



2016:2

Sida Decentralised Evaluation

Swedish “Support to the Sustainable Urban Development Sector in Kenya”, SSUDSK, and the role of UN-HABITAT in the project

Final Report

Swedish “Support to the
Sustainable Urban Development
Sector in Kenya”, SSUDSK,
and the role of UN-HABITAT
in the project

Final Report
August 2015

.

Authors:

The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Decentralised Evaluation 2016:2

Commissioned by The Embassy of Sweden in Nairobi

Copyright: Sida and the authors

Date of final report: August 2015

Published by Citrus 2016

Art. no. Sida61957en

urn:nbn:se:sida-61957en

This publication can be downloaded from: <http://www.sida.se/publications>

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm
Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64
E-mail: info@sida.se. Homepage: <http://www.sida.se>

2015, Embassy of Sweden in Kenya (EoS)
Job Number:

This document contains copyrighted material. Consequently, contents may not be reproduced in whole or in part and in any form and for purposes without special permission from the copyright holder. In the event that such permission is granted, The EoS would appreciate receiving a copy of any publication that uses this report as a source.

No use of this publication may be made for resale or for any other commercial purpose whatsoever without prior permission in writing from EoS.

For bibliographic and reference purposes this publication should be referred to as:
EoS (2015), "An Evaluation of Swedish "Support to the Sustainable Urban Development Sector in Kenya, SSUDSK, and the Role of Un-Habitat in The Project"

This report is available from The Embassy of Sweden, Nairobi

The Report and its conclusions are based on views from diverse stakeholder groupings, a thorough analysis of project documents, and expert assessment of the same.

DISCLAIMER

The representations made in this document do not imply the expression of any biased opinion whatsoever on the part of the Embassy of Sweden.

Mention of a commercial company or product in this report does not imply endorsement by EoS. The use of information from this publication concerning proprietary products for publicity or advertising is not permitted. Trademark names and symbols are used in an editorial fashion with no intention of infringement on trademark or copyright laws.

We regret any errors or omissions that may have been unwittingly made.

CONTENTS

CONTENTS	II
ABBREVIATIONS	IV
EXECUTIVE SUMMARY	5
PART ONE: BACKGROUND TO THE REPORT	8
1.1 THE CONTEXT OF THE EVALUATION	8
1.2 PURPOSE AND SCOPE	9
1.2.1 Objectives.....	9
1.2.2 Scope.....	9
1.3 EVALUATION DESIGN	9
1.4 METHODOLOGY	11
PART TWO: EVALUATION FINDINGS	12
2.1 PROJECT DESIGN	12
2.1.1 Quality of Theory of Change	12
2.1.2 Validity of Foreseen Risks and Assumptions	12
2.1.3 Alignment With Other Projects and Sector Priorities.....	13
2.1.4 Social Inclusion – Women, Youth and Marginalized Groups.....	13
2.1.5 Implementation Strategy.....	14
2.2 IMPLEMENTATION STATUS AND DELIVERY OF EXPECTED ACCOMPLISHMENTS	15
2.2.1 Progress Against the Overall Project Plan.....	15
2.2.2 Project Performance	15
2.2.3 Project Finance.....	20
2.3 ACHIEVEMENT OF PROJECT OBJECTIVES & EXPECTED ACCOMPLISHMENTS	21
2.3.1 Planned support to Ministry of Lands, Housing and Urban Development.....	21
2.3.2 Planned Support to Counties.....	21
2.3.3 Planned support to civil society	22
2.4 STATUS OF SECTOR COORDINATION AND ROLE OF UN-HABITAT IN PROMOTING A COORDINATED URBAN AGENDA IN THE COUNTRY	23
2.4.1 Sector coordination challenges and continued relevance of SSUDSK	23
2.4.2 Development Partners' Coordination Frameworks	24
2.4.3 National Level Coordination Mechanisms	26
2.4.4 County Level Coordination Mechanisms	27
2.5 OPPORTUNITIES EMERGING FROM PROJECT IMPLEMENTATION	28
2.5.1 The Threshold of a New Urban Agenda	28
2.5.2 Review of Legislation and Policies	29
2.5.3 Existing Networks and Dialogue Spaces.	30
2.5.4 Devolution of Urban Planning Functions	30
2.5.5 Replication of Innovative Waste Management Technologies.....	31
2.5.6 Review of Planning Education Curriculum	31
2.5.7 Private Sector and Civil Society	31
2.6 HINDRANCES TO SUCCESS	32
2.6.1 Delayed Approval Processes	32
2.6.2 Inadequate Coordination of Urban Development Projects	32
2.6.3 Changes in the Kenya Urban Governance Framework.....	32

2.6.4	<i>Dependence of Other Urban Projects in the Urban Sector</i>	33
2.6.5	<i>Lack of a Shared/Common Understanding on the Role Of UN-Habitat in Coordination of Urban Sectors</i>	33
2.6.6	<i>Inadequate Staffing</i>	33
2.7	FACILITATORS OF SUCCESS.....	33
2.7.1	<i>Legitimacy of the UN-Habitat in the Urban Sector</i>	33
2.7.2	<i>Existing Coordination Structures and Urban Sector Projects</i>	34
2.7.3	<i>Funds Availability</i>	34
2.7.4	<i>Active Civil Society Participation</i>	34
2.7.5	<i>Goodwill and Interest of Beneficiary Partners</i>	34
	PART THREE: CONCLUSIONS.....	35
3.1	IMPLEMENTATION STATUS AND ASSESS DELIVERY OF EXPECTED ACCOMPLISHMENTS.....	35
3.2	HINDRANCES AND FACILITATORS OF SUCCESS IN THE PROJECT AND THE PARTNERSHIP IN GENERAL	35
	PART FOUR: RECOMMENDATIONS.....	37
4.1	PROJECT DESIGN	37
4.2	IMPLEMENTATION STRATEGY	38
4.3	IMPLEMENTATION AND UNACCOMPLISHED TASKS.....	40
	PART FIVE: APPENDICES	42
	APPENDIX 1: LIST OF INTERVIEWEES	42
	APPENDIX 2: INTERVIEW QUESTIONS FOR STAKEHOLDERS	46
	APPENDIX 3: SSUDSK PROJECT EVALUATION WORK PLAN	54
	APPENDIX 4: SSUDK DOCUMENT REVIEW MATRI.....	55
	APPENDIX 5: SSUDK CHECKLIST - REVIEW OF SSUDK STAFFING.....	57
	APPENDIX 6: INTERVIEW SCHEDULE	58
	APPENDIX 7: DEVELOPMENT PARTNERS MAPPING TOOL	61
	ADDENDUM: MAPPING OF BILATERAL AND MULTILATERAL PARTNERS	63

ABBREVIATIONS

AFD	<i>Agence Francaise de Development</i>
AoC	Agreement of Cooperation
COG	Council of Governors
DCG	Donor Coordination Group
EOS	Embassy of Sweden
JUDP	Joint Urban Development Programme
KISIP	Kenya Informal Settlement Improvement Programme
KMP	Kenya Municipal Program
MoU	Memorandum of Understanding
NHC	National Habitat Committee
NaMSIP	Nairobi Metropolitan Services Improvement Project
NUDP	National Urban Development Policy
ROA	Regional Office for Africa
SA	Strategic Advisor
SAC	Strategic Advisory Component
SSUDSK	Support for Sustainable Urban Development Sustainable Urban Development Sector in Kenya
TOR	Terms of Reference
ULGDG	Urban Local Government and Decentralization Group
UN	United Nations
UDC	Urban Development Committee
USRG	Urban Sector Reference Group

EXECUTIVE SUMMARY

This is a report for an evaluation undertaken on behalf of the Swedish Government, seeking to establish effectiveness of Swedish “Support to the Sustainable Urban Development Sector in Kenya” (SSUDSK). The evaluation specifically focuses on the *Strategic Advisory Component (SAC)* of the SSUDSK, an initiative that is embedded, and is implemented through the UN-Habitat. Consequently, the role of UN-Habitat in the Project comes into focus. Of special interest is the project's mandate to assist in improving coordination and harmonization of activities of the Joint Urban Development Programme (JUDP), subsuming three flagship programmes, namely; The Kenya Informal Settlements Programme (KISIP), the Kenya Municipal Programme (KMP), and the Nairobi Metropolitan Services Improvement Programme (NaMSIP). These were initiated by the Government of Kenya with support from the World Bank, the Swedish and French Governments.

The evaluation is necessitated by the impending lapse in donor support for the initiative, at the end of the year 2015. The Swedish Government has however expressed an interest in continuing the partnership with the UN-Habitat. Predictably therefore, the exercise is intended to serve as a mid-term evaluation, seeking to cover what the project has achieved so far, and a prognosis of what is anticipated in the short-term. What is envisaged therefore; is a rapid assessment and not a detailed audit. Notwithstanding, the report is detailed enough to inform decision-making and assist in defining the way forward regarding the joint Swedish/UN-Habitat initiative.

The exercise, which was undertaken in the months of June and July 2015, covers the period from programme inception in 2009 up until the March 2015 reporting period. It offers critical insight into the normative or operational aspects, including; programme design, work plans and budgets (accounted and unaccounted for funds), and compliance, the project leadership at the UN-Habitat (performance of Coordinator, Assistant and Planner) and; Sweden's performance in monitoring and evaluating the project. In addition to procedural milestones, the evaluation also considers the project's substantive outcomes. Here, it sheds some light regarding the short-term influence of the coordination initiative and small projects. In addition, the evaluation ascertains the long-term import of the SSUDSK on the urban sector, and seeks, in part, to ascertain the extent to which considerations of gender equality, poverty and environment concerns, among other millennium development goals, are mainstreamed.

A related task is the mapping of bilateral and multilateral development partners in Kenya's urban sector, the output of which is crucial in structuring the next phase of the Swedish engagement in the sector.

The evaluation report is structured in Five major sections; 1) the project background; 2) the evaluation findings; 3) the evaluation conclusion; 4) the evaluation recommendations; and 5) appendices. It also integrates, in addendum, a report on the mapping of bilateral and multilateral partners. The findings of the evaluation touch on seven areas, namely; 1) the project design; 2) implementation status and delivery of planned activities; 3) achievement of project objectives; 4) status of sector coordination and the role of UN-Habitat; 5) opportunities emerging from project implementation; 6) hindrances of success; and 7) facilitators of success.

Evaluation findings indicate that the project has recorded a dismal performance with respect to key procedural milestones, a state of affairs that is attributed, in part to shortcomings in the project design, implementation challenges, and changing circumstances of context. The evaluation observes that the project registered some successes with regards to anticipated substantive outcomes. Notwithstanding, the record is too modest to vindicate the project's effectiveness in achieving what is undoubtedly an ambitious catalogue of expectations. It is however important to note that a number of the project's initiatives were launched in the post evaluation (post-April 2015) period, some with notable accomplishments. Overall however, the assessment finds the project's timeframe to be too short for proof of concept.

In spite of the foregoing, the evaluators think that immense opportunities subsist to justify a renewal of the Swedish support initiative and extended engagement with the UN-Habitat. In the first instance, crucial projects and activities from the soon to lapse phase are yet to be initiated and/or accomplished, in part due to challenges outside the ambit of implementing agency. The urban sector stands to benefit immensely if these were to be implemented conclusively. Likewise, lessons learnt from successful projects need to be replicated throughout the country. Besides, the urban sector in Kenya is at the verge of capturing the long-deserved attention of government. However, the nascent sector is still dogged by contextual challenges that include the lack of coordination and harmonization in the activities of key actors, and which continue to limit its potential contribution towards improving the living circumstance of citizens.

Addressing these challenges will require responses such as the ensuing Swedish support initiative. To guarantee success however, there is need for a more innovative and robust approach in the design of future interventions. In the short-term, a rapid results initiative ought to be launched to recover lost ground in the ensuing technical and advisory support initiative through the UN-Habitat. This may be achieved by reviewing and refocusing the scope and work plan to leverage existing and emerging opportunities, and reinforce potentially high impact activities. Project objectives and implementation strategies need to be closely aligned to the existing frameworks of implementing partners. A vertical approach to implementation will guarantee maximum engagement with diverse urban actors, and diffusion of impact. Instructively, targeted collaborators and beneficiaries need to be fully involved in the concept formulation and design of implementation strategies.

PART ONE: BACKGROUND TO THE REPORT

1.1 THE CONTEXT OF THE EVALUATION

Urban development in Kenya is characterized by rapid urbanization and growth of cities and urban areas. Most of this growth is happening outside of formal planning frameworks. Poor management practices, together with inadequate investment in infrastructure and services necessary for decent urban living has occasioned processes of urban decay, and proliferation of informal slum and squatter settlements. Overall, poor urban planning is contributing to the failure of Kenyan cities to adequately meet the needs of their citizens and in building sustainable and functioning cities for the future. Notwithstanding these challenges, the last decade has been a very dynamic period in Kenya's urban sector. Renewed investor confidence has led to increased investment in housing and real estate.

Because of attendant constraints and challenges, and cognizant of the promise portended by the dynamism of current city development trends, renewed government and donor interest in the urban sector has seen the initiation of several initiatives during the last two decades that seek to direct the ensuing growth dynamic to instigate a sustainable and equitable urban development. Collaboration between the latter two has seen the launch of a number of programmes and projects whose focus includes but is not limited to, settlement planning, infrastructure and services upgrading and security of tenure. The Government of Kenya and members of the Urban Local Government and Decentralization Group (ULGDG) specifically the World Bank, Agence Francaise de Development (AFD) and the Embassy of Sweden launched an initiative dubbed, "Support to the Sustainable Urban Development Sustainable Urban Development Sector in Kenya" (SSUDSK), to address the core issues which constrain the development potential, efficiency, equity and competitiveness in the urban areas. These efforts are channelled through a joint urban initiative that is appositely christened the "Joint Urban Development Programme" (JUDP), which brings together three Flagship programmes and projects as follows;

- I. The Kenya Municipal Program (KMP),
- II. Kenya Informal Settlement Improvement Programme (KISIP),
- III. Nairobi Metropolitan Services Project (NMSP),

These efforts add to, and reinforce those of numerous other actors that are already actively engaged, and intervening in the urban sector investing in initiatives that include settlement upgrading, and expansion of infrastructure networks and associated services. In spite of this collective effort, its potential to bring about the desired impact is often limited by poor coordination of in a loosely defined sector, and lack of harmonization of different initiatives, as well as inadequate citizen participation in the urban planning and urban management processes. The absence of a coordinated approach in support of the urban sector leads to duplication of effort, wasteful

investments and sometimes, inappropriate development interventions. This, in turn is contributing to the failure of Kenyan cities to adequately meet the needs of their citizens and in building sustainable and functioning cities for the future.

To remedy the situation, the ULDG, with support from the Swedish government, launched a Strategic Advisory Component (SAC) of the SSUDSK, whose primary objective is to provide technical advisory support to ongoing urban interventions by addressing the lack of communication and coordination between and within the JUDP and amongst other actors. The SAC, which is hosted at, and implemented by the UN-Habitat, has been in existence for the last three years, and is the subject of the ensuing mid-term evaluation. The exercise seeks to assess the effectiveness of the project and provide a framework for making quick decisions on the future of the project and partnership between Sweden and the UN-Habitat.

1.2 PURPOSE AND SCOPE

1.2.1 Objectives

The primary objective of this independent evaluation is to undertake an evaluation on the effectiveness of the Strategic Advisory Component (SAC) of the Swedish Support for Urban Development Strategies in Kenya (S-SSUDK), and define the way forward. Specific objectives include;

1. Establishing implementation status and assess delivery of expected accomplishments so far;
2. Establishing key hindrances and facilitators of success in the project specifically and the partnership in general, and;
3. Identifying “correctional” actions as necessary, and inform future partnership between UN-Habitat and Sweden in Kenya, including the way forward for SSUDSK upon expiry of the project agreement.

1.2.2 Scope

The scope of the evaluation was limited to the aforementioned purpose of the evaluation of SSUDSK as per the terms of reference (TOR). The evaluation covers the period of project inception in 2009 to the reporting period of March 2015.

1.3 EVALUATION DESIGN

In order to effectively execute this assignment, consultant developed an elaborate evaluation framework (refer to evaluation approach and methodology) to achieve these purposes. The following design was developed in alignment with the TORs, subsuming eight (8) critical tasks;

Task 1: Evaluate the project Design of the SSUDSK

- The consultant reviewed the quality of the theory of change-result chain and logical framework. This review was aimed at providing insights with regards to: relevance, impact outlook, sustainability, coherence with other projects, effectiveness of communication of the design, gender mainstreaming, transparency and anti-corruption guidelines.

Task 2: Establish implementation status and asses deliver of expected accomplishments so far

- Assess progress against overall project plan. The specific focus of the evaluation is on the implementation of the project activities, project management and budget utilization.
- Assess achievements of project objectives and expected accomplishments- on planned support to the Ministry of Lands, Housing and urban Development; counties and civil society. The consultant focused on three main tasks namely; assessing achievements of project objectives and expected accomplishments on planned support to the Ministry of Lands, Housing and urban Development; counties and civil society; and establishing implementation status and asses delivery of expected accomplishment so far. The focus of the evaluation is on performance sofar, developments in Kenya especially the new urban governance dispensation, proposed new Swedish strategy for Kenya and the UN-Habitat strategy for supporting urban development in Kenya.
- Evaluation results of Task 2 have been used by the consultant to assess SSUDSK's effectiveness, coherence, sustainability and impact outlook.

Task 3: Assess status of sector coordination and the role of UN-Habitat in a coordinated urban agenda in the country.

- Evaluation results of Task 3 have been used by the consultant to assess SSUDSK's effectiveness.

Task 4: Assess continued relevance of the project

- Evaluation results of Task 4 have been used by the consultant to assess SSUDSK's relevance.

Task 5: Identify opportunities emerging from project implementation

- Evaluation results of task 5 have been used by the consultant to offer recommendation on the design and implementation strategy, going forward.

Task 6: Establish key hindrances and facilitators of success in the project specifically and partnership in general

- The consultant sought to identify key challenges relating to the implementation of SSUDSK and suggest ways of addressing these challenges.

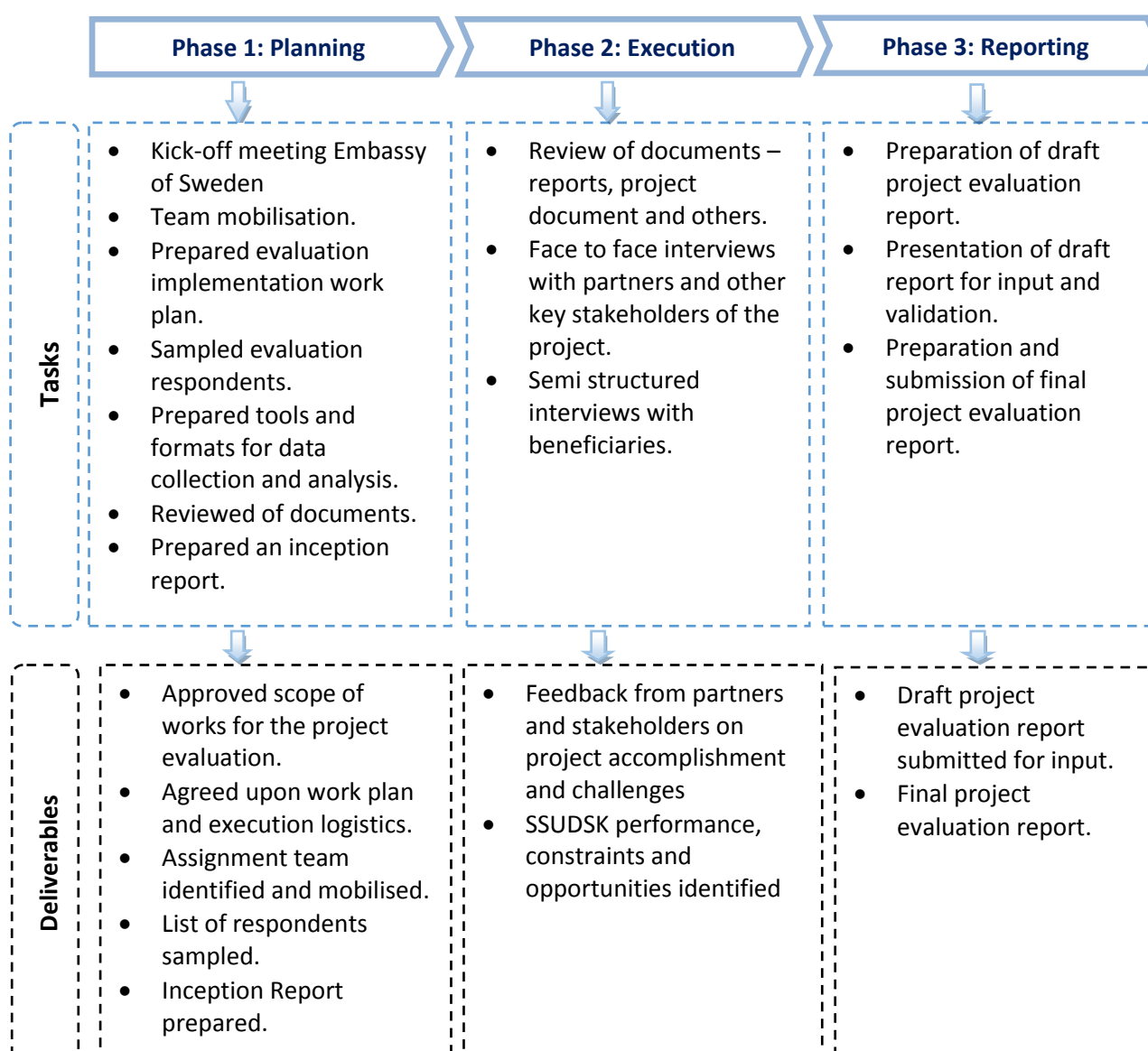
Task 7: Identify "correctional" actions as necessary, and inform future partnership between UN-Habitat and Sweden in Kenya, including the way forward for SSUDSK upon expiry of project

agreement.
The consultant used findings on this task to recommend appropriate changes to the project design and implementation.
Task 8: Undertake a mapping of bilateral and multilateral partners' main activities in the urban sector in Kenya
The task of the consultant was to undertake a mapping of bilateral and multilateral partners' main activities in the urban sector in Kenya. Donor matrix tool has been used by the consultant to conduct a donor mapping in the urban sector in Kenya.

1.4 METHODOLOGY

The above SSUDSK evaluation framework was implemented using a phased approach summarized in Exhibit 2.1 below.

Exhibit 1.1 Evaluation Phases



PART TWO: EVALUATION FINDINGS

2.1 PROJECT DESIGN

2.1.1 Quality of Theory of Change

The evaluator appreciates that the SSUDSK has a results framework with clearly defined and aligned objectives, outcomes, outputs and activities. Further, the results framework has key performance indicators for all objectives. To this extent, SSUDSK has a theory of change inspired by the log frame approach. However, there are gaps in the theory of change as relates to the relevance of indicators under outcome and output objectives, for example, the indicator under objective on poverty reduction and human rights based approach. The evaluation also notes that unrealistic targets were set and gaps exist in the M&E system of the project, specifically on indicator definition, sources of data, data collection, data disaggregation, data management and reporting mechanisms.

Summary findings on assessment of project design

- There was limited buy in of the SAC concept by ULGDG and other actors.
- The project design did not take cognizance of the foreseen reorganization of government
- Lack of fit of SAC in the UN system.
- Duality of project design i.e. advisory versus implementation approach.
- Indicators that are not aligned to the project activities.
- Broad scope of interventions not matched by proportionate staffing.
- Some assumptions no longer valid, risk analysis matrix should be reviewed and coping mechanisms put in place.
- The identity and role of SAC not known to stakeholders.
- It was misplaced to assume that a SAC will play the role of sector coordination.

2.1.2 Validity of Foreseen Risks and Assumptions

The evaluator appreciates that the project has a risk analysis matrix that identifies potential risks and defines risk management measures. Foreseen risks are still valid, and they include operational, socio-economic, political, institutional and environmental risks. However, other developments that presents new risks and requires were neither anticipated nor became the subject of new assumptions. For instance, reorganization of the country's governance structures, which led to the merging of initial JUDP host ministries. The shift of planning mandates from the National government to newly created Counties raises questions of legitimacy and ownership of JUDP outputs. Other key assumptions made in planning project activities are no longer holding. For example, assumptions made on support to finalization and adoption of NUDP, urban sector governance structures and frameworks, support to the Planning Schools, and formation of an Advisory Board, are no longer valid. In view of this, there is need to review the risk analysis matrix and recast project activities in line with new context.

