City Council of a single business permit, the regulatory environment remains unfavourable especially towards the informal sector. This unfavourable setting and the poor state of infrastructure make the city uncompetitive thus weakening its ability to attract investments and generate employment.

OBJECTIVES: The objective is to build the capacity of city 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 of the city economy.

ACTIVITIES: The following is a listing of the main activities:

1. Initiate preparatory activities for LED methodology

UN-HABITAT will adapt UN-HABITAT LED tools, with a focus on those in the "Strategic Planning for Economic Development" toolkit. Local partners will then be selected and trained in the use of these tools, in preparation for the

subsequent implementation of LED activities.

2. Develop a LED Strategy, Implementation Framework and Action Plans

A LED strategy for Nairobi will be developed utilizing existing information and additional investigations where necessary. As the LED process is participatory, LED consultations will be held among stakeholders in Nairobi. These consultations will help develop a LED strategy and implementation framework, build commitment to the LED process, and assist stakeholders plan for the subsequent implementation of LED activities. UN-HABITAT will draw on its extensive experience of designing and conducting similar consultations in other countries. A report will be produced documenting the LED consultation in addition to setting out the LED strategy, implementation framework, and action plans.

3. Implementing the LED Strategy and Action Plans

UN-HABITAT will submit the consultation report to stakeholders to secure their approval and institutional commitment to the LED process, strategy, implementation framework, and action plans. This will be a critical stage in institutionalizing the LED process. UN-HABITAT will provide technical assistance in the implementation of selected action plans, with a focus on building the capacity of Nairobi City Council to provide leadership in the LED process.

4. 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: The main outputs will include:

- A LED strategy for Nairobi, an implementation framework and action plans;
- Local stakeholders with the capacity to promote LED

STAFF REQUIRED: Expert in economics and institutions

* Urban Sector: project proposals addressing all the four themes

Strengths	Weaknesses	Opportunities	Threats	PRIORITIES
DEVOLUTION OF POWER				
<ul style="list-style-type: none"> Local institutions exist for urban land use, land management and development. 	<ul style="list-style-type: none"> Local governments are constrained by strong central control and heavy financial reliance on the centre. In the absence of strategic plans, urban services lack coherent planning which limits oversight, implementation and monitoring of projects against performance benchmarks. Delays between different institutions due to reliance on central institutions for decisions. LASDAP not adequately participatory. 	<ul style="list-style-type: none"> Decentralised management and decision making will strengthen local government performance. Formulation and implementation of strategic plans would support the transition to devolved government. Local governments could leverage resources through local partnerships with private sector and civil society. 	<ul style="list-style-type: none"> Official policy supports existing unitary system which has led to weak institutional environment, inadequate financing and poor performance of local authorities. No comprehensive planning means poor financing and erratic implementation of development activities. 	<ul style="list-style-type: none"> Decentralisation of service delivery. Strategic planning for city development to integrate different institutional roles.
FISCAL DECENTRALIZATION, REVENUE COLLECTION AND FINANCIAL MANAGEMENT				
<ul style="list-style-type: none"> Introduction of Local Authority Transfer Fund and Road Levy. 	<ul style="list-style-type: none"> Central government financial transfers to local authorities are inadequate relative to decentralization objective. Most Local Governments are inadequate at revenue collection and financial management. Councillors reported as opposing adherence to budgets and revenue collection is corrupted. Limited accountability and transparency. 	<ul style="list-style-type: none"> Expansion of financial transfers to local government. ICT to improve revenue collection, monitoring and financial transparency. Training in budgeting and financial management. Need to identify other revenue sources at local level. 	<ul style="list-style-type: none"> Limited commitment to fiscal decentralisation. Weak financial management limits performance and encourages corrupt practices. Leadership may obstruct reforms if not sensitised. 	<ul style="list-style-type: none"> Need to increase central-local financial transfers. Need to raise revenue collection efficiency and monitor the revenue collection system. Accountability and transparency.
PERFORMANCE RESPONSIVENESS AND ACCOUNTABILITY				
<ul style="list-style-type: none"> Weak local government response mechanisms to community needs and priorities. Lack of a Communication Strategy disempowers citizens. Ministry of Local Government control on Local Authorities executive appointments and transfers of posts constrains overall effectiveness. Town Clerks/Executives are appointed by Ministry of Local Government in consultation with Public Service Commission. These often suffer frequent transfers. Codes of conduct are not enforced. 	<ul style="list-style-type: none"> Develop and publish Citizens Charter, standards of service and adequate ombudsman services. Local governments' communication strategy for improved transparency. Encourage institutional strengthening through performance contracts for senior staff. Establish Human Resource Development Policy to strengthen staff skills, motivation and administrative performance. 	<ul style="list-style-type: none"> Lack of political will amongst elected Councillors to support capacity building for overall improved institutional governance. Ministry of Local Government will consult with Local Authorities to assess appropriate appointments and transfers. 	<ul style="list-style-type: none"> Need to improve local government response mechanisms to address community needs and priorities. Empowerment and Communication Strategies. Citizen access to information through improved channels of communication. 	

GOVERNANCE No 1	Project proposal
	National Urban Governance Programme

LOCATION: national and local levels
DURATION: An initial phase of three years

BENEFICIARIES: Urban communities, especially the poor who have limited voice and access to services, and local authorities.

IMPLEMENTING PARTNERS: Local Governments; Ministry of Local Government; civil society organizations; private sector; UN-HABITAT

ESTIMATED COST: US\$4,180,000

BACKGROUND: Urban governance in Kenya is presently facing formidable challenges. At the core of this crisis is the limited devolution of power and resources from the central government to local government. Centralization can be traced to the early post-independence period when the state, through the Transfer of Functions Act of 1969, took over the delivery of services that were hitherto the responsibility of local authorities. Against a backdrop of increasing urbanization, persisting centralization, and limited resources, urban local authorities have progressively been overwhelmed by the challenge of urban management and service delivery; and they have also had to compete for resources with the parallel system of sector ministries which finances a range of services at the local level.

