



# UN-HABITAT and the Kenya Slum Upgrading Programme



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# UN-HABITAT and the Kenya Slum Upgrading Programme



UN-HABITAT



# Foreword

Kenya's slums are growing at an unprecedented rate as more and more people move to cities in search of employment and other opportunities urban areas offer. The government and local authorities are faced with the serious challenge of guiding the physical growth of urban areas and providing adequate services for the growing urban population. Kenya's urban population is at present 34 percent of the total population. More than 70 percent of these people live in slums, with limited access to water and sanitation, housing, and secure tenure. They have poor environmental conditions and experience high crime rates. If the gap continues to grow between the supply and demand of urban services such as housing, the negative consequences of urbanisation can become irreversible.

The Kenya Slum Upgrading Programme (KENSUP) has been set up as a collaborative initiative that draws on the expertise of a wide variety of partners in order to address this issue. The Government of Kenya executes and manages the programme, the Ministry of Housing and the relevant local authorities implement it, and UN-HABITAT, civil society partners, participating local communities, and the private sector complement and support their efforts. KENSUP's aim is to improve the livelihoods of people living and working in slums and informal settlements in the urban areas of Kenya through the provision of security of tenure and physical and social infrastructure, as well as opportunities for housing improvement and income generation.

Implementation is underway in four Kenyan cities and the Government of Kenya aims to expand the programme to others. UN-HABITAT's involvement in Kisumu, Nairobi, Mavoko, and Mombasa focuses on different aspects of



slum upgrading – from implementing pilot projects aimed at finding suitable models for scaling up and replicating activities, to building the capacity of local authorities. UN-HABITAT is also engaged in analysing conditions in target communities through situation analyses and socio-economic mapping; providing technical advice to KENSUP partners; and making available basic infrastructure. Additionally, we collaborate with the Government of Kenya in the mobilisation and coordination of financial and other resources for the programme.

UN-HABITAT's approach to slum upgrading is holistic and integrated, as the aims are multiple. We use the development of an integrated infrastructure system as an entry point to slum upgrading, in order to reduce the cost of housing. This is combined with the construction or upgrading of the existing housing stock, later to be linked to capacity-building and income-generation activities for the residents of the informal settlements, aimed at improving livelihoods. These activities go hand in hand with improving the capacity of local authorities to plan and cater for sprawling developments in their cities.

The task of making slums better living and working environments for the urban poor, along with the inseparable task of reducing poverty, can only be achieved through a common vision. And a common vision for sustainable slum upgrading can only be realised through genuine partnerships. We extend our sincerest gratitude to the Government of Kenya and our development partners, who have taken this task to heart. We also invite you to be part of this coalition, a coalition that can help strengthen the capacity of the Government of Kenya, local authorities, local communities, UN-HABITAT, and other partners in addressing the pressing issue of slum upgrading.

A handwritten signature in black ink, reading 'Anna Tibaijuka'.

Anna Tibaijuka  
Executive Director

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## SITUATION ANALYSIS

Kenya's cities and towns are centres of industry, education, and culture, hosting 34 percent of the national population and generating over 65 percent of the national GDP. With an annual urban population growth rate of 4.4 percent, it is one of the most rapidly urbanising countries in the region.

Due to a combination of demographic, economic, and political realities, many Kenyan cities are facing daunting challenges. Perhaps the most important one is rapid urbanisation, outstripping by far the capacity of the government and local authorities to guide the physical growth of urban areas and provide essential urban services for their citizens. This has resulted in the rapid growth of slums in Kenyan cities and towns.


The rapid growth of slums is due to the combined effects of rural–urban migration, increasing urban poverty and inequality, the marginalisation of poor neighbourhoods, the high cost of living, the inability of the urban poor to access affordable land for housing, insufficient investment in new low-income housing, and poor maintenance of the existing housing stock.