The project was designed with the assumption that there would be buy in and support of the role of SAC by stakeholders. The evaluator did not get clear evidence of this. Right from the onset, consultation and consensus amongst the members of the ULGDG in the project formulation and design is not apparent. This is evident in the fact that some of the MoUs and AoCs were not signed. There was also an apparent lack of fit of the project in the UN-Habitat system. Likewise, the greater majority of the urban actors including; representatives of the JUDP and civil society were seemingly not aware of the SAC's value proposition or of its assigned role in midwifing greater coordination and harmonization of the sector. Consequently, this resulted into two outcomes; first, a lack of ownership of the project by would-be collaborators and beneficiaries partners. Secondly; it led to a deficit of appreciation of the UN-Habitat's role in the implementation of the SSUDSK. Against this background, the requirement for SAC to effectively play the role of sector coordinator was, therefore misplaced and erroneous.

2.1.3 Alignment with Other Projects and Sector Priorities

The evaluator finds that some of the elements of the SSUDSK are not aligned to the priorities of the sector and all stakeholders. This is apparent right from the onset of the project, with the initial failure to align the SAC to the UNDAF. This led to unnecessary delay in the approval process and the drafting of MOUs that would embed the SAC in the UN-Habitat system. This was however achieved progressively.

The ULGDG has a narrow view of the urban sector in Kenya. With the exception of KMP, KISIP and NaMSIP that constituted the projects primary target, there is no evidence of links with other relevant national urban development projects. There was, for instance, little or no attempt to rope in key sector actors such as JICA, which supports planning processes in Nairobi and Mombasa. Further expected relationships with other sector actors and coordination efforts was not achieved, in part, due to a limited buy-in and acceptance of SAC and differences in understanding the role of UN-Habitat in coordinating SSUDSK. Consequently, this makes it difficult to assess the project's contribution and to attribute achievements/successes within the sector.

2.1.4 Social Inclusion - Women, Youth and Marginalized Groups

The evaluator finds evidence of social inclusion (women, youth and other marginalized groups) in the implementation of some of the projects. For instance, under the objective on sustainable waste management system, the SSUDSK planned to undertake activities to improve recycling and re-use of waste by supporting activities to develop waste recycling and re-use enterprises for the urban poor, the youth, and other marginalized groups. There are immense opportunities for social inclusion in SSUDSK activities such as trainings, and other special purpose projects. This notwithstanding, the SSUDSK lacks a broader social inclusion and mainstreaming strategy and indeed, there was no budgetary allocation for social inclusion activities. Instructively, there is no evidence that the SAC made efforts to ensure integration and mainstreaming of

poverty reduction and the human rights based approaches in existing urban development initiatives. In addition, data of key performance indicators are not disaggregated by gender, youth and other marginalized groups.

2.1.5 Implementation Strategy

By design, the SSUDSK was intended to be advisory and facilitative, both in terms of the strategy of engagement and programme support. However, the evaluator finds the scope of planned activities and indeed performance indicators to be more of a typical implementation project, albeit not matched with adequate staffing and other resources for operations.

The SAC was conceptualized to plug into ongoing UN-Habitat programs. Consequently, the project document had anticipated that the SAC would be a team effort with the SA working in concert with existing units within the UN-Habitat system. The evaluation established that there is lack of synergy in the UN-Habitat units that had a role in the implementation of the SAC. For a start, the SA, a consultant charged with managing a Swedish funded project implemented by the UN, is seen as an outsider within the UN-Habitat system. This may account for the apparent lack of clarity regarding project management mandates within the UN-Habitat. In addition to a lack of clear definition of roles on the members of staff of SAC, it is not clearly apparent who controls project funds. The evaluator also notes that UN-Habitat, prior to SAC, already had its own presence in Kenya's urban sector, and was indeed engaged in ongoing coordination structures such as the Habitat Committee which was spearheading the drafting and adoption of the NUDP. It was also involved in projects such as the Mavoko NHC and outreach initiatives involving planning schools. Predictably, some of the activities of the SAC were either to be in direct competition with those of operative UN-Habitat units, or represented a duplication of effort. The apparent identity crisis of the SAC within the UN-Habitat system exemplifies the lack of a common understanding of the role of SAC vis-à-vis the role of UN-Habitat in supporting coordination in the urban sector.

Another observation is existence of gaps in managing the relationship between the donor (Embassy) and the implementer (UN-Habitat). This is primarily attributed to lack of review and feedback mechanisms on the project plans, performance, finance and challenges. However, the manner in which the UN-Habitat interprets its mandate as implementer of donor-funded projects limits the latter's right of oversight.

Another debilitating influence on the SAC's performance was the failure by the ULGDG to sensitize members of the JUDP regarding its role and that of its key project staff, including the SA. The advisory board, which was supposed to be a crucial element in assisting the SA to improve coordination and collaboration within the urban sector in Kenya is yet to be constituted. Consequently, the ULGDG seems to have by-passed the SAC and the SA and dealt directly with the JUDP on matters which the latter was tasked. This in turn has acted to further relegate the SAC within the urban sector.

2.2 IMPLEMENTATION STATUS AND DELIVERY OF EXPECTED ACCOMPLISHMENTS

2.2.1 Progress against the Overall Project Plan

The project's implementation schedule outlines key activities planned for implementation through the life of the project. The evaluator notes that this first plan was sketchy and lacked quarterly milestones. Further, some project activities were missing in the implementation schedule. Even subsequent semi-annual work plans were incomplete in terms of scheduling implementation of all activities for the project's objectives. To this extent, preparation of implementation plans was not done comprehensively in a result-oriented approach and format. The evaluator notes several gaps in project planning including timeliness in preparation of project work plans, quality of the planning process (not consultative), and weak monitoring of work plans.

2.2.2 Project Performance

In the first year of implementation (2013), the SAC registered underachievement in most of the key performance indicators. This was attributed to delayed project start-up.

In 2014, the SAC got back on track towards achieving some indicator targets. The SAC equally posted poor results and it is unlikely that set targets will be achieved before the end of life of the project for key performance indicators. The consultant notes that there is weakness in tracking and reporting key performance indicators. Progress reports have incomplete data on key performance indicators and additional indicators (which are not part of the results framework) are reported. This points to existence of gaps in monitoring and reporting processes of the project. A review of SAC's performance is discussed below.

Efficiency

- Project activities have not been implemented on timely basis as per the work plan.
- Delays were experienced in project start-up and actual execution.
- Bureaucratic planning approval processes could have been anticipated and avoided. However, they were unavoidable external factors such as the government travel requirements for UN staff and position on the role of civil society in the Advisory Board.
- Most of set targets for different performance indicators have not been achieved.

Exhibit 2.1: Evaluation of performance of outcome objective

Outcome objective: Enhanced capacity of the Kenyan urban sector in effectively and efficiently delivering sustainable urban development initiatives

Indicator	Baseline	LOP target	Cumulative results Mar 15
Number of new projects addressing sustainable urban development	5	10	5
Adoption of the National Urban Development Policy	Draft policy	Implementation	Draft policy

Evaluator's comments: *It is hard to ascertain, based on the outcome indicator, whether this objective has been accomplished. However, the evaluator notes that the project life cycle was too short to allow any meaningful impact on this front. The project pegged the achievement of this objective in the initiation of successful projects addressing sustainable urban development, and as well in successful adoption and implementation of the NUDP. With regards to projects, the direct contribution of the SAC, and involvement of the SA cannot be ascertained, with the exception of the Kiambu Solid Waste Management initiative. With regards to the NUDP, the evaluator observes that it was presumptuous to expect the project to have the clout necessary to push this agenda, especially given that policy formulation is a government driven process, whose bureaucratic processes the SSUDSK through the SAC cannot possibly have control.*

Exhibit 2.2: Evaluation of performance of output objective 1

Output objective: Improved collaboration within the urban sector in Kenya			
Indicator	Baseline	LOP target	Cumulative results Mar 15
Number of institutions that are committed and engaged in the work of the Advisory Board	0	15	6
Number of collaboration projects assisted by the Strategic Advisory Component in implementation	6	6	16

Evaluator's comments: *The evaluator notes that the Advisory Board yet to be fully constituted. Consequently, it is of little value that 6 institutions have made commitments to work with the board once it is in place. The evaluator notes that there was no clear mechanism for the board's appointment. Without its appointment, it is unlikely that the SAC would have an avenue to effectively engage and collaborate with target institution. Notwithstanding, the evaluator notes that attempts were made to offer assistance to collaborative projects. However, this was done in ad hoc manner, without a clear strategy and specific activities.*

Exhibit 2.3: Evaluation of performance of output objective 2

Output objective: Improved capacity of key actors for participatory urban planning and management			
Indicator	Baseline	LOP target	Cumulative results Mar 15
Number of municipalities and key institutions that participate in and benefit from Rapid Urban Planning Studios	0	25	9
Number of special interest urban projects that are serving as knowledge nodes	1	7	5

Evaluator's comments: *The evaluator appreciates that a number of Rapid Planning Studios were undertaken during the project life cycle. However, performance here represents an underachievement given the initial target. This is attributed to factors*

such as delays in project start-up, further delays in approval of year 2 work plan. These challenges are compounded by the requirement by the Ministry of Foreign Affairs for notification by UN staff visiting counties. This notwithstanding, the Rapid Urban Planning Studios remain the SAC's most successful intervention yet, thanks to the effort of the UN-Habitat's Urban Planning Unit. With regards to special interest urban projects supported by the S-SSDUSK through the SAC, the evaluator also notes underachievement as the GoDown Art Centre (railway and industrial area redevelopment project) was the only project reported as at March 15. There is no progress on intended support to SmartCity.

Exhibit 2.4: Evaluation of performance of output objective 3

Output objective: Poverty reduction and the human rights based approach are addressed and mainstreamed in urban sector activities			
Indicator	Baseline	LOP target	Cumulative results Mar 15
Number of inputs regarding inclusion of poverty reduction and human rights approach in organization program of urban actors, in projects and in staff training.	0	6	10

Evaluator's comments: The project reports that poverty reduction and gender issues addressed through Expert Group Meeting, Rapid Urban Planning Studios, support KMP on strategic and participatory urban planning, Urban Planning Forums, and Local Urban Forums. It also notes that social inclusion was achieved through the inclusion of women and the youth in project activities. However, the evaluator notes that there is no evidence of a deliberate strategy to ensure social inclusion, and agitate for mainstreaming of poverty reduction and human rights issues in ongoing projects. The issue of human rights has not been addressed at all partly because UN-Habitat felt that the project was not the right avenue of addressing human rights issues. And even where this was supposedly achieved, there are no clear indicators to support an objective opinion. In addition, the evaluator cannot establish the direct or indirect involvement of the SAC in the same regard.

Exhibit 5: Evaluation of performance of output objective 4

Output objective: A Kenya urban network enables urban actors to engage more effectively in the urban sector and facilitates the sharing of knowledge and good practices			
Indicator	Baseline	LOP target	Cumulative results Mar 15
Number of institutions that participate in and engage in the activities of the urban network	0	40	20
Number of activities convening the urban network, including collaboration with the National Habitat Committee	0	3	4

Evaluator's comments: *The project envisaged the formation of a national network of urban actors. However, such a broad-based and structured network has not been formed. Instead, the SSUDSK, through the SAC, opted to support and work with a loose network of institutions through the National Urban Forum, which prepared Kenya Position Paper presented at the WUF VII in Medellin, Columbia. It was untenable to expect UN-Habitat to establish structures to coordinate urban sector actors, considering its position on working with existing structures and limitations imposed by the UNDAF framework. The consultant notes that the National Urban Forum has not achieved the project's objective of inclusive representation. Furthermore, the evaluator observes that the National Urban Forum was more of an outward looking outfit. Notwithstanding, the forum offered sufficient scope and opportunity to discuss national urban sector development issues.*

Exhibit 6: Evaluation of performance of output objective 5

Output objective: Improved service delivery and reformed governance, legal and policy framework actualized through a solid waste management pilot/demonstration project			
Indicator	Baseline	LOP target	Cumulative results Mar 15
Number of jobs created	0	100%	0%
Reduction in waste through improved capacity to undertake effective waste management practices	0	20%	0%
Proposal for county-wide waste governance (including improvements to policy and legal framework)	0	Adopted/ Implemented	Development

Evaluator's comments: *The evaluator appreciates that the SAC successfully supported an initiative of the Kiambu County Government to put in place a framework for effective waste management. The project records that no jobs were created during the reporting period. However, job creation is expected to be achieved through ongoing construction of the Landfill waste management project in Thika. The evaluator notes the absence of indicators to ascertain the effectiveness of the project. Likewise, there is no M&E framework to ensure that the project is achieving its set targets. The scale of the project is too small to yield the kind of anticipated outcome and long-term impacts. In addition, the project's contextual specificity means that replicability in other Counties is suppositional.*

Exhibit 7: Evaluation of performance of output objective 6

Output objective: Improved revenue mobilization in a devolved context at County level			
Indicator	Baseline	LOP target	Cumulative Results Mar 15
Improved revenue collection efficiency	0	60%	60%
Development of new revenue	0	2	Revenue

streams/sources for the County			enhancement plan
Pilot mobile-based revenue collection service	0	Implemented	Revenue collection automated in Kiambu

Evaluator's comments: *SSUDSK offered technical assistance in revenue enhancement to Kiambu government, resulting in automation of a revenue system. The project was also able to convince the Government of Kiambu to commit in the implementation of a Youth Livelihood Centre, which is expected to increase the revenue base of the county. The evaluator however notes that these initiatives have not been subjected to scrutiny to establish success based on clear performance indicators.*

Exhibit 8: Evaluation of performance of output objective 7

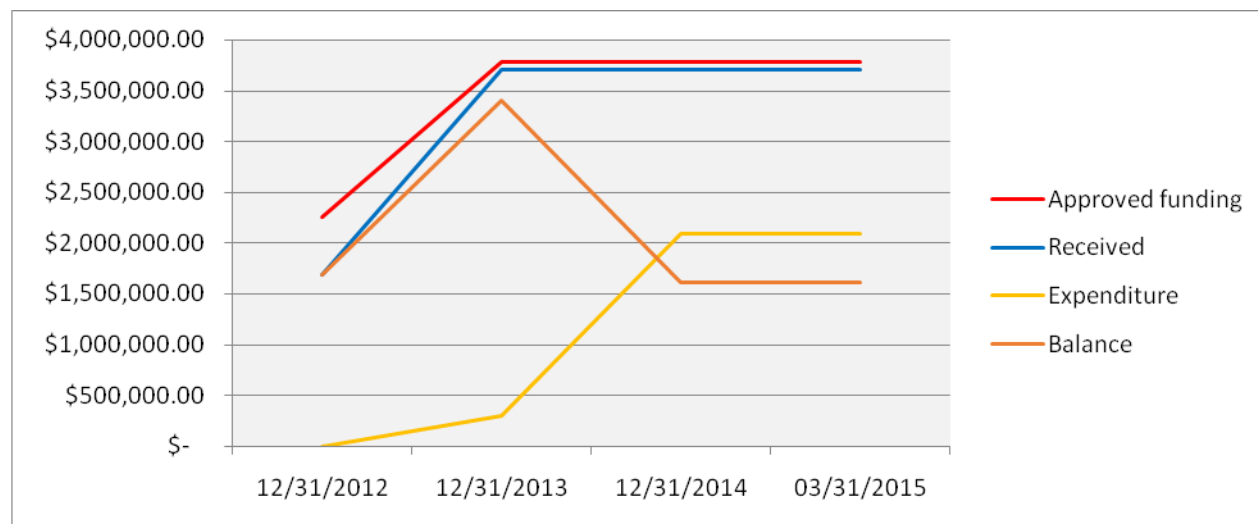
Output objective: Improved capacity for urban planning and management			
Indicator	Baseline	LOP target	Cumulative results Mar 15
Number of Training-of-Trainers utilizing sustainable approaches such as SymbioCity	0	1	0
Number of Planning Studios for counties delivered with members of the Kenya Chapter of the Association of African Planning Schools	0	12	0
Number of universities improving their planning education curricula	0	4	9

Evaluator's Comments: *The planned engagement with planning schools aimed at integration of new innovative approaches, including the SymbioCity approach, in existing curricula of planning schools. The evaluator notes that TOTs, which were in part, supposed to facilitate this process, were never carried out by the SAC. The testing of these approaches, which was supposed to be achieved through studios initiated by the Kenya Chapter of the Association of African Planning Schools in the Counties, are yet to be rolled out. Although discussions have been held with planning schools towards the review and harmonization of planning curricula, these have yielded little substantive outcomes. This is attributed to lack of a common/shared understanding of the role of SAC vis-a-vis the planning schools in this regards. Any progress recorded with respect to improving of education curricula in universities, is purely coincidental and cannot be attributed to the SSUDSK support. For example, delays in supporting Planning Schools forced some universities to initiate their own curriculum review processes. The SAC also dropped the ball by not coordinating Planning Schools Committee, which was established right from the onset of the engagement, towards this goal. Lack of progress in this agenda is blamed on bureaucratic hindrances both at the UN-Habitat and the Universities. The requirement for Universities to sign a collective MoU with the UN-Habitat proved to be the 'Achilles heels' in the disbursement of funds necessary to accomplish this task. It is however instructive that a number of Universities have individually MoUs with the UN-Habitat signed during the project's life cycle. It is not clear why this opportunity was not exploited to achieve the same.*

2.2.3 Project Finance

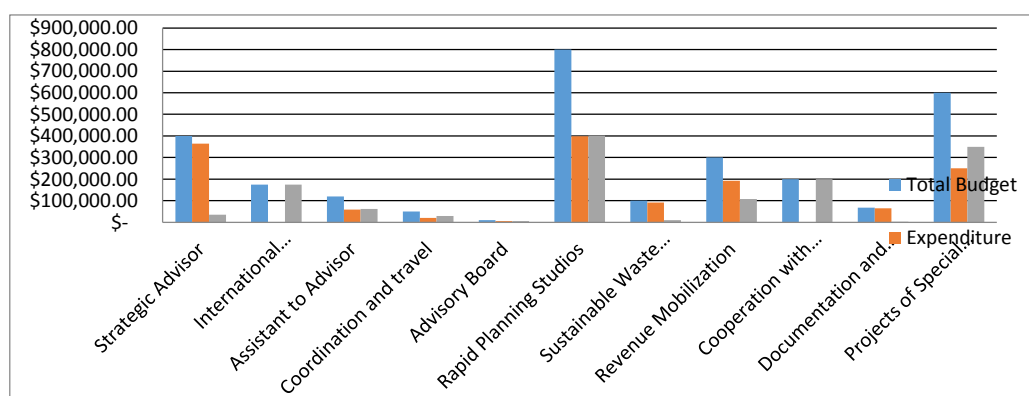
As at March 31, 2015, total approved project funding stood at US\$3,777,764 against cumulative received funds of US\$3,700,255 representing a disbursement rate of 97.9%. Cumulative expenditure of the portfolio amounted to US\$2,089,502, representing 53% of approved funds, and a burn rate of 56.5% of received funds. The unexpended balance of received funds was US\$1,610,753.

Figure 3.1: Financial portfolio progress as at 31 March 2015



Source: SSUDSK annual financial reports

Figure 3.2: Budget analysis by thematic areas as at March 31, 2015



Source: The information presented in the table above was extracted from the annual financial reports prepared by SSUDSK project for 2013 and 2014.

There are five key evaluation observations on the project finance. First, low expenditure rate of 56.3%, is largely attributed to delayed and slow project start-up. Second, there are several project items/components that are under-spend, suggestive

of gaps in planning and monitoring of project performance (financial and results), which could have resulted in taking corrective measures to address hindrances to project implementation. Third, there is a correlation between under expenditure and underachievement of indicator targets, especially under objectives 5, 6 and 7. Fourth, lack of clarity on who controls project funds may have significantly affected the ability of the project to absorb allocated funds. Fifth, it is unlikely that the project will achieve 100% expenditure rate by life of the project.

2.3 ACHIEVEMENT OF PROJECT OBJECTIVES & EXPECTED ACCOMPLISHMENTS

2.3.1 Planned support to Ministry of Lands, Housing and Urban Development

The SSUDSK through the SAC had planned to liaise and coordinate with the National Habitat Committee, with the aim of supporting finalization and adoption of the National Urban Development Policy (NUDP). The evaluation established that although the UN-Habitat supported stakeholder workshops to discuss the draft NUDP, there has been limited progress on finalization and adoption of the NUDP. This may be attributed to the fact that policy formulation processes are driven and controlled by the relevant government ministries, processes which the SAC seemingly was unable to exert an influence. However, there is not sufficient evidence of targeted engagement on the part of the SA to give an impetus to this process.

Effectiveness

- Planned support to the MLSUD has not yet yielded expected outcomes (finalization and adoption of NUDP).
- However, support to the counties have had some influence on waste management and legal and governance policy frameworks, specifically in Kiambu and Nairobi counties.
- This is very modest accomplishment compared to the number of municipalities (15) that the project had targeted.
- This notwithstanding, implementation of project activities for 1 (due to delays) year is too short time to evaluate the project's effectiveness to achieve its objectives and expected accomplishments.

Another area was for the SAC to provide strategic support to JUDP (KMP, KISIP and NaMSIP). Indications are that the UN-Habitat made an effort to engage the KMP, with very little or no attempt with regards to KISIP and NaMSIP. This could be attributed to the fact KMP was established first and its broader levels of operations. Notwithstanding, the impact of such engagement can best be registered as minimal, especially given the inability of the targeted beneficiaries to attribute any expected benefits.

2.3.2 Planned Support to Counties

SSUDSK planned support to counties targeted the following areas: Governance, legal and policy framework on waste management, revenue enhancement plans, planning

studios, training of devolved functions on waste management and revenue. The evaluator established that planned support to counties is on track and several accomplishments have been made so far. First, Nairobi County supported in the preparation of Integrated Urban Development Master Plan. Second, capacity building workshops conducted targeting Members of the County Assembly (MCAs) in six county governments, where preparation of integrated strategic urban development planning was on-going. Third, revenue enhancement and mobilization in Kiambu, achieved through technical assistance on revenue enhance plans and automation of revenue collection. Fourth, pilot landfill (using semi-aerobic method) in Kiambu as a center of excellence for solid waste management in Africa. Fifth, eight counties benefited from rapid planning studios.

Notwithstanding, the evaluator could not specifically attribute these achievements to the SAC. It remains unclear whether any engagement between the UN-Habitat and Counties was initiated and pursued within the SAC framework, or represented the ongoing initiatives of other institutional organs within the UN-Habitat system, this, especially as there is very little awareness of the SAC and of the person and role of the SA in the Counties.

2.3.3 Planned support to civil society

SSUDSK support civil society was through the formation of an Advisory Board, formation of a national urban sector and support to special projects.

In respect to the formation of an Advisory Board, the SAC mobilized involvement of civil society organizations to work with the Advisory Board. These civil society organizations include; CSUDP, Kenya Institute of Planners, the

African Institute for Capacity Development (AICA), Pamoja Trust, KEPSA, Maji na Ufanisi, Architectural Association of Kenya (AAK), Practical Action, ActionAid International Kenya, Plan International, Centre for Governance and Development, Norwegian Church Aid, the National Council of Churches of Kenya, and the Inter Religious Council of Kenya (IRCK). However, the evaluator notes that the Advisory Board is yet to be established. Absence of the Advisory Board could have negatively affected SAC in terms of accountability to stakeholders, coordination with JUDP and awareness and ownership of the SAC by stakeholders.

On the issue of involvement of civil society in the national urban network, SSUDSK supported the National Urban Forum with the aim of supporting the formation of an

Effectiveness

- National Urban Forum supported instead of forming national urban network.
- Commitment secured from 6 Civil Society Organizations for engagement in activities of the Advisory Board, but the board has not been formed.
- Civil society organizations supported through the special projects component (GoDown).
- Relationship with CSUDP but unclear plan to support and leverage work of CSUDP.

urban network that is representative of the urban sector, including the civil society. The decision to support the National Urban Forum instead of forming a new structure was motivated by sustainability and relevance concerns, including the need to avoid the establishment of parallel structures. Although this facilitative and catalytic approach is appropriate in supporting existing loose networks of civil society engagement, the evaluator finds that the SAC missed an opportunity to use this as a springboard to support the evolution of a more structured broad-based network of urban actors.

Additional support to civil society was through the special projects, specifically the GoDown Arts Centre which contributed in the Nairobi Integrated Urban Development Master Plan and re-planning the railway Station. The project also created a relationship with the Civil Society and Urban Development Programme (CSUDP). CSUDP was involved in the urban planning studios conducted at the county level. They were also involved in the National Urban Forum. The evaluation however, notes that the SAC had no clear strategy to roll out the planned support to some targeted civil society organizations, particularly those that support the JUDP initiative.

