

## Cities without Slums (CWS)

<b>Project title:</b>	Cities without Slums Sub-Regional Programme for Eastern and Southern Africa
<b>Start date:</b>	July 2004
<b>Completion date:</b>	May 2006
<b>Total cost:</b>	USD 111,777 from the Governments of Italy, the Netherlands and Germany, as well as Swedish International Development Co-Operation Agency, and CORDAID
<b>Partners:</b>	Municipal Council of Kisumu, Ministry of Housing, Maseno University, Sustainable Aid in Africa International, Kisumu Water and Sewage Company, Regional Centre for Mapping of Resources for Development and the private sector

### Project description

CWS aims to improve the livelihoods of people living and working in Kisumu's informal settlements by promoting and facilitating the provision of secure tenure, housing improvement, income generation and physical and social infrastructure through participatory interventions. To realise these objectives, the programme has four phases; the inception phase, the preparatory phase, the implementation phase and the replication phase. UN-HABITAT's inputs focused on the two first phases; on building 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

The programme's inception and preparatory phases delivered to target.

#### Inception phase

A situation analysis on Kisumu's informal settlements was completed, published and distributed. It proposes an integrated approach to slum upgrading, focusing on security of tenure, improvement of basic infrastructure, housing, health and 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. Additionally, a slum upgrading secretariat was established within the municipal council, as well as a steering committee comprised of the main urban stakeholders.



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### Lessons learnt

- Empowering the local authority has contributed to the success of the initiative. The Ministry of Housing has little influence in the day-to-day activities and this has given confidence to the local authority;
- The establishment of the GIS has helped in providing a central point of reference for all enquiries on slum upgrading within the municipality;
- There is no budget for slum upgrading within the municipality and the motivation to address slum issues is relatively low. The Ministry of Housing has yet to establish a proper institutional structure at the local level. The reliance is on UN-HABITAT to take the lead, which is not sustainable;
- Lack of funding from UN-HABITAT has had a negative effect on the initiative and the partners in Kisumu have lost confidence in the project, which is a negative development as the UN-HABITAT's role should only be as a facilitator;
- Most slum dwellers confuse slum upgrading to mean construction of housing, and this myth is hard to erase from their minds;
- Setting up the GIS lab at the local council is a good initiative but there is a need to continue training the relevant staff. Currently the knowledge levels are basic and the GIS lab has not helped the council to use the facility for other important tasks, such as collecting and editing information generated by their day-to-day activities;
- There is plenty of literature on slums in Kisumu (both published and unpublished) but they do not always translate into actual work on the ground;
- Students from different universities have visited and conducted field work in many of Kisumu's slums but their presence has not translated into projects; *and*
- The involvement of the slum dwellers in the project has been difficult because no one wants to work for free.

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### Way forward

UN-HABITAT is looking for additional funding in order to support the next two phases of the programme. Cities Alliance has demonstrated an interest in providing funding and an application by UN-HABITAT was made in 2006 but it was rejected (as it did not meet certain Cities Alliance criteria). Plans exist to make a new application in the near future addressing the shortfalls of the previous application. The Ministry of Housing has allocated approximately USD 400,000 to CWS in Kisumu (through KENSUP) for addressing priority areas identified in the action plan. The focus is on the construction of social amenities in the slums, such as schools, clinics, water and sanitation facilities, social halls and markets. Drawings and bills of quantities have been prepared and the implementation is due to start before June 2007.



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## Sustainable Neighbourhood Programme (SNP), Mavoko

<b>Project title:</b>	Sustainable Neighbourhood Programme (SNP)
<b>Start date:</b>	July 2004
<b>Completion date:</b>	December 2008
<b>Funding:</b>	Euro 750,000 from the Government of Finland, USD 120,000 UN-HABITAT contribution
<b>Partners:</b>	Municipal Council of Mavoko, Ministry of Housing, Practical Action, National Cooperative Housing Union, University of Nairobi, National Environment Management Authority, Machakos District Cooperative Office, private sector, and Mavoko's slum communities

### Project description

The SNP is a slum resettlement programme relocating slum dwellers to a piece of land in Athi River made available by the GoK exchanged in a debt swap with the Government of Finland. The SNP is a self-help housing project linked to capacity building and income generation where slum dwellers are to build their own homes.