During the last five years, the central government has attempted to re-invigorate local authorities. In 1999, a Local Authority Transfer Fund (LATF) was introduced, a fiscal mechanism designed to transfer an increasing share of national income tax revenue to local government and to provide incentives to encourage better local performance. LATF is complemented by a framework for participatory planning, the Local Authority Service Delivery Action Plan. At the city level, towns such as Malindi and Nakuru have acquired experience in strategic planning. These measures, implemented under the umbrella of donor-supported reform programmes, have yielded positive results. However, some urban stakeholders have argued that the ongoing reforms will have only a limited impact as they are not framed to transform the existing system of urban governance. In contrast, the reforms put forward in the draft National Constitution aim to devolve power to local government and thus overhaul local governance.

Without support, the central government and local authorities will be ill-equipped to manage the transition towards a devolved system of urban governance. Consultations with urban stakeholders have re-emphasized that such support should focus on the causes of poor governance and not on the symptoms. A central recommendation is that this support should be framed, not as disparate projects, but as an urban governance programme which coherently addresses the main causes of poor urban governance. Such a programme

should be designed through a participatory process, bringing stakeholders together to identify and flesh out specific areas of support. Previous stakeholder consultations have so far confirmed that it will be critical to: (a) improve the ability of local authorities to prepare and implement strategic development plans; (b) raise the transparency and accountability of local government; and (c) improve local government mechanisms for responding to community priorities. The estimated cost quoted above takes these indicative interventions into account, besides factoring in the resources needed for further stakeholder consultations to design in detail the proposed urban governance programme.

OBJECTIVES: The objective is to transform urban governance through the devolution of power and resources and to strengthen local accountability and service delivery

ACTIVITIES:

To improve capacity-building:

- (a) Design, through a participatory process, an urban governance programme which supports the devolution of power and addresses the main causes of poor governance;
- (b) Develop the capacity of selected local authorities to prepare and implement strategic development plans, building on the experiences of Malindi and Nakuru;
- (c) Strengthen the response mechanisms of selected local authorities, mostly as capacity building, as a means of assuring that community priorities are addressed.

To improve management:

- (d) Improve the capacity of selected local authorities for efficient, effective and equitable service delivery;
- (e) Introduce management systems and modes of behaviour that raise the transparency and accountability of selected local authorities;
- (f) Introduce participatory methods of monitoring and evaluating local authority performance.

OUTPUTS: A transparent and accountable system of urban governance and management in selected local authorities that is replicable within the entire local government system.

STAFF REQUIRED: Staff and consultancy inputs in urban governance, strategic planning and urban management



Strengths	Weaknesses	Opportunities	Threats	PRIORITIES
REGULATORY FRAMEWORK and INSTITUTIONAL SET-UP				
<ul style="list-style-type: none"> The Physical Planning Act aims to stakeholders' participation and involvement in development and management. 	<ul style="list-style-type: none"> In spite of the Act, planning is not dealt in a participatory way. Land information management is very weak; very few municipalities have updated maps and records. Budget allocation for physical planning is very small at central and local level. Most of the municipalities lack of strategic development plans, because of lack of planning capacity; this allows misuse, underutilization and inequitable distribution of urban land. Limited capacity of National Environment Management Authority (NEMA) and local authorities to work together at local level for environmental impact assessment and physical planning. 	<ul style="list-style-type: none"> Clarify roles and responsibilities of the institutions for a better enforcement of the new land policy. Strengthening and supporting local authorities to manage slum and shelter issues more effectively. Integration of development plans of neighbouring municipalities (regional planning). 	<ul style="list-style-type: none"> Ministry of Land and Housing is responsible for land policy and land allocation, local authorities manage the implications of land allocation and the Ministry of Local Government supervises local authorities. This leads to conflicts and disconnections. Decision making and planning are highly centralised. This causes enormous delays. The institutional capacity of the Ministries of Land and Housing and Local Government are limited because of bureaucratic inefficiencies, limited number of qualified professionals and the extent of issues they must decide on. 	<ul style="list-style-type: none"> Devolution of land management and physical-economic planning to local authorities. Provide human and financial resources for local authorities to perform planning functions. Transparency of the land record and allocation system and systematic land information management.
RESOURCES MOBILIZATION				
<ul style="list-style-type: none"> The percentage of revenue collected in some municipalities is increasing. 	<ul style="list-style-type: none"> Land taxation system is not harmonized with strategic economic and physical planning, therefore is inadequate. The revenue collection system of local authorities is very weak; land information is outdated. Taxes are collected by local authorities, but approval from central government is required for expenditure. This leads to delays and reduction of the financial capacity of the municipalities. 	<ul style="list-style-type: none"> Improved land taxation system, together with the enhancement of the revenue collection, would increase the capacity of the municipalities and lead to a more equitable taxation ultimately benefiting the poor. A sustainable partnership system of financing upgrading should be developed by central government, local government, finance institutions and private sector. 	<ul style="list-style-type: none"> The Government relies mainly on donors/development partners to finance slum upgrading. Corruption at local level constrains equitable land management and revenue collection. 	<ul style="list-style-type: none"> Improve the financial capacity of local authorities. Harmonize the efforts of different institutions to slum upgrading to avoid waste of resources and duplication. Improve land information and taxation for a pro-poor land management.
SLUM UPGRADING				
<ul style="list-style-type: none"> Increasing Government commitment in slum upgrading. Kenya Slum Upgrading Programme (KENSUP) is reviewing the policies constraining the local development. 	<ul style="list-style-type: none"> Slum upgrading interventions are uncoordinated. Municipalities do not have adequate resources and capacity to coordinate and evaluate all the activities; NGOs, CBOs, development agencies and national/local institutions do not have capacity or will to cooperate. Poor information dissemination among all stakeholders, conflicts of interests and difference in slum upgrading visions. Limited financial resources. Previous upgrading efforts have been disjointed and not effectively planned in terms of resources mobilisation, sustainability and design. Limited communities involvement; upgrading is seldom demand-led. The majority of slum dwellers is unaware of legislation and has difficulties accessing legal advice. 	<ul style="list-style-type: none"> Possibilities for commercial upgrading. Involvement of key stakeholders in all stages of the upgrading. Creation of an Urban Sector Coordinating Body to harmonize responses and activities. 	<ul style="list-style-type: none"> Slums are the result of spatial inequality and segregation; a comprehensive system of socio-economic policies and planning must create the conditions for a sustainable and equitable urban development. Political interference and tribalism heavily affect decisions on slums. Slum upgrading in the past failed to benefit the poor. The approach to tenure issue is very conservative and does not take into account lessons from other countries (e.g. use of occupancy certificates, licenses). 	<ul style="list-style-type: none"> Coordinate interventions in slums. Enhance communities' involvement and information dissemination (support to KENSUP).