2.4 STATUS OF SECTOR COORDINATION AND ROLE OF UN-HABITAT IN PROMOTING A COORDINATED URBAN AGENDA IN THE COUNTRY

2.4.1 Sector coordination challenges and continued relevance of SSUDSK

Current and emerging urban sector development challenges affecting both the national and county governments include rapid urbanization, informal settlement issues, waste management and contextual developments such as legal requirements for counties to undertake integrated planning, new UN Agenda for sustainable urbanization. Furthermore,

Relevance

- Current and emerging urban sector challenges provide rationale for continued advisory support.
- However, there is a need to restructure the SSUDSK with the aim of focusing on high impact leverage points, and turn around the performance of the project to regain the confidence of stakeholders.

finalization and adoption of NUDP and review of the Urban Cities and Areas Act 2011 remain as key issues and priorities in the urban sector development in Kenya. Furthermore, county governments continue to face challenges related to revenue collection and use of new technologies in waste management. These challenges provides justification/rationale for the SSUDSK's advisory support to urban sector development actors.

The seeming relegation of the urban issues in the overall development priorities of national government, as exemplified in the non-adoption of the NUDP, points to a more serious structural problem. At the national level, the government does not consider urban development as one of its formal development sectors, resulting in inadequate focus and resource allocation to urban sector development interventions.

It was expected that the devolved governance framework will reverse this narrative and put urban issues right at the forefront of development coordination. However, the status quo has continued to persist, thanks in part, to continued existence of structures that are not cognizant of the devolved functions. This may be understandable given that Counties are yet to institutionalize urban management structures. The urban question is still very much a national government-driven agenda. It is clear that the SSUDSK has pegged its entire framework of engagement on this framework, a fact that may have diminished its capacity to achieve desired outcomes. However, to that extent county governments/structures are represented in existing structures such as, the Council of Governors' USRG and the Transitional Authority, the SAC had an opportunity to indirectly engage Counties on planned actions.

In order for the SSUDSK coordination agenda to continue to be relevant, there is need to restructure the design and implementation approach and strategies to align them more with the new governance and urban management framework. More importantly, consultation with stakeholders to identify and prioritize urban sector development concerns, would provide an opportunity for urban sector actors to understand the approach and scope of the project, going forward. It would also boost confidence in the project and rally stakeholder collaboration towards achievement of set goals.

2.4.2 Development Partners' Coordination Frameworks

There are two frameworks that allow for coordination and harmonization of contributions of international development partners in the urban development sector in Kenya. First; the UN-Habitat champions the New Urban Agenda framework that emphasizes sustainable urbanization through the United Nations Development Assistance Framework (UNDAF). Here, donor funded projects are deemed to be

Effectiveness

- The UNDAF imposed limitations to the implementation of the SSUDSK as a surrogate project of the UN-Habitat
- In the absence of the KCO facilitation, opportunities for SAC engagement with governmental actors diminished
- The UNDAF precluded the involvement of the ULGDG to oversee the SAC implementation
- Failure to constitute the Advisory Board denied the project an important avenue to monitor progress and resolve bottlenecks
- The SA was considered an outsider within the UN-Habitat system, rendering him impotent in his quest to discharge his advisory mandate to the JUDP and other relevant national actors

projects of the UN-Habitat and are subsequently implemented under the UNDAF. In this regard, the United Nations Country Team (UNCT) is instrumental in the integration donor supported project and UN Habitat's own activities in the UNDAF work plans. In the case of the SSUDSK, the Kenya Country Office (KCO) became instrumental in securing the UN-Habitat's contribution in Kenya's urban sector, and in ensuring that issues of sustainable development are both clearly identified and collectively/coherently addressed by the State. The UN-Habitat's engagement with

governments and international development partners is also structured by the UNDAF's "Delivering as One" policy or "One UN". This means that outreach activities emanating from any of its constitutive organs are perceived to be representative of the UN-Habitat's broader strategy of engagement as defined within the UNDAF.

By choosing therefore, the UN-Habitat as its implementing partner, the SSUDSK submitted itself to the UNDAF, and by extension, subscribed to the UN's "Delivering as One" *modus operandi*. Predictably, this is bound to impose certain limitations on the manner in which the SAC's could be implemented as a surrogate initiative of the UN-Habitat. However, there is still sufficient scope, within this framework, for the SAC to push some or all aspects of the SSUDSK. Instructively, the Regional Office for Africa (ROA), under whose wing the SAC operates, has the mandate to create relationships with government. The Kenya Country Office was expected to play a critical role in structuring the SAC's engagement with governmental structures and programmes. These existing avenues were available to facilitate the SA's advisory mandate. The evaluation did not get convincing evidence that these were sufficiently exploited to execute the SAC. Besides, the departure of the former Kenya Country Office (KCO) head, and failure to recruit a new one left little scope for facilitation in this regard. It also created a situation whereby the SA acted in the latter's capacity, raising questions of conflict of interest and competences between the SAC's advisory mandates and diplomatic mandates of the KCO.

There is however an extent to which the "One UN" policy contributed towards some of the SAC's achievements. This is especially evident in the Rapid Urban Planning Studios that were successfully rolled out by the Urban Planning Unit of the UN-Habitat. Other UN organs such as the Urban Economy unit played a crucial role in the implementation of the Waste Management Project. On the other hand, this framework did not lend itself to the SA's employ in directly engaging and influencing governmental actors. As an embedded consultant of the SSUDSK, there is an extent to which the SA was perceived as an outsider within the UN-Habitat, had no mandate to convene meetings on behalf of the implementing body.

A second framework within which international development partners coordinate and harmonize their contributions in the urban sector comprises organs that are created as a result of the collaborative initiative of several donors. Such is the case with the SSUDSK, a joint initiative of the ULGDG comprising of the World Bank (WB), Agence Française de Développement (AFD) and the Embassy of Sweden (EoS). The three jointly support and oversee the JUDP. This organ was expected to play a critical role in ensuring the project's success. However, the evaluation established that the ULGDG's three members have not jelled into a cohesive body capable of collectively overseeing the SAC. Besides, it was supposed to further monitor the SAC's progress through one of its organs, the Advisory Board. As we have indicated elsewhere in this document, the Advisory Board was never constituted.

The absence of a signed MoU between the members of the ULGDG, and the failure to constitute the Advisory Board, indicates a lack of a collective understanding of the SSUDSK initiative or buy-in of the SAC concept. Consequently, this proved to be the project's major weakness, especially as it was denied an important avenue for M&E and resolving bottlenecks. In any case, the ULGDG's delegation of implementation mandates to the UN-Habitat, and the structuring of UN-donor relations under the UNDAF, would have diminished the former's prospect of exercising oversight over the project.

2.4.3 National Level Coordination Mechanisms

There existed an inter-ministerial Urban Donor Coordination Group (UDCG) at the onset of the JUDP. There also existed a National Habitat Committee (NHC), which was intended to ensure policy development in Kenya's urban sector. Various actors are represented in the NHC including the government, civil society and development partners. The UN-Habitat is a member of NHC, and therefore is positioned to contribute and support the policy formulation processes. The evaluation however, notes that these were largely organs that were responsive to the old governance dispensation. Subsequently, their respective mandates were diminished or even invalidated following the adoption of new governance and institutional structures.

Relevance

- The post-2013 adoption of new governance structures invalidated the structures with which the SAC was to engage.
- It was over ambitious of the SSUDSK to expect to substitute the government's coordination mandate with that of the SAC or to expect actual coordination of national level actors by the SA.
- New coordination structures driven by civil society and the COG's USRG present new opportunities for the SAC to implement the SSUDSK within a broad-based, albeit loose, network of actors

The SAC was expected to revive the UDCG. However, the evaluator established that although the SAC was very well placed to provide strategic advice, new thinking, and break-through ideas to government, there was not sufficient evidence that this happened. Likewise, it was presumptuous to expect that an organ external to government could have directive influence on such an inter-ministerial organ. This therefore impeded his ability to revive the UDCG. Besides, the World Bank, which is a member of the ULGDG, took over the role of coordinating UDCG meetings, a turn of events that signifies the latter's lack of buy-in on the SAC concept. More recently, the ministries whose technocrats constituted the group ceased to exist.

Following the adoption and implementation of the new constitution, urban sector coordination at the national level is an activity that has since fallen into abeyance. Incidentally, the three departments implementing the JUDP are now housed in the same ministry. However, there are little or no attempts at forging a coordinated

approach in the pursuit of sustainable urban development. Initially, the Transitional Authority (TA) offered a glimmer of hope as midwife for a new and coordinated urban sector in the nascent years of the devolution era. However, its efforts in this regard have yielded few results. In their somnolence, it would appear that the very stewardship of the urban agenda has been delegated to civil society networks.

The SSUDSK was able to effectively extend its influence through the activities of the Civil Society Urban Development Programme (CSUDP). The organization, which directly receives Swedish support, provides an avenue for Kenyan Civil Society Organizations to actively engage in shaping and advancing the urban agenda. It coordinates their involvement in inputting the necessary feedback to legislative and policy agenda. CSUDP have been active in convening activities aimed at coordinating urban sector activities including National Urban Forum. Its notable achievement is the advisory support it provides to the Council of Governors through the Urban Sector Reference Group (USRG). The USRG draws representation from the development partners, county governments, national government, academia and civil society.

The USRG could be an appropriate urban network responsible for coordination of urban development sector and shaping the urban discourse in the policy and legal framework. The UN-Habitat and the SAC are invitees to the group's forums. Their participation presented an opportunity for providing advisory support to the county governments. However, the participation of the SA, who is the head of the SAC was minimal, thereby further precluding that possibility. The same is the case with members of the JUDP, whose participation in these forums is equally infrequent.

2.4.4 County Level Coordination Mechanisms

With the exception of the effort of CSUDP and other civil society actors, coordination of urban development sector at the County level remains very weak, and mechanisms are unclear and unstructured. This situation is likely to subsist for a long time, especially given the abolishing of municipal councils and continued non-implementation of the Urban Areas and Cities Act that was supposed to institutionalize new urban coordination mechanisms.

The closest the Counties have come to initiating discussions of an urban agenda is through the formation of the Council of Governors Urban

Effectiveness

- UACA non-implementation means that coordination mechanisms at the County level remain weak.
- the absence of structured coordination mechanisms at the Counties, the three projects of the JUDP have difficulties plugging into new County structures
- UN-Habitat's Rapid Urban Planning studios have been effective in extending the SSUDSK influence to the Counties.
- SAC as an initiative that promotes coordination of urban actor activities has little or no visibility in the Counties

Development Committee (UDC). The USRG has been active in engaging this committee. The possibility for further engagement of lower level County structures and spreading the influence of the USRG has however been hampered by the fact that UDC has no active forum at the County level. Although County Executives in charge of urban development have formed a caucus, they are yet to formally be integrated into UDC's structures.

Notwithstanding the non-implementation of the UACA, and the absence of structured coordination mechanisms at the Counties, the three projects of the JUDP have failed to find a suitable anchor within respective Counties. The consequence is that there is a sense in which beneficiary Counties do not feel ownership of ensuing planning processes and associated outputs. Instead, County governments have proceeded to launch their own planning and sustainable development initiatives, in parallel to those of the JUDP.

On its part, the SSUDSK has found in the Rapid Planning Studios conducted by the UN-Habitat, an avenue by which to initiate a meaningful engagement, and for a broad-based influence through direct contact with the Counties, and this, much to the appreciation of County officials. However, the SAC as an initiative that promotes coordination of urban actor activities has little or no visibility in this process, this, in spite of the SA participating in some of the studios.

2.5 OPPORTUNITIES EMERGING FROM PROJECT IMPLEMENTATION

2.5.1 The Threshold of a New Urban Agenda

The last 10 years has been a very dynamic period with respect to Kenya's urbanization sector. The Country has experienced rapid growth of urban areas and cities, renewed investor confidence leading increased investment in housing and real estate, increased government intervention in the sector such as through KENSUP, KISIP, KMP, NAMSIP and similar other projects, and renewed donor interest/involvement in the urban sector. Further, the Constitution of Kenya 2010 establishing 47 new counties and placing urban development in counties have increased the impetus of urban development. These

Opportunities

- New UN Urban Agenda framework for sustainable development.
- Tap into existing urban networks.
- With decentralisation, new urban management structures are forming providing new opportunities e.g. Devolution of urban planning functions, specifically the need for county integrated planning.
- Review of legislation and policy frameworks.
- Replication of innovations in waste management technologies.
- Replication of participatory approach to urban planning in other counties which are not targeted under the JUDP
- Review of planning education curricula through as opposed to Planning Schools.

processes and initiatives put Kenya right on the path of transition from a rural-focused economy to one that is driven by urbanization. The dynamism presents immense an opportune moment to interrogate the existing urban agenda and negotiate a new one. The debate should primarily focus on how to achieve sustainable development in an era of explosive growth. The relevance of the SSUDSK in this regard is evident.

2.5.2 Review of Legislation and Policies

There are gaps in the legislative and policy frameworks for urban sector development Kenya. The Urban Areas and Cities Act, 2011 has gaps on the question of urban governance and management. At the policy level, the NUDP has not yet been finalized and adopted. These legislative and policy framework gaps, present opportunities for continued engagement in urban sector development reform processes. Existing relationships with relevant Parliamentary and Senate Committee and the Ministry of Land, Housing and Urban Development, are entry points to advocate for the review of Urban Areas and Cities Act, and finalization and adoption of NUDP.

At the national level, the Kenya Vision 2030 medium term review period provides a strategic opportunity to enhance the understanding and prioritization of urbanization as an important aspect of development. The current MTP II (Chapter 3) articulates GOK priorities and programmes toward spatial planning at national and county levels and data infrastructure and land information management. Progress on this front has been witnessed partly through the ongoing land titling initiatives by the Ministry of Lands, Housing and Urban Development. However, whilst these are important initiatives, their realization is often hindered by huge gaps and capacity deficits on the part of implementing institutions. In this regards therefore, the SAC can contribute in ongoing capacity enhancement measures through technology transfer initiatives.

The SSUDSK, through the SAC stands a chance to provide policy and practice direction to GOK and collaborators in the urban sector, particularly the ULGDG. For example, the SAC could provide technical and advisory support toward the annual evaluation of programmes under the MTP II, including preparation of goal-indicator matrices to guide the urban agenda in Kenya. The adoption of the SDGs (post 2015) is another opportunity presented to the SAC to ensure the application of sustainable and human centric global development priorities into Kenya's Vision 2030, the NUDP and other policy documents related to the urban sector. This is a role the SAC could play from a strategic position of providing novel best practices and inspiring the cohesive and inclusive sustainable urban development as a priority agenda for the GOK and ULGDG.

There are also immense opportunities to influence lawmaking and plan-making processes under the devolved governance framework. The preparation and review of the County Integrated Development Plans (CIDPs) provides a good opportunity for mainstreaming urbanization in the Counties' development agenda. With targeted reorientation therefore, the SSUDSK, through the SAC, can support the accomplishment of these goals by identifying areas for which strategic advice may be needed, and make a meaningful contribution in this regard.

2.5.3 Existing Networks and Dialogue Spaces.

There are functioning and dormant networks of urban actors, at various levels: the government, donors and development partners, civil society entities and private sector institutions. To name a few: USRG, UDRG, DCG, NUF, LUFs under CSUDP, NHC. There is an expressed need to consistently bring together urban actors from all layers - government, donor, CSO and private sector. The current sentiment among various urban actor communes is that an organization such as the UN-Habitat can serve as a neutral agency and facilitator to promote cohesive sustainable urban development is needed within the sector. However, the UN-Habitat need not be a convenor or a formal coordinator at any specific level or layer or urban actors, but rather, a facilitator to enhance interconnectivity between the various levels or layers and of the numerous urban initiatives.

The evaluation established that the coordination mandate over JUDP vests in GOK, and the SAC could play the role of facilitating GOK and strengthening its ability to coordinate urban activities convened by the Ministry of Lands and through a sector working group that draws expertise from the various levels or urban actors. This should be the case at national as well as at county level, where the Governors bear the responsibility to coordinate urban activities within their respective counties, and collectively through their council. The SSUDSK, through the SAC, can continue to support such an initiative in a renegotiated arrangement where the UN-Habitat becomes a broadly accepted partner towards forging a coordinated and harmonized approach to sustainable urban development.

However, the UN-Habitat's role as facilitator may prove to be a challenge considering various issues: first that the perceived expectations from sector actors that international development agencies including the UN have a mandate to initiate, finance development initiatives and strengthen sector capacities. Second is the extensive nature of initiatives and actors at every level and the complexity in understanding all their individual and collective needs and initiatives. In the case of the SAC, the idea of coordination has to be clarified in context of facilitating GOK to carry out its coordination role as well as providing advisory support to the GOK and ULGDG on ongoing sector initiatives and ways through which to strengthen the SSUDSK.

2.5.4 Devolution of Urban Planning Functions

Under the County Government Act 2012, Cities and Urban Areas Act of 2011, the planning function has been devolved. Counties are required to prepare County Integrated Development Plans, County Spatial Plans, and City and Urban Areas Plans. Devolution of urban planning functions is an opportunity for the SSUDSK to support county governments in development of sustainable urban development plans. Cognizant of the fact that county governments have recruited new planners, it is imperative to build the capacity of county planning departments/units.

Another county level opportunity arises from the halting of the Africa operations of the United Nations Centre for Regional Development (UNCRD). There is need to support completion of Tana and Athi River Development Authority regional development initiatives affecting 19 counties.

2.5.5 Replication of Innovative Waste Management Technologies

Sustainable waste management continues to be a challenge in urban sector development in Kenya. There is an opportunity to replicate innovative waste management technologies in all the 47 counties. This would depend on the outcome of a pilot landfill and new methods of solid waste management, using the semi-aerobic method being implemented in Thika, Kiambu County.

2.5.6 Review of Planning Education Curriculum

Challenges experienced by SSUDSK to mobilize Planning Schools with a view to review and harmonize the planning education curriculum in Kenya, points to existence of regulatory and coordination gaps. There is therefore, an opportunity to continue working with the Association of African Planning Schools (AAPS - Kenya Chapter) and relevant regulatory bodies, for example, the Kenya Institute of Planners (KIP), and the Physical Planners' Registration Board, with a view to restructure and invigorate the planning education system in Kenya. Planning schools can also be very instrumental in knowledge dissemination across different spatial scales. Consequently, the SSUDSK should ensure that the joint urban studios that were to be initiated and driven by planning schools are rolled out.

2.5.7 Private Sector and Civil Society

Civil society organizations are actively involved in urban development activities. This is indeed commendable as it supplements government efforts. It is imperative to acknowledge the important role that such organizations in shaping the urban agenda in the Country. The SSUDSK can leverage on the dynamism already shown by civil society to firmly integrate and secure the attainment of sustainable development goals.

The private sector, particularly real estate developers, infrastructure contractors, industrial plants and financial/lending institutions, is also an active participant in the development of urban areas and a major stakeholder in the design of urban planning regulations. Through a stakeholder mapping and engagement, the SSUDSK could gain deeper insights into the potential such networks would hold to prop up government and donor efforts. This however presents a challenge because of the very nature of business entities often being purely profit oriented and also the complex and expansive nature of actors. Business forums exist in many urban settings and these could be opportunities for collaboration and networking.

2.6 HINDRANCES TO SUCCESS

2.6.1 Delayed Approval Processes

Delays were experienced in the approval of the project work plan in the UNDAF, resulting in delayed implementation of project activities by six and eight months in 2013 and 2014, respectively. In addition, there were delays in approval of Memoranda of Agreement and other legal instruments with implementing partners such as the Ministry of Land, Housing and Urban Development, the planning schools, and County Government of Kiambu. These delays have led to the non-accomplishment of the project's key tasks and the failure to realize expected outcomes.

Hindrances/obstacles/constraints

- Delays in approving work plans.
- Coordination challenges of urban development projects.
- Changes in urban legal and policy framework.
- Dependence of other urban projects that also experienced rollout delays and coordination challenges.

2.6.2 Inadequate Coordination of Urban Development Projects

There are challenges in coordination of urban sector development projects and programs being implemented by different government institutions. Within the Ministry of Lands, Housing and Urban Development, the three projects of the JUDP (KMP, NaMSIP and KISIP) are barely engaging one another. The Ministry of Planning and Devolution has added to this quandary by launching its own urban intervention programmes through the National Youth Service. There is lack of a coordinated mechanism to facilitate each institution to leverage the work of other development programs. In addition, there was lack of clarity on the roles of the different national government institutions on who to coordinate integrated planning processes at the county level (Transition Authority, Ministry of Planning and Devolution). Predictably, this adversely affected SSUDSK's initiative and complicated its strategy of intervention through the SAC. The same lapses in coordination were witnessed in the implementation of special purpose projects such as the planned work with planning schools and planned activities targeting county government on waste management and revenue mobilization.

2.6.3 Changes in the Kenya Urban Governance Framework

The operationalization of the devolved governance framework resulted in changes in legal and administrative frameworks in urban development sector (restructuring of government ministries, transfer of roles to county governments). Following 2013 General Elections, urban sector development activities at county level awaited formation of county governments and completion of county integrated planning processes. Consequently, there were delays in implementation of activities targeted

at county governments such as Rapid Planning Studios, preparation of revenue enhancement plans and strategic urban plans.

2.6.4 Dependence of Other Urban Projects in the Urban Sector

The SSUDSK relied heavily on ongoing initiatives of partner actors such as the UN-Habitat's Urban Planning Unit and the CSUDP to exert its influence on the Urban Sector in Kenya. Its own implementation strategy was not felt amongst most of the target beneficiary communities.

2.6.5 Lack of a Shared/Common Understanding on the Role Of UN-Habitat in Coordination of Urban Sectors

There was lack of a shared/common understanding amongst urban actors and the Embassy of Sweden on the role of UN-Habitat in respect to coordination and monitoring of urban sector actors. Furthermore, there was no clarity regarding what was to be coordinated, by whom and at what level.

2.6.6 Inadequate Staffing

There was an initial presumption that the project would benefit from other UN-Habitat units to achieve its goals. It is clear that this happened on occasion, with the Urban Planning and Urban Economy units particularly engaging with the SAC to assist the realization of planned activities. This notwithstanding, the SAC's staffing levels were still too low to ensure effective discharge of mandated functions. Right from the onset and late into the project cycle, the functions of the Strategic Advisory Component were initially undertaken by one staff (SA). Furthermore, the position was filled by a consultant as opposed to a substantive position within the UN-Habitat, the latter which would have given the SA more clout and some degree of autonomy to effectively execute project activities. Naturally, this would adversely affect the achievement of key performance indicators. Notwithstanding, the project should still have been able to achieve a lot had it plugged into, and leveraged on existing initiatives of other UN-Habitat organs.

2.7 FACILITATORS OF SUCCESS

2.7.1 Legitimacy of the UN-Habitat in the Urban Sector

UN-Habitat is respected by stakeholders in the sector making it easy to mobilize and rally stakeholders around an agenda. It is for this reason why there was buy in of the Advisory Board by the civil society and other stakeholders in Government and public institutions. The UN-Habitat's acceptability was also instrumental in ensuring success of the Rapid Urban Planning Studios. The involvement of the Urban Economy unit is also instrumental in the success of the Kiambu project. However, some stakeholders especially the Planning Schools feel let down due to lack of progress on planned activities targeting them. It is instructive to note however, that individual planning schools have signed MoUs with the UN-Habitat. Likewise, the Urban Planning Unit

expressing keen interest to work with planning schools on planned activities. These factors may have motivated the continued participation of planning schools in the project.

2.7.2 Existing Coordination Structures and Urban Sector Projects

Accomplishments made so far is largely attributed to the fact the SSUDSK leverage on existing interventions in the sector. USCG, NHC, CSUDP, UDC and USRG, among others, have already laid building blocks for ease of entry by SSUDSK. In addition, there are already existing urban sector coordination structures that UN-Habitat is a key member of, making the role of the SA easily acceptable to the stakeholders. However, the evaluation found no sufficient evidence that the SA leveraged existing coordination structures to achieve SAC outcomes and outputs.

2.7.3 Funds Availability

The SAC was adequately funded through the SSUDSK, and at no time did the SA raise the issue of funds as a bottleneck. This is further demonstrated in the low expenditure rate of 56.3%, and low spending on a number of project items. Although this is suggestive of gaps in planning and monitoring of project performance the fact that there is a correlation between expenditure and achievement of some indicator targets, would negate any claims to funding as a hindrance to project success.

