

ACTION PLANS

Priority Issues	Challenges	Opportunities	Actions/activities
<p>Land tenure: The need to scientifically manage land separating the functions of ownership, management and development is overwhelming, in order to achieve well-planned urbanization</p> <ul style="list-style-type: none"> ■ Kampala City has a multiple land tenure system where the Council does not own or have jurisdiction over all the land yet it has the mandate to effect development control ■ competing legitimate ownership claims to land across tenures, where by individuals hold different interests on the same piece of land ■ owners suspicion that the council is out to grab their land through a slum upgrading initiative 	<ul style="list-style-type: none"> ■ Revocation of Statutory leases by 1995 Constitution hence the council has no residual rights in land to effectively enforce land use and planning regulation ■ High cost of compensation of private land owners for service delivery or re-development since there is not preferential or exclusive urban tenure system ■ Multiple land tenures are not conducive to urban development (High costs of service provision) ■ Obsolete planning and development laws, politicized legal tenure regime. ■ Suspicion on the objectives of the slum upgrading initiative as focusing on land grabbing 	<ul style="list-style-type: none"> ■ The Town and Country Planning Act, 1964, and the Property Rates Decree 1977 (are currently being reviewed for amendment) to result into Proposed Urban Planning Bill ■ MoWLE is currently drafting a national land policy to consider the separation of the functions of ownership, management and development of land. ■ Selection of Kinawataka as a pilot area for systematic demarcation of land in urban area ■ Current reform in the Land Act Cap 227 provide a framework for working on multiple rights in land 	<ul style="list-style-type: none"> ■ Disentangling unclear tenure relations by ascertaining ownership rights and secondary interests (rights) through land tenure regularisation. ■ In Kinawataka, disentangling dual rights regimes on land: <ol style="list-style-type: none"> a. through issue of certificates of customary ownership by Kampala District Land Board in b. working hand in hand with MoWLE on systematic demarcation to acquire a cadastre upon which redevelopment will be planned and to achieve (a) above ■ In Kagugube, focus on tenure insecurity and evictions by purchasing land from the private mailo owners and re-distribute to secondary rights holders by issue of certificates of Occupancy by Kampala District Land Board ■ Sensitisation of the community on its land rights and the objectives of the upgrading initiatives as far as land and urban planning is concerned

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<p>Housing:</p> <ul style="list-style-type: none"> ■ Low housing standards and housing conditions because the quality of housing has not been controlled neither have standards been enforced. ■ Housing conditions are poor because services such as roads, water, electricity, street lighting and drainage are poor in all settlements. ■ In Kinawataka, there is evidence of aged housing structures 	<ul style="list-style-type: none"> ■ Absence of a statute on building and laxity in the enforcement of building guidelines by Kampala City Council. ■ Political pressure and tendencies of negligence arising from bribery or corruption in the enforcement establishments or mechanisms ■ Moving the housing policy from “a draft policy” to “a policy” so that it proposals and principles can be implemented ■ Housing finance is not available for slum dwellers ■ Housing is constructed and controlled by a few landlords, who often double as land owners 	<ul style="list-style-type: none"> ■ Draft National Housing Policy with a holistic view to housing ■ The private sector is active in providing housing on a commercial basis e.g. NHCC, AKRIGHT etc. ■ Land policy is going to separate the concept of ownership of land and properties on land and their development. ■ In Kagugube, there is evidence of self-upgrading in housing structures through improved quality and adherence to building guidelines. 	<ul style="list-style-type: none"> ■ Apply housing standards with consideration for rental income generation that is crucial for slum dwellers (standardized tenements) ■ In Kagugube, availing the necessary social services especially drainage and road, garbage and human waste disposal in slum areas ■ In Kinawataka, structural improvement of housing units ands increased enforced of large plot sizes simultaneously.