Existing figures are compelling evidence of the dire situation in many of Kenya's urban centres. Depending on the city, 60 to 80 percent of Kenya's urban population lives in slums characterised by lack of access to water and sanitation, adequate housing, and secure tenure, and where many experience acute security and health problems and are dependent on the informal sector for survival. For instance, in Nairobi, 60 percent of the population lives in slums that occupy only 5 percent of the total land area of the city. The growth of these slums is unprecedented, with the number of slum dwellers expected to double within the next 15 years. Only 22 percent of slum households in Nairobi has water connections, while 75 percent accesses water through water vendors who overcharge, making slum dwellers pay more for their water than people living in middle- or high-income areas. The provision of sanitary services is also inadequate and the use of open spaces and “flying toilets” is common. In places like Kibera, poor environmental sanitation leads to waterborne and vectorial diseases such as diarrhoea and malaria. Epidemics such as cholera and typhoid are occurring with greater frequency.

This grim reality provides the persuasive justification for slum upgrading initiatives in the country aimed at improving living conditions.



Only 1 in 5 homes in Nairobi's slums is connected to electricity, which is available for fewer than 12 hours a day. Only 4% of the households has individual piped water connections, with the vast majority relying on water kiosks. Most slum dwellers rely on shared toilet facilities or use open areas or plastic bags. Solid waste disposal services barely exist. Council-provided garbage collection systems serve fewer than 1 in 100 households. In Nairobi, the informal sector employs two-thirds of the city's labour force and a considerable share of the city's income is produced and consumed in the slums.



**More than 50% of the population in Mavoko has no access to safe drinking water, sanitation, or sewage facilities, and solid waste collection is poor. More than 10% of the residents are dependent on the highly polluted Athi River or other nearby rivers and streams for their drinking water. In addition, many of Mavoko's slums are located in hazardous areas, close to industries, riverbanks, and railway lines.**

**In Mombasa, 44 % of the population lives below the poverty line.**

**Kisumu is still one of the poorest cities in Kenya. About 60% of Kisumu's population lives in slums and over 15% has HIV/AIDS. Nearly half of the inhabitants live in absolute poverty, which is much higher than the national average of 29%.**

## WHY KENSUP IS UNIQUE

The Kenya Slum Upgrading Programme is a collaborative initiative between the Government of Kenya and UN-HABITAT and its main objective is to improve the livelihoods of people living and working in slums and informal settlements in Kenya's urban areas. KENSUP was launched during the global observance of World Habitat Day on 4 October 2004.

KENSUP is designed to demonstrate that the objectives set out in the Habitat Agenda and the Millennium Development Goals, which aim to improve the lives of slum dwellers, can be achieved in Kenyan towns and cities through interventions promoting a multidisciplinary and integrated approach to slum upgrading. UN-HABITAT's approach links the provision of basic infrastructure (e.g. water and sanitation) with income-generation activities and considers this an entry point to slum upgrading. Promotion of pro-poor governance, housing improvement, and provision of secure tenure follow. At the core of UN-HABITAT's methodology is the promotion of broad-based partnerships, in order to have valuable interventions. This approach demonstrates a combination of new and innovative concepts and strategies aimed at finding replicable models for scaling up activities in other countries.

The national government's commitment is an essential ingredient for the success of any slum upgrading intervention and the Government of Kenya is one of the few governments in Africa that acknowledges the real importance of slum upgrading. It has consequently formulated a specific slum upgrading strategy that is in line with national policies on poverty reduction and the global Millennium Development Goals. KENSUP thus enjoys strong political will from the central government and has been allocated funds in the national budget. National and city targets have been set, and it is expected that the central government will develop enabling conditions – including regulatory, institutional, and funding frameworks – that seek to alleviate urban poverty and enhance the prospects for slum upgrading.





## THE PARTNERS

It is necessary to work in partnership with all urban actors which have a stake in slum upgrading for meaningful interventions. KENSUP prides itself on having a grand coalition of partners, consisting of all relevant stakeholders in the urban realm in Kenya: government actors, local authorities, civil society, local communities, the private sector, and the donor community. Broad-based partnerships allow the stakeholders to alleviate their weaknesses by utilising the strengths of others. The main KENSUP partners have specific roles:

- **UN-HABITAT** recognises that KENSUP is a programme of the Government of Kenya. The agency's role is to provide technical advice through its special expertise in human settlement development, slum upgrading, mobilising finances, and undertaking training and capacity building. In addition, UN-HABITAT implements pilot projects and tests their applicability in order to find sustainable, cost-effective solutions for slum upgrading that can be utilised to meet the goals of the programme. Lastly, UN-HABITAT plays a role in documenting the experiences in Kenya and analysing and learning from them, for use in the future activities of both UN-HABITAT and the Government of Kenya.
- The **Government of Kenya** is responsible for the execution and management of KENSUP and therefore takes care of land and tenure issues, coordination, resource supply, and monitoring and evaluation. Additionally, it is responsible for the legal, institutional, and policy frameworks, and for creating conditions favourable to slum upgrading and poverty alleviation.





