

# What is KENSUP

# 2

KENSUP is a programme of the GoK, implemented by the Ministry of Housing and the relevant local authorities, which is complemented and supplemented by UN-HABITAT through technical cooperation outlined in a Memorandum of Understanding (MoU) signed with the Government of Kenya in January 2003, and other existing project documents (Kibera, Mavoko, Kisumu, Kahawa Sowe-to and Mombasa). The programme was initiated in 2001, following a meeting with the former president of Kenya, Daniel arap Moi and the Executive Director of UN-HABITAT, Mrs Anna Tibaijuka. The Programme was formally launched by Honourable Mwai Kibaki, the President of Kenya, during the World Habitat Day on 4 October 2004. According to the GoK, the aim of KENSUP is by 2020 to have improved the livelihoods of at least of 5.3 million urban slum dwellers (1.6 million households) countrywide. The estimated financial requirement for the entire programme period is 884 billion Kenya shillings (GoK, KENSUP Financing Strategy, 2005), which is approximately USD 13 billion.

The national government's commitment is an essential ingredient for the success of any slum-upgrading intervention and the GoK 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 (MDGs). KENSUP thus enjoys strong political will from the central government and has been allocated funds in the national budget and it has its own budget line. 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.

## 2.1 Government of Kenya's KENSUP Strategy<sup>(1)</sup>

The GoK developed specific KENSUP Implementation and Financing Strategies in 2005 with its key stakeholders covering the period of 2005-2020. The GoK has chosen this time frame in line with the MDGs. Additionally, given the complexity of slum upgrading, a longer time frame allows ample time within which to monitor and measure the impact of the programme. It is important to examine in detail the GoK's KENSUP Strategies as they provide the foundation for the collaboration between UN-HABITAT and GoK in this initiative.

### Goal and Objectives

The broad goal of the programme, according to the GoK, is to improve the livelihoods of people living and working in slums and informal settlements in the urban areas of Kenya through provision of security of tenure, housing improvement, income generation and physical and social infrastructure. To achieve this, the following objectives are identified:

- Create conditions that can sustain long term nationwide slum upgrading in Kenya;
- Harness political will, strengthen nascent forms of organisation of slum dwellers, and promote an inclusive process based on consensus and partnership;
- Address inappropriate policies that contribute to the growth of informal settlements and worsening of living conditions in slum areas;
- Consolidate, rationalise and institutionalise a broad range of shelter related policies including the creation of institutions and mechanisms for sustainable financing and development of shelter and related infrastructure;
- Operationalise concepts of decentralisation, partnerships, consultation, stakeholder participation, consensus building, leadership and the empowerment of beneficiary communities in upgrading projects;
- Develop and implement appropriate service and livelihood improvements including designs, delivery strategies and approaches;
- Strengthen and enhance capacity for research, planning, implementation, monitoring, evaluation and replication of shelter and human settlements programmes at the central government, local authority and community levels; *and*
- Address and mitigate the prevalence and impact of HIV/AIDS.

### Implementation Strategy

In order to achieve the above goals, the KENSUP Implementation Strategy outlines several programmatic principles and values that are a pre-requisite for the success of the programme; such as decentralisation, sustainability, democratisation and empowerment, transparency and accountability, resource mobilisation, secure tenure, expansion and up-scaling, and partnerships and networks.

The Implementation Strategy also outlines a general development process how the projects are planned to unfold:

- Participatory preparation of settlement strategic development plan;
- Tenure regularisation;
- Installation of key infrastructure and services; *and*
- Shelter development:
  - Socio-economic mapping;
  - Cluster/neighbourhood identification;

<sup>1</sup>. This chapter is based on the GoK's KENSUP Implementation and Financing Strategies, 2005.

- Organising and mobilising communities including formation of cooperatives;
- Engagement of communities to agree on the nature of affordable development;
- Relocation;
- House construction;
- Housing allocation; *and*
- Post construction estates and facilities management and maintenance.