2.7.4 Active Civil Society Participation

The Civil Society, through the CSUDP was active in promoting the attainment of the SSUDSK agenda. Non-participation of the SA in crucial meetings organized by the civil society organizations however minimized the possibility for project visibility a impact.

2.7.5 Goodwill and Interest of Beneficiary Partners

Any successes recorded with regard to Beneficiary partners, including the JUDP and special interest urban projects supported by the S-SSDUSK through the SAC, are largely attributable to the interest that these partners had in the project and the goodwill extended to the UN-Habitat and the SAC.

PART THREE: CONCLUSIONS

This evaluation set out to establish the effectiveness of the Strategic Advisory Component (SAC) of the Swedish Support for Urban Development Strategies in Kenya (SSUDK). Specifically, the exercise had three objectives; 1) to verify the implementation status and assess delivery of expected accomplishments so far; 2) to establish key hindrances and facilitators of success in the project specifically and the partnership in general, and; 3) to identify “correctional” actions as necessary, and inform future partnership between UN-Habitat and Sweden in Kenya, including the way forward for the SAC upon expiry of the project agreement. Consequently, the evaluator draws the following conclusions with regards to the first two aspects.

3.1 IMPLEMENTATION STATUS AND ASSESS DELIVERY OF EXPECTED ACCOMPLISHMENTS

The evaluation found that overall, the implementation of planned SSUDSK activities through the SAC is way behind schedule. Consequently, achievement of indicator targets is mixed, but mainly underachieved. There were inordinate delays in implementation of project activities, pushing implementation of most project activities to 2014. As a matter of fact, implementation of SSUDSK activities took place between June - December 2013 and January - March 2015. Recurrence of delayed planning and approval processes would negatively affect projects implementation, and by extension achievement of objectives, specifically on sustainable waste management, improved revenue mobilization and improved capacity for urban planning and management. Cognizant of these delays, it is difficult for the SAC to have achieved expected milestones. There were a few instances where targets have been achieved or exceeded. However, even then, results cannot be fully attributable to the SAC's or the SA's efforts.

3.2 HINDRANCES AND FACILITATORS OF SUCCESS IN THE PROJECT AND THE PARTNERSHIP IN GENERAL

The evaluation attributes, in part, the failure to achieve success of the SSUDSK's SAC goals to a number of bottlenecks. Key hindrances gravitate around project design, implementation strategy, and management arrangements. First, SSUDSK was designed as an advisory project but all the planned activities and expected deliverables (key performance indicators) are for an implementing project. This duality in the design of the project could be responsible for lack of a common understanding between UN-Habitat and the Embassy of Sweden on the role of the Strategic Advisory Component.

Second, there is lack of a clear and implementable engagement strategy with donor groups, civil society, and public/government institutions. The SAC was expected to leverage the work of CSUDP, and there is sufficient clarity on points of convergence, especially on matters touching on the establishment of an Advisory Board and supporting formation of an urban sector network. However, the engagement between

the two organs, both funded under the SSUDSK, was minimal. As regards to partnerships with public institutions, use of agreements and memoranda between UN-Habitat and targeted institutions (such as Planning Schools) has been a major hindrance to implementation of planned activities of the SAC due to long and bureaucratic nature of these partnership instruments. It is instructive to note however, that a number of planning schools managed to sign individual MoUs with the UN-Habitat during the project life cycle. It therefore begs the question as to why this was not possible under facilitation of the SAC.

Third, the lack of a functioning management structure to facilitate the SAC to fit into the UN system and to efficiently deliver its mandate to the ULDGD presented challenges to the project. Specifically; delay in deploying SAC staff, unclear job descriptions/role definition of SAC staff, lack of joint work planning, delay in approval of work plans and the ad-hoc induction of SAC into the commune of implementer (UN Habitat) and beneficiary partners (JUDP/Other), lead to inefficient execution of SAC's objectives and a general underperformance in 2013 and 2014.

Fourth, the fact that the Advisory Board was not established by the ULDGD presented further challenges in facilitating the SAC to perform its advisory function. According to the project document, the Advisory Board would have provided oversight and review of the SACs performance as well as act as a think tank for Kenyan urban development and provide impartial commentary on legislation and proposed national urban development projects.

Fifth, the JUDP was designed as a program of the national government (top-down approach) and has been trying to squeeze into the new Devolved Governance structure. Consequently, the SAC is now confronted by the same challenges that bedevil the JUDP, including questions about legitimacy.

The foregoing notwithstanding, the SSUDSK still managed to register a few accomplishments. These achievements are attributable to a number of factors including but not limited to: 1) Strength of UN-Habitat in providing technical support, capacity building initiatives, benchmarking, and facilitating new learning on integrating cross-cutting issues in urban sector development in Kenya; 2) Collaboration and partnerships with other urban development sector programmes such as JUDP, CSUDP; 3) Policy and Legal frameworks such as the County Government Act 2012, that required all county governments to prepare County Integrated Development Plans, 3) the direct involvement of the ULGDG (specifically the World Bank) in pushing the SSUDSK agenda.

It has however become apparent that the SAC lacked visibility in almost all the actor communes that it was supposed to engage. Its invisibility and failure to exert the expected influence was in turn a factor of the minimal or nondescript participation of the SA in key discursive fora. Overall however, there is a general consensus that the partnership between the Embassy of Sweden and the UN-Habitat has the potential to bear expected outcomes.

PART FOUR: RECOMMENDATIONS

In view of the evaluation findings and conclusions, the following recommendations have been suggested with regards to “correctional” actions necessary to structure the future partnership between UN-Habitat and Sweden in Kenya, and the way forward for the SAC upon expiry of the project agreement. With respect to the latter, the recommendations call for review of the project design and implementation strategy. They also suggest a way forward on unaccomplished tasks.

4.1 PROJECT DESIGN

In order to be relevant going forward, there is need to modify the design of the project in line with new developments in the urban sector to focus on existing and emerging challenges in the sector. This would require reorienting project activities to concentrate on areas with opportunities for greater leverage and impact.

It is also imperative to address the project design issues concerning identity and scope. The evaluator found that the function of the SAC in coordinating urban sector players was grossly misunderstood. Urban sector coordination, as understood, is a mandate of government, and there are existing frameworks to ensure this. Cognizant therefore, of the SAC's strategic advisory function, the adopted strategy of engagement should align itself to existing sector coordination mechanism. The consultant recommends that the role of SAC as an agency for harmonization of the SSUDSK should be reclarified/redefined. Primarily, the SAC should remain true to its advisory mandate. Consequently, its role should be limited to being an urban sector process facilitator rather than coordinator. If necessary, the SAC's coordinating function, if any, should be understood, communicated and expected by urban actors as facilitative in the interest of ensuring interconnectivity between existing networks of urban actors within their respective niches. Here, it should focus on vertical linkages between the different self-organized urban networks at various levels and not to coordinate the horizontal layers. It should in turn strengthen the coordination mandate of government and other institutional structures.

In terms of project scope, the evaluator also recommends that the SAC's activities should be aligned to sector wide programmes as conceptualized in the new national government and devolved governance setup. Subsequently, the SAC, in concert with

Key recommendations

- Re-orient project scope to concentrate on areas of opportunity, leverage and impact.
- SAC role should be limited to being urban sector process facilitator rather than coordinator
- Align SAC's activities to sector wide programmes under new governance setup
- Align SAC's activities to UN-Habitat mandate
- Ensure proper integration of the SAC within the UN system
- Align the SAC's strategic advisory function, to existing sector coordination mechanism
- Adopt a Stakeholder-driven process in the SAC's re-conceptualization

national government structures, should plug into these devolved governance frameworks.

Considering its embeddedness within the UN-Habitat, the consultant recommends that the SAC should refocus and clarify its function in alignment with UN Habitat's mandate. Consequently, the entire programme of intervention should be focused and aligned to possibilities presented under the UNDAF.

In respect to project identity concerns, and to enhance project buy-in amongst stakeholders, the re-conceptualization of the SAC's programmes should be participatory and stakeholder-driven. In the first instance, the project designers should consult all targeted sector players with a view to foster broad-based acceptance of the project and its programmes.

Secondly, it is important to clarify whether the SSUDSK is a joint initiative of the ULGDG. Subsequently, the entire membership of the ULGDG should participate in re-designing the project. The consultant recommends that a more binding commitment be reached between members of the ULGDG to achieve a common understanding, buy in and progressive support for the SAC.

Thirdly, it is important to clarify the position of the SAC within the UN system, and the role of the UN-Habitat in implementing the project. The consultant recommends that the EoS should sign a more binding commitment with the UN-Habitat towards the delivery of agreed upon programmes and outcomes. Consequently, the two parties should formulate a clear network structure, which specifies roles and responsibilities, and if possible, personalities.

4.2 IMPLEMENTATION STRATEGY

The evaluator found that the SAC and the SA lacked visibility in the Kenyan urban sector. This is due, in part, to the fact that there was no proper induction of the SAC or its staff amongst the urban sector communes it was intended to engage. Currently, the Strategic Advisor is known but not the identity nor the role of the Strategic Advisory Component. Likewise, the SA's participation in urban sector fora is often minimal and somewhat passive. Consequently, any re-launch of the project should consider project rebranding and

Key recommendations

- Develop a rebranding and communication strategy that is geared towards clarifying the function of the SSUDSK, the SAC and the SA.
- Eliminate the duality of function. Maintain advisory function and recast activities and funding accordingly.
- Leverage project goals on existing programmes of implementing (UN-Habitat units) and beneficiary partners
- Seriously consider a change in project leadership
- Adopt performance based funding mechanisms to incentivize accomplishments and achievements.
- Integrate quarterly review sessions with stakeholders

marketing (awareness creation) for ease of understanding by key stakeholders, and attribution of achievements and accomplishments of the project. This might entail convening stakeholders to clarify the position of the Strategic Advisor and the SSUDSK project. It is therefore, recommended that, going forward a communication strategy should be developed and implemented.

The evaluator also considered the failure of the SAC to fuse with implementing partners within the UN-Habitat to be a major contributory factor to the minimal success of the project. Consequently, with evaluator recommends a proper induction and integration of a reconceptualized SAC within the UN system, both as a means to ensure synergies between implementers and effective delivery of programmes. This in turn, requires clear delineation of roles and mandates within and between the SAC and partnering units (UN-Habitat branches). This may take the form of ToRs between the SAC and relevant units, shared work plans, inter-departmental engagement structures, etc

The evaluator found the duality of project strategy (implementation plus advisory) to be a departure from the original intent of the SAC. Implementation of projects may account for the lag in accomplishing expected tasks, outputs and outcomes. It also introduces a conflict of interest and potentially competes with the mandates and programmes of target beneficiaries. The evaluator recommends that the project should consider leveraging on existing programmes of implementing (UN-Habitat units) and beneficiary partners. It would be easier for the Planners Registration Board, the Kenya Institute of Planners, and the Commission for University Education, to enter into partnerships with universities with the aim of reviewing planning education curricula. Likewise, the project could offload activities that require implementation to other existing projects such as KMP, KISIP, NaMSIP, Symbio-City and CSUDP.

The evaluation revealed a dismal performance with regards to attainment of key planned outcomes. This is due, in part, to delays in project start-up, but largely to institutional bottlenecks, leadership failures and lapses that compromised the efficiency of implementation frameworks, and precluded project effectiveness. That notwithstanding, the target beneficiaries appreciate the potential contribution that this project could make with respect to its assigned mandate, and for the overall betterment of the urban sector in Kenya. Besides, the failure to accomplish key project activities dents the otherwise good reputation and record of both the project funders (EoS) and implementers (UN-Habitat). Consequently, the evaluator recommends that the project conceivers and implementers seriously reconsider a change in the project leadership with a view to eliminate existing bottlenecks and unlock the project's full potential.

Going forward, it is necessary to formulate a project monitoring strategy that integrates and ensures observance of the project reporting requirements (quarterly reports, alerts about shifting budget lines etc). It is desirable that some form of advisory board consisting of project benefactors, implementers and beneficiaries be

constituted at the earliest stage possible in order to monitor project progress and offer guidance. Likewise, the evaluator recommends that future phases adopt a performance-based funding approach to incentivize project implementation and achievements. This would imply that disbursement of funds is contingent to performance. This would require modification of contracts, regular reporting cycles, and investment in performance monitoring processes. Subsequently, quarterly project review meetings with stakeholders should be conducted to take stock and address project implementation concerns and hindrances.

4.3 IMPLEMENTATION AND UNACCOMPLISHED TASKS

Initial evaluation findings indicate that the project has recorded a dismal performance with respect to key procedural milestones and anticipated substantive outcomes. The record is too modest to vindicate the project's effectiveness in achieving what is undoubtedly an ambitious catalogue of expectations. Yet, even in spite of shortcomings observed with respect to project implementation, the evaluators think that most of these were due to challenges outside the ambit of control of the implementing agency. Besides, the assessment finds the project's timeframe to be too short for proof of concept.

Key recommendations

- Rapid results initiative to recover lost ground by reviewing the work plan to identify high impact activities.
- Involve stakeholders in review of current phase, unlocking bottlenecks, and designing next phase.

In view of the foregoing, the evaluator finds that immense opportunities subsist to justify a renewal of the Swedish support initiative and extended engagement with the UN-Habitat. In the first instance, crucial projects and activities from the soon to lapse phase are yet to be initiated and/or accomplished. The urban sector stands to benefit immensely if these were to be implemented conclusively. Likewise, lessons learnt from successful projects need to be replicated throughout the country. In addition, the urban sector in Kenya is at the verge of capturing the long-deserved attention of government. However, the nascent sector is still dogged by contextual challenges that include the lack of coordination and harmonization in the activities of key actors, and which continue to limit its potential contribution towards improving the living circumstance of citizens.

In view of the foregoing, a rapid results initiative should be undertaken to recover lost ground insofar as implementation of planned activities and achievement of set indicator targets. This would require a review of the work plan, prioritize and recast efforts and resources/funds towards feasible activities. The suggested review of the project should be a joint undertaking between the UN-Habitat, the Embassy of Sweden and the stakeholders. Involvement of stakeholders in the planning process is a key principle but it could lead to longer planning cycles to allow for consultative processes.

PART FIVE: APPENDICES

APPENDIX 1: LIST OF INTERVIEWEES

Institution	Interviewees
World Bank	1. Abebaw Alemayeu (Senior Urban Specialist, Task Team Leader) - KISIP - Ethiopia 2. Dean Cira (Acting Sector Leader and Lead Urban Specialist) - KMP - in Abebaw position 3. Svetlana Khvostova (Environmental Safeguards Specialist) - Washington 4. Josephine Kabura Kamau (Financial Management Specialist) - World bank Kenya till July 5. Efreem Fitwi (Procurement Specialist) 6. Elizabeth Karuoya (Team Assistant) 7. Meskerem Brhane (Program Leader, AFCE2) 8. Wendy Iris 9. Pasqueline - NaMSIP railway
Swedish Embassy	1. John Ndiritu (Program Officer) 2. Gustaf Asplund (Urban Advisor) 3. Jawed Suleiman (PMO) 4. Joe Gadek (Environmental Engineer, Consultant)
French Development Agency (AFD)	1. Yves Terracol (Regional Director) 2. Manasseih Anthea
The KISIP project team	1. Peris Mang'ira (Project Coordinator, Ministry of Land, Housing and Urban Development) 2. Cassius Kusienya (Deputy Coordinator) 3. Theresia Munyua (Head, Component 1) 4. Bowers Owino (Head, Component 2), 5. Jacinta Juma (Head, Component 3) 6. Cassius Kusienya (Component 4). 7. Ann Muthoni - Planner

	8. James Mutero
The KMP project team	1. Victor Ogutu (Project Coordinator, Ministry of Land, Housing and Urban Development) 2. Isaac Mungania (Head, Component 1), 3. Solomon Ambwere (Head, Component 2), 4. Raphael Murimi (Head, Component 3) and 5. John Waithaka (Head, Component 4).
UN-Habitat	1. Grace Lubaale - Strategic Advisor 2. Jeremiah Ougo - Assistant Strategic Advisor 3. Clas - Technical advisor - city planning, extension and design unit 4. Axumite - Head, African Office 5. Thomas Melin - Head of the Office of External Relations 6. Giasdeep - Office of External Relations 7. Raf Tuts - Chief Urban Environmental Planning Branch 8. Laura Petrella - Urban Safety Expert 9. Yuka Terada - Associate expert 10. Angela Mwai - Gender Equality Unit 11. Channe - Human Rights 12. Nana Kariuki - Legal Office (MoUs) 13. Kibe Muigai
Nairobi Metropolitan Services Program (NAMSIP)	1. Andreas Rohde - Team leader 2. Planner Kibinda - former head 3. John Maina - current head
Kenya Railways	1. Thurania Kinagwi - Properties manager 2. Atanas Maina - Managing Director
Civil Society Urban Development Programme	1. George Wasonga - Coordinator
Kenya Association of Residents Associations (KARA)	1. Stephen Mutoro - CEO 2. Henry Ochieng - Programs Director
World Vision	1. Kevin Mugenya
Muungano Support Trust (MuST)	1. Irene Karanja - Executive Director 2. Jane Weru - Founder
UK Government's Department for International Development (DFID)	1. Lisa Philips - Head of DFID Kenya

The Land Development and Governance Institute (LDGI)	1. Mwenda Makathimo
Centre for Sustainable Urban Development (CSUD)	1. Prof. Peter Ngau 2. Jacqueline Klopp 3. Dr Mbathi -
The Dutch Alliance for Sustainable Urban Development in Africa (DASUDA)	1. Steven Luis -
Pamoja Trust	1. Dr Steve Ouma - Executive Director 2. Konchella - Program Manager
Practical Action	1. Paul Chege 2. Grace A Mukasa - Regional Director 3. Peter Murigi - Urban services specialist banner
CORDAID	1. Eric Makokha - Urban Program Manager 2. Merceline Lina Amollo Oyier - Local Coordinator Kenya
Kenya Institute of Planners	• Dr. Isaac K. Mwangi • Planner Bosire Ogero • Planner Mwau • Planner Renson Mb wagwa
Maji na Ufanisi	• Prof Edward Kairu - Executive director
Architectural Association of Kenya (AAK)	• Jacob W. Mwangi - Executive Director • Bethwel Wafula - Assistant Executive Officer
Kenya Property Development Association (KPPDA)	
Go-Down Arts Center	1. Judy Ogana - General Manager 2. Lima Mbai -Programmes Assistant 3. Joy Mboya - CEO
World Student Community for Sustainable Development Kenya (WSCSD-KENYA)	1. Nickson Otieno - President of WSCSD and Coordinator of Nyakongo 2013 Initiative
NACHU	1. Mary Mathenge - Executive director
County Governments	1. COG - Governor Nkadianye - Deputy Chair COG 2. Dr Malombe - Kitui Governor -Chair COG 3. Hon Eli Letula - National Chair CIC caucus
Transition Authority	1. Kinuthia wa Mwangi

	2. Erastus Rweria
Media	1. David Ohito -SGR - Chair urban journalist forum 2. Wilson Ng'ethe - NMG
Urban Reference Group	1. Prof. Alfred Omenya
Urban experts	1. Elijah Agevi
Planning schools	1. Dr. IK Mwangi - Chair - DRUP- UON 2. Prof. Caleb Mireri - Chair , DIPM - KU 3. Dr. Ben Mwasi - Chair, DIPM - UoE 4. Dr. Mugima - Center for Urban Studies - JKUAT 5. Prof. George Mark Onyango - Maseno University 6. Dr. Wagah - JOOUST - Department of Spatial Planning 7. Dr Esho- Chair, DSPD - TUK

APPENDIX 2: INTERVIEW QUESTIONS FOR STAKEHOLDERS

1	Urban Local Government and Decentralization Group		
		Organization/institution	Position of interviewee
		The World Bank	Member of Advisory Board
		Embassy of Sweden	Member of Advisory Board
		Agency Francaise De Development (AFD)	Member of Advisory Board
		Interview Questions	Response
	1	Why the strategic advisory component (SAC) is considered necessary for the SSUDK? (objective)	
	2	In the project document, an advisory board was to be appointed. Who was to appoint the advisory board?	
	3	With the onset of the devolved structure of government, has the ULGDG aligned its joint operations and communicated these changes to the government and to the SAC?	
	4	In light of the new devolved government structure, what would be the role of the Strategic Advisory component in the KISIP, KMP and NaMSIP projects, and other special interest projects related to the JUDP, going forward?	
	5	What were your expectations of the SAC?	
	6	Which of these expectations were (not) met? Explain	
	7	To what extent do you think the establishment of Strategic Advisory Component of SSUDK improved harmonization and coordination of urban programmes in Kenya (KMP, KISIP, NaMSIP)?	
	8	Are you aware whether the SAC succeeded in establishing a network of urban actors? If so did it meet your expectation?	
	9	To what extent was the ULGDG or the EoS involved in the selection and induction of the Strategic Advisor?	
	10	Has the SSUDSK Strategic Advisory component as a whole (SA+UN Habitat) met the procedural expectations of the ULGDG? Be specific in terms of the roles played by the UN Habitat and the SA. E.g. in terms of requirements for reporting, providing strategic advice to the ULGDG,	

	11	Do you think the SAC is an effective tool for the SSUDSK mechanism (under the JUDP) to achieve its envisaged objective of enhancing collaboration within the urban sector in Kenya?	
	12	How has the Strategic advisor/UN Habitat facilitated the ULGDG/JUDP to participate in national processes? - i.e. the National Urban Development Policy, review of Urban Areas and Cities Act 2011, National Spatial Plan?	
	13	How do you think SAC has been effective in identifying opportunities to strengthen SSUDSK?	
	14	Do you think Sweden's involvement in SSUDSK through SAC made it realize value for money? Explain.	
	15	What should the SAC continue doing to support the work of the ULGDG and other urban actors toward sustainable urban development?	
	16	What should the SAC have done differently to optimize the SSUDK and leverage the ULGDG as a critical actor?	
2	Joint Urban Development Programme		
		Kenya Municipal Programme (KMP)	Point of Contact
		Kenya Informal Settlement Improvement Programme (KISIP)	Point of Contact
		Nairobi Metropolitan Services Project (NaMSIP)	Point of Contact
		Interview Questions	Response
	1	What is your role in the urban development sector in Kenya?	
	2	What are the objectives of your program?	
	3	Explain the key components of your program	
	4	Who is supporting your program? What is the form of this support? How adequate is it?	
	5	Who are the other major players in the urban development sector?	
	6	Are there similarities between your purposes/projects and theirs?	
	7	How are you able to reach out to other actors in urban development in Kenya? In what ways and by which specific institutions outside government have you been facilitated to connect with other urban actors?	
	8	What is the framework of engagement with other actors? Who has been the lead agent to bring you together?	
	9	Has the engagement been beneficial to the program and to the urban development sector?	
	10	Have you heard about the ULDGD? What is your relationship with it? Do you have meetings with them? Submit reports?	
	11	Are there any benefits from your engagement with ULDGD? Challenges?	
	12	Have SSUDK interventions led to implementation of new and innovative initiatives? Examples?	
	13	What is your relationship with the UN Habitat?	
	14	Are you aware of the SAC ? (give names of any SAC officers)	

	15	In what ways do you engage with UN Habitat/SAC?	
	16	What is your understanding of the role of the SAC?	
	17	In what way has your engagement with the UN Habitat been beneficial to your program?	
	18	What activities organized by the UN Habitat /SAC have you participated in?	
	19	Have you been involved in the urban studios (for KMP) did you find this effective and in what way?	
	20	Has your participation in joint programmes through the UN Habitat /SAC assisted in harmonizing activities of different urban sector actors?	
	21	What are the major achievements of the urban sector network so far? Which of these achievements would you attribute to the support of the UN Habitat or ULDGD (WB, AFD or EoS)?	
	22	Has your participation in t	
	23	Is the advisory approach to SSUDK implementation effective?	
	24	What should SSUDK continue doing to support your work in urban development?	
	25	What should SSUDK done differently to optimize its leverage on your work in urban development?	
	26	Key issues about design, implementation strategy and opportunities for SSUDK, going forward?	
3		Civil Society Actors	
		Civil Society Urban Development Programme	Point of Contact
	1	Interview Questions	Response
	2	How have you been supported by the Joint Urban Development Programme?	
	3	How has the urban network facilitated urban actors to engage more effectively in the urban sector?	
	4	What would you cite as the major contributions of the SSUDK in the urban development?	
		Key issues about design, implementation strategy and opportunities for SSUDK, going forward?	
4		Implementing Partner	
	1	UN-HABITAT - Regional Office for Africa (ROA)	Director
	2	UN-HABITAT - Kenya Country Desk	Senior Human Settlements Officer
	3	UN-HABITAT - Urban Planning & Design Branch	Point of Contact
	4	UN-HABITAT - Housing & Slum Upgrading Branch	Point of Contact
	5	UN- HABITAT -Urban Land, Legislation and Governance Branch	Point of Contact
	6	UN-HABITAT - Basic Services Branch	Point of Contact

7	UN-HABITAT - Urban Economy Branch	Point of Contact
8	UN-HABITAT - Research and Capacity Development Branch	Point of Contact
9	UN-HABITAT - Office of External Relations	Point of Contact
1	UN-HABITAT - Office of Management	Point of Contact
1	UN-HABITAT	Assistant Strategic Advisor
	UN-HABITAT	Strategic Advisor
	Interview Questions	Response
1	Briefly describe your role in urban development sector in Kenya	
2	What is the nature of your relationship with ULDGD/Embassy of Sweden?	
3	How have you been relating with the urban development sector actors in Kenya?	
4	What informed the formation of SAC?	
5	What results-based approaches were used to design the project?	
6	To what extent has this results framework guided your work?	
7	What is the objective of the SAC?	
8	Has there been any shift in the design of the SAC project since its inception?	
9	If yes, how was the shift communicated and to whom?	
10	What is your understanding of the scope and mandate of the SAC?	
11	Are there any purposes and strategies proposed by the ULDGD SUDSK that conflict with UN Habitat policies/ UNDAF framework	
12	How was the SAC management framework coordinated?	
13	Have there been challenges in SAC implementation modalities?	
14	If yes, which challenges?	
15	What is your suggestion on how to overcome those challenges?	
16	Who is involved in the SAC - name individuals, responsibilities and reporting lines.	
17	In the absence of an advisory board what feedback mechanisms are you using to communicate with the ULDGD?	
18	Had the advisory board been in place would the work of the SAC been more effective?	
20	Is the SAC achieving its intended objectives? Give reasons for YES OR NO	
21	What do you consider as the major achievements of the SAC in SSUDK?	
22	What are emerging positive changes that can be attributed to SAC initiatives - sector level, at partner level, at beneficiary level	
23	What are some of the factors that facilitated achievement of SAC milestones?	