SLUMS N°1	<i>Project proposal</i> Financing Strategy for Slum Upgrading
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LOCATION: Pilot projects in selected municipalities
DURATION: 24 months

BENEFICIARIES: Slum dwellers and communities in informal settlements, Municipalities.

IMPLEMENTING PARTNERS: Ministry of Finance, Ministry of Local Government, Local Governments, UN-HABITAT, World Bank, research institutes, slum communities, CBOs, private sector, financing institutions, micro finance NGOs.

ESTIMATED COST: US\$500,000

BACKGROUND: Central Government relies mainly on donors to finance slum upgrading. There is a need to develop a sustainable financing strategy for slum upgrading based on the use of national and local resources and on the enhancement of the economic possibilities intrinsic in slums. Informal settlements have a big potential for economic growth. Crossed subsidies system, micro-finance schemes and other strategies should be developed with the communities to enable economic development and poverty reduction.

OBJECTIVES: Develop a sustainable long-term financing strategy for slum upgrading and economic development.

ACTIVITIES:

- Research Best Practices and learning lessons from other countries and from successful Kenyan experiences.
- Explore the possibilities of 'commercial slum upgrading', define a national strategy and possible local strategies together with KENSUP, KIPRA, Ministry of Local Government, Slum Upgrading Facilities Programme, NGOs, slum dwellers communities.
- Develop pilot project to test strategies.
- Pilot project implementation

OUTPUTS: Increased funds to address slums dwellers priority needs

STAFF REQUIRED: Research team with expertise in: economics, finance and institutions, informal sector, local authorities, financing institutions.



SLUMS N°2	<i>Project proposal</i> Improving Revenue System - Collection and Taxation
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LOCATION: Pilot demonstration projects in selected municipalities.
DURATION: 12 months

BENEFICIARIES: Municipalities, private sector, slum communities.

IMPLEMENTING PARTNERS: Ministry of Finance, Ministry of Local Government, local governments, UN-HABITAT, World Bank, research institutes, slum communities.

ESTIMATED COST: US\$200,000

BACKGROUND: Most local authorities collect only a small share of the revenues. This happens because of lack of institutional capacity, outdated information on urban land and properties, corruption and non-computerized land record systems. The urban land taxation system and property taxes are often not equitable and sustainable; land taxation should be developed in collaboration with urban development strategies and economic planning. Tax collection and taxation should be restructured and improved in the wealthier areas, but some kind of taxation should also be developed for slums, to generate revenues that can be directly reinvested in the communities. Slum dwellers would benefit from increased local authority financial capacities as increased revenue mobilization will enable more resources for service delivery by local authorities.

OBJECTIVES: Increase the financial capacity of local authorities in order to be able to address slum upgrading with local resources. The first objective is to increase efficiency and transparency of the existing land record and taxation systems.

The second objective is to develop an equitable land and properties taxation system, based on physical and economic planning.

ACTIVITIES:

- Study Best Practices from other countries and from successful Kenyan experiences.
- Develop demonstration pilot projects to harmonise local tax and property registration with land information and management from the physical and financial point of view.
- Identify training needs and gaps in the municipalities to support pilot projects.
- Training activities. Various elements will be incorporated: digital mapping, computerization of existing land records, introduction of information technologies, training of staff to work with physical and economic planners. It is important to harmonize property taxation strategies with strategic development. The municipalities selected for the pilot project should have a strategic development plan or an active planning office. The two projects can be combined. The training is combined with training of trainers for future replication.
- Recommendations for replication.
- Long-term monitoring of the results.

OUTPUTS: Improved efficiency of the existing taxation and land record systems and new land taxation strategies for the municipalities will increase the revenue collected by the local authorities. Recommendations for replication and monitoring of the results.

STAFF REQUIRED: Full-time coordinator and finance and institutions experts, private sector exponents, slum dwellers representatives, local authorities, trainers.

SLUMS & GENDER N°3	Project proposal
	Support to KENSUP - Communication and Media Strategy Development

LOCATION: Kenya
DURATION: 10 months

BENEFICIARIES: KENSUP and slum dwellers

IMPLEMENTING PARTNERS: KENSUP, local governments, UN-HABITAT, Kenya's main media houses, radio stations, ministry of information.

ESTIMATED COST: US\$100,000

BACKGROUND: Generally there is a lack of communication between institutions, government, development agencies and citizens. People are not aware of what is going on, information or perceptions without information can easily be manipulated. Citizens are constrained in their access to the institutions operating on their behalf.

In Kenya, few media practitioners engage with developmental concerns. This is a lost opportunity. Few media houses or radio programmes take up development issues and, in particular, know how to write about slum upgrading. They have a tendency to write about the problems as symptoms without understanding the underlying causes and without comprehending policy options and possibilities.