## Strategic Interventions

The Implementation Strategy further recognises the need for strategic interventions that focus on the following key aspects; community organisation and mobilisation, conflict prevention and management, city/town development strategies, tenure and residential security, social infrastructure, physical infrastructure, micro-finance and credit systems, income generation activities, shelter improvement, environmental and solid waste management, vulnerable households and disadvantaged groups, HIV/AIDS prevention and impact mitigation and capacity building.

## Institutional Framework

The implementation of KENSUP relies on the cooperation amongst three key institutions; the government, the local authorities and UN-HABITAT, supported by the civil society and private sector organisations, agencies and companies. The role of the three key actors is to create an enabling environment for slum upgrading interventions to succeed, for instance through provision of secure tenure to slum residents, utilisation of community contracting to implement small infrastructure works in slums, reformation of building codes to enable incremental building by slum residents, facilitation of access to micro-credit for progressive building and promotion of public-private partnerships in order to improve living conditions.

### Government of Kenya

Responsible for policy, land/tenure issues, legal framework, coordination, supply of resources, global communication, and monitoring and evaluation.

### Local Authorities

Responsible for project implementation, coordination of civil society organisations, local level monitoring and evaluation, provision and maintenance of physical and social infrastructure, and municipal planning.

### UN-HABITAT

Responsible for lobbying and provision of technical support to the programme partners, which take the form of provision of experts, seminars, training programmes, demonstration projects, assistance in the provision of core elements of infrastructure necessary for slum upgrading, and mobilisation of financial and other resources.

### Complementary Institutions (private sector, civil society organisations, development partners, media)

The private sector provides opportunities for partnerships in business ventures and charitable activities in housing and infrastructure finance and construction, civil society organisations ensure community involvement, development partners offer international exposure, resource mobilisation mechanisms and building capacities, and the media is an important channel for advocacy, and the dissemination of information, education and communication.



## 2.2 Memorandum of Understanding between the Government of Kenya and UN-HABITAT

The Memorandum of Understanding (MoU) signed between the GoK and UN-HABITAT on 15 January 2003, has formed the basis of the collaboration between the two organisations. It sets out (together with the existing project documents) the terms and conditions under which UN-HABITAT collaborates with the GoK in carrying out the programme and therefore, it still provides the overarching mandate for UN-HABITAT's new KENSUP strategy. Consequently, this warrants a more detailed examination of the MoU.

The goals and objectives of KENSUP are clearly set out in the KENSUP Implementation Strategy and they are aligned with the ones outlined in the MoU. However, what is not mapped out in the KENSUP Implementation Strategy is a clear allocation of roles and responsibilities of UN-HABITAT and the GoK as set out in the MoU. According to the MoU, UN-HABITAT shall mainly provide:

- Services of advisory experts, UN Volunteers and consultants selected by UN-HABITAT;
- Seminars, training programmes, demonstration projects, expert working groups and related activities;
- Assistance in the provision of core elements of infrastructure necessary for slum upgrading;
- Any other service that may be agreed upon by the parties in the project documents; *and*
- Assistance in the mobilisation of financial and other resources for the programme, including the liaison with donor agencies that might support the programme, and cooperate with the GoK in the establishment of a Trust Fund known as 'The Slum Upgrading and Low Cost Housing and Infrastructure Fund'.

The MoU outlines that the GoK is responsible for the programme and the realisation of its objectives, including the execution and management of financial and material resources. UN-HABITAT complements and supplements the programme. The GoK is to provide for the execution of the programme:

- Local counterpart professionals;
- Buildings, and training and other facilities available;
- Equipment, materials and supplies available; *and*
- Financial counter-part contribution.



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## 2.3 KENSUP Update from the KENSUP Secretariat

The GoK has a team of experts who form the KENSUP Secretariat with a role to coordinate, manage, plan, implement and monitor the different activities. At present, it employs a Programme Coordinator, two Deputy Coordinators and seven Programme Officers, as well as support staff. The GoK is currently involved in the implementation of KENSUP projects in Kibera, Mavoko, Kisumu, and Mombasa and it is in the process of initiating activities in Eldoret. UN-HABITAT's involvement in KENSUP has focused on these projects and therefore, it is necessary to examine progress in implementation of these projects from the point of view of the GoK. The GoK is engaged in interventions in these cities that are different from the activities of UN-HABITAT as the aim is that the activities of both complement each other. The focus of UN-HABITAT's activities will be examined in the subsequent chapter.