	24	Do you think the implementation strategy (advisory, granting mechanism) was cost-effective?	
	25	Did the UN-Habitat mobilize additional support and engagement in SSUDK activities?	
	26	Is the staffing level adequate for scope of the project?	
	27	What is the depth of project interventions - commitment by stakeholders to sustain momentum?	
	28	Is there an exit mechanism and strategy for the project? How was this exit strategy developed? Is being implemented?	
	29	What opportunities have emerged from project implementation that can be tapped to leverage gains made so far?	
	30	Are there other actors taking up the role of UN-Habitat to further aspirations of the project?	
	31	What constraints or challenges have limited project implementation?	
	32	Did the international sustainable urbanization specialist of SSUDK support the KMP urban planning strategic planning processes?	
	33	Key issues about design, implementation strategy (advisory approach) and opportunities for SSUDK, going forward?	
5	Ministries, Departments, Agencies (MDAs)		
		Ministry of Lands	
		Ministry of Information and Communication	Point of Contact
	1	Interview Questions	Response
	2	How has SSUDK contributed to improved collaboration within the urban sector in Kenya?	
	3	How has SSUDK contributed to improved capacity of Ministries, Departments and Agencies in participatory urban planning?	
	4	What are the major contributions of SSUDK towards sustainable waste management systems	
	5	What has SSUDK done towards improved revenue mobilization at national and devolved functions?	
	6	What has been contributed by SSUDK towards improved governance, legal and policy framework in the urban sector in Kenya - National Urban Development Policy, Urban Areas and Cities Act 2011, waste management units etc?	
	7	What should SSUDK continue doing to support your work in urban development?	
	8	What should SSUDK done differently to optimize its leverage on your work in urban development?	
	9	Key issues about design, implementation strategy and opportunities for SSUDK, going forward?	
6	Development Partners		
		United Nations Development Assistance Framework(UNDAF)	Point of Contact
		Interview Questions	Response

	1	How did SSUDK support UNDAF to coordinate and harmonize its work in urban development sector in Kenya?	
	2	What should SSUDK continue doing to support your work in urban development?	
	3	What should SSUDK done differently to optimize its leverage on your work in urban development?	
	4	Key issues about design, implementation strategy and opportunities for SSUDK, going forward?	
7	Six Clusters of Kenyan Urban Centers		
		Municipality beneficiary of Rapid Planning Studio	TBD
		Municipality beneficiary of Rapid Planning Studio	
		Municipality beneficiary of Rapid Planning Studio	
		Interview Questions	Response
	1	How has Rapid Planning Studios contributed to improved capacity in participatory urban planning and management?	
	2	How have you used knowledge and information from Rapid Planning Studios?	
	3	Are Rapid Urban Studios effective in enhancing capacity of local actors in participatory urban planning and management?	
	4	What should SSUDK continue doing to support your work in urban development?	
	5	What should SSUDK done differently to optimize its leverage on your work in urban development?	
8	Beneficiary Partner		
		Smart City Technology	Point of Contact
		The Go-Down Arts Centre	Point of Contact
		Interview Questions	Response
	1	How did the SSUDK support GoDown Arts Centre's activities as an urban network knowledge node?	
	2	How have your used knowledge, information, and support from SSUDK to further your objective of bringing society to contribute to redevelopment of the area?	
	3	What should SSUDK continue doing to support your work in urban development?	
	4	What should SSUDK done differently to optimize its leverage on your work in urban development?	
9	National Habitat Committee		
		Ministry of Housing	Point of Contact
		Decentralized government	Decentralized government rep
		Civil Society	Civil Society rep

		Interview Questions	Response
	1	How did SSUDK liaise and coordinate with the National Habitat Committee to promote adoption and implementation of the National Urban Development Policy?	
	2	Did the SSUDK provide knowledge and information on urban conditions and trends within the national and local policy processes?	
	3	What should SSUDK continue doing to support your work in urban development?	
	4	What should SSUDK done differently to optimize its leverage on your work in urban development?	
	5	Key issues about design, implementation strategy and opportunities for SSUDK, going forward?	
10		Counties/Municipalities	
		County/municipality beneficiary 1	Point of Contact
		County/Municipality beneficiary 2	Point of Contact
		County/Municipality beneficiary 3	Point of Contact
		County/Municipality beneficiary 4	Point of Contact
		Interview Questions	Response
	1	What support did you receive from SSUDK?	
	2	What accomplishments have you made through facilitation and support of SSUDK?	
	3	What should SSUDK continue doing to support your work in urban development?	
	4	What should SSUDK done differently to optimize its leverage on your work in urban development?	
11		Planning schools - nine universities	
		UON Planning Department	Point of Contact Dr IK Mwangi
		KU Planning Department	Prof Caleb Mireri
		University of Eldoret Planning Department	Ben Mwasi
		Maseno Planning Department	Prof G.M Onyango
		The Technical University of Kenya	Kenneth Kimathi
		JKUAT Planning Dept	Dr Mugwima
		JOOST Planning Dept	

		Association of African Planning Schools - Kenya Chapter	Prof Ngau
		Interview Questions	Response
	1	What support did you receive from SSUDK?	
	2	What accomplishments have you made through facilitation and support of SSUDK?	
	3	What should SSUDK continue doing to support your work in urban development?	

APPENDIX 3: SSUDSK PROJECT EVALUATION WORK PLAN

		Jun-15								Jul-15															
		Week 3				Week 4				Week 1				Week 2				Week 3				Week 4			
	Activities	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1	Planning																								
1.1	Team mobilization																								
1.2	Inception report preparation																								
1.3	Tool development and refinement																								
1.4	Inception report presentation																								
2	Data collection																								
2.1	Review of Existing project documents																								
2.2	Review of other relevant documents (funders, implementers, beneficiaries, stakeholders)																								
2.3	Interviews with funding partner(s) (ULGDG)																								
2.4	Interviews with beneficiary partner(s) JUDP and special interest projects																								
2.6	Interviews with other sector stakeholders																								
2.7	Preliminary analysis and refinement of tool for strategic advisory component																								
2.8	Interviews with implementers of the Strategic Advisory Component at UN-Habitat																								
3	Data synthesis, analysis and reporting																								
3.1	Data synthesis and analysis																								
3.2	Draft report preparation																								
3.3	Presentation and validation of draft report (EoS)																								
3.4	SSUDSK Stakeholder workshop (ULDGD, JUDP, UN-HABITAT)																								
3.5	Preparation and submission of final report																								

APPENDIX 4: SSUDK DOCUMENT REVIEW MATRI

	Name of the document	Responsible person(s)	Review Questions	Review findings	Key issues	Remarks	Status of review (Complete, underway, not started)
1	Project document or proposal		Was the project developed using a logframe approach?				Complete
			Is the logframe complete?				
			Are there clearly defined Key Performance Indicators? Baseline, targets, broken down into years?				
			Is there a clear transmission mechanism between activities, outputs, outcomes, and impact?				
			Are there defined assumptions for achievement of set targets?				
			How was gender mainstreamed in the project design				
			Is the scope of the project (activities and funding) adequate to achieved project objectives?				
			Is there clear definition of roles and responsibilities of actors?				
2	Progress reports (Quarterly, Annual)		What is the frequency of reporting?				
			Is the project implementation on track (on schedule)??				
			Is progress reporting results oriented?				
			Who utilizes progress reports?				
			What is the purpose of progress reports				
			Results versus targets? - overachievement or underachievement. Reasons for performance				
3	Work plans (Quarterly, Annual)		Are there work plans?				
			Who prepares?				
			Frequency of reporting?				
			Consistency of work planning with project design components?				
4	Monitoring and Evaluation Plan		Are there M&E guidelines?				
			Are M&E functions clearly defined?				
			Who is responsible for M&E functions?				
			Any data collection, aggregation and reporting system?				
5	Project agreement/contract/ MoU		Clarity on need for compliance to contract covenants				
6	Budgets, financial		What is the burn rate?				

	reports		What is the trend of burn rate?				
			Is the budget utilized according to grant agreement covenants?				
			Are there instances of moving funds accross budget line items? Is there approval for this?				
			Is the donor happy with budget utilization? If no why?				
7	UN-Habitat strategy of supporting urban devt in Kenya		Is the current design of SSUDK relevant with UN-Habitat strategic orientation?				
			What opportunities exist for recasting SSUDK programming?				
8	Proposed new Swedish strategy for Kenya		Is the current design of SSUDK relevant with new Swedish strategy for Kenya?				
			What opportunities exist for recasting SSUDK programming?				
9	Urban Areas and Cities Act 2011		Is the current design of SSUDK in tandem with this Act?				
			Is this Act contradictory with the New Constitutional dispensation?				
10	Other relevant sector reports		Contribution of SSUDK to sector goals, objectives and targets?				

APPENDIX 5: SSUDK CHECKLIST - REVIEW OF SSUDK STAFFING

Source of data: Project Document/Proposal and interviews

	Position/title of staff (Both long term and short term)	Type of employment (long-term technical assistance, short-term technical assistance)	Key roles and responsibilities	Engagement duration		Evaluation comments
				Start	End	
1						
2						
3						
4						
5						
6						
7						
8						

APPENDIX 6: INTERVIEW SCHEDULE

						Interview schedule																															
Category of stakeholder	Organization/institution	Position of interviewee	Name of interviewee	Telephone contact	Email address	Jun-15								Jul-15																Aug, 15							
						Week 3				Week 4				Week 1				Week 2				Week 3				Week 4				Week 1				Week 2			
						1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Urban Local Government and Decentralization Group	The World Bank	Member of Advisory Board												x																							
	Embassy of Sweden	Member of Advisory Board												x																							
	Agency Francaise De Developpment (AFD)	Member of Advisory Board												x																							
Joint Urban Development Programme	Kenya Municipal Programme (KMP)	Point of Contact																	x																		
	Kenya Informal Settlement Improvement Programme (KISIP)	Point of Contact																	x																		
	Nairobi Metropolitan Services Project (NaMSIP)	Point of Contact																	x																		
Civil Society Actors	Civil Society Urban Development Programme	Point of Contact																	x																		
Implementing Partner	UN-HABITAT	Point of Contact																		x																	
	UN-HABITAT	Strategic Advisor																		x																	
Ministries, Departments, Agencies (MDAs)	Ministry of Lands																										x										
	Ministry of Information and Communication	Point of Contact																										x									
Development Partners	United Nations Development Assistance Framework(UNDAF)	Point of Contact																																			

						Interview schedule																											
Category of stakeholder	Organization/institution	Position of interviewee	Name of interviewee	Telephone contact	Email address	Jun-15							Jul-15														Aug, 15						
						Week 3				Week 4			Week 1				Week 2			Week 3			Week 4				Week 1			Week 2			
Six Clusters of Kenyan Urban Centres	Municipality beneficiary of Rapid Planning Studio	TBD																															
	Municipality beneficiary of Rapid Planning Studio																																
	Municipality beneficiary of Rapid Planning Studio																																
Beneficiary partner	Smart City Technology	Point of Contact																															
	The GoDown Arts Centre	Point of Contact																															
National Habitat Committee	Ministry of Housing	Point of Contact																															
	Decentralized government	Decentralized government rep																															
	Civil Society	Civil Society rep															x																
Counties/Municipalities	County/municipality beneficiary 1	Point of Contact																	x														
	County/Municipality beneficiary 2	Point of Contact																															
	County/Municipality beneficiary 3	Point of Contact																		x													
	County/Municipality beneficiary 4	Point of Contact																															
Planning schools - nine	UON Planning Department	Point of Contact															x																
	KU Planning Department	Point of Contact																x															
	Moi Planning Department	Point of Contact																	x														
	Maseno Planning Department	Point of Contact																	x														
	Association of	Point of																	x														

						Interview schedule																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
Category of stakeholder	Organization/institution	Position of interviewee	Name of interviewee	Telephone contact	Email address	Jun-15								Jul-15																Aug, 15																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
						Week 3				Week 4				Week 1				Week 2				Week 3				Week 4				Week 1				Week 2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
	African Planning Schools - Kenya Chapter	Contact																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				

APPENDIX 7: DEVELOPMENT PARTNERS MAPPING TOOL

[illegible]

ADDENDUM: MAPPING OF BILATERAL AND MULTILATERAL PARTNERS



EMBASSY OF SWEDEN

Embassy of Sweden
United Nations Crescent, Gigiri
PO Box 30600
00100 Nairobi, Kenya

**MAPPING OF DEVELOPMENT PARTNERS IN
URBAN SECTOR IN KENYA**

FINAL REPORT

August 2015

THE
PLANNING
STUDIO
designing amenable spaces

LANGE LANGE FLATS, APT 11, OFF MILIMANI RD
P.O BOX 12257-00100, NAIROBI,
TEL: +254 (0) 20 236 5121,
GSM: +254 (0) 721 607 809

www.theplanningstudio.co.ke
info@theplanningstudio.co.ke

Mapping of Bilateral and Multilateral

2015, Embassy of Sweden in Kenya (EoS)

Job Number:

This document contains copyrighted material. Consequently, contents may not be reproduced in whole or in part and in any form and for purposes without special permission from the copyright holder. In the event that such permission is granted, The EoS would appreciate receiving a copy of any publication that uses this report as a source.

No use of this publication may be made for resale or for any other commercial purpose whatsoever without prior permission in writing from EoS.

For bibliographic and reference purposes this publication should be referred to as:

EoS (2015), "Mapping of Bilateral and Multilateral Partners"

This report is available from The Embassy of Sweden, Nairobi

The Report and its conclusions are based on views from diverse stakeholder groupings, a thorough analysis of project documents, and expert assessment of the same.

DISCLAIMER

The representations made in this document do not imply the expression of any biased opinion whatsoever on the part of the Embassy of Sweden.

Mention of a commercial company or product in this report does not imply endorsement by EoS. The use of information from this publication concerning proprietary products for publicity or advertising is not permitted. Trademark names and symbols are used in an editorial fashion with no intention of infringement on trademark or copyright laws.

We regret any errors or omissions that may have been unwittingly made.

CONTENTS

CONTENTS	II
EXECUTIVE SUMMARY	5
PART ONE: BACKGROUND	6
1.1 THE CONTEXT OF THE MAPPING	6
1.2 OBJECTIVE AND SCOPE	7
1.3 METHODOLOGY	7
PART TWO: MAPPING FINDINGS AND ANALYSIS	8
2.1 TYPE OF FUNDING	8
2.1.1 <i>Bilateral funding</i>	8
2.1.2 <i>Multilateral funding</i>	9
2.2 FUNDING PRIORITIES	10
2.2.1 <i>Funding levels of urban sector programmes</i>	10
2.2.2 <i>Energy programmes</i>	10
2.2.3 <i>Transport programmes</i>	11
2.2.4 <i>Urban development programmes</i>	11
2.2.5 <i>Water programmes</i>	11
2.2.6 <i>Sewerage programmes</i>	12
2.2.7 <i>Funding by county</i>	Error! Bookmark not defined.
2.4 DONOR MAPPING DEVELOPMENT ASSISTANCE MATRIX	14
PART THREE: BILATERAL AND MULTILATERAL DEVELOPMENT PARTNERS	24
3.1 KENYA ITALY DEBT FOR DEVELOPMENT PROGRAMME (KIDDP)	24
3.1.1 <i>Assignment of property titles</i>	24
3.1.2 <i>Completion Korogocho medical dispensary</i>	24
3.1.3 <i>Construction of a pedestrian bridge</i>	24
3.1.4 <i>KKB Infrastructure Improvement Programme</i>	25
3.1.5 <i>Land scaping and Greening of Recreational Parks</i>	25
3.1.6 <i>Upgrading and grading of 4 KM Roads to bituminous level</i>	25
3.1.7 <i>Korogocho Slum Upgrading Programme – Phase I</i>	26
3.1.8 <i>Mariakani-Kaloleni Water Supply Project</i>	26
3.2 AFRICAN DEVELOPMENT BANK (AfDB)	26
3.2.1 <i>Emergency Assistance to Address the Damages and Losses Caused by the August 2013 Inferno at the JKIA</i>	26
3.2.2 <i>Rehabilitation of Timboroa Eldoret Road</i>	27
3.2.3 <i>Power Transmission Improvement Project</i>	27
3.2.4 <i>Nairobi River Systems: Sewerage Reticulation Improvement Project</i>	28
3.2.5 <i>Mombasa Nairobi Transmission Line Project</i>	28
3.2.6 <i>Nairobi-Thika Road Improvement Project</i>	28
3.2.7 <i>Construction of Marsabit-Turbi Road (A2)</i>	29
3.2.8 <i>Nairobi Metropolitan Studies</i>	29
3.3 ARAB BANK FOR ECONOMIC DEVELOPMENT IN AFRICA	29
3.3.1 <i>Rehabilitation of Water Supply and Sewerage for Oloitokitok Town</i>	29
3.3.2 <i>Garissa Sewerage Project</i>	29

Swedish Support for the Sustainable Urban Development Sector in Kenya

3.4	BELGIAN GOVERNMENT AND BELGIUM'S KBC BANK.....	30
3.4.1	Ngong Hills Wind Power Project	30
3.4.2	Kilimambogo –Thika - Githambo	30
3.4.3	Thika – Kiganjo (Nyaga).....	30
3.5	EUROPEAN UNION	30
3.5.1	Support to the Road Sector Policy: Regional Roads Component (Merille - Marsabit Road)	30
3.5.2	Water and Sanitation project grants under 10th EDF ACP-EU Water Facility Turkana Millenium Development Goals WASH programme.....	31
3.5.3	Community Based Green Energy Project	31
3.5.4	Support to Water and Sanitation Services for the ASAL Areas	31
3.6	EUROPEAN INVESTMENT BANK (EIB).....	32
3.6.1	The Lake Turkana Wind Power Project	32
3.6.2	Olkaria I & IV Geothermal Extension Project	32
3.7	GOVERNMENT OF CHINA	32
3.7.1	Construction of Nairobi Eastern and Northern Bypasses Road Project.....	32
3.7.2	Nairobi-Thika Highway Improvement Project, & Nbsp; Lot 3: Kenyatta University – Thika	32
3.7.3	Olkaria IV Geothermal Field Production Drilling Project.....	33
3.7.4	Menengai 400Mw Phase I Geothermal Development Project.....	33
3.8	GOVERNMENT OF FRANCE.....	33
3.8.1	Complementary Funding for Nairobi Water and Sewerage (Nwsepip).....	33
3.8.2	Coast Water and Sanitation Programme.....	34
3.8.3	Support For The Development Of /Geothermal/Renewable Energy (GDC).....	34
3.9	EUROPEAN DEVELOPMENT FUND (EDF/EEC)	34
3.9.1	Nairobi Informal Settlement Water and Sanitation Improvement Programme (Niswsip).....	34
3.9.2	Nairobi Missing Links Road and Non-motorized Transport Facilities.....	34
3.10	AFD FRANCE	35
3.10.1	Project name: Kisumu Urban Project (KUP).....	35
3.11	WORLD BANK	35
3.11.1	Fire Fighting Equipment for Nairobi Metropolitan	35
3.11.2	Kenya Transport Sector Support Project (KTSSP).....	35
3.12	GOVERNMENT OF GERMANY (GIZ GERMANY).....	36
3.13	JICA.....	36
3.13.1	Mombasa Port Area Road Development Project.....	36
3.13.2		

The project on master plan for development of Dongo Kundu, Mombasa special economic zone

36

PART FOUR: OTHER PARTNERS IN URBAN DEVELOPMENT SECTOR IN KENYA		37
4.1	MUUNGANO SUPPORT TRUST (MUST)	37
4.2	UK GOVERNMENT’S DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)	37
4.3	THE LAND DEVELOPMENT AND GOVERNANCE INSTITUTE (LDGI).....	38
4.4	CENTRE FOR SUSTAINABLE URBAN DEVELOPMENT (CSUD).....	38
4.5	THE DUTCH ALLIANCE FOR SUSTAINABLE URBAN DEVELOPMENT IN AFRICA (DASUDA).....	38
4.6	PAMOJA TRUST.....	39
4.7	PRACTICAL ACTION.....	39
4.8	CORDAID	39

4.9	KENYA INSTITUTE OF PLANNERS	39
4.10	MAJINAUFANISI.....	39
4.11	ARCHITECTURAL ASSOCIATION OF KENYA (AAK)	40
4.12	KENYA PROPERTY DEVELOPMENT ASSOCIATION (KPDA)	40
4.13	WORLD STUDENT COMMUNITY FOR SUSTAINABLE DEVELOPMENT KENYA (WSCSD-KENYA)	40
4.14	URBAN SECTOR REFERENCE GROUP.....	40
4.15	THE NATIONAL COOPERATIVE HOUSING UNION (NACHU)	41

EXECUTIVE SUMMARY

This is a report for mapping of bilateral and multilateral development partners in urban sector in Kenya undertaken on behalf of the Embassy of Sweden. The mapping exercise has been undertaken as a supplementary task of the evaluation of the Strategic Advisory Component (SAC) of Swedish “Support to the Sustainable Urban Development Sector in Kenya (S-SSUDSK). The findings of the mapping exercise is aimed at informing the design, focus, approach and scale of S-SSUDSK.

The mapping exercise was conducted in the months of June and July 2015, and provides useful insights on the landscape of funding of urban sector in Kenya, with specific focus on categories of funding (bilateral or multilateral), funding priorities, current programmes, funding levels (budget), type of implementing partners and implementing level (national, county or both).

This mapping of bilateral and multilateral development partners was conducted through review of secondary data (sector documents and reports), and review of partner websites and country strategy documents.

The total funding of urban sector development in Kenya through bilateral and multilateral funding of urban development sector by development partners is estimated at KES 434billion, 71% of which is through multilateral funding and 29% through bilateral funding streams. JICA and the Government of China are the leading bilateral development partner with a portfolios of KES57billion and KES47billion, respectively. The European Investment Bank and the World Bank are the main funders of urban development programmes with a funding portfolios of KES132billion and KES119billion, respectively.

Urban sector programmes receiving funding from development partners are energy (KES180billion), urban development (KES109billion), transport (KES90billion), water (KES49billion), and sewerage (KES4billion).

A comprehensive donor mapping matrix is presented as Appendix 2.

PART ONE: BACKGROUND

11.1 THE CONTEXT OF THE MAPPING

Urban development in Kenya is faced with numerous challenges such as rapid unplanned urbanization, inadequate investment in infrastructure and services, and proliferation of informal slum and squatter settlements. Notwithstanding these challenges, the last decade has been a very dynamic period in Kenya's urban sector. Renewed investor confidence has led to increased investment in housing and real estate.