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<p>Garbage Collection and Disposal: Quality and Coverage has caused serious public outcry:</p> <ul style="list-style-type: none"> ■ huge amounts of garbage generated are not collected and disposed off, resulting offensive odour, continuous environment pollution and public health concerns on cholera and dysentery ■ Cost of collection and disposal is enormous ■ Lack or limited recycling and waste reduction strategies and initiatives even on a private or community basis 	<ul style="list-style-type: none"> ■ Gradual privatisation of collection and transportation by private firms and a sustained subsidy for low income areas such as slums ■ Inadequate service from private collectors, absence of schedules and agreed collection points in the communities ■ Residents are ignorant about the wastage management strategy and the need for privatisation of garbage collection ■ The community is not involved and does not feel responsible for garbage collection and disposal 	<ul style="list-style-type: none"> ■ Strategy to improve Solid Waste Management ■ Successful piloting of privatized garbage collection, where people were willing to pay for the garbage collection ■ Privatized garbage collection is already operational in Kagugube slum 	<ul style="list-style-type: none"> ■ Sensitization of residents of slum areas on the strategy for privatized garbage collection ■ Kampala City Council sustains delivery of subsidized services for garbage collection in slum areas. ■ Build consensus on schedule privatized collection and collection points for the system to serve its purpose in slum areas ■ Recruit personnel at parish level to manage garbage collection the community particularly youth (this is efficient and source if income) ■ Encourage private actors and civil society organisations to promote recycling and waste reduction strategies in the community

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<p>Roads and Road Maintenance:</p> <ul style="list-style-type: none"> ■ Dusty and un-tarmacked roads with drainage affected by silting hence flooding because of Poor standards applied in construction and maintenance of road and drainage ■ ‘Kampala Urban Transport Improvement Programme’ funded by World Bank where Kampala City Council widens roads and tarmacs roads to relieve the traffic from the main highways as one exits from the city centre is yet to benefit slum areas. 	<ul style="list-style-type: none"> ■ Availing funds from the division for community / parish level maintenance of road drainage. ■ Regular mobilisation of the community through LC, NGOs and CBOs to undertake community de-silting of blocked drainage ■ Availability of funds for tarmacking roads because it is expensive 	<ul style="list-style-type: none"> ■ ‘Kampala Urban Transport Improvement Programme’ ■ Maintenance and management of road drainage was devolved to parish level in Kisenyi, it has worked ■ Successful use of CSOs e.g. Concern Worldwide and MAKEDO in Kagugube to construct and maintain road drainage. 	<ul style="list-style-type: none"> ■ Maintenance and management of road drainage be devolved to parish level ■ Quality control and supervision in road construction and maintenance activities ■ Tarmacking roads, even if it means 1KM per year for 5 years.
<p>Gender: Women face culturally rooted and persistent systemic socio-cultural barriers that limit access to and control over resources.</p> <ul style="list-style-type: none"> ■ Women and youth have proved their contribution to development and built capacity in health, income generation, nutrition and hygiene though lack financial inputs 	<ul style="list-style-type: none"> ■ Women and youth are of significant numerical strength in Kampala (51.2% (620,000) are females, while 46% of Kampala’s population is youth (10 – 34 years). ■ 30% of the city’s population depends on women for livelihood. ■ Realigning the youth and women to the slum upgrading programme and imparting skills that will enable them to effectively participate 	<ul style="list-style-type: none"> ■ Gender mainstreaming and formulation of gender policy ■ Constitution enshrines the rights of women in Article 33 ■ Women and Youth have shown ability to organise themselves and engage in development by triggering change within slum settlements ■ Presence of UACP at District involving the communities and community initiatives 	<ul style="list-style-type: none"> ■ the issues of opportunities for income generation within the project; in a manner that enhances their skills through employment opportunities, undertaking the provision of labour where appropriate and undertaking skills training, where gaps exist. ■ need to enlarge income generation opportunities in the upgrading scheme, and availing opportunities for utilization of their labour, mobilization skills and other traditional roles related to home keeping, nutrition and health. ■ Strengthen community HIV/AIDS efforts