### Kibera

Kibera informal settlement in Nairobi was chosen to set the pilot in terms of settlement upgrading in the KENSUP. The GoK has achieved several goals in Kibera such as:

- Election of Settlement Executive Committees in Soweto East and Laini Saba villages;
- Socio-economic mapping of the whole settlement has been completed;
- Physical mapping, undertaken in collaboration with Ministry of Lands (Physical Planning Department) is underway;
- A draft Master plan for Kibera, based on the above data, is being finalised;
- Construction works of 600 relocation houses at the Langata decanting site near the Langata Women's Prison is currently underway. 60% of work has been done while the practical completion date for the project is targeting April 2008 (Presentation by Leah Muraguri on 3-5 June 2007);
- A road design approved and a tender awarded for the construction of 1.25km road (GoK funds the first 500m and UN-HABITAT 750m) beginning from Mbagathi Way. The full stretch of the road will cover 4km on completion in the final phase; *and*
- Four cooperatives formed with assistance from the Ministry of Cooperatives and registered in Soweto East. The groups were formed according to the zones in Soweto East.

### Mavoko

The GoK is planning to build 400 low- and middle-income units in Mlolongo on the 22ha, which is part of the 100ha project area where UN-HABITAT is also implementing its self-help housing project. The designs for the 400 units are complete and the tender for the construction has been awarded and construction started in December 2007 after the official groundbreaking ceremony on the project site. The GoK contracted the Machakos District Cooperative Office to continue with the cooperative registration initiated by UN-HABITAT, which was finalised in August 2007. This registration process included pre-registration training for those groups that have not yet formed cooperatives and post-cooperative training for those cooperatives that are already registered.

### Mombasa

The GoK in collaboration with the Municipal Council of Mombasa has set social and physical infrastructure facilities as their priorities. The designs and costs for these facilities have been completed. One of the facilities will be in Ziwa la Ng'ombe slum, where classroom blocks at a local primary school

will be added, and the access road to the dispensary is upgraded with street lighting and water reticulation alongside the road (Presentation by Leah Muraguri on 3-5 June 2007).

## Kisumu

The Ministry of Housing has allocated approximately USD 400,000 to Cities Without Slums (CWS) in Kisumu for addressing priority areas identified in the action plans. The focus is on the construction of social amenities in the slums, such as schools, clinics, water and sanitation facilities, social halls and markets. For instance, it is planning to construct public toilets at the Manyatta Market. Drawings and bills of quantities have been prepared and the implementation is due to start before June 2007 in the following projects, each costing USD 70,000:

### Manyatta

- Construction of public toilets at Manyatta Market;
- Fencing of Obinju and Magadi Primary Schools; *and*
- Rehabilitation of Kosawo social hall.

### Kaloleni

- Completion of a dining hall at Mama Ngina children's home;
- Construction of an incinerator;
- Upgrading of selected access road;
- Construction of an early childhood (nursery) school; *and*
- Expansion of Agape orphanage home.

### Bandani

- Upgrading of selected access roads;
- Rehabilitation of Bandani dispensary; *and*
- Sinking of a communal borehole.

### Obunga/Manyatta

- Extension/rehabilitation of Manyatta Arab primary school;
- Access road to Kudho primary school; *and*
- Rehabilitation of Kudho primary school.

### Nyalenda/Nyamasaria

- Clearance of Auji river;
- Upgrading of Kowino Kassagam school;
- Upgrading of selected access roads ; *and*
- Rehabilitation of Akado polytechnic .

The contractors for these tasks have already been selected and work is about to start (Presentation by Leah Muraguri on 3-5 June 2007).



***Facilitate the implementation of innovative and replicable pro-poor slum upgrading models through pilot projects, delivery strategies, and approaches***