Because of attendant constraints and challenges, and cognizant of the promise portended by the dynamism of current city development trends, renewed government and donor interest in the urban sector has seen the initiation of several initiatives during the last two decades that seek to direct the ensuing growth dynamic to instigate a sustainable and equitable urban development. Collaboration between the government and development partners has seen the launch of a number of programmes and projects whose focus includes but is not limited to, settlement planning, infrastructure and services upgrading and security of tenure. The Government of Kenya and members of the Urban Local Government and Decentralization Group (ULGDG) specifically the World Bank, Agence Française de Développement (AFD) and the Embassy of Sweden launched an initiative dubbed, "Support to the Sustainable Urban Development Sustainable Urban Development Sector in Kenya" (SSUDSK), to address the core issues which constrain the development potential, efficiency, equity and competitiveness in the urban areas. These efforts are channelled through a joint urban initiative that is appositely christened the "Joint Urban Development Programme" (JUDP), which brings together three Flagship programmes and projects as follows;

- I. The Kenya Municipal Program (KMP),
- II. Kenya Informal Settlement Improvement Programme (KISIP),
- III. Nairobi Metropolitan Services Project (NMSP),

These efforts add to, and reinforce those of numerous other actors that are already actively engaged, and intervening in the urban sector investing in initiatives that include settlement upgrading, and expansion of infrastructure networks and associated services. In spite of this collective effort, its potential to bring about the desired impact is often limited by poor coordination of in a loosely defined sector, and lack of harmonization of different initiatives, as well as inadequate citizen participation in the urban planning and urban management processes. The absence of a coordinated approach in support of the urban sector leads to duplication of effort, wasteful investments and sometimes inappropriate development interventions. This, in turn is contributing to the failure of Kenyan cities to adequately meet the needs of their citizens and in building sustainable and functioning cities for the future.

To remedy the situation, the ULDG, with support from the Swedish government, launched a Strategic Advisory Component (SAC) of the SSUDSK, whose primary objective is to provide technical advisory support to ongoing urban interventions by addressing the lack of communication and coordination between and within the JUDP and amongst other actors. The SAC, which is hosted at, and implemented by the UN-Habitat, has been in existence for the last three years, and is the subject of a mid-term evaluation, that included a task on mapping of bilateral and multilateral development partners in the urban development sector. This mapping exercise seeks to establish the characteristics/features of funding landscape of urban development sector in Kenya.

11.2 OBJECTIVE AND SCOPE

The primary objective of this mapping is to establish main activities of bilateral and multilateral development partners in urban sector in Kenya. This entailed determining categories of funding (bilateral or multilateral), funding priorities, current programmes, funding levels (budget), type of implementing partners and implementing level (national, county or both).

The scope of mapping exercise is limited to programmes funding for the period 2010 to 2030.

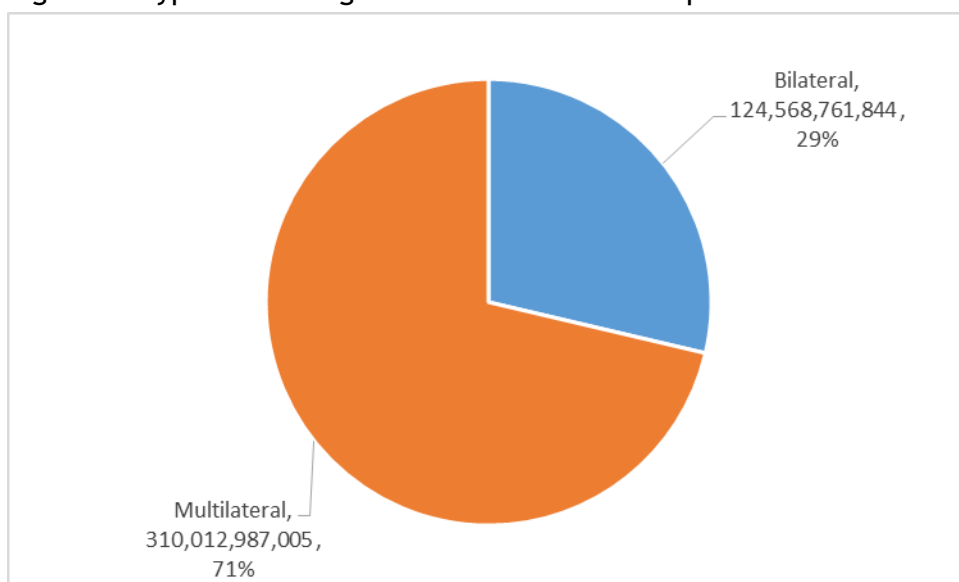
11.3 METHODOLOGY

The consultant reviewed sector documents, reports and development partners' country strategy documents. A donor matrix tool has been used by the consultant to map out main development partners and their key activities in the urban sector in Kenya.

PART TWO: MAPPING FINDINGS AND ANALYSIS

12.1 TYPE OF FUNDING

Figure 1: Type of funding for urban sector development

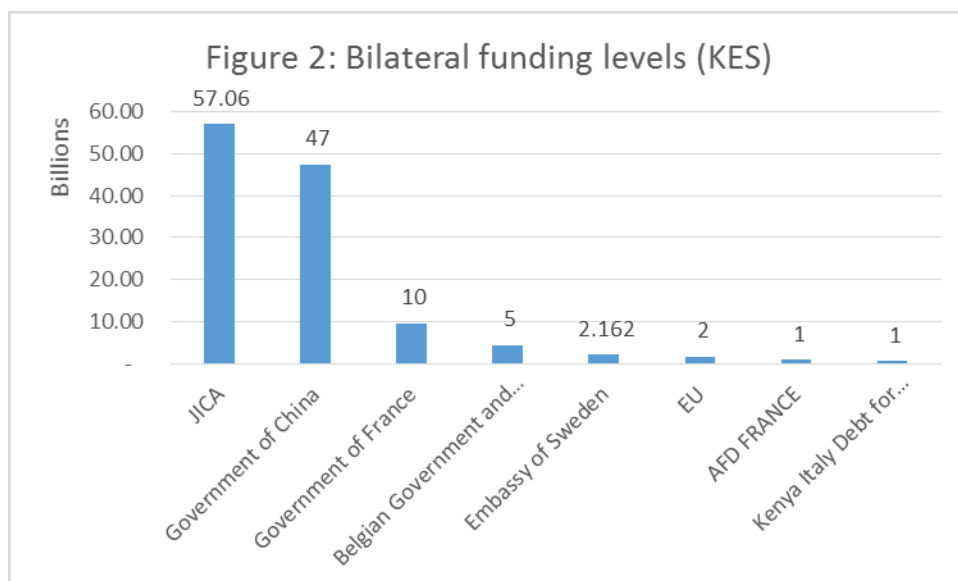


Source: Donor mapping matrix

The total funding of urban sector development in Kenya through bilateral and multilateral funding of urban development sector by development partners is estimated at KES 434billion, 71% of which is through multilateral funding and 29% through bilateral funding streams. The European Investment Bank and the World Bank is the largest development partner with multilateral programmes at KES135billion and KES119billion, respectively. JICA is the leading bilateral development partner with a portfolio of KES57billion.

12.1.1 Bilateral funding

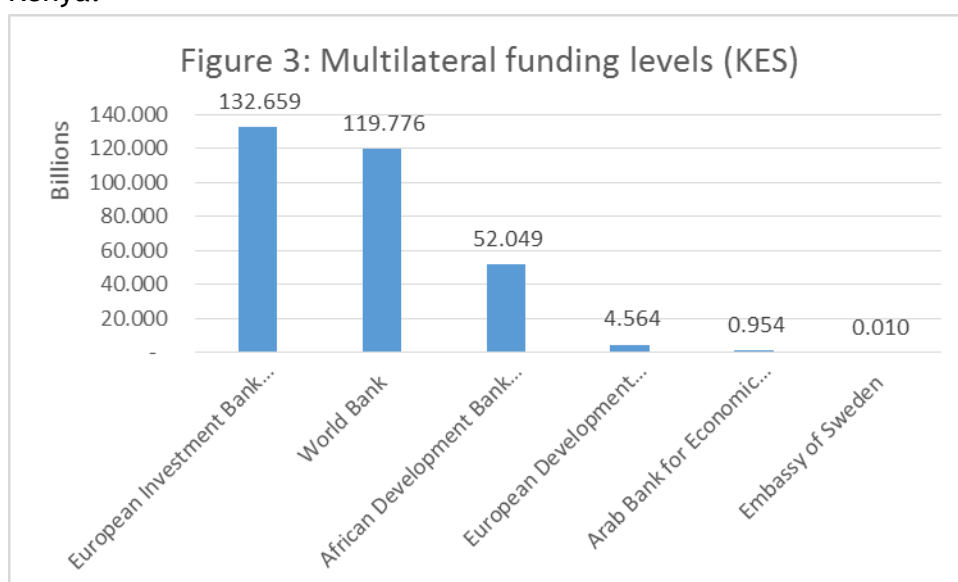
Bilateral funding of urban sector development in Kenya is estimated at KES124billion representing 29% of total funding from development partners. JICA and the Government of China are the leading bilateral development partner with a portfolios of KES57billion and KES47billion, respectively. Other key bilateral donors include The Government of France, The Belgium Government, and the Embassy of Sweden. Figure2 presents a summary of levels of bilateral funding to urban development sector in Kenya.



Source: Donor matrix

12.1.2 Multilateral funding

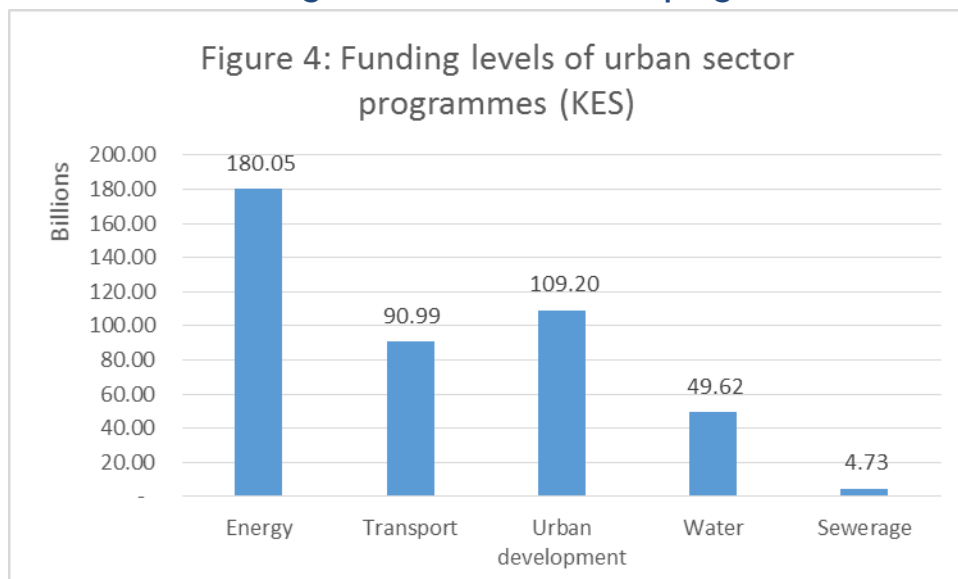
Multilateral funding of urban sector development in Kenya is estimated at KES310billion accounting for 71% of total funding from development partners. The European Investment Bank and the World Bank are the main funders of urban development programmes with a funding portfolios of KES132billion and KES119billion, respectively. Other key multilateral donors include the African Development Bank (AfDB), Arab Bank for Economic Development in Africa, European Development Fund (EDF/EEC), Arab Bank for Economic Development and the Embassy of Sweden. Figure 3 presents a summary of levels of multilateral funding to urban development sector in Kenya.



Source: Donor mapping matrix

12.2 FUNDING PRIORITIES

12.2.1 Funding levels of urban sector programmes

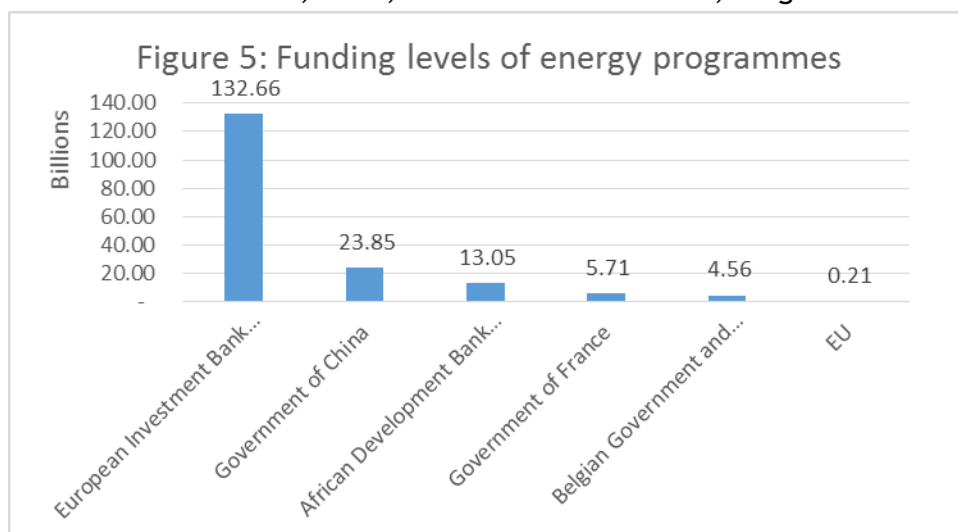


Source: Donor matrix

Figure 4 shows the funding levels of priority urban sector programmes which include energy, transport, urban development water and sewerage. Funding by development partners is in favour of energy programmes representing 58% of the total funding. Transport and other urban development initiatives also receive significant donor funding. Water and sewerage are the least funded programmes.

12.2.2 Energy programmes

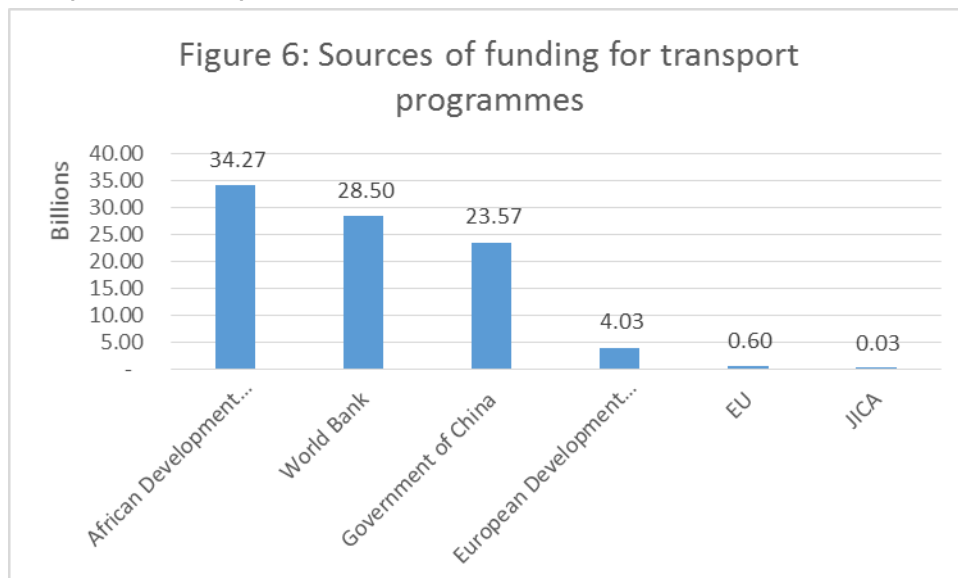
Energy programmes receive the most funding at KES180 billion. European Investment Bank is the largest funding development partner with a funding portfolio of KES132billion. Other development partners funding energy programmes are the Government of China, AfDB, Government of France, Belgium Government and the EU.



Source: Donor matrix

12.2.3 Transport programmes

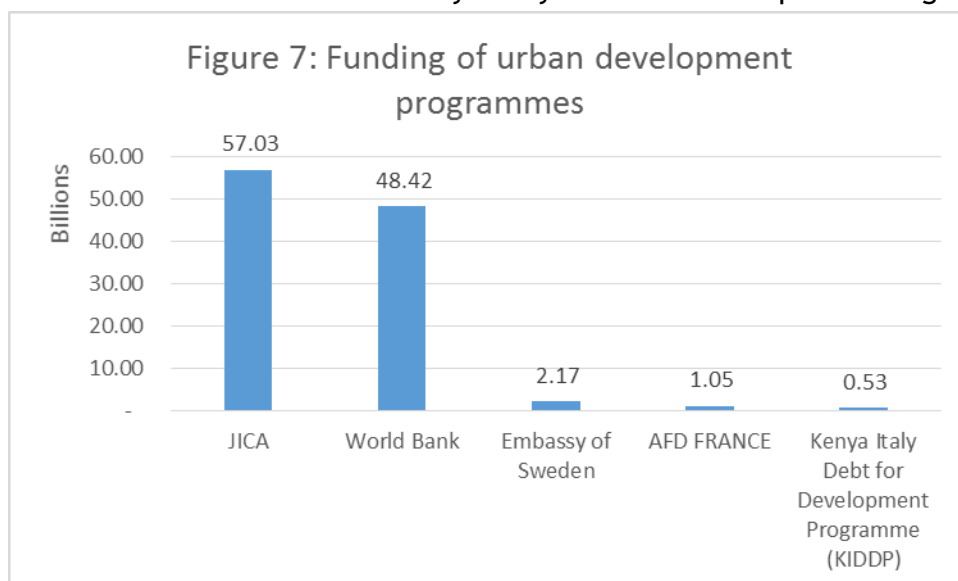
Transport programmes are funded by development partners to the tune of KES90billion. AfDB, the World Bank and the Government of China are the largest sources of funding to transport programmes. Other sources of funding are the European Development Fund, EU and JICA.



Source: Donor matrix

12.2.4 Urban development programmes

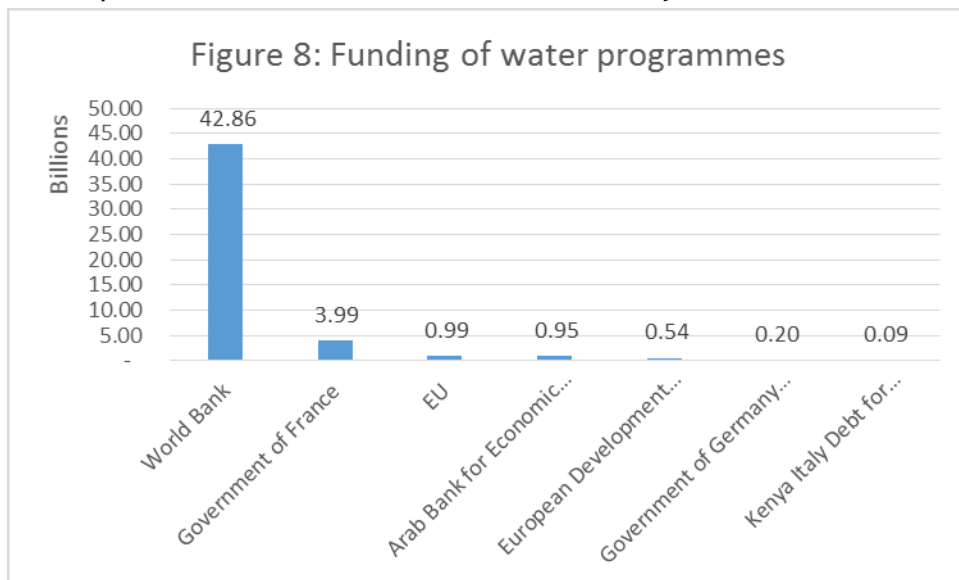
Funding to urban development programmes is estimated at KES109billion. JICA, the World Bank are the key funding partners for these urban programmes. Other development partners with investments in urban programmes are the Embassy of Sweden AFD France and the Kenya Italy Debt for Development Programme (KIDDP).



Source: Donor matrix

12.2.5 Water programmes

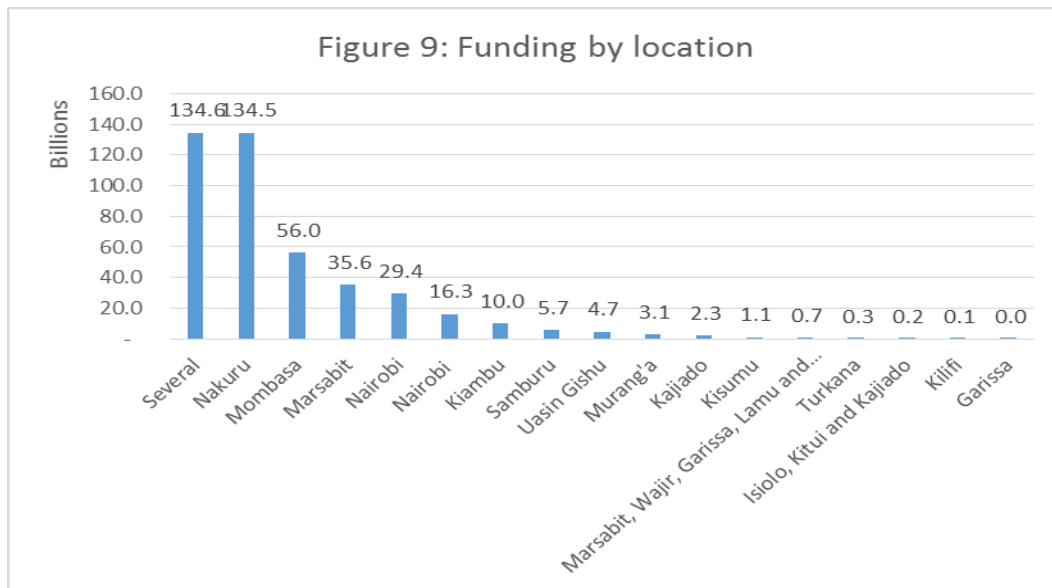
Water is an area of interest to development partners attracting funding estimated at KES49billion. The World Bank provides is the largest funding of water programmes. Other partners making modest investments in water activities are the Government of France, EU, Arab Bank for Economic Development in Africa, the European Development Fund, the Government of Germany and KIDDP.



Source: Donor matrix

12.2.6 Sewerage programmes

The African Development Bank provides funding of KES4billion for sewerage programmes in Kenya.



Source: Donor matrix

The funding landscape across the country is summarized in Figure 9. Development partners provide funding to programmes targeting more than one city/town. Notably, Nakuru, Mombasa and Nairobi is the largest funding. Funding to programmes in Nakuru is high because of energy programmes in the county.

