



UN-HABITAT AND THE KENYA SLUM UPGRADING PROGRAMME **STRATEGY DOCUMENT**

FOR A BETTER URBAN FUTURE

UN  HABITAT

For further information please contact:

Graham P. Alabaster
Chief, Section I, Water, Sanitation and Infrastructure Branch
Human Settlements Financing Division
UN-HABITAT
P.O. Box 30030, Nairobi 00100, Kenya
Tel: +254 20 762 3054
Fax: +254 20 762 3588
graham.alabaster@unhabitat.org

*Principal author: Raakel Syrjänen
Contributors: UN-HABITAT KENSUP Team
Editor: Tom Osanjo
Graphic design and layout: Sara Candiracci & Daniel Vilnersson
Printed by: UNON Print Shop, United Nations Offices at Nairobi
Cover photo © Saltbones/UN-HABITAT*

Disclaimer

The designations employed and the presentation of the material in this report do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area, or of its authorities, or concerning delimitation of its frontiers or boundaries, or regarding its economic system or degree of development. The analysis and conclusions of this report do not necessarily reflect the views of the United Nations or its Member States.

This is a working document. It has been prepared to facilitate the exchange of knowledge and to stimulate discussion. UN-HABITAT does not warrant that the information contained in this document is complete and correct and shall not be liable for any damages incurred as a result of its use.

Excerpts from this publication may be reproduced without authorisation, on condition that the source is indicated.

May 2008

HS: 1010/08E

ISBN: 978-92-1-131990-3

© United Nations Human Settlements Programme (UN-HABITAT), 2008. All rights reserved

UN-HABITAT AND THE KENYA SLUM UPGRADING PROGRAMME **STRATEGY DOCUMENT**



KUMBUKA
WOOD
WORKS

Foreword

Kenya's slums are growing at an unprecedented rate as more and more people move to Kenya's cities and towns 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 40 percent of the total population. More than 70 percent of these urbanites 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.


The formulation of a new KENSUP strategy by UN-HABITAT, as set out in this document, has become necessary for a wide variety of reasons, not least because there is a need to respond to the divisional shift of most KENSUP projects to the Water, Sanitation and Infrastructure Branch



of UN-HABITAT. This brings a new focus to our involvement with KENSUP as it introduces and tests the provision of basic infrastructure, such as water and sanitation, as an entry point to slum upgrading. The new strategy also further elaborates UN-HABITAT's consolidated and integrated development approach to slum upgrading, focusing on the provision of affordable housing finance and infrastructure. This approach combines all the different elements required for successful slum upgrading such as income generation activities, capacity building, provision of housing finance, housing improvement, and provision of basic infrastructure.

UN-HABITAT's KENSUP Strategy Document outlines our main areas of focus, key concepts, methodology, planned activities, as well as a financing strategy. This document will function as a roadmap for all of UN-HABITAT's present and future KENSUP activities, and it will guide our staff and partners towards meaningful and effective interventions.

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.


Anna Tibaijuka
Executive Director

Contents

Introduction.....	9
1 Context	11
1.1 Justification for the Strategy Document	11
1.2 Aims of the Strategy Document.....	12
1.3 Rationale for KENSUP	12
2 What is KENSUP	15
2.1 Government of Kenya's KENSUP Strategy	16
2.2 Memorandum of Understanding between the Government of Kenya and UN-HABITAT ..	18
2.3 KENSUP Update from the KENSUP Secretariat	20
3 KENSUP Projects Within UN-HABITAT	23
3.1 Main Areas of Focus	23
3.2 New Areas of Focus.....	25
3.3 Impact of UN-HABITAT's Activities	26
4 UN-HABITAT's New KENSUP Strategy	29
4.1 UN-HABITAT's Mandate.....	29
4.2 Objectives.....	31
4.3 Guiding Principles.....	31
4.4 UN-HABITAT, Partners and their Roles	36
4.5 Necessary Pre-Conditions for Success.....	38
4.5 Development Approach	39
4.6 Implementation Strategy & Methodology	40
4.7 Expected Results.....	44
4.8 Financing Strategy	47
5 Way Forward.....	57
5.1 Strategy Document, Project Document and Activities	57
5.2 Funding.....	57
5.3 Relations with the Ministry of Housing	57
5.4 KENSUP Team	58
5.5 Other Partners	59
 UN-HABITAT KENSUP Projects	
Cities without Slums (CWS), Kisumu.....	62
Sustainable Neighbourhood Programme (SNP), Mavoko	64
Kibera Slum Upgrading Initiative, Nairobi.....	66
Mombasa Slum Upgrading Programme	67
Kibera Integrated Water, Sanitation and Waste Management Project, Nairobi.....	68
Youth Empowerment Programme, Kibera and Mavoko	70
Kiandutu Slum Youth Project, Thika	71
Kahawa Soweto, Nairobi	72
Korogocho Slum Upgrading Programme, Nairobi.....	73
 List of Abbreviations	74
Bibliography.....	74







Introduction

UN-HABITAT is one of the key partners of the Kenya Slum Upgrading Programme (KENSUP). KENSUP was initiated in 2001 by the Government of Kenya (GoK), and it is complemented and supplemented by UN-HABITAT through cooperation outlined in a Memorandum of Understanding and existing project documents. Project activities under KENSUP are taking place in Nairobi, Kisumu, Mavoko, Mombasa and Thika.

The aim of the programme is to improve the livelihoods of people living and working in Kenya's slums through provision of security of tenure, housing improvement, income generation and physical and social infrastructure. As UN-HABITAT's role in the programme is supplementary, its activities have focused on the provision of technical advice, capacity building of the relevant local authorities and communities, provision of basic infrastructure, and testing of innovative slum upgrading approaches through pilot projects.

As a means for advocating forward-thinking within the organisation, as well as striving towards constantly improving its practices, UN-HABITAT is looking for new, innovative ways to invigorate its participation in KENSUP. In order to facilitate this, all KENSUP related activities within UN-HABITAT have been centralised under one roof; the Water, Sanitation and Infrastructure Branch. It is hoped this approach will steer forward the processes that would make UN-HABITAT's interventions within KENSUP as constructive, coherent and successful as possible. This also brings some modifications to UN-HABITAT's development approach within KENSUP. The goal is to develop a strategy document that outlines and takes stock of the existing activities, consolidates the different KENSUP projects that UN-HABITAT is involved in, and develops a way forward as well as a common, coherent and coordinated strategy and an implementation agenda that are all sustainable and innovative in their approach.