Communication and media strategies should include a component on capacity-building for journalists and a component for institutions to get used to interact with media to educate citizens.

Through these means, the level of awareness and debate will increase and the poor, many of whom have no access to reliable information, will be reached through the popular media.

OBJECTIVES: Improve awareness of development related issues, slums, gender and HIV/AIDS in particular, empower poor communities and increase awareness of people about their rights. Disseminate information about institutions and development activities to increase the civil society involvement in decision-making processes.

ACTIVITIES:

- Profiling all media and radio stations through interviews with key informants.
- Profile government and local government institutions to assess existing communication strategies.
- Develop a Media Toolkit in partnership with media and public institutions for capacity building for journalists and media practitioners, councillors, government and local government staff. Develop knowledge on how to package news and public information to facilitate dual engagement and partnership between media and institutions.
- Interim toolkit to be pilot tested with selected media houses, radio stations.
- Develop media and development partners workshop with all Kenya's main media houses, radio stations and key public institutions to share and demonstrate results and promote up-take of media toolkit.
- As an outcome of the workshop, set-up a Media and Development Network to apply media strategies and tool-kit to institutionalise working arrangements and anchor joint media and development information and dissemination.

OUTPUTS: Increased awareness among the citizens about developmental issues, particularly those related to slum upgrading and urban poverty.

STAFF REQUIRED: Coordinator, various short term trainers with expertise in communication, media and public relations.



Strengths	Weaknesses	Opportunities	Threats	PRIORITIES
INSTITUTIONAL SET-UP				
<ul style="list-style-type: none"> • Existence of Ministry of Gender, Sports and Culture, Ministry of Local Government, ALGAK, and Municipalities which, if orientated, can be proactive to mainstream Gender & HIV/AIDS. 	<ul style="list-style-type: none"> • Gender mainstreaming policy or activities not being implemented in most public institutions. • Response mechanisms are passive and not proactive. • HIV/AIDS is still regarded as a health issue, which limits responses. • Efforts tend to be non systematic or sustained, as not anchored, institutionalised or adequately resourced. • Women and youth not involved in programme formulation. 	<ul style="list-style-type: none"> • National Policies for gender and HIV/AIDS could be operational but will require designated local officers, institutional support departments and budgets for programmed activities. • Qualified experienced women to work in decision making positions. • Comprehensive training to sensitise men and empower women for gender and HIV/AIDS issues. • Create a more supportive and enabling environment, to destigmatise HIV. 	<ul style="list-style-type: none"> • Leadership is male-dominated and not sensitized to gender and HIV/AIDS issues. • Resistance to change and lack of will. • Lack of resources. 	<ul style="list-style-type: none"> • Need assessment in local governments to guide actions required for mainstreaming gender and HIV/AIDS. • Comprehensive national training programme on gender and HIV/AIDS for public institutions.
RESOURCES MOBILIZATION				
<ul style="list-style-type: none"> • At local level an array of CBOs and women's groups offer the potential to harmonise efforts and develop effective local activities. 	<ul style="list-style-type: none"> • Generally inadequate or nil programme resources made available for local authorities to implement activities addressing Gender or HIV/AIDS. • Great amounts of funds are made available by international development organizations to address HIV/AIDS issues, but the communities have difficulties in accessing them. 	<ul style="list-style-type: none"> • Establish a regular budget for planning and implementing regular and sustained activities. • Resources and efforts through partnerships are not explored and optimized. 	<ul style="list-style-type: none"> • Political will and leaders' understanding is lacking. • Lack of skills and capacity. • Disconnections between funding agencies and local organizations. 	<ul style="list-style-type: none"> • Identify develop and support local partnership projects to develop and implement action plans.
EMPOWERMENT AND ACCOUNTABILITY				
<ul style="list-style-type: none"> • NGOs and FBOs actively involved in addressing gender and HIV/AIDS. • The potential of media to raise debate and awareness is great, but not fully exploited. 	<ul style="list-style-type: none"> • Women are less reached than men by information. • Lack of civic education on gender issues. • Disparity in education levels and opportunities between boys and girls. • No special office for women's issues. • No mechanism to voice concerns of women, children youth, and vulnerable groups. • At local level no systematic monitoring of impact of policy to plan responses. • CBOs and civil society organisations' efforts are <i>ad-hoc</i> and need a framework to be involved, organised and work together with local authorities. 	<ul style="list-style-type: none"> • Strengthen women and HIV positive people's services at the ward level (VCT clinics). • Strengthen women's participation in programme formulation and implementation. • Include women and vulnerable groups in decision making, participatory planning and monitoring. • Increase effectiveness of NGOs, CBOs and FBOs through coordination. • Training more outreach workers for community based gender education: emphasize gender sensitivity and improve technical skills. • Micro-enterprise, sustainable livelihoods training of women. • Integrate women in activities such environmental management. 	<ul style="list-style-type: none"> • Lack of gender awareness and political will to effect change. • Prevailing male-dominated culture and traditions. • HIV/AIDS stigma generates negative attitudes. • Lack of will and resources. 	<ul style="list-style-type: none"> • Develop and strengthen capacity of existing organizations for partnership projects. • Training in disaggregated data collection, monitoring and evaluation of activities at all levels and through participation. • Wider involvement of communities and particularly vulnerable groups in assessing and monitoring urban services delivery.

GENDER HIV/AIDS N°1	Project proposal
	Gender and HIV/AIDS mainstreaming in service delivery

LOCATION: Kenya local authorities
DURATION: 24 months

BENEFICIARIES: Citizens, women, people living with HIV/AIDS and local authorities.