12.3 DONOR MAPPING DEVELOPMENT ASSISTANCE MATRIX

Name of the partner	Partner category	Funding priorities	Current programmes	Project description	Beginning	Ending	Funding levels KES	County
AFD France	Bilateral	Urban development	Kisumu Urban Project (KUP)	A pilot project considered to be innovative both for Kenya and AfD . Its overall objective is to enhance the living conditions of Kisumu's population by introducing a comprehensive urban programme. The project will finance needed public infrastructure and facilities, slum upgrading and local capacity	05/10/2010	06/30/2018	1,050,000,000	Kisumu
African Development Bank (AfDB)	Multilateral	Energy	Power Transmission Improvement Project	The project consists of construction, on a turnkey basis, five (5) 132 kV transmission lines and related substations. The lines to be constructed are as follows: (i)88 km of 132 kV Ishiara-Kieni-Embu; (ii)238 km of 132 kV Nanyuki-Nyahururu-Kabarnet-Lessos; (iii)68km of 132 kV Olkaria-Narok;; (iv)33 km of 132 kV Sotik-Bomet; and (v)153 km of 132 kV Mwingi-Kitui-Sultan Hamud-Wote	14/05/2012	Ongoing	6,304,500,000	Central, Rift valley and Western Regions
African Development Bank (AfDB)	Multilateral	Energy	Mombasa Nairobi Transmission Line Project	The project consists of two components; namely: a) Mombasa-Nairobi transmission line; and b) Electricity Access	23/01/2010	Ongoing	6,750,000,000	Several
African Development Bank (AfDB)	Multilateral	Sewerage	Nairobi River Systems: Sewerage Reticulation Improvement Project	The project has three main components, i.e. a) Wastewater Infrastructure - covering rehabilitation and expansion of the Sewerage network and treatment, b) Sanitation, Hygiene and Social Environmental Support, and c) Institutional Development Support.	09/12/2011	Ongoing	4,725,000,000	Nairobi
African Development Bank (AfDB)	Multilateral	Transport	Nairobi Metropolitan Studies	Nairobi Metropolitan Studies	01/07/2013	30/06/2014	120,000,000	Nairobi
African Development Bank (AfDB)	Multilateral	Transport	Construction of Marsabit-Turbi Road (A2)	The project road which is in marsabit county is part of the mombasa-nairobi-addis ababa corridor development project ending at turbi village with a total length of 121.5km.the work covers reconstruction,widening and upgrading the existing gravel surfaced	04/05/2011	14/04/2014	13,000,567,878	Marsabit
African Development Bank (AfDB)	Multilateral	Transport	Nairobi-Thika Road Improvement Project	The project includes the following components: Provision of additional capacity through construction of additional lanes, and strengthening of existing carriageway; Construction of Interchanges at sic locations (Pangani, Muthaiga, GSU, Kasarami, Githurai, Eastern Bypass) and; Construction	03/06/2009	Ongoing	16,335,000,000	Nairobi

Name of the partner	Partner category	Funding priorities	Current programmes	Project description	Beginning	Ending	Funding levels KES	County
				Supervision Services				
African Development Bank (AfDB)	Multilateral	Transport	Rehabilitation of TimboroaEldoret Road	The project has the following components: a)Timboroa - Eldoret Road Rehabilitation Works: This component involves rehabilitation works for the 73 km road to a bituminous standard (Asphalt Hot Mix) road including earthwork, pavement construction, maintenance/repair of existing bridges, execution of drainage structures, trailer park, road safety devices, lay-bys, and environmental and social mitigation measures; b) Construction Supervision: This component involves construction supervision services for the civil works described above; c) Eldoret Town Bypass study: This component involves the feasibility, environmental and social impact assessment and preliminary design study of the Eldoret town bypass d) Project Technical and Financial Audits: Under this component, an independent auditor will provide project audit services to ensure that the proceeds of the loan are used economically, efficiently and solely for the purpose they are intended. The technical audit will also ensure that the contracting parties are performing as per the requirements of the respective contracts and their objectives are met; and e) Compensation and Relocation of Services: This component makes provision for adequate compensation of Project Affected People identified in the Project Environmental and Social Impact Assessment, and relocation of utilities.	06/01/2012	Ongoing	4,725,000,000	UasinGishu
African Development Bank (AfDB)	Multilateral	Transport	Emergency Assistance to Address the Damages and Losses Caused by the August 2013 Inferno at the JKIA	The terminal building project include: design, supply and construction of the terminal building; installation of departure and arrival Baggage Handling System (BHS); installation of airport special systems; inter-phasing of utilities to existing supply; and, testing and commissioning of the terminal building.	30/09/2014	Ongoing	88,874,550	Nairobi
Arab Bank for Economic Development in Africa	Multilateral	Water	Garissa Sewerage Project	Sewerage project to cover Garissa and its environs	15/09/2005	31/12/2015	4,000,000	Garissa

Name of the partner	Partner category	Funding priorities	Current programmes	Project description	Beginning	Ending	Funding levels KES	County
Arab Bank for Economic Development in Africa	Multilateral	Water	Rehabilitation of Water Supply and Sewerage for Oloitokitok Town	Rehabilitation of water supply and sanitation infrastructure for Oloitokitok Town and its environs	2013		950,000,000	Kajiado
Belgian Government and Belgium's KBC Bank	Bilateral	Energy	Ngong Hills Wind Power Project	Green energy generation for the national grid	Oct-12	Oct-13	1,320,000,000	Kajiado
Belgian Government and Belgium's KBC Bank	Bilateral	Energy	THIKA – KIGANJO (NYAGA)	30km, 132kV Single Circuit Transmission Line , 132 kV substation works at Thika, 23 MVA 132/33 substation at Mangu, 23MVA 132/33 substation at Nyaga	Dec-10	Jun-12	1,799,224,000	Kiambu
Belgian Government and Belgium's KBC Bank	Bilateral	Energy	KILIMAMBOGO –THIKA - GITHAMBO	17km, 132kV Double Circuit Transmission Line; 50km, 132kV Single Circuit Transmission Line.	30/04/2009	Jun-12	1,435,887,000	Kiambu
Embassy of Sweden	Bilateral	Urban development	Symbiocity project	Urban development projects in seven pilot cities, based on the SymbioCity Approach and with an investment fund for implementation of innovative solutions.	2015	2018	546,700,000	
Embassy of Sweden	Bilateral	Urban development	Civil Society Urban Development Programme (CSUDP)	CSUDP is designed to address some of the urgent needs in the priority sector of urban development, recognizing the need for increased coordination and leveraging the reserve of best practices to inform urban policy and design of pro-poor urban interventions as well as upholding the rights approach to basic service provision.	Jan-10	Ongoing	1,615,000,000	
Embassy of Sweden	Multilateral	Urban development	Kenya Informal Settlements Improvement Project	The project has four components. Component 1 is on Strengthening institutions and program management. Component 2 is on Enhancing tenure security. Component 3 is on Investing in infrastructure and service delivery. Component 4 is on Planning for urban growth.	24-Mar-11	30-Jun-16	4,759,565	
Embassy of Sweden	Multilateral	Urban development	Kenya Municipal Programme	The development objective of the Municipal Program Project for Kenya is to strengthen local governance and improve service delivery in selected municipalities.	23/07/2013	15/05/2015	5,393,577	
EU	Bilateral	Energy	Community Based Green Energy Project	A project on Sustainable Livelihoods funded by EU Community Based Green Energy Project	Sep-11	Oct-15	214,890,000	Isiolo, Kitui and Kajiado

Swedish Support for the Sustainable Urban Development Sector in Kenya

Name of the partner	Partner category	Funding priorities	Current programmes	Project description	Beginning	Ending	Funding levels KES	County
EU	Bilateral	Transport	Support to the Road Sector Policy: Regional Roads Component (Merille - Marsabit Road)	Upgrading of the 122 km Merille River to Marsabit section of the 1,495km Nairobi - Addis Ababa highway (A2) from the existing gravel surface to paved international standard.	Jun-12	Aug-18	598,975,000	Marsabit
EU	Bilateral	Water	Water and Sanitation project grants under 10th EDF ACP-EU Water Facility Turkana Millenium Development Goals WASH programme	A project on Sustainable Livelihoods on Water and Sanitation project grants under 10th EDF ACP-EU Water Facility Turkana Millenium Development Goals WASH programme	Jun-12	Jun-14	285,452,200	Turkana
EU	Bilateral	water	Support to Water and Sanitation Services for the ASAL Areas	A project on Climate proofed infrastructure funded by EU to Increase the availability of surface water all year round	Jul-14	May-19	701,100,000	Marsabit, Wajir, Garissa, Lamu and Tana River
European Development Fund (EDF/EEC)	Multilateral	Transport	Nairobi Missing Links Road and Non-motorized Transport Facilities	This project contributes to implementation of the Japan International Cooperation Agency's (JICA) financed "Study for the Master Plan for Urban Transport in the Nairobi Metropolitan Area (2006-2025)", adopted by the Government of Kenya.	18/01/2012	18/01/2019	4,025,974,026	Nairobi
European Development Fund (EDF/EEC)	Multilateral	Water	Nairobi Informal Settlement Water and Sanitation Improvement Programme (Niswisp)	Construction of 4km of sewer systems in informal settlements in Nairobi	10/01/2008	31/12/2013	538,277,500	Nairobi
European Investment Bank (EIB)	Multilateral	Energy	The Lake Turkana Wind Power Project	The Lake Turkana Wind Power project (LTWP) is poised to provide 300 MW of clean power to Kenya's national electricity grid by taking advantage of a unique wind resource in Northwest Kenya near Lake Turkana	Nov-14	2017	22,000,000,000	Marsabit
European Investment Bank (EIB)	Multilateral	Energy	Olkaria I & IV Geothermal Extension Project	Olkaria I & IV Geothermal Extension Project	Dec-10	02/06/2017	110,659,340,659	Nakuru
Government of China	Bilateral	Energy	Olkaria IV Geothermal Field Production Drilling Project	Geothermal well drilling to add 140Mw into the national grid	07/01/2011	30/06/2016	23,000,000,000	Nakuru
Government of China	Bilateral	Energy	Menengai 400Mw Phase I Geothermal Development Project	Exploring, drilling and investor engagement to meet Kenya's rapidly increasing demand for power while diversifying increasing sources of power supply by developing the country's geothermal potential	12/03/2012	31/12/2018	847,000,000	Nakuru

Name of the partner	Partner category	Funding priorities	Current programmes	Project description	Beginning	Ending	Funding levels KES	County
Government of China	Bilateral	Transport	Nairobi-Thika Highway Improvement Project, &Nbsp; Lot 3: Kenyatta University - Thika	Improvement of Thika Road to a four lane carriageway to decongest Thika Road	28/01/2009	30/06/2015	6,744,094,292	Kiambu
Government of China	Bilateral	Transport	Construction of Nairobi Eastern and Northern Bypasses Road Project	Site clearance and top soil removal. Aimed at opening the outskirts of Nairobi	04/01/2009	30/06/2014	16,825,677,333	Nairobi
Government of France	Bilateral	Energy	Support For The Development Of /Geothermal/Renewable Energy (Gdc)	The Support to the Development of Geothermal Energy (GDC) project is entails purchase of rigs for drilling geothermal wells, training of GDC technical staff and establishment of a power generation and transmission master plan.	05/07/2010	30/06/2018	5,714,285,714	Samburu
Government of France	Bilateral	Water	Complementary Funding for Nairobi Water and Sewerage (Nwsepip)	The project is meant to support the implementation of components as follows: (i) support the rehabilitation of rehabilitation of the damaged Sasumua Dam spillway and support the implementation of the dam's safety monitoring instruments (ii) support the rehabilitation of both Ngethu and Sasumua water production plants including rehabilitation of the associated raw water mains (iii) support the rehabilitation of Ngethu-Gigiri-Kabete-Karen water transmission pipelines (iv) undertake the rehabilitation of Nairobi sewers and the Dandora waste water treatment plant (v) support the development and the improvement of water supply and sanitation services in Nairobi's informal settlements (vi) undertake the preparation of the Nairobi water supply master plan in line WITH Vision 2030, and (vii) support activities towards the reduction of Non-Revenue Water (NRW) in Nairobi	01/07/2009	30/09/2015	3,092,783,505	Murang'a
Government of France	Bilateral	Water	Coast Water and Sanitation Programme	The project was meant to supply safe and clean water to the City of Mombasa and its environs through expansion and rehabilitation of water supply and sewerage systems.	07/01/2010	30/06/2015	900,000,000	Mombasa
Government of Germany (GIZ Germany)	Bilateral	Water	Water Sector Reforms	Supporting the water ministry in sector reform.	07/01/2006	30/06/2015	200,000,000	National level

Swedish Support for the Sustainable Urban Development Sector in Kenya

Name of the partner	Partner category	Funding priorities	Current programmes	Project description	Beginning	Ending	Funding levels KES	County
JICA	Bilateral	Transport	Mombasa port development phase 2	This project includes construction of a container terminal and provision of cargo-handling equipment at the Port of Mombasa, the largest commercial port in East Africa. This responds to the increasing demand for cargo volume and makes port management more efficient, with the objectives of promoting trade and contributing to socioeconomic development in the region overall, including Kenya and the neighboring countries.	2017	2030	25,692,800	
JICA	Bilateral	Urban development	construction of Nairobi western ring road	The project is derived from the Master Plan as a priority. Connecting of 3 missing link roads is going to network the area which is currently separated by rivers and to alleviate the congestion and contribute to smooth and safe transport of people and goods between Westlands and Kilimani areas.	June,2011	September,2012	2,032,000,000	Nairobi
JICA	Bilateral	Urban development	Mombasa Port Area Road Development Project	Constuction of By Pass (dongoKundu)	02/07/2012	30/06/2016	29,000,000,000	Mombasa
JICA	Bilateral	Urban development	The project on the master plan for development of DongoKundu, Mombasa special economic zone	The project on the master plan for development of DongoKundu, Mombasa special economic zone	07/11/2013	31/08/2018	26,000,000,000	Mombasa
Kenya Italy Debt for Development Programme (KIDDP)	Bilateral	Urban development	Upgrading and grading of 4 KM Roads to bituminous level	The project is located in the Korogocho Slum. Purpose of the project is to improve the living conditions of the slum residents and enhancing their socio-economic welfare. As Phase II of Korogocho Slum Upgrading Programme, the objective of this initiative is to further improve accessibility in the settlement through the rehabilitation of 4 Km of access roads equitably distributed among the 8 Villages in Korogocho	2012	2014	80,000,000	Nairobi
Kenya Italy Debt for Development Programme (KIDDP)	Bilateral	Urban development	Completion Korogocho medical dispensary	The project is located in the Korogocho Slum. Purpose of the project is to improve the living conditions of the slum residents and enhancing their socio-economic welfare. As Phase II of Korogocho Slum Upgrading Programme, the objective of this initiative is to further improve the medical services in the settlement through the completion of the medical dispensary of Korogocho in order to accommodate a maternity unit, and the provision of basic equipments.	2014		20,000,000	Nairobi

Name of the partner	Partner category	Funding priorities	Current programmes	Project description	Beginning	Ending	Funding levels KES	County
Kenya Italy Debt for Development Programme (KIDDP)	Bilateral	Urban development	Land scaping and Greening of Recreational Parks	The project is located in the Korogocho Slum. Purpose of the project is to improve the living conditions of the slum residents and enhancing their socio-economic welfare. As Phase II of the KSUP, this initiative targets the two rivers running along the boundaries of the settlement i.e. Gitathuru and Nairobi Rivers. The project aims at creating more recreational space along the rivers and targeted the youth in terms of directly engaging them in the implementation.	2012		20,000,000	Nairobi
Kenya Italy Debt for Development Programme (KIDDP)	Bilateral	Urban development	Korogocho Slum Upgrading Programme – Phase I	The project is located in the Korogocho Slum. Purpose of the project is to improve the living conditions of the slum residents and enhancing their socio-economic welfare through participatory planning and management of the upgrading process. The interventions address different areas, namely: physical, which includes land, housing and infrastructure; social, which includes health, education, security and safety; economic, which involves employment and income generation; institutional, which involves capacity building of partners involved.	2007	2012	230,000,000	Nairobi
Kenya Italy Debt for Development Programme (KIDDP)	Bilateral	Urban development	Assignment of property titles	The project is located in the Korogocho Slum, and its purpose is to improve the living conditions of the slum residents and the enhancement of their socio-economic welfare. As Phase II of Korogocho Slum Upgrading Programme, the objective of this initiative is to enable the assignment of property titles through the preparation of the preliminary cadastral documentation.	2014		30,000,000	National level
Kenya Italy Debt for Development Programme (KIDDP)	Bilateral	Urban development	KKB Infrastructure Improvement Programme	The project is located in the informal settlement of KaloloKibaoniBayamagozi (KKB), Kilifi town, Coastal Region. Overall objective of the initiative is to create a sustainable and improved environment and living standards for the residents of KKB informal settlement in Kilifi town.	2013		60,000,000	Kilifi
Kenya Italy Debt for Development Programme (KIDDP)	Bilateral	Urban development	Construction of a pedestrian bridge	The project is located in the Korogocho Slum. Purpose of the project is to improve the living conditions of the slum residents and enhancing their socio-economic welfare. As Phase II of Korogocho Slum Upgrading Programme, the objective of this	2014		90,000,000	Nairobi

Swedish Support for the Sustainable Urban Development Sector in Kenya

Name of the partner	Partner category	Funding priorities	Current programmes	Project description	Beginning	Ending	Funding levels KES	County
				initiative is to further improve accessibility in the settlement through the construction of a pedestrian bridge along the Gitathuru and Nairobi Rivers.				
Kenya Italy Debt for Development Programme (KIDDP)	Bilateral	Water	Mariakani-Kaloleni Water Supply Project	The project aims at providing safe and reliable water for domestic use of Mariakani urban and Kaloleni rural areas respectively. The project involves the communities of Kayafungo, Mariakani, Tsagatsini and Kaloleni rural areas, including administrative offices, industries, learning institutions, market centers, hospitals and livestock.	01/07/2012	30/06/2016	90,000,000	Mombasa
World Bank	Multilateral	Transport	Kenya Transport Sector Support Project (KTSSP) (P124109)	The project has several components. Component A: Rehabilitation and improvement of roads, roadside facilities and road safety interventions. Component B: Institutional strengthening and capacity building in the transport sector. Component C: Support to KAA.	22-Apr-11	31-Dec-16	28,500,000,000	Bungoma, Kakamega, Kericho, Kisumu, Machakos, Mombasa, Nairobi, Nakuru, TaitaTaveta, Trans Nzoia and Vihiga
World Bank	Multilateral	Urban development	Kenya Transport Sector Support Project (KTSSP)	The objective of the project are to (a) increase the efficiency of road transport along the northern corridor and the Tanzania -Kenya- Sudan Road Corridor; (b) Enhance aviation safety and security to meet international standards ; (c) improve the institu	23/05/2011	31/12/2016	300,000,000	National level
World Bank	Multilateral	Urban development	Fire Fighting Equipment for Nairobi Metropolitan	Firefighting equipment consisting of trucks, land rovers and machinery in order to reduce destruction of life/ property resulting from fire outbreaks	01/07/2014	30/06/2015	612,000,000	Nairobi
World Bank	Multilateral	Urban development	Kenya Informal Settlements Improvement Project (KISIP) (P113542)	The project has four components. Component 1 is on Strengthening institutions and program management. This component support institutional strengthening and capacity building of the MoH, the MoL, selected land institutions, and the selected municipalities. Component 2 is on Enhancing tenure security. This component directly supports implementation of the new national land policy in urban informal settlements through refinement, systematization, and scale-up of ongoing efforts to strengthen tenure security in slums. Component 3 is on Investing in infrastructure and service delivery. Support investment in settlement infrastructure, and, extension of trunk infrastructure to settlements.	24-Mar-11	30-Jun-16	9,500,000,000	Embu, Garissa, Kakamega, Kericho, Kiambu, Kilifi, Kisumu, Kitui, Machakos, Mombasa, Nairobi, Nakuru, Nyeri and UasinGishu

Name of the partner	Partner category	Funding priorities	Current programmes	Project description	Beginning	Ending	Funding levels KES	County
				Component 4 is on Planning for urban growth.				
World Bank	Multilateral	Urban development	Kenya Municipal Program (KMP) (P066488)	The overall development objective of the Program and of phase 1 and is to strengthen local governance and improve service delivery in selected municipalities through a combination of institutional reforms, capacity building and investment in infrastructure.	05/04/2010	30/08/2015	9,500,000,000	
World Bank	Multilateral	Urban development	Nairobi Metropolitan Services Improvement Project (NAMSIP) (P107314)	The project will assist existing local authorities within the Nairobi metropolitan region, as well as new entities and authorities that will be created once the devolved government aspect of the new constitution takes effect. These new entities possibly include county governments, metropolitan authorities, and agencies, and other units of administration. This component will support the capacity enhancement and planning activities of these entities.	10-May-12	30-Jun-17	28,500,000,000	Kajiado, Kiambu, Machakos, Muranga and Nairobi
World Bank	Multilateral	Urban development	Nairobi Sanitation OBA Project (NSP) (P131512)	To increase access to sewerage and water supply connections in Nairobi's low-income communities over a four year period.	17/12/2012	01/12/2016	8,944,250	Nairobi
World Bank	Multilateral	Water	Improve Service Standards in Urban Water (ISSUW) (P132041)	The development objective of this technical assistance is to improve service standards in selected utilities in the urban water sector of Kenya. The MajiVoice software is a new, modern customer feedback system for the water sector that allows utility customers to submit feedback using standard mobile phones (call. USSD or SMS), mobile internet or by walking into utility offices, receiving a reference number in return with which complaint status can be checked by SMS or internet.	23/07/2013	15/05/2015	40,755,000	
World Bank	Multilateral	Water	Water and Sanitation Service Improvement Project (WASSIP) (P096367)	Support to the Athi Water Services Board, Coast Water Services Board and Lake Victoria North Water Services Board Support to the AWSB, CWSB and LVNWSB for the rehabilitation and extension of water supply systems, including the development of additional water sources and other drought mitigation measures and improvements in wastewater collection and treatment facilities in the WSB's jurisdiction.	20-Dec-07	31-Dec-15	42,750,000,000	Bungoma, Busia, ElgeyoMarakwet, Garissa, Kajiado, Kakamega, Kiambu, Kilifi, Kwale, Lamu, Machakos, Makueni, Mombasa, Nairobi, parts of Muranga, Nandi, TaitaTaveta,

Swedish Support for the Sustainable Urban Development Sector in Kenya

Name of the partner	Partner category	Funding priorities	Current programmes	Project description	Beginning	Ending	Funding levels KES	County
								Tana River, Trans Nzoia, UasinGishu and Vihiga
World Bank	Multilateral	Water	Innovation in Scaling Up Access to Water and Sanitation Services for Urban Poor (ISUAWSSUP) (P132015)	The development objective of this technical assistance was to increase access to water and sanitation services for the urban poor in eight peri-urban areas found in five key Kenyan cities. This was achieved through the mapping of low income urban areas; leveraging water and sanitation infrastructure finance; development of social connection policies; use of appropriate technology, innovative water reading and billing approaches and use subsidised commercial finance in Kenya's low-income communities. Output based Aid was used to provide subsidies to selected low income urban households through the utilities where appropriate to support water and sewer connections at the household level.	31-Jan-13	30-Jun-15	64,600,000	Nairobi, Malindi, Mombasa, Eldoret and Mumias
TOTAL							434,581,748,849	

PART THREE: BILATERAL AND MULTILATERAL DEVELOPMENT PARTNERS

13.1 KENYA ITALY DEBT FOR DEVELOPMENT PROGRAMME (KIDDP)

13.1.1 Assignment of property titles

Project description: The project is located in the Korogocho Slum, and its purpose is to improve the living conditions of the slum residents and the enhancement of their socio-economic welfare. As Phase II of Korogocho Slum Upgrading Programme, the objective of this initiative is to enable the assignment of property titles through the preparation of the preliminary cadastral documentation.

Duration: 2014

Funding: Ksh 30,000,000

Location: National level

Link: <http://www.kiddp.net/project/assignment-of-property-titles/>

13.1.2 Completion Korogocho medical dispensary

Project description: The project is located in the Korogocho Slum. Purpose of the project is to improve the living conditions of the slum residents and enhancing their socio-economic welfare. As Phase II of Korogocho Slum Upgrading Programme, the objective of this initiative is to further improve the medical services in the settlement through the completion of the medical dispensary of Korogocho in order to accommodate a maternity unit, and the provision of basic equipment.

Duration: 2014

Funding: Ksh 20,000,000

Location: Nairobi

Link: <http://www.kiddp.net/project/korogocho-medical-dispensary/>

13.1.3 Construction of a pedestrian bridge

Project description: The project is located in the Korogocho Slum. Purpose of the project is to improve the living conditions of the slum residents and enhancing their socio-economic welfare. As Phase II of Korogocho Slum Upgrading Programme, the objective of this initiative is to further improve accessibility in the settlement through the construction of a pedestrian bridge along the Gitathuru and Nairobi Rivers.

Duration: 2014

Funding: Ksh 90,000,000

Location: Nairobi

Link: <http://www.kiddp.net/project/korogocho-slum-upgrading-programme-phase-ii/>

13.1.4 KKB Infrastructure Improvement Programme

Project description: The project is located in the informal settlement of Kalolo Kibaoni Bayamagozi (KKB), Kilifi town, Coastal Region. Overall objective of the initiative is to create a sustainable and improved environment and living standards for the residents of KKB informal settlement in Kilifi town.

Duration: 2013

Funding: Ksh 60,000,000

Location: Kilifi

Link: <http://www.kiddp.net/project/kkb-settlement-infrastructure-improvement-programme/>

13.1.5 Land scaping and Greening of Recreational Parks

Project description: The project is located in the Korogocho Slum. Purpose of the project is to improve the living conditions of the slum residents and enhancing their socio-economic welfare. As Phase II of the KSUP, this initiative targets the two rivers running along the boundaries of the settlement i.e. Gitathuru and Nairobi Rivers. The project aims at creating more recreational space along the rivers and targeted the youth in terms of directly engaging them in the implementation.

Duration: 2012

Funding: Ksh 20,000,000

Location: Nairobi

Link: <http://www.kiddp.net/project/land-scaping-and-greening-of-recreational-parks/>

13.1.6 Upgrading and grading of 4 KM Roads to bituminous level

Project description: The project is located in the Korogocho Slum. Purpose of the project is to improve the living conditions of the slum residents and enhancing their socio-economic welfare. As Phase II of Korogocho Slum Upgrading Programme, the objective of this initiative is to further improve accessibility in the settlement through the rehabilitation of 4 Km of access roads equitably distributed among the 8 Villages in Korogocho

Duration: 2012 - 2014

Funding: Ksh 180,000,000

Location: Nairobi

Link: <http://www.kiddp.net/project/upgrading-and-grading-of-4-km-roads-to-bituminous-level/>

13.1.7 Korogocho Slum Upgrading Programme - Phase I

Project description: The project is located in the Korogocho Slum. Purpose of the project is to improve the living conditions of the slum residents and enhancing their socio-economic welfare through participatory planning and management of the upgrading process. The interventions address different areas, namely: physical, which includes land, housing and infrastructure; social, which includes health, education, security and safety; economic, which involves employment and income generation; institutional, which involves capacity building of partners involved.