- The involvement of relevant **local authorities** is crucial for a successful intervention, since they are key actors in urban management and governance. It is within their mandate to implement the projects within their municipality, undertake urban planning functions, and provide and maintain physical and social infrastructure. Local authorities also have a role in providing services and developing the regulatory framework in slums.
- The **participating local communities** are equal partners in the programme. KENSUP is geared towards improving the livelihoods of people living and working in Kenya's slums; working with them and including their inputs is therefore vital, as only they know what they need, and only they can guarantee programme ownership and sustainability.
- **Civil society organisations** have a lot of expertise on different issues relevant to KENSUP, whether technical or community-based. They are also well placed to mobilise communities and represent their interests. Their involvement enhances participation, helps mobilise local communities around common goals, and promotes consensus building for slum upgrading.
- The **private sector** should be involved in slum upgrading in an innovative way and UN-HABITAT is looking for collaborative arrangements with it. For instance, the private sector has an important role to play in the management and financing of utilities in urban areas. Additionally, by taking part in KENSUP, the sector can demonstrate its corporate social responsibility towards its workers who live in slums.





## OBJECTIVES

### Development objective

The programme's development objective is to improve the livelihoods of people living and working in slums and informal settlements in the urban areas of Kenya through housing improvement, income generation, and the provision of security of tenure and physical and social infrastructure.

### Specific objectives

- Promote and facilitate broad-based partnerships utilising consensus building and consultation among all the stakeholders.
- Build institutional and human resource capacities at local and national levels for the sustainability of slum upgrading interventions.
- Facilitate the implementation of innovative and replicable pro-poor slum-upgrading models through pilot projects, delivery strategies, and approaches.
- Assist the Government of Kenya in the development of financial strategies and the mobilisation of funds for slum upgrading.
- Undertake collection and dissemination of information for the promotion of sustainable slum upgrading practices and the provision of linkages to global best practices.

# GUIDING PRINCIPLES

## **Inclusive participation**

The participation of community members in slum upgrading is their basic right, as they must have a say in the urban processes that shape their lives. KENSUP attempts to ensure that the project participants, particularly those who previously have been excluded and those who lack formal representation, are in charge of all the stages of the project. The aim of KENSUP is inclusiveness that acknowledges the diversity of actors and does not assume that communities have homogenous interests. The ultimate goals are empowerment, capacity building, and sustainability.

## **Capacity building**

One of the main aims of KENSUP is to build the capacities of (a) the local communities to take control of their development; (b) the local authorities to deliver basic urban services and in general respond to the needs of their constituents in a participatory manner; and (c) the central government to coordinate slum upgrading processes.