IMPLEMENTING PARTNERS: Ministry of Local Government, Association of Local Government Authorities in Kenya (ALGAK), local governments, Ministry of Gender, Sports and Culture, National AIDS Control Council, local communities groups, youth groups, women and HIV/AIDS, community organizations, UN-HABITAT.

ESTIMATED COST: US\$1,500,000

BACKGROUND: Many local governments in Kenya have not yet implemented national policies to address gender or HIV/AIDS. National strategic plans for gender and HIV/AIDS recommend a mainstreamed response. Both these issues are cross-cutting and require a range of activities which include advocacy, promotion, inclusiveness in decision-making, destigmatization of HIV, empowerment. Programme budget for planning activities is needed.

For local authorities this will require: (1) An internal work based policy for education and sensitisation of staff in gender and HIV/AIDS issues; (2) An external response policy to orientate all service delivery and re-enforce gender and HIV/AIDS strategies. Communities, service beneficiaries and vulnerable groups should be involved.

Not all local governments are the same in terms of their institutional structure, size or organization and local community needs. A few have implemented some activities to address gender and HIV/AIDS. For this reason, a comprehensive needs assessment is required to assist each local authority to plan a mainstreamed gender and HIV/AIDS institutional response mechanism.

OBJECTIVES: To assess needs and help local authorities plan and develop institutional responses that are anchored, institutionalised and sustained. To enable the local authorities to lead and facilitate gender and HIV/AIDS mainstreaming responses to orientate service delivery and re-enforce strategies.

ACTIVITIES: For each local authority undertake a needs assessment of existing internal work policies and actions and service delivery policies:

- assess ongoing activities if any,
- undertake a comprehensive local stakeholder analysis,
- mobilize a local consultation involving local authority and stakeholders to develop an mainstreaming implementation action plan to address gender and HIV/AIDS,
- develop guidelines for follow-up actions and

recommendations required to anchor and institutionalize gender and HIV/AIDS mainstreaming activities.

OUTPUTS: Operationalize at local level national policies for gender and HIV/AIDS mainstreaming.

STAFF REQUIRED: Institutional experts, local authorities and communities exponents.

GENDER HIV/AIDS N°2	Project proposal
	Training programme for gender and HIV/AIDS awareness

LOCATION: Kenya local public institutions, local authorities, Community Based Organizations
DURATION: 24 months

BENEFICIARIES: Local communities, local governments' officers.

IMPLEMENTING PARTNERS: Ministry of Local Government, local governments, Ministry of Gender Sports and Culture, National AIDS Control Council, Training Organisations, UN-HABITAT.

ESTIMATED COST: US\$700,000

BACKGROUND: Gender and HIV/AIDS related issues are not addressed at the local level, not only due to lack of budget allocation from central government, but also because gender sensitivity is not raised between public officers and staff.

OBJECTIVES: Support the establishment of a more supportive social environment through raised awareness of gender and HIV/AIDS issues and systematic training for staff at all levels of local institutions. Change attitudes, behaviour and enhance promotion of pro-gender and pro-HIV/AIDS impact reduction policies and activities.

Training in mainstreaming and in planning budgets for gender and HIV/AIDS related activities.

ACTIVITIES:

- Assess training needs
- Develop training tools
- Deliver a rolling training programme of group discussion based thematic training on various elements of gender and HIV/AIDS related issues.

OUTPUTS: Raised sensitivity and awareness through participation in a comprehensive training programme. Local policy and activities implementation.

STAFF REQUIRED: Coordinator and various short term trainers with expertise in Gender and HIV/AIDS mainstreaming.

GENDER HIV/AIDS N°3	Project proposal
	Launch nationwide local community partnership projects

LOCATION: Kenya, pilot demonstration projects.
DURATION: 24 months

BENEFICIARIES: Local communities, local governments, community and civil society organizations.

IMPLEMENTING PARTNERS: Local governments, local communities, Ministry of Local Government, UN-HABITAT.

ESTIMATED COST: US\$700,000

BACKGROUND: Gender and HIV/AIDS concerns have not been systematically addressed through involvement processes with local communities. Some activities occur across many localities; however these are *ad hoc* and not sustained.

OBJECTIVES: Through participatory planning and consultative processes to determine local needs, involve local women in programme planning and implementation of agreed priorities and implement action plans to address public concerns. By undertaking a comprehensive participatory city consultative process, develop projects and monitor their implementation. This offers the opportunity to involve women in programme formulation to orientate activities to meet local needs, to raise public awareness and debate about gender issues. This provides also basis for transparency and accountability in implementing agreed plans.

ACTIVITIES:

- Identify pilot local authorities
- Training in community facilitation, partnership and participatory skills for municipal officers, women and community members.
- Establish a local project team comprising of municipality officers, women association, CBOs, youth, other citizens.
- Undertake local town/city consultation.
- Agree and implement an action plan to address a variety of community project activities which could include: community dialogue and awareness rising to empower women about rights and gender issues, solid waste management, construction of community centres, nursery school, etc...
- Develop guidelines for replication.

OUTPUTS: Demonstration project implemented through local women groups, youth groups and other community based organizations. Further projects replication.

STAFF REQUIRED: Coordinator for community partnership training, community facilitator to assist in developing local project teams and developing pro gender and HIV/AIDS reduction project activities.

GENDER HIV/AIDS N°4	Project proposal
	Training in disaggregated data collection for gender and HIV/AIDS mainstreaming

LOCATION: Kenya, pilot local authorities.
DURATION: 12 months

BENEFICIARIES: Local communities, participating local governments.

IMPLEMENTING PARTNERS: Ministry of Local Government, Association of Local Government Authorities in Kenya (ALGAK), local governments, Ministry of Gender Sports and Culture, National AIDS Control Council, National Bureau of Statistics, KIPRA, local communities, women and HIV/AIDS CBOs, youth groups.