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<p>HIV/AIDS: continues to impact negatively on productivity, Aside from these demographic impacts, HIV/AIDS has a devastating economic impact in terms of labour costs, productivity and household expenditure on health services</p>	<ul style="list-style-type: none"> ■ Lack of backing legislation prohibiting discriminatory treatment of those infected with HIV/AIDS ■ The urban prevalence of 7 – 13% is considered high. an estimated 132,000 people in Kampala are infected with HIV/AIDS. 	<ul style="list-style-type: none"> ■ presence of a draft national HIV/AIDS policy ■ Government’s Multi-sectoral, multi-tier approach to the socio-economic impacts of HIV/AIDS. 	<ul style="list-style-type: none"> ■ This area needs further exploration on how the slum upgrading initiative should handle it. ■ Consider; clinical out-reach programme for persons living with HIV/AIDS and offering counselling services; avails anti-retroviral treatment free of charge
Institutional Capacity Building:			
<ul style="list-style-type: none"> ■ Building the Capacity of Kampala City Council to implement the project ■ Ensuring appropriate Coordination and Collaboration 		<ul style="list-style-type: none"> ■ Currently formed Steering Committee 	<ul style="list-style-type: none"> ■ Exchange Visits with other Cities undertaking upgrading or learning trips <i>(more additions from workshops)</i>
<ul style="list-style-type: none"> ■ Defining Stakeholder Involvement and the roles of NGOs, CBOs, Private sector since these have been instrumental in promoting social, economic and political rights 	<p>Currently, survey result show that 71.4% of the population in Kagugube does not benefit directly from NGOS and CBOs work because of limited resources and coverage</p>	<ul style="list-style-type: none"> ■ KCC in collaboration with NGOs and CSOs have carried out a number of activities to help the communities to access services ■ Current environment encourages private sector to play an increasing role in the provision of services 	<p>Proper target analysis and needs assessment</p>

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<ul style="list-style-type: none"> Establishing standards and guidelines for beneficiary Community Participation right from the planning stage 	<p>Harnessing community contribution and sense of ownership to the project so that it is sustainable.</p>		<ul style="list-style-type: none"> Prior mobilization of the beneficiaries to understand the benefits of upgrading enhance transparency in the process Community sensitisation to deal with the negative attitude of the community who associate upgrading with evictions and demolitions.
<p>Urban Development</p> <ul style="list-style-type: none"> Development of Urban Development Policy Development of metropolitan Planning Authority 	<ul style="list-style-type: none"> Fear of weaker Local Authorities of being engulfed by stronger local governments Difficulty of Collaboration and coordination of local government Bureaucracy of government institutions Political will at national level Harnessing sectors and local level may be difficult disparities challenge 	<ul style="list-style-type: none"> Present of urban development sector in Central Government Ministry of Local Government and Ministry of Housing Present f National Planning Authority Presence of national land use policy 	<ul style="list-style-type: none"> Situation analysis Mobilisation stakeholders
<p>Project Governance</p> <ul style="list-style-type: none"> Corruption and political interference: may affect the programme 		<p>development steering committees at the parish level</p>	<p>In-built mechanisms for the programme to control the effects of corruption.</p>
<ul style="list-style-type: none"> Fundraising for the project. 	<p>Commitment from the central government focus on the sources of funding</p>	<p>in partnership with other stakeholders especially NGOs who have operated in these areas so as to share experience</p>	<p><i>(Additions from workshops)</i></p>

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Slum profiling	<ul style="list-style-type: none"> ■ Suspicion of communities while collecting data ■ Politising of slum upgrading 	<ul style="list-style-type: none"> ■ Global slum upgrading programmes ■ Availability of secondly data collection and Availability of relevant technology(GIS) 	<ul style="list-style-type: none"> ■ Community entry ■ Collection data ■ Analysis data ■ Preparing future action plans

The Cities Without Slums (CWS) Sub-Regional Programme for Eastern and Southern Africa was initiated in the year 2000, in response to the situation of increasing poverty in the region. The programme seeks to assist Member States in the sub-region to realize the Millennium Declaration Goal 7 Target 11 of 'Cities Without Slums,' by strengthening institutional arrangements, building partnerships and supporting the improvement of conditions of people living and working in slums.

In Kenya, the Government is collaborating with UN-HABITAT in a Kenya Slum Upgrading Programme that covers urban areas in Kenya, starting with selected slums within Nairobi, Mombasa, Kisumu and Mavoko Municipal Councils.

In Kisumu, the first phase of this initiative was to prepare the Kisumu Situation Analysis, which is an in-depth analysis of the present and past conditions of informal settlements in Kisumu town. The report is the culmination of several months of consultations with key stakeholders, including the public and private sectors, NGOs, grassroots and International Development Partners.

The purpose of the Kisumu Situation Analysis is to serve as a discussion piece for diverse stakeholders to arrive at a consensus about the conditions of slums and the conditions governing slum upgrading, and for them to identify a way forward by developing a concrete Action Plan for a citywide slum upgrading programme. In regard to this, the study proposes an integrated approach to slum upgrading, singling out issues of security of land tenure, improvement of basic infrastructure, housing improvement, access to health and social services and improving management of the environment to ensure enhanced quality of life and reduction in poverty levels.

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