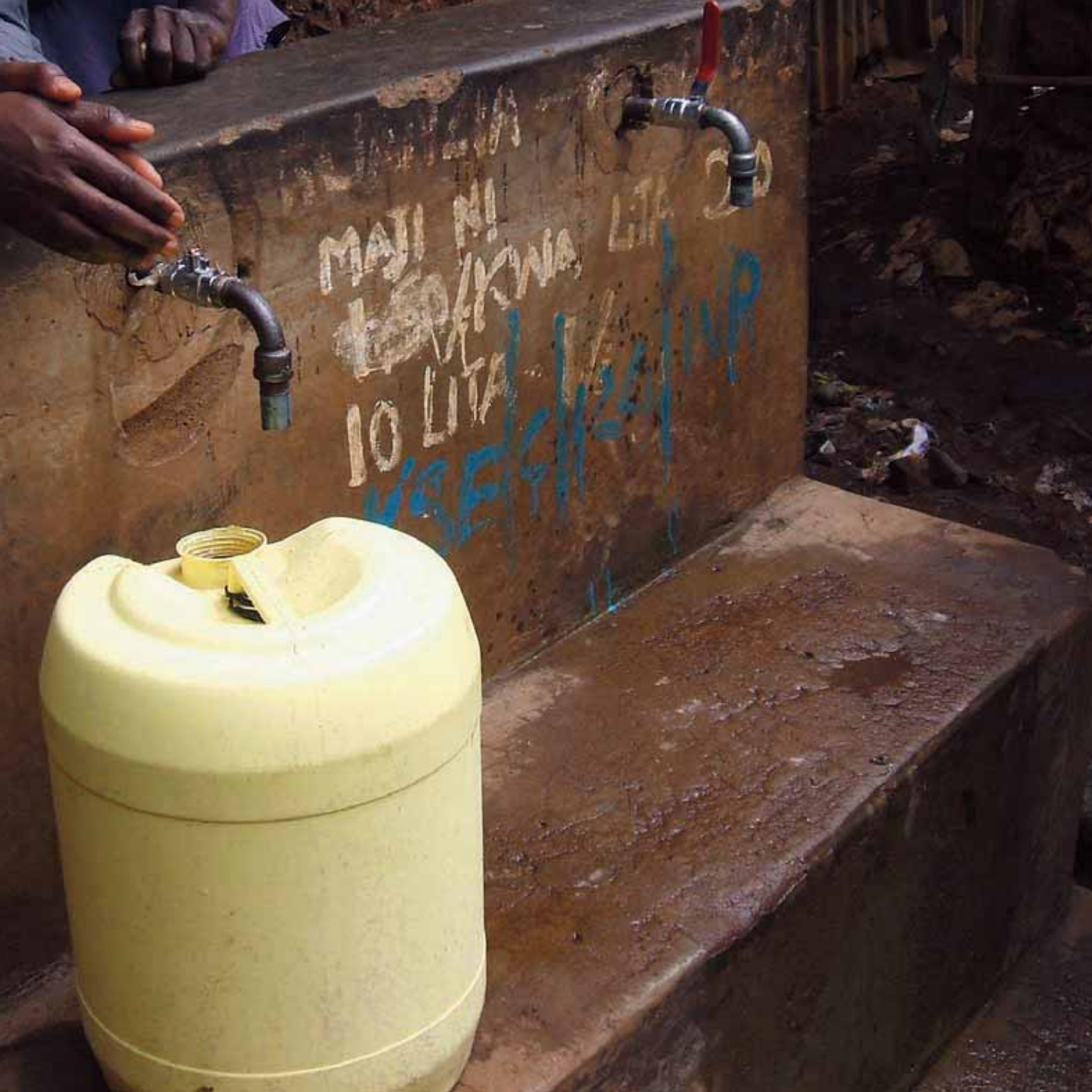
## **Subsidiarity**

Subsidiarity is a key programme concept that refers to focusing decision making on the lowest level. It is a goal that is compatible with efficiency and equity goals and requires a much greater role for local authorities. Subsidiarity leads to new forms of partnerships between central and local government, and between local governments and communities.

## **Partnerships**

In order to have a lasting impact, slum upgrading requires partnerships among all the key urban stakeholders. It is important that relevant government departments learn to coordinate and collaborate. There is also a need to balance the interests of the local and central government. However, KENSUP does not only facilitate partnerships within and between the local and central government, it also facilitates partnerships between the local government and both civil society and the private sector. Hence, KENSUP promotes broad-based partnerships, which allow the participants to alleviate their weaknesses by utilising the strengths of others.





## Communication

UN-HABITAT emphasises communication as an essential tool for effective and efficient KENSUP-related interventions. This applies to communication at all levels, both internal and external. Firstly, good internal communication is important to avoid duplication of tasks and ensure UN-HABITAT presents itself in a unified way to its outside partners. It also ensures the constructive exchange of ideas and information within the organization. Secondly, KENSUP promotes efficient and effective communication with all its partners. It is necessary to keep the participating communities and local authorities well informed of all the developments in the projects, in order to maintain their commitment.

## Good governance

UN-HABITAT recognises that good governance is a prerequisite for successful slum-upgrading interventions. Governance refers to the relationship between civil society and the state, to the process of decision making and the process by which decisions are implemented. "Good governance", on the other hand, refers to governance that is characterised by participation, consensus, accountability, transparency, responsiveness, effectiveness, efficiency, equitability and inclusiveness.