ESTIMATED COST: US \$ 100,000

BACKGROUND: There is generally no collection of gender disaggregated data. This makes it difficult for local authorities to assess implications and impact of urban service delivery. It constrains accountability, responsiveness and monitoring the effectiveness of service providers.

OBJECTIVES: The objective is to use data to develop and monitor performance based accountability local authorities in urban service delivery for gender and HIV/AIDS aspects.

Train local government service providers to be able to collect data on services delivered and analyze disaggregated data to assess their effectiveness.

ACTIVITIES:

- Identify pilot local authority.
- Training needs assessment.
- Preparation of training tools.
- Delivery of training, develop and implement pilot projects to test knowledge in data gathering and analysis. Focus on the impact of urban services delivery on women, children and other vulnerable groups.
- Training of local government officers in monitoring and evaluation.
- Develop guidelines for replication in other local authorities.

OUTPUTS: Set-up and institutionalize gender and HIV/AIDS disaggregated data collection and evaluation to orientate urban services to be responsive and effective and measurable in terms of performance based accountability.

STAFF REQUIRED: Coordinator, various short-term trainers.

Strengths	Weaknesses	Opportunities	Threats	PRIORITIES
ENVIRONMENTAL PLANNING AND MANAGEMENT				
<ul style="list-style-type: none"> Urban centres are within local authorities' responsibility. Local Authorities Service Delivery Action Plan (LASDAP) exists as participatory process and should include Environment components more explicitly. Constituency funds can include environmental component. 	<ul style="list-style-type: none"> Weak institutional capacity. Disjointed institutional working arrangements between central authorities (NEMA), local authorities and local stakeholders. Weak capacity to orientate to new Act at local level. Insufficient trained staff and capacity to plan and manage environment. Lack of planning tools for informed decision making Partnerships with community and private sector not well developed. Resources for environmental management are insufficient. Lack of equipment (vehicles). 	<ul style="list-style-type: none"> Establish and resource local urban forums to forge public/private partnerships, develop corporate environmental tax and community contributions. Partnerships with community and private sector to optimise resources. Technical training for local authorities to assess needs and plan resources for environmental management. Collaboration between NEMA and Ministry of Local Government to guide local authorities to become environmentally responsive and develop enforceable standards. Integration of environmental plans of neighbouring municipalities - regional planning. 	<ul style="list-style-type: none"> Lack of information and coordination between central and local institutions. Lack of planning and environmental management skills at local level Lack of resources for environment from Local Authorities Transfer Fund (LATF). Unchecked environmental degradation will overwhelm responses. 	<ul style="list-style-type: none"> Improve environmental planning and management capacity and establish local urban forum for improved environmental governance, partnership opportunities and public involvement. Strengthen working relationship for central and local institutions, strengthen compliance with EMCA. Devolution of land management and physical economic planning to local authorities. Preserve animal migration corridors from urbanization. Develop demonstration sustainable-tourism projects. Improve local environmental governance by reviewing bye-laws.
ENVIRONMENTAL EDUCATION AND AWARENESS				
<ul style="list-style-type: none"> The enactment of the new Environment Management and Coordination Act (EMCA) and the establishment of NEMA as national coordination agency raise the profile of environment and enables better integration of regulations and institutional responses. 	<ul style="list-style-type: none"> Environment not regarded as a high priority amongst decision makers. Low public awareness of environmental issues and environmental governance. Weak decentralised institutionalised process for regular review, monitoring, evaluation and enforcement. 	<ul style="list-style-type: none"> Communication strategies for environmental awareness, advocacy and public education. Leadership sensitization to environmental issues. Outreach work by NEMA to improve local understanding of new Act, agree guidelines and standards for monitoring and enforcement. Develop regular environment monitoring at local level. Promotion of good practices, public involvement and awareness (e.g. Environmental Annual Awards for good practices, etc). Capitalise on champions for environment e.g. Nobel Prize winner Wangari Mathai. 	<ul style="list-style-type: none"> Lack of awareness and public apathy leads to poor environmental governance. 	<ul style="list-style-type: none"> Public environmental awareness and education through media. Implement environmental awareness raising projects for primary and secondary school students. Rolling education programmes for local authorities.



ENVIRONMENT N°1	Project proposal National urban environment training programme
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LOCATION: Kenya's local authorities.
DURATION: 24 months
BENEFICIARIES: Elected Councillors, local governments' officers, central government's officers.

IMPLEMENTING PARTNERS: Local governments, Ministry of Local Government, National Environment Management Authority (NEMA), UN-HABITAT, and UNDP.

ESTIMATED COST: US\$1,000,000
BACKGROUND: Good urban environmental management requires adequate resources and applied institutional efforts. Historically, environmental issues have been a low priority in Kenya, with inadequate financial and human resources allocation. There is urgent need to raise the level of understanding and concern for good environmental practices and management.

A comprehensive training programme for public officers and leaders is required to facilitate the implementation of improved environmental management by local authorities.

OBJECTIVES: Raise awareness and knowledge about environment, facilitate resources' allocation and improve implementation of urban environmental management activities.

ACTIVITIES:

- Comprehensive training needs assessment.
- Training tools development.
- Training of trainers and delivery of a rolling training programme for all local authorities.
- Monitor and evaluate the effectiveness of the programme.

OUTPUTS: Improved understanding of environmental issues and national environment policy. Built capacity to support environmental concerns through budgeting, planning and management.

STAFF REQUIRED: Full time coordinator with knowledge of urban environment and governance and various short term trainers for different training elements. Monitoring and evaluating team.

ENVIRONMENT N°2	Project proposal Joint development and enforcement of urban environment standards for local authorities
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LOCATION: Pilot municipalities.
DURATION: 12 months per municipality.
BENEFICIARIES: Urban communities, participating municipal governments, Ministry of Local Government and National Environment Management Authority (NEMA).