The main goals of the SNP are to improve local governance and strengthen the capacity and the role of the informal and the community sectors in developing sustainable neighbourhoods. The emphasis of the SNP is not primarily on the production of houses, but rather on the improvement of livelihoods of slum dwellers by training them in self-help and income generation activities such as production of building materials and building components so that they can take charge of their own development for instance by getting employed as skilled workers once the SNP has finished. The sustainable neighbourhood concept refers to mixed housing development that caters for all income groups within one location where infrastructure and social services are shared. UN-HABITAT's role is to test new, innovative approaches to slum upgrading in Kenya through the SNP pilot, 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

- Digital Satellite Imagery of the SNP site and part of the Municipal Council of Mavoko (447km<sup>2</sup>) acquired;
- Draft master and house plans for the SNP site developed;
- A socio-economic profile of Mavoko's slums completed;
- Community organisation reinforced;
- 100 groups registered as self-help groups with the Ministry of Gender, Sports, Culture and Social Services, which have now registered as cooperatives;



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- A Mavoko SNP sub-office set up within the Municipal Council of Mavoko with three local community coordinators working on community mobilisation; *and*
- A broad-based partnership of the main stakeholders formed.

### Lessons learnt

- To form broad-based partnerships can be time consuming;
- Good communication channels are essential between the Ministry of Housing and UN-HABITAT;
- It is important to maintain regular update meetings with all the partners, particularly the slum communities;
- Government bureaucracies can seriously slow down the process;
- Translating the verbal commitment of partners from slum upgrading to action is not always easy;
- Too many partners can lead to lack of taking responsibility of what needs to be done;
- UN-HABITAT has to allocate clear responsibilities to its staff within the programme and have a clear reporting structure; *and*
- UN-HABITAT has to have better internal coordination structures.

### Way forward

- Redesign the project to meet the present realities. Reformulate the concept to some degree to include the role of water and sanitation infrastructure provision, and decide on new goals, and an action plan;
- Fence the 22ha and put up a signboard together with the Ministry of Housing and the Municipal Council of Mavoko;
- Reconstitute the Executive Committee and agree on its role;
- Employ additional technical staff;
- Develop a physical layout plan;
- Establish a site office;
- Start construction of a demonstration house or a training centre;
- Agree on house designs;
- Agree on the typology of land and housing tenure systems to be utilised;
- Investigate the possibilities of additional funding;
- Contact the private sector and get them on board;
- Contact the Mavoko and EPZA Water and Sewerage Company and get it on board;
- Continue with training for the registered cooperatives if required;
- Obtain socio-economic data of cooperative members (of selected beneficiaries) to inform about their ability to pay (also determines designs);
- Define selection procedures for the first generation homes; *and*
- Undertake a rapid and participatory selection of beneficiaries.



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## Kibera Slum Upgrading Initiative, Nairobi

<b>Project title:</b>	Kibera Slum Upgrading Initiative
<b>Start date:</b>	September 2002
<b>Completion date:</b>	June 2004
<b>Funding:</b>	USD 240,000 from Cities Alliance, USD 110,000 UN-HABITAT contribution
<b>Partners:</b>	Nairobi City Council, Ministry of Housing, Ministry of Roads and Public Works, and Ministry of Cooperatives

### Project description

The overall aim of the project is to improve the livelihoods of people living and working in Kibera through targeted interventions to address shelter, infrastructure, services, land tenure and employment opportunities, as well as the impact of HIV/AIDS in the settlements. UN-HABITAT's activities focused on the preparation of a situation analysis.

### Main achievements

- Situation analysis of Soweto East is completed. Institutional arrangements are well established (such as Inter-Agency Coordination Committee, Programme Implementation Unit, Settlement Programme Implementation Unit, and Settlement Executive Committee);
- Community and stakeholders are sensitised on the goals of the programme and the community mobilisation is on-going;
- Physical mapping of Soweto East is still not complete as the verification exercise at the local level of data collected is still not completed;
- The work plan for the capacity building and communication strategy has been completed; *and*
- Improved layout plan is to be done through participatory community planning and proposals have been developed.

### Lessons learnt

- Slum upgrading is a complex operation that should be guided by the local situation. Success depends on ensuring full support and engagement of local actors;
- Slum upgrading must be carried out holistically – the Kibera-Soweto upgrading process will not only improve the physical living conditions of the people, but also focus on addressing the high incidence of HIV/AIDS and unemployment in the slum;
- One has to take into consideration the historical context, for instance, the issue of lack of trust between the GoK and slum dwellers;



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- Capacity building efforts are essential at all levels;
- The resource base (particularly human and financial resources) amongst the project partners is weak;
- There is a lack of coordination capacity at the local level;
- Good communication between all the project partners is essential; *and*
- UN-HABITAT must have a KENSUP structure to ease coordination and delivery.

#### Way forward

- Complete improved layout plan for Kibera;
- Select beneficiaries for the decanting site housing allocation;
- Ensure the formation of housing cooperatives;
- Operationalise a slum upgrading trust fund; *and*
- Replicate the demonstration project in other villages in Kibera.