## Provision of basic infrastructure as an entry point to slum upgrading

The provision of basic infrastructure, such as water and sanitation systems, is a key component of slum upgrading. It is widely accepted that the development of an integrated infrastructure system for newly established settlements and in slum upgrading programmes, accounts for as much as 40 percent of the overall cost of the settlement. The logic is clear: if we can reduce the cost of infrastructure through integrated housing and infrastructure development, it will make housing more affordable for the poor.





### **Affordable housing finance**

Most of the urban poor are excluded from access to conventional housing finance that would allow them to purchase their own houses, as such finance does not allow for incremental, self-help housing solutions. The finance companies also do not promote rental housing, which represents a large part of effective demand. The cooperative housing approach has a key role in helping to respond to this situation. UN-HABITAT recognises that there are several advantages to saving communally: a cooperative is highly participatory in its management; it is a good entry point for other shelter-related issues, such as sanitation and waste management; and because a cooperative allows collective land acquisition, useful partnerships are likely to emerge with local authorities in the provision of services. Lastly, participation in cooperative saving schemes brings the community together as it works towards a common goal, and thus contributes to social integration and cohesiveness.

### **Sustainability**

Another key aim of KENSUP is to achieve social, environmental, and economic sustainability. Since households are not only major consumers of natural resources, energy, and water, but also major generators of waste, the building of environmentally sustainable cities should start at the neighbourhood level. Economic sustainability meanwhile ensures that poverty-reduction activities are integrated with shelter programmes.

### **Gender awareness**

A gendered awareness is vital for understanding how urban societies function, as gender divisions are found at every level of any society. It is accepted that men and women use and experience urban areas differently. For our purpose, if our interventions are to be successful, they have to cater to the different needs and interests of both men and women. Hence, it is recommended that gender awareness permeate all programme activities and not be dealt with as a separate “women’s category”.

# IMPLEMENTATION

1. Undertake a situation analysis and socio-economic and physical mapping of the target area.
2. Assist in setting up and developing institutional programme structures within the target area – project management committees, a settlement executive committee, and a programme implementation unit.
3. Promote and facilitate broad-based partnerships within and between the local and central government, and between the central and local government and civil society and the private sector.
4. Organise training courses that address the specific needs of the target communities, in order to strengthen the role and capacity of the local authorities; empower community members; and create technical and management skills for venturing into new income-generating and business opportunities.
5. Provide technical advice to partners in areas relevant to slum upgrading.
6. Implement pilot demonstration projects that use the provision of basic infrastructure (linked to income-generation activities) as an entry point to slum upgrading and a community labour force for construction activities.
7. Promote the formation of housing cooperatives, as they allow collective land acquisition, are highly participatory in their management, and are good entry points for other shelter-related issues.
8. Monitor and evaluate project results using participatory approaches, in order to generate useful experience-based lessons and innovative, replicable models for scaling up activities in other countries.







# INITIATIVES



## Kibera integrated water, sanitation and waste management project, Nairobi

Kibera, situated within the city boundaries of Nairobi, is the second largest informal settlement in Africa, with a total area of approximately 256 hectares. The estimated total population in the settlement ranges from 600,000 to 1,000,000 inhabitants, a quarter of Nairobi's population. The settlement is comprised of 12 "villages", each characterised by lack of basic urban services and infrastructure, including water supply, sanitation, solid waste management, adequate housing, power, and roads. Unemployment levels are high and the majority rely on the informal sector for survival. The absence of an effective land policy, proper urban governance, and an organised community framework for accessing credit to improve living conditions worsen the situation.

Kibera Integrated Water, Sanitation, and Waste Management Project is a pilot demonstration project implemented in Soweto East (one of Kibera's 12 "villages"), which has an estimated population of 70,000. The project is executed in collaboration with the Government of Kenya, the Kenyan NGO *Maji na Ufanisi* (Water and Development), local residents, and the private sector. The project is a follow-up of the Kibera Slum Upgrading Initiative, which was concluded in June 2004 and achieved the following: 1) institutional structures were established within Soweto East, including a settlement executive committee, a programme implementation unit, and an inter-agency coordination committee; 2) physical mapping and socio-economic analysis of Soweto East were completed in collaboration with the Government of Kenya; 3) a draft master plan for Kibera was completed; and 4) construction of 600 relocation houses at the Langata decanting site was initiated.