IMPLEMENTING PARTNERS: Local Governments, Ministry of Local Government, NEMA, UN-HABITAT, and UNEP.

ESTIMATED COST: US\$600,000 per municipality

BACKGROUND: Local governments are the main implementers of environmental management at local level. However, there are no agreed guidelines for monitoring and enforcing good environmental management practices. Central authorities, such as NEMA, provide policy inputs and are decentralized only to the district level. There is a need to transfer knowledge and build capacity at the local level, as well as develop a framework for good environmental management. Monitoring urban environmental responsiveness is necessary and, for this, adequate standards should be developed in participation with all the urban stakeholders, particularly the private sector.

OBJECTIVES: Strengthen central and local institutional integration, improve urban environmental management and accountability, and develop standards for monitoring and evaluation of urban environmental management performance at local level.

ACTIVITIES:

- Comprehensive study of the existing arrangements of central and local institutions to outline opportunities for improvement. In particular, strengthen the relationship between National Environment Management Authority (NEMA) and local government and integrate this collaboration with the plans preparation.

- Set-up a series of meetings with the urban actors to agree on the environmental priority actions in the municipality and on the related environmental standards. Every municipality should develop, in participation with all the stakeholders, a series of standards that should be included in the bye-laws, publicized (to citizens, institutions and private sector) and enforced.

- The municipal standards should be harmonized with the standards of the neighbouring municipalities and should take into account the physical and economic planning decisions of these areas.

- NEMA should monitor and evaluate the performance and the level of enforcement of the environmental decisions at local level.

OUTPUTS: Report with recommendations for NEMA and Ministry of Local Government improve their coordination for improved urban environmental management. A pilot demonstration project that achieves integration between central authorities, NEMA, Ministry of Local Government and pilot local authority to develop environmental standards and monitor their enforcement.

STAFF REQUIRED: Coordinator and research team with expertise in environmental management, local government and urban management.

ENVIRONMENT N°3	Project proposal
	Development of local environment action plans

LOCATION: Pilot project for participating local governments.

DURATION: 12 months

BENEFICIARIES: Local governments and citizens.

IMPLEMENTING PARTNERS: Local governments, Ministry of Local Government, NEMA, UN-HABITAT, UNDP and private sector.

ESTIMATED COST: US\$1,000,000

BACKGROUND: Local governments are weak at planning and implementing strategies to address environmental management and solid waste management. Participation and partnership possibilities are not exploited.

OBJECTIVES: Develop and implement local environment action plans in a participatory way.

ACTIVITIES:

- Assess priority needs through meeting and consultations with the main local urban stakeholders
- Develop environmental action plans.
- Develop a sustainable financial framework (partnerships, recycling, etc.)
- Disseminate information to citizens and local institutions about the action plans and the expected results.
- Implementation.
- Monitoring and evaluation.

OUTPUTS: Environmental action plan implemented, participatory monitoring and evaluation, partnership approaches encouraged.

STAFF REQUIRED: Full time coordinator and research team with expertise in urban environment and institutional governance. Officers of the local authorities and members of NEMA.

ENVIRONMENT N°4	Project proposal
	National Environment training programme for students

LOCATION: Kenya

DURATION: 24 months

BENEFICIARIES: Primary and secondary school pupils.

IMPLEMENTING PARTNERS: Ministry of Education, UN-HABITAT, UNEP and NGOs.

ESTIMATED COST: US\$300,000

BACKGROUND: Good environmental attitudes and respect of the natural resources require the imparting of sound knowledge and environmental education. In Kenya, public education has lagged behind, while challenges to the environment are predicted to continue.

OBJECTIVES: Raise environmental sensitivity among youth, particularly school children. Teach them how to save energy and respect environmental resources. Improve the sense of ownership for natural and urban environment through study tours and out-door activities.

ACTIVITIES: Develop a rolling programme of comprehensive basic environmental education that is youth-friendly for primary and secondary school children.

- Selection and training of a team of environmental experts.
- Development of indoor and outdoor activities for school pupils.

OUTPUTS: Basic environmental awareness and education for primary and secondary school students.

STAFF REQUIRED: Training programme coordinator, various child focused educators.



ENVIRONMENT N°5	Project proposal
	Protection of animal migration corridors

LOCATION: Kenya

DURATION: 12 months

BENEFICIARIES: Kenya's wildlife and related economic activities (national and international tourism). All Kenyan citizens.

IMPLEMENTING PARTNERS: Municipalities along the animal migration corridors, Ministry of Local Government, Ministry of Lands and Housing, National Environment Management Authority (NEMA), Ministry of Economic Planning and Development, Ministry of Tourism, Kenya Wildlife Service, Friends of Nairobi National Park, NGOs, Green Belt Movement, UNEP, World Wildlife Fund, and UN-HABITAT.

ESTIMATED COST: US\$1,700,000

BACKGROUND:

Kenya is renowned for its wildlife. This natural asset is at risk because human settlements are growing without regard to wildlife and animal migration. This situation risks putting in danger not only the wildlife in itself, but also the economic activities related to tourism. To protect the wildlife migration corridors a regional, national and regional planning is needed.

Any intervention needs to be comprehensive, involving local communities and various national and local institutions. The involvement of the Ministry of Lands and Housing (which allocates land and determines physical planning decisions) is essential to manage several municipalities and enforce the decisions. Kenya Wild Life Service would police and patrol animal corridors and NEMA would coordinate through its District Committees enforcement and monitoring of urbanisation, to prevent closure of migration routes through agriculture, sub-division and sale of land and unauthorised settlement. Maintain open areas, community education, various subsidies to preserve the environment, resettlement and compensation of inappropriately located settlements are needed.

Pilot project - The case of Nairobi is unique because the national park is next to the city. This is a valuable tourist attraction and an economic resource. Urbanization is closing in and encircling the park and closing off animal migration routes. If allowed to proceed unchecked, Nairobi National Park will cease to be a park and will lose its stock of animals.