## Mombasa Slum Upgrading Programme

<b>Project title:</b>	Mombasa Slum Upgrading Programme
<b>Start date:</b>	October 2006
<b>Completion date:</b>	October 2008
<b>Funding:</b>	USD 200,000 from the Government of Turkey
<b>Partners:</b>	Municipal Council of Mombasa, Ministry of Housing, Mombasa Water and Sewerage Company, and the World Bank

#### Project description

The broad aim of the project is to initiate and support slum upgrading in Mombasa and improve the living conditions and livelihoods as a means to alleviate poverty. More specifically, the aim is to conduct a situation analysis of Mombasa's slums, to prepare an action plan for upgrading of the settlements, as well as for identifying potential sources of funding, and to undertake construction of demonstration projects for basic services, focusing on water and sanitation.

#### Main achievements

The project has only commenced in May 2007 so the activities are at their initial phase.

#### Way forward

As the project has only started, the activities will proceed as per the existing project document.



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# Kibera Integrated Water, Sanitation and Waste Management Project, Nairobi

Project title:	Kibera Integrated Water, Sanitation and Waste Management Project
Start date:	January 2007
Completion date:	January 2009
Funding:	USD 579,684
Partners:	Government of Kenya, and Maji na Ufanisi (Water and Development) as an implementing partner

## Project description

Management Project (K-WATSAN) 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 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. The project is guided by the following specific objectives:

- Improve water, sanitation and waste management conditions, through the provision of storm water drains, communal water and sanitation facilities, and small-scale door-to-door waste collection and recycling services;
- Improve the mobility within Soweto East, by constructing a low-volume road, taking into account the needs of non-motorised transportation users;
- Establish non-motorised transport as an alternative and efficient tool for creating income earning opportunities and providing low cost sustainable access to waste management services;
- Provide household power connections in conjunction with the Kenya Power and Lighting Company;
- Support the community to identify and venture into new income generating and business opportunities;
- Enhance information and technology skills among the population through the establishment of a Community Information and Communication Technology Centre; *and*
- Strengthen the institutional and technical capacities of selected key target groups by conducting training courses.



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## Main achievements

- Community mobilisation according to zones in Soweto East (the village is divided into four zones) is complete;
  - Physical identification of all the sites for the proposed infrastructure is completed;
  - Design work for all the proposed infrastructure and information education and communication materials is completed;
  - Upper container floor of the UN-HABITAT site offices is cleared for partitioning to accommodate the Information and Communication Technology Centre; *and*
  - Actual construction of the infrastructure components is on course.
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## Lessons learnt

- It is difficult to gauge the willingness of the population for some of the project implementation activities, such as creating space for roads or forming committees;
  - It is important to promote efficient and effective communication with all partners, as well as combine and coordinate all activities through regular meetings;
  - Good communication internally within UN-HABITAT is important;
  - It is important to facilitate partnerships and cooperation within and between the local and central government, and between the local government and the civil society, as well as with the private sector;
  - It is necessary to keep the participating communities and the local authorities well informed of all the developments in the project, in order to maintain their commitment; *and*
  - UN-HABITAT staff should be based on the ground or visit the site regularly, in order to be in a position to respond to emerging queries and issues, and to strengthen the relationship between the community, UN-HABITAT and the local authorities.
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## Way forward

- 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-generating and job opportunities stemming from the production, sale and use of modified bicycles for collecting solid waste;
- Ensure the formation of housing cooperatives;
- Operationalise a slum-upgrading trust fund; *and*
- Replicate the demonstration project in other villages of Kibera.





## Youth Empowerment Programme, Kibera and Mavoko

Project title:	Youth Empowerment Programme
Start date:	January 2008
Completion date:	October 2008
Funding:	USD 100,000 from Secretary General's Pony Chung Foundation
Partners:	To be confirmed

### Project description

The aim of the project is to improve the livelihoods of at least 200 youth, both male and female, living and working in slums and informal settlements in the urban areas of Kenya through provision of practical training in construction, business development and information communication technology that will lead to income generation activities. Additionally, the aim is to activate and strengthen key strategic civil society, public and private sector partnerships related to housing construction, and to promote youth entrepreneurship through catering for the individual and collective dimensions of small enterprises with the aim of establishing economically viable and competitive small enterprises.

### Main achievements

- Interested youth identified and selected;
- Selected youth divided into different training groups according to their interests;
- Training programme and curriculum prepared;
- Implementing partner organisations identified; *and*
- Procurement of training materials initiated.

### Way forward

- Finalise partnership agreements followed by negotiations with partners on the division of training tasks;
- Initiate the training programme;
- Construct a training facility at the Sustainable Neighbourhood Programme site in Mavoko;
- Recruit private sector to provide short placements; *and*
- Ensure youth graduates complete complete short apprenticeships with the private sector.