The project aims to improve the livelihoods of people living in Soweto East by supporting small-scale, community-based initiatives in water, sanitation, and waste management, and by providing basic services, infrastructure, and capacity building.





## MAIN ACHIEVEMENTS

- Water, sanitation, and waste management conditions improved through the provision of storm water drains, communal water and sanitation facilities, and small-scale, door-to-door waste collection and recycling services.
- The overall mobility of residents improved after the construction of a low-volume road, which took into account the needs of non-motorised transportation users.
- Non-motorised transport was established as an alternative and efficient tool for creating new income-generation and business opportunities and achieving comprehensive, sustainable, and cost-effective urban mobility.
- Providing household power connections in conjunction with the Kenya Power and Lighting Company enhanced access to modern energy.
- Information and technology skills were enhanced among the population through the establishment of a Community Information and Communication Technology Centre.
- The institutional and technical capacities of selected key target groups – community-based organizations, informal traders, local authorities – were strengthened by conducting training courses in project management, entrepreneurship, micro enterprise skills development, and information technology.

## FOLLOW-UP

- Support the community to enhance accessibility to water and sanitation facilities and improve their management.
- Initiate small-scale, door-to-door waste collection and recycling demonstration projects.
- Establish and strengthen governance frameworks to regulate accessibility to and management of water and sanitation services.
- Through micro credit mechanisms, support the community to venture into new income-generation and job opportunities stemming from the production, use, and sale of bicycles modified for transporting passengers and collecting solid waste.
- Ensure the formation of housing cooperatives.
- Operationalise a slum-upgrading trust fund.
- Replicate the demonstration project in other “villages” of Kibera.



## **Sustainable neighbourhood programme, Mavoko**

Mavoko is situated some 20 km south-east of Nairobi and is the fastest growing municipality in Kenya, with Nairobi's industrial activities swiftly expanding in the direction of Athi River along the Nairobi–Mombasa highway corridor. Mavoko has grown into an industrial town and has benefited from the establishment of the Export Processing Zone and a growing number of other industrial entities: mines, distilleries, quarries, and flower farms and other horticultural ventures.

Mavoko Municipality has an estimated population of 65,000. Despite its close proximity to Nairobi, the communities in the area are quite rural. There are some 25 rapidly expanding informal settlements that have emerged around the town. These are characterised by lack of access to formal housing and land markets, inadequate access to water and sanitation, self-built structures made of poor building materials, and acute security and health problems.

The Sustainable Neighbourhood Programme (SNP) is a pilot slum resettlement programme relocating slum dwellers to a piece of land in Athi River, which was made available by the Government of Kenya, exchanged in a debt swap with the Government of Finland. The SNP promotes broad-based participation of all the stakeholders and is being implemented together with the Government of Kenya, the Municipal Council of Mavoko, local NGOs, private companies, and local communities. It is a self-help housing project linked to capacity building and income generation, through which slum dwellers are to build their own homes. The main goals of the SNP are to improve local governance and strengthen the capacity and role of the informal and the community sectors in developing sustainable neighbourhoods. UN-HABITAT's aim with this pilot project is to test new, innovative approaches to slum upgrading in Kenya and develop a comprehensive housing package, including a finance component that will enable slum dwellers to improve their housing and other living conditions.

## **MAIN ACHIEVEMENTS**

- A socio-economic profile and situation analysis of Mavoko's slums were completed.
- The implementation of community action plans reinforced community organization.
- The formation of housing cooperatives was completed.
- A broad-based partnership of the main stakeholders was formed with an effective project structure.
- A master plan and house designs for the SNP site were finalised.
- A Mavoko SNP sub-office was set up within the Municipal Council of Mavoko, with three local community coordinators working on community mobilisation.
- A training programme in self-help housing for community members has been planned.