OBJECTIVES: Integrate and harmonize urban and economic development with environmental conservation. Protect natural animal migration corridors to defend the natural equilibrium of the national parks. Initiate an enduring collaboration between local, national and international institutions with environmental functions. Protect Nairobi National Park wildlife.

ACTIVITIES:

- Establishment of an inter-agency coordinating secretariat to oversee the study and implement proposed actions, involving all implementing partners.
- Map the animal migration corridors in collaboration with all the international, national and local authorities concerned.
- Identify precise issues to be addressed along migration corridor, appraise options and recommend follow-up actions, such as human resettlement, repossession, development of eco-ducts, stoppage of further urbanization along migration corridors, education of existing local communities, secure cooperation and partnerships, etc.
- Implementations on the recommendations for Nairobi National Park protection.

OUTPUTS:

- Develop a report with recommendations to guide inter-agency activities, monitor and enforce preservation of animal migration routes and sustainable practices.
- Creation of an operational inter-agency secretariat to develop, monitor and enforce compliance to stop closure of animal migration corridor and solve conflicts between urbanization and wildlife migration.
- Implementation of the recommendations for the Nairobi National Park.

STAFF REQUIRED: Coordinator to set-up an inter-agency working group secretariat with NEMA, team with expertise in local government, urban management and institutions to identify and recommend institutional strategies to guide integration of inter-agency operations. Naturalists, wild life advisors and a legal expert advisor on matters of resettlement, land repossession, compensation and adjudication.

ENVIRONMENT	Project proposal
N° 6	Sustainable Tourism Pilot Demonstration Project

LOCATION: Kenya, pilot demonstration project for participating local governments.

DURATION: 24 months

BENEFICIARIES: Local communities that live in towns adjacent to value environmental assets, parks, open water bodies, participating local governments, local tourist sector, natural environment; cities with cultural and historical heritage and other attractive touristic sites.

IMPLEMENTING PARTNERS: Participating local governments, Ministry of Tourism, Ministry of Local Government, community based organisations, specialist NGOs, specialist professional experts, NEMA, UNEP, UN-HABITAT, World Tourism Organisation, tour operators, hotel sector.

ESTIMATED COST: US\$500,000

BACKGROUND: Tourism is a very important source of income for many countries, cities and communities, not only in developed countries but more and more also in developing countries. In Kenya many towns along the coast and close to national parks have the potential to maximise revenue sources through tourism activities, but only when these activities are developed in a sustainable manner. Tourism can create local employment (hotels, restaurants, local craft works) and generate money that can be spent on the protection and conservation of cultural and historical sites and the nature treasures around the cities. The revenues from tourism can also be used to promote sustainable urban development (infrastructure, water and sanitation projects), including special programmes to reduce poverty and to upgrade slums. This means good management of the tourism sector and good governance of the municipalities. Many sectors, local communities and people can benefit from sustainable tourism, but only when they are involved, educated and participating in the development process. Eco-tourism has already become a well known way of dealing with the natural environment. Urban tourism is another kind of tourism, but it needs the same approach to be sure that the cultural and historical sites and the whole city benefit from the tourism revenues. Education, awareness raising, good governance, urban environmental planning and management and financial incentives are needed to involve local communities and to maximise the benefits they can get out of tourism. All these factors need to be addressed and further developed through application of a pilot project.

OBJECTIVES: To ensure sustainable urbanization by managing and protecting the natural, cultural and historical sites and maximise economic gains for poverty reduction through sustainable (eco and urban) tourism.

ACTIVITIES:

1. Identify cities and towns that have existing or potential activities to develop a demonstration sustainable tourism project e.g. towns adjacent to natural forests, wild life parks, with local cultural interests; cities with cultural and historical attractions to tourists.
2. Develop and disseminate guidelines for sustainable (urban) tourism, be used by tour operators, hotel sector, municipalities, local communities involved in tourism

OUTPUTS:

- Pilot project implemented with local stakeholders.
- [- Platform of stakeholders that promotes/develops sustainable tourism and maximise the economic benefits.]
- Raised environmental awareness by explaining the links between tourism, environment (broad sense, not only ecological) and sustainable urbanisation; concern and protection of the natural environment and the urban cultural and historical sites.
- Handbook with lessons learned to replicate the approach in other towns and cities in Kenya.

STAFF REQUIRED: Full time coordinator and project team with expertise in sustainable urban and eco-tourism, participatory approach, environmental planning and management, economic activities linked to tourism.

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ACRONYMS:

AIDS	Acquire Immune Deficiency Syndrome
ALGAK	Association of Local Government Authorities in Kenya
AMICCALL	Alliance of African Mayors against HIV/AIDS
APHRC	African Population and Health Research Centre
CBD	Central Business District
CBO	Community Based Organizations
DFID	Department for International Development
EMCA	Environmental Management Coordination Act
EPM	Environmental Planning and Management
FBO	Faith Based Organizations
GDP	Gross Domestic Product
GTZ	Gesellschaft für Technische Zusammenarbeit
GUO	Global Urban Observatory
HIV	Human Immunodeficiency Virus
ILRI	International Livestock Research Institute
IT	Information Technology
ITDG	Intermediate Technology Development Group
KENSUP	Kenya Slum Upgrading Programme
KIPRA	Kenya Institute for Public Research and Analysis
LASDAP	Local Authorities Service Delivery Action Plan
LATF	Local Authorities Transfer Fund
LED	Local Economic Development
JICA	Japanese International Cooperation Agency
NEC	National Environment Council
NEMA	National Environment Management Authority
NGO	Non Governmental Organization
SIDA	Swedish International Development Agency
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UN-HABITAT	United Nations Human Settlements Programme
VCT	Voluntary Counselling and Testing