Duration: 2007 - 2012

Funding: Ksh 230,000,000

Location: Nairobi

Link: <http://www.kiddp.net/project/korogocho-slum-upgrading-programme-phase-i-2/>

13.1.8 Mariakani-Kaloleni Water Supply Project

Project description: The project aims at providing safe and reliable water for domestic use of Mariakani urban and Kaloleni rural areas respectively. The project involves the communities of Kayafungo, Mariakani, Tsagatsini and Kaloleni rural areas, including administrative offices, industries, learning institutions, market centers, hospitals and livestock.

Duration: 01-07-12 to 30-06-16

Funding: KSh 90,000,000

Location: Mombasa

Link: <http://www.kiddp.net/project/mariakani-kaloleni-water-supply/>

13.2 AFRICAN DEVELOPMENT BANK (AFDB)

13.2.1 Emergency Assistance to Address the Damages and Losses Caused by the August 2013 Inferno at the JKIA

Project description: The terminal building project include: design, supply and construction of the terminal building; installation of departure and arrival Baggage

Handling System (BHS); installation of airport special systems; inter-phasing of utilities to existing supply; and, testing and commissioning of the terminal building.

Duration: 30-09-14 - Ongoing

Funding: UAC 658,330

Location: National level

Link: <http://www.afdb.org/en/projects-and-operations/project-portfolio/project/p-ke-da0-002/>

13.2.2 Rehabilitation of Timboroa Eldoret Road

Project description: The project has the following components: a) Timboroa - Eldoret Road Rehabilitation Works: This component involves rehabilitation works for the 73 km road to a bituminous standard (Asphalt Hot Mix) road including earthwork, pavement construction, maintenance/repair of existing bridges, execution of drainage structures, trailer park, road safety devices, lay-bys, and environmental and social mitigation measures; b) Construction Supervision: This component involves construction supervision services for the civil works described above; c) Eldoret Town Bypass study: This component involves the feasibility, environmental and social impact assessment and preliminary design study of the Eldoret town bypass d) Project Technical and Financial Audits: Under this component, an independent auditor will provide project audit services to ensure that the proceeds of the loan are used economically, efficiently and solely for the purpose they are intended. The technical audit will also ensure that the contracting parties are performing as per the requirements of the respective contracts and their objectives are met; and e) Compensation and Relocation of Services: This component makes provision for adequate compensation of Project Affected People identified in the Project Environmental and Social Impact Assessment, and relocation of utilities.

Duration: 06-01-12 - Ongoing

Funding: UAC 35,000,000

Location: Uasin Gishu

Link: <http://www.afdb.org/en/projects-and-operations/project-portfolio/project/p-ke-db0-019/>

13.2.3 Power Transmission Improvement Project

Project description: The project consists of construction, on a turnkey basis, five (5) 132 kV transmission lines and related substations. The lines to be constructed are as follows: (i) 88 km of 132 kV Ishiara-Kieni-Embu; (ii) 238 km of 132 kV Nanyuki-Nyahururu-Kabarnet-Lessos; (iii) 68 km of 132 kV Olkaria-Narok; (iv) 33 km of 132 kV Sotik-Bomet; and (v) 153 km of 132 kV Mwingi-Kitui-Sultan Hamud-Wote

Duration: 14-05-12 - Ongoing

Funding: UAC 46,700,000

Location: Central, Rift valley and Western Regions

Link: <http://www.afdb.org/en/projects-and-operations/project-portfolio/project/p-ke-fa0-004/>

13.2.4 Nairobi River Systems: Sewerage Reticulation Improvement Project

Project description: The project has three main components, i.e. a) Wastewater Infrastructure - covering rehabilitation and expansion of the Sewerage network and treatment, b) Sanitation, Hygiene and Social Environmental Support, and c) Institutional Development Support.

Duration: 09-12-11 - Ongoing

Funding: UAC 35,000,000

Location: Nairobi

Link: <http://www.afdb.org/en/projects-and-operations/project-portfolio/project/p-ke-eb0-003/>

13.2.5 Mombasa Nairobi Transmission Line Project

Project description: The project consists of two components; namely: a) Mombasa-Nairobi transmission line; and b) Electricity Access

Duration: 23-01-10 - Ongoing

Funding: UAC 50,000,000

Location: Countrywide

Link: <http://www.afdb.org/en/projects-and-operations/project-portfolio/project/p-ke-fa0-003/>

13.2.6 Nairobi-Thika Road Improvement Project

Project description: The project includes the following components: Provision of additional capacity through construction of additional lanes, and strengthening of existing carriageway; Construction of Interchanges at six locations (Pangani, Muthaiga, GSU, Kasarami, Githurai, Eastern Bypass) and; Construction Supervision Services

Duration: 03-06-09 - Ongoing

Funding: UAC 121,000,000

Location: Nairobi

Link: <http://www.afdb.org/en/projects-and-operations/project-portfolio/project/p-ke-db0-018/>

13.2.7 Construction of Marsabit-Turbi Road (A2)

Project description: the road which is in Marsabit County is part of the Mombasa-Nairobi-Addis Ababa corridor development project ending at Turbi village with a total length of 121.5km. The work covers reconstruction, widening and upgrading the existing gravel surfaced

Duration: 04-05-11 to 14-04-14

Funding: KSh 13,000,567,878

Location: Marsabit

13.2.8 Nairobi Metropolitan Studies

Project description: Nairobi Metropolitan Studies

Duration: 01-07-13 to 30-06-14

Funding: KSh 120,000,000

Location: Nairobi

13.3 ARAB BANK FOR ECONOMIC DEVELOPMENT IN AFRICA

13.3.1 Rehabilitation of Water Supply and Sewerage for Oloitokitok Town

Project description: Rehabilitation of water supply and sanitation infrastructure for Oloitokitok Town and its environs

Duration: 2013

Funding: USD 10 million

Location: Kajiado

Link: <http://www.badea.org/operation-details.htm?ProjectId=512>

13.3.2 Garissa Sewerage Project

Project description: Sewerage project to cover Garissa and its environs

Duration: 15-09-05 to 31-12-15

Funding: KSh 4,000,000

Location: Garissa

13.4 BELGIAN GOVERNMENT AND BELGIUM'S KBC BANK

13.4.1 Ngong Hills Wind Power Project

Project description: Green energy generation for the national grid Energy

Duration: Oct-12 to Oct-13

Funding: Sh1.32 billion

Location: Kajiado

Link: <http://www.kenyaengineer.co.ke/index.php/world/world-news/europe/3931-firm-receives-loan-for-ngong-hills-wind-power-project>

13.4.2 Kilimambogo -Thika - Githambo

Project description: 17km, 132kV Double Circuit Transmission Line; 50km, 132kV Single Circuit Transmission Line.

Duration: 30-04-09 to Jun-12

Funding: USD15.1146 million

Location: Kiambu

Link: http://erc.go.ke/images/docs/Electricity_Subsector_Medium_Term_Plan_2012-2016.pdf

13.4.3 Thika - Kiganjo (Nyaga)

Project description: 30km, 132kV Single Circuit Transmission Line , 132 kV substation works at Thika, 23 MVA 132/33 substation at Mangu, 23MVA 132/33 substation at Nyaga

Duration: Dec-10 to Jun-12

Funding: USD 18.9392 million

Location: Kiambu

Link: http://erc.go.ke/images/docs/Electricity_Subsector_Medium_Term_Plan_2012-2016.pdf

13.5 EUROPEAN UNION

13.5.1 Support to the Road Sector Policy: Regional Roads Component (Merille - Marsabit Road)

Project description: Upgrading of the 122 km Merille River to Marsabit section of the 1,495km Nairobi - Addis Ababa highway (A2) from the existing gravel surface to paved international standard.

Duration: Jun-12 to Aug-18

Funding: USD 6 305 000

Location: Marsabit

Link: <http://kenya.droughtresilience.info/project/21655-10th-edf-regional-economic-integration-means-transport-infrastructure-regional-roads>

13.5.2 Water and Sanitation project grants under 10th EDF ACP-EU Water Facility Turkana Millenium Development Goals WASH programme

Project description: A project on Sustainable Livelihoods on Water and Sanitation project grants under 10th EDF ACP-EU Water Facility Turkana Millenium Development Goals WASH programme

Duration: Jun-12 to Jun-14

Funding: USD 3 004 760

Location: Turkana

Link: <http://kenya.droughtresilience.info/project/2853-water-and-sanitation-project-grants-under-10th-edf-acp-eu-water-facility-turkana>

13.5.3 Community Based Green Energy Project

Project description: A project on Sustainable Livelihoods funded by EU for Community Based Green Energy production

Duration: Sep-11 to Oct-15

Funding: USD 2 262 000

Location: Isiolo, Kitui and Kajiado

Link: <http://kenya.droughtresilience.info/project/community-based-green-energy-project>

13.5.4 Support to Water and Sanitation Services for the ASAL Areas

Project description: A project on Climate proofed infrastructure funded by EU to Increase the availability of surface water all year round

Duration: Jul-14 to May-19

Funding: USD 7 380 000

Location: Marsabit, Wajir, Garissa, Lamu and Tana River

Link: <http://kenya.droughtresilience.info/project/share-support-water-and-sanitation-services-asal-areas>

13.6 EUROPEAN INVESTMENT BANK (EIB)

13.6.1 The Lake Turkana Wind Power Project

Project description: The Lake Turkana Wind Power project (LTWP) is poised to provide 300 MW of clean power to Kenya's national electricity grid by taking advantage of a unique wind resource in Northwest Kenya near Lake Turkana

Duration: Nov-14 to 2017

Funding: EUR 200 million

Location: Marsabit

Link: <http://www.eib.org/projects/loans/2009/20090484.htm>

13.6.2 Olkaria I & IV Geothermal Extension Project

Project description: Olkaria I & IV Geothermal Extension Project

Duration: Dec-10 to 02-06-17

Funding: KSh 110,659,340,659

Location: Nakuru

13.7 GOVERNMENT OF CHINA

13.7.1 Construction of Nairobi Eastern and Northern Bypasses Road Project

Project description: Site clearance and top soil removal. Aimed at opening the outskirts of Nairobi

Duration: 04-01-09 to 30-06-14

Funding: USD 177,112,392.98

Location: Nairobi

Link: <http://china.aiddata.org/projects/31084>

13.7.2 Nairobi-Thika Highway Improvement Project, & Nbsp; Lot 3: Kenyatta University - Thika

Project description: Improvement of Thika Road to a four lane carriageway to decongest Thika Road

Duration: 28-01-09 to 30-06-15

Funding: KSH 6,744,094,292

Location: Kiambu

Link: http://csud.ei.columbia.edu/files/2013/10/Irandu_reportFinal.pdf

13.7.3 Olkaria IV Geothermal Field Production Drilling Project

Project description: Geothermal well drilling to add 140Mw into the national grid

Duration: 07-01-11 to 30-06-16

Funding: KSH 23,000,000,000

Location: Nakuru

Link: <http://china.aiddata.org/projects/606>

13.7.4 Menengai 400Mw Phase I Geothermal Development Project

Project description: Exploring, drilling and investor engagement to meet Kenya's rapidly increasing demand for power while diversifying increasing sources of power supply by developing the country's geothermal potential

Duration: 12-03-12 to 31-12-18

Funding: KSh 847,000,000

Location: Nakuru

13.8 GOVERNMENT OF FRANCE

13.8.1 Complementary Funding for Nairobi Water and Sewerage (NWSEPIP)

Project description: The project is meant to support the implementation of components as follows: (i) support the rehabilitation of rehabilitation of the damaged Sasumua Dam spillway and support the implementation of the dam's safety monitoring instruments (ii) support the rehabilitation of both Ngethu and Sasumua water production plants including rehabilitation of the associated raw water mains (iii) support the rehabilitation of Ngethu-Gigiri-Kabete-Karen water transmission pipelines (iv) undertake the rehabilitation of Nairobi sewers and the Dandora waste water treatment plant (v) support the development and the improvement of water supply and sanitation services in Nairobi's informal settlements (vi) undertake the preparation of the Nairobi water supply master plan in line WITH Vision 2030, and (vii) support activities towards the reduction of Non-Revenue Water (NRW) in Nairobi

Duration: 01-07-09 to 30-09-15

Funding: KSH 3,092,783,505

Location: Murang'a

Link:

<http://www.afd.fr/webdav/shared/PORTAILS/PAYS/KENYA/Press%20announcement%20inauguration%20Sasumua.pdf>

13.8.2Coast Water and Sanitation Programme

Project description: The project was meant to supply safe and clean water to the City of Mombasa and its environs through expansion and rehabilitation of water supply and sewerage systems.

Duration: 07-01-10 to 30-06-15

Funding: KSh 900,000,000

Location: Mombasa

13.8.3Support For The Development Of /Geothermal/Renewable Energy (GDC)

Project description: The Support to the Development of Geothermal Energy (GDC) project entails purchase of rigs for drilling geothermal wells, training of GDC technical staff and establishment of a power generation and transmission master plan.

Duration: 05-07-10 to 30-06-18

Funding: KSh 5,714,285,714

Location: Samburu

13.9 EUROPEAN DEVELOPMENT FUND (EDF/EEC)

13.9.1Nairobi Informal Settlement Water and Sanitation Improvement Programme (Niswsip)

Project description: Construction of 4km of sewer systems in informal settlements in Nairobi

Duration: 10-01-08 to 31-12-13

Funding: KSH 538,277,500

Location: Nairobi

13.9.2Nairobi Missing Links Road and Non-motorized Transport Facilities

Project description: This project contributes to implementation of the Japan International Cooperation Agency's (JICA) financed "Study for the Master Plan for

Urban Transport in the Nairobi Metropolitan Area (2006-2025)", adopted by the Government of Kenya.

Duration: 18-01-12 to 18-01-19

Funding: KSh 4,025,974,026

Location: Nairobi

13.10 AFD FRANCE

13.10.1 Project name: Kisumu Urban Project (KUP)

Project description: A pilot project considered to be innovative both for Kenya and AfD . Its overall objective is to enhance the living conditions of Kisumu's population by introducing a comprehensive urban programme. The project will finance needed public infrastructure and facilities, slum upgrading and local capacity

Duration: 05-10-2010 to 06-30-2018

Funding: Ksh 1,050,000,000

Location: Kisumu

13.11 WORLD BANK

13.11.1 Fire Fighting Equipment for Nairobi Metropolitan

Project description: Firefighting equipment consisting of trucks, land rovers and machinery in order to reduce destruction of life/ property resulting from fire outbreaks

Duration: 01-07-14 to 30-06-15

Funding: KSh 612,000,000

Location: Nairobi

13.11.2 Kenya Transport Sector Support Project (KTSSP)

Project description: The objective of the project are to (a) increase the efficiency of road transport along the northern corridor and the Tanzania -Kenya- Sudan Road Corridor; (b) Enhance aviation safety and security to meet international standards ; (c) improve the institution

Duration: 23-05-11 to 31-12-16

Funding: KSh 300,000,000

Location: National level

13.12 GOVERNMENT OF GERMANY (GIZ GERMANY)

Project name: Water Sector Reforms

Project description: Supporting the Water Ministry in sector reform.

Duration: 07-01-06 to 30-06-15

Funding: KSh 200,000,000

Location: National level

13.13 JICA

13.13.1 Mombasa Port Area Road Development Project

Project description: Constuction of By Pass (dongo Kundu)

Duration: 02-07-12 to 30-06-16

Funding: KES 29 billion

Location: Mombasa

Link: <http://www.kenyaengineer.co.ke/index.php/world/world-news/europe/5093-works-on-dongo-kungu-bypass-set-to-start>

13.13.2 The project on master plan for development of Dongo Kundu, Mombasa special economic zone

Project description: Master plan for development of Dongo Kundu, Mombasa special economic zone

Duration: 07-11-13 to 31-08-18

Funding: KSh 26,000,000,000

Location: Mombasa

PART FOUR: OTHER PARTNERS IN URBAN DEVELOPMENT SECTOR IN KENYA

There are several urban development partners that deal with various components of urban development. The various urban sector components include; human settlements, housing projects, spatial planning, water provision, advocacy, research and financing among others. This document has thus conducted a mapping of bilateral and multilateral development urban actors in Kenya. The mapping was conducted through internet search on institutions and organizations that deals with urban planning and development in Kenya. These have been listed and their profiles described briefly below.

14.1 MUUNGANO SUPPORT TRUST (MUST)

It's a technical secretariat to the Muunganowa Wanavijiji, a federation of slum dwellers in Kenya. The organization has a different set of professionals who come together to interpret the aspirations of rural and urban poor. These professionals include: community organisers, sociologists, socio workers, urban planners, surveyors, architects, financial and administration experts. The organization engages in competitive organization, community planning and project innovation. In partnership with other agencies like the Akiba Mashinani, they are involved in several land and housing projects like the Mukuru Greenfield Land Acquisition, Nakuru Greenfield Land Acquisition, Nairobi Eastlands Greenfield and an upcoming Mombasa green field project.

Link to project they have participated:

<http://www.africaresearchinstitute.org/newsite/wp-content/uploads/2013/12/For-Town-and-Country-A-New-Approach-to-Urban-Planning-in-Kenya.pdf>

14.2 UK GOVERNMENT'S DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)

DFID funded a project, Building in Partnership: Participatory Urban Planning which was an action research project and implemented in Kitale, Kenya. The project was “to test, develop and disseminate a partnership approach to the planning of urban space with poor men, women and children, community-based, public and private organizations” with an overall goal being to “enhance the effectiveness of city and municipal planning”. The project started in April 2001 and ended in March 2004; however the scaling up of the project was inevitable after the success at the neighbourhood level. This project set out to examine the possibility of creating partnerships between the LAs, Government departments, NGOs, CBOs, the private sector and the community to address the various needs of urban poor communities. Apart from implementing community projects, the project set out to test, develop and

disseminate methods and approaches to encourage the active participation of key stakeholder groups in assessing needs and developing neighbourhood plans too.

Link: <https://practicalaction.org/docs/ia3/participatory-urban-planning-toolkit-kitale.pdf>

14.3 THE LAND DEVELOPMENT AND GOVERNANCE INSTITUTE (LDGI)

LDGI offers a bridge for communities and stakeholders to meet policy makers as well as for policy makers to meet communities for effective policy formulation and implementation.

- LDGI advocates for good policies, laws and practices.
- We track implementation of policies through our regular Scorecards and policy analysis forums.
- We empower society by sharing information through media, artwork and capacity building forums at county level.
- We carry out research to establish innovations in land use and development.

Link: <http://www.ldgi.org/index.php/about-us>

14.4 CENTRE FOR SUSTAINABLE URBAN DEVELOPMENT (CSUD)

CSUD collaborated with Nairobi's Center for Urban and Regional Planning, the University of Nairobi, Katholieke Universiteit in Leuven (KUL), and two Belgian firms (Omgeving and Euro Immo Star) on a spatial concept for the Nairobi Metropolitan Area. The consortium responded to Kenya's Ministry of Nairobi Metropolitan Development for a "spatial planning concept" proposal "to develop a sustainable land-use system for the Nairobi Metropolitan Region (NMR)." Our consortium produced "Nairobi Metropolitan Region: Networking the Sustainable African Metropolis: Issues, Visions, Concepts," which was awarded second place.

Link: <http://csud.ei.columbia.edu/projects/nairobi-regional-project/spatial-planning-concept-for-nairobi/>

14.5 THE DUTCH ALLIANCE FOR SUSTAINABLE URBAN DEVELOPMENT IN AFRICA (DASUDA)

The Dutch Alliance for Sustainable Urban Development in Africa (DASUDA) is a consortium that promotes and delivers integral urban development in Africa, based on Dutch knowledge and experience in working toward urban sustainability. DASUDA offers specific expertise and know-how from its Dutch and local partner companies and knowledge institutions promoting an integrated, holistic and multidisciplinary approach to spatial planning and urban development, to achieve better quality urban environments via efficient resource use, innovation and synergies between different urban systems. DASUDA methods and tools have been developed to support progressive transformation of urban areas towards sustainability and improved livelihoods.

DASUDA participated in the Kaloleni Housing Estate in Eastlands

Link:

http://kenia.nlembassy.org/binaries/content/assets/postenweb/k/kenya/netherlands-embassy-in-nairobi/import/the_embassy/departments/economic_and_trade/market-studies/ke_udsp_market_study_ekn_final2_141107.pdf

14.6 PAMOJA TRUST

Together with Technical Team and other partners, Pamoja Trust participated in the Kambi Moto informal settlement project in Huruma Nairobi.

Link: <http://www.worldhabitatawards.org/winners-and-finalists/project-details.cfm?lang=00&theProjectID=18A60F52-15C5-F4C0-99C4EF674461D6A1>

14.7 PRACTICAL ACTION

In partnership with the Kitale Municipal Council, they participated in the project Building in Partnership: Participatory Urban Planning which was an action research project and implemented in Kitale, Kenya.

Link: <http://practicalaction.org/docs/ia3/participatory-urban-planning-toolkit-kitale.pdf>

They also participated in the Participatory Informal Settlement Upgrading and Well-Being in Kisumu, Kenya

Link: https://www.bartlett.ucl.ac.uk/dpu/documents/SDP_Kisumu_report

14.8 CORDAID

With other partners participated in Manyatta housing plans

Link: <https://www.cordaid.org/en/projects/kisumu-2013-housing-on-the-agenda/109276/>

14.9 KENYA INSTITUTE OF PLANNERS

The aim of the Institute is to enhance the art and science of sustainable local, regional and national human and physical development planning, and the theory and practice relating thereto

Link:

http://www.apsea.or.ke/index.php?option=com_content&task=view&id=91&Itemid=79

14.10 MAJINAUFANISI

The NGO has focused on provision of sustainable solutions to challenges of Water, Sanitation and Hygiene (WASH) to communities in urban informal settlements and the marginalized rural areas of Kenya.

Link: <http://www.majinaufanisi.com/index.php/about-us/who-we-are>

14.11 ARCHITECTURAL ASSOCIATION OF KENYA (AAK)

The social professional association takes interest and participates in issues of public concerns like education, continuous professional development, building construction standards, construction cost control, town and County, and professional ethics. On town and County, AAK takes interest in preparation of national, regional and local/Town development Plans.

Link: <http://www.aak.or.ke/index.php/2014-01-14-22-26-13/what-we-do>

14.12 KENYA PROPERTY DEVELOPMENT ASSOCIATION (KPDA)

The Kenya Property Developers Association (KPDA) was founded in 2006 to represent the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service. Their mission is to promote the involvement of the private sector in development through advocacy, education, research, and ethical standards.

Link: <http://www.kpda.or.ke/index.php/about>

14.13 WORLD STUDENT COMMUNITY FOR SUSTAINABLE DEVELOPMENT KENYA (WSCSD-KENYA)

WSCSD is an international multi-disciplinary network that provides motivated students with a platform to think and act locally and globally. They provide new opportunities for students to create social ventures for improving exposure to appropriate technologies for the development of healthy and self-supported communities in Africa. In Kisumu County they have piloted the Nyakongo Sustainable Village Initiative and have already developed the Nyakongo Sustainability Centre masterplan for discussion. The community has already donated land for the project.

Link: <http://www.wscsd.org/sustainable-village-initiative/>

14.14 URBAN SECTOR REFERENCE GROUP

They provide expert advice to the Urban Development Committee of the Council of Governors.

14.15 THE NATIONAL COOPERATIVE HOUSING UNION (NACHU)

Their mission is to contribute to improved shelter and quality of life for modest and low income communities through access to capacity development, technical services and financial solutions. They carry out community mobilization to build support and participation of individuals, groups and cooperatives to work towards affordable and decent housing. They provide technical support to their members on matters of land purchases and feasibility studies as well as facilitating alternative building technologies. They lobby and carry out advocacy through provision of training sessions on land, housing and environmental policies.

Link: <http://www.nachu.or.ke/>



Swedish “Support to the Sustainable Urban Development Sector in Kenya”, SSUDSK, and the role of UN-HABITAT in the project

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: SE-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

E-mail: info@sida.se. Homepage: <http://www.sida.se>