## **FOLLOW-UP**

- Complete questionnaires for cooperative members and analyse them in order to undertake beneficiary selection.
- Create self-help construction groups.
- Begin the implementation of the training component.
- Start construction of demonstration houses and a training centre.
- Install trunk infrastructure.
- Select a housing finance management NGO.
- Plan, organise, and manage community-led infrastructure development and service provision.

## Provision of basic services in selected slum settlements in Kahawa Soweto, Nairobi

Kahawa Soweto is located in the north-eastern part of Nairobi, with a population of about 7,000 people who live in 700 structures on approximately 15 acres of land. Lack of basic services and infrastructure, high unemployment levels, and lack of security of tenure typify the living conditions in Kahawa Soweto. UN-HABITAT is implementing the Kahawa Soweto Project in collaboration with the Government of Kenya, Nairobi City Council, Roman Catholic parishes in the area, and local residents. The overall objective of the project is to support the improvement of living conditions of people residing and working in Kahawa Soweto through targeted demonstration activities, such as the improvement of basic services and infrastructure, the promotion of secure tenure, and micro enterprise development.

### MAIN ACHIEVEMENTS

- Consensus has been built on the scope of the programme and the respective activities within the slum.
- An action plan and an implementation strategy for the sustainable delivery of the agreed basic services were developed.
- Public facilities – toilets, an access road, garbage collection points, and a resource centre – were constructed using community labour.
- Community participation in settlement planning was ensured.
- A community land trust option for secure tenure was adopted.

### FOLLOW-UP

- Improve the settlement layout plan.
- Finalise the community land trust.
- Ensure the formation of housing cooperatives.





## Mombasa slum upgrading programme

Mombasa is situated in the south-eastern part of the Kenyan coast and has a population of about 1 million people. In spite of its strategic economic location, about 44 percent of residents lives below the poverty line. Poor urban planning is closely associated with the unchecked sprawl of densely populated informal settlements, which generally lack basic services.

The broad aim of the Mombasa Slum Upgrading Programme is to initiate and support the upgrading of selected informal settlements in Mombasa and significantly improve living conditions and livelihoods as a means of alleviating poverty. More specifically, the goals are to conduct a situation analysis of Mombasa's slums, to prepare an action plan – for upgrading the settlements and identifying potential sources of funding – and to undertake the construction of demonstration projects for basic services, focusing on water and sanitation.

The programme started in May 2007 with a pilot demonstration project UN-HABITAT is implementing in Ziwa la Ng'ombe slum, which has a population of about 20,000. The programme is a joint collaboration with the Government of Kenya, the Municipal Council of Mombasa, the Mombasa Water and Sewerage Company, and the World Bank.

### MAIN ACHIEVEMENTS

As the programme only started recently, the achievements are not yet quantifiable.

### FOLLOW-UP

- Analyse the situation in the settlements through a study of physical, social, and economic conditions.
- Prepare an action plan for upgrading the settlements, with cost estimates and a sustainable financing strategy.
- Undertake the construction of demonstration projects for basic services, especially water and sanitation.

## Cities without slums, Kisumu

Kisumu is the third largest city in Kenya. It is a regional capital and an administrative, commercial, and industrial centre for the Lake Victoria basin. Its rich endowments, such as the lake itself and fertile agricultural land, gave rise to a thriving economy that provided employment opportunities in the fishery industry and through the large-scale production of molasses, cotton, rice, and sugar. Despite its rich resource base, Kisumu is still one of the poorest cities in Kenya and food insecurity, growing urban poverty, and the high prevalence of HIV/AIDS are key concerns. The city has approximately 500,000 inhabitants, of which about 60 percent lives in slums. The slums lack planning and basic services, and have high densities and poor infrastructure. Half of the slum residents obtain their water from unsafe sources, resulting in high rates of water- and sanitation-related diseases and morbidity. Refuse collection efficiency is a mere 20 percent, and only 10 percent of residents has sewerage connections.

UN-HABITAT is implementing the Cities Without Slums programme in collaboration with the Government of Kenya, the Municipal Council of Kisumu, Maseno University, Sustainable Aid in Africa International, Kisumu Water and Sewerage Company, and the private sector.