## Kiandutu Slum Youth Project, Thika

<b>Project title:</b>	Kiandutu Slum Youth Project
<b>Start date:</b>	June 2008
<b>Completion date:</b>	October 2008
<b>Funding:</b>	USD 85,000 from Adventist Development and Relief Agency (ADRA), Good Earth Trust, Municipal Council of Thika, Government of Kenya, Vakcord, Bamburi Cement and Mabati Rolling Mills
<b>Partners:</b>	Adventist Development and Relief Agency (ADRA), Good Earth Trust, Municipal Council of Thika, Government of Kenya, Vakcord, Bamburi Cement and Mabati Rolling Mills

### Project description

The aim of the project is to build a youth-driven model housing unit which will function as a youth resource centre. The project has three phases which essentially consist of youth training on construction skills, building of a housing unit and establishment of a youth resource centre.

### Main achievements

A situation analysis on Thika informal settlements is complete, and a report is being prepared by the Municipal Council of Thika to be forwarded to the Ministries of Housing and Local Government. The situation analysis focused on youth needs, training and capacity building. A manual on youth training on basic construction skills has been finalised, and drawings for an affordable model housing unit have been completed.

### Way forward

ADRA is looking at duplicating the same type of affordable housing units in slum areas around the country.



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## Kahawa Soweto, Nairobi

<b>Project title:</b>	Provision of Basic Services in Selected Slum Settlements in Nairobi
<b>Start date:</b>	November 2005
<b>Completion date:</b>	December 2006
<b>Funding:</b>	USD 240,000 from the Government of Italy
<b>Partners:</b>	Nairobi City Council, and Roman Catholic Parishes in Kibera and Kahawa

### Project description

The overall objective of the proposal is to support the improvement of living conditions of people residing and working in selected slum settlements in Nairobi through targeted upgrading projects within KENSUP. Through this project, an action plan with a funding strategy is prepared and it specifically focuses on the delivery on basic services in Kahawa Soweto and Soweto East in Kibera. The project also includes demonstration activities that combine tenure security, improvement of basic services, and the promotion of micro-enterprises. The programme is implemented in collaboration with the Nairobi City Council and it builds on lessons drawn from other KENSUP initiatives. The three main objectives are: 1) To build consensus on the scope of the programme and respective activities in Kibera Soweto east and Kahawa Soweto; 2) To develop Action Plans for each of the two areas and outline an implementation strategy for sustainable delivery of the agreed basic services; and 3) To develop and implement demonstration projects for the agreed basic services and draw up lessons of experience to inform the long-term sustainable slum upgrading programme in Nairobi and KENSUP at the national level.

### Main achievements

- Construction of public facilities using community labour such as toilets, access road, garbage collection points, and a resource centre;
- Community participation in settlement planning; *and*
- Adoption of community land trust for secure tenure.

### Lessons learnt

- Community mobilisation is not easy to bring about due to diversity of interests.

### Way forward

- Improve the settlement layout plan;
- Finalise the community land trust; *and*
- Form cooperatives.



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## Korogocho Slum Upgrading Programme, Nairobi

<b>Project title:</b>	Korogocho Slum Upgrading Programme: Kenya-Italy Debt for Development Programme
<b>Start date:</b>	June 2008
<b>Completion date:</b>	May 2010
<b>Funding:</b>	USD 274,000 from the Government of Italy for UN-HABITAT (the overall cost of the programme is about USD 3,350,000)
<b>Partners:</b>	Ministry of Local Government, Ministry of Housing, Ministry of Finance, Ministry of Lands, Nairobi City Council, Community Based Organisations, and Faith Based Organisations

### Project description

The aim of the programme is to improve the livelihoods of people living and working in Korogocho by initiating and supporting a slum upgrading initiative to be implemented in a consultative manner. More specifically, the aim is to develop a detailed situation analysis of Korogocho; prepare an advisory physical plan; build capacity of various actors/institutions; prepare a sustainable integrated plan for upgrading Korogocho; provide collective security of tenure to the residents; and improve the infrastructure and housing stock. UN-HABITAT's role is to provide technical assistance and capacity building to the partners, as well as to mobilise funds for the programme.

### Main achievements

The programme will commence in June 2008 and the major output of the programme will be a Sustainable Integrated Upgrading Plan, which will define the priorities and implementation strategy, including funding mechanisms and institutionalisation of the consultative process. The capacity of the various institutions involved in the programme will be enhanced and the physical, economic and social conditions in Korogocho will be improved.

### Way forward

As the project has not started yet, the activities will proceed as per the existing project document.



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