The programme aims to use participatory interventions to improve the livelihoods of people living and working in Kisumu's slums by promoting and facilitating income generation and the provision of secure tenure, and by improving housing and physical and social infrastructure. To realise these objectives, the programme has an inception phase, a preparatory phase, an implementation phase, and a

replication phase. UN-HABITAT's inputs focus on the two first phases: building the capacity of the Municipal Council of Kisumu in GIS and urban planning, and undertaking a situation analysis and socio-economic mapping of Kisumu's informal settlements.

## MAIN ACHIEVEMENTS

- Inception phase: A situation analysis on Kisumu's informal settlements was completed, published, and distributed. It proposed an integrated approach to slum upgrading, focusing on security of tenure, improvement of basic infrastructure, housing, health, social services, and the environment. An action plan was developed for the improvement of the informal settlements, with each informal settlement identifying their own priorities.
- Preparatory phase: A GIS lab was established at the Municipal Council of Kisumu, the social mapping was completed, and the capacity of the GIS secretariat was built. A slum upgrading secretariat was established within the council, along with a steering committee comprised of the main urban stakeholders.

## FOLLOW-UP

- UN-HABITAT is looking for additional funding to support the next two phases of the programme. The Ministry of Housing has allocated some funds to the project to address priority areas identified in the action plans. The focus is on the construction of social amenities in the slums: schools, clinics, water and sanitation facilities, social halls, and markets.







## LESSONS LEARNED

- Slum upgrading is a complex operation that should be guided by each local situation. It should be carried out holistically and with the full support and engagement of local actors, who are fundamental to its success. It is necessary to keep the participating communities and local authorities well informed of all the developments in the programme in order to maintain their commitment.
- Forming broad-based partnerships can be time consuming, but it is important to facilitate partnerships and cooperation within and between the local and central government, and between the local government and civil society and the private sector.
- Capacity-building efforts are essential at all levels. Empowering local authorities and communities can contribute to the success of slum upgrading initiatives.
- UN-HABITAT staff should be based on the ground or at least visit the site regularly, in order to respond to emerging queries and issues. This also strengthens the relationships among the community, UN-HABITAT, and the local authorities.
- A coordination structure at the local community level is important for harmonising the flow of information at all levels and managing community needs in the programme.
- Translating partners' verbal commitment to slum upgrading into action is not always easy.
- UN-HABITAT must have a clear KENSUP structure, in order to ease coordination and delivery.
- It is important to promote efficient and effective communication with all UN-HABITAT partners and combine and coordinate all activities through regular meetings.
- Good internal communication in UN-HABITAT is important in order to avoid duplication of tasks, ensure that UN-HABITAT presents itself in a unified manner to its outside partners, and promote the constructive exchange of ideas and information within the organization.

# IMPACT OF UN-HABITAT ACTIVITIES

UN-HABITAT's activities within KENSUP have had a multiplier effect in Kenya. The support of UN-HABITAT and other donors has helped to increase the Government of Kenya's political commitment to slum upgrading, as the government now has extensive KENSUP implementation and financing strategies.

KENSUP has improved the awareness of urban stakeholders regarding the need to change the living conditions of people living in slums, emphasising that it is not acceptable anymore that a majority of the urban population lives in extremely poor conditions. Further, as KENSUP requires collaboration among various ministries in Kenya – the Ministry of Housing, the Ministry of Lands, the Ministry of Cooperatives, the Ministry of Roads and Public Works, the Ministry of Local Government, and the Ministry of Gender, Sports, and Culture – it has led to increased cooperation among these bodies and other agencies involved in the slum upgrading process.

KENSUP has also improved slum dwellers' understanding of and commitment to slum upgrading. They are now willing to contribute to the enhancement of their situation, which is an important step. UN-HABITAT is hoping that slum dwellers now realise that in order to have a lasting improvement in their living conditions, they themselves need to participate and take responsibility for it.

Additionally, UN-HABITAT's involvement has led to the establishment of the Kenya Slum-Upgrading Fund (KENSUF), which has received an initial budgetary allocation of 20 million Kenya shillings (US\$250,000). UN-HABITAT's work has also led to increased donor interest and financial contributions for the replication of the demonstration projects in other slum areas. This includes collaboration with the private sector (e.g. the Kenya Power and Lighting Company) and other UN agencies such as United Nations Development Programme.









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