AFRICAN DEVELOPMENT BANK GROUP

Kenya
City of Kisumu

Elaboration of City Action Plans under the African Cities Program: Kisumu (Kenya)

Action Plan

Groupe Huit / Phoenix/ KAO/ Branded Solution Services
August 2024

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Report

Title	Elaboration of City Action Plans under the African Cities Program – Kisumu, Kenya Action Plan
Number of pages	85
Number of appendices	7
Project reference	Elaboration of City Action Plans under the African Cities Program

Signatory

Date	Document version	Purpose of the revision	Editor	Approval
23.05.2024	V.1			GJO
29.08.2024	V.2	Responses to AfDB comments		GJO

Contents

Acronyms

AfDB	African Development Bank
ACP	African Cities Program
ADP	Annual Development Plan
GCP	Gross County Product
GDP	Gross Domestic Product
GCA	Global Center for Adaptation
GCP	Gross County Product
GIS	Geoinformation Systems
CGoK	Central Government of Kenya
CIDP	County Integrated Development Plan
HR	Human Resources
IPCC	Intergovernmental Panel on Climate Change
LPLUDP	Local Physical and Land Use Development Plan
KeNHA	Kenya National Highways Authority
KIWASCO	Kisumu Water and Sanitation Company Limited
KLDC	Kisumu Lakefront Development Corporation
MAFW	Municipal Access to Finance Window
NEMA	National Environment Management Authority
NMT	Non-Motorized Transport
PMC	Project Management Committees
PPW	Project Preparation Window
PWD	People With Disabilities
RCRA	Rapid Climate Risk Assessment
SDG	Sustainable Development Goal
SME	Small- and Middle-Sized Enterprises
SWOT	Strengths, Weaknesses, Opportunities, Threats
TOR	Terms of Reference
UMDF	Urban and Municipal Development Fund

Executive Summary

Introduction

The Action Planning phase of the project was based on the findings of the City Profiling phase, during which the consultant conducted a diagnostic of the city of Kisumu around four main themes: City Context, Institutional Setting, Sector Performance, and Climate and Disaster Risks. The analysis was conducted with a SWOT (Strengths, Weaknesses, Opportunities, and Threats) method applied on the information collected by the consultants from various written sources and during two City Profiling workshops. As a result of this analysis, the consultant recommended to focus the further work on seizing the opportunities for Kisumu, which could lead to positive knock-on effects for the development of the city, thus helping reduce weaknesses and protecting Kisumu from threats to its development.

Vision and Objectives

Vision:

The Local Physical and Land Use Development Plan (LPLUDP) vision for Kisumu positions it as a **Vibrant Lake Metropolis.**

The plan sets the following objectives for the development of Kisumu:

The LPLUDP provides broad objectives for the development of the city. These include:

1: Polycentric Spatial Development Strategy

2: Industrialization and Investment Strategy

3: Local Entrepreneurship Development

4: Improvement of Trading Conditions for Street Traders

5: Urban Agriculture Promotion

6: Institutional Hub Strategy

7: Lakefront Development

8: Central Business District (CBD) Expansion.

The consultant considered these objectives during the selection of the action areas for the project.

Prioritized Actions

During the discussions, a larger group of 11 projects have been identified as bearing potential for the city's development. These projects are mostly sectoral and could be integrated into the prioritized growth nodes. The table below includes both the prioritized projects and second-order sectoral interventions.

Type of project	Name	Description
Priority programs	Nyamasaria growth node	Bisected by a river and a major highway, Nyamasaria is proposed to be centred around an active linear commercial corridor mainly providing retail services for locals and transit visitors. Being on the Nairobi Road, it will serve as a gateway to the city together with Kondele. The design proposes a structuring that radiates from the commercial use zones out to a mixture of residential uses of varied densities. **Cost** : $3,350,000

		Timeline : the project will require approximatively 1 years and 5 months for completion and be implemented as part of growth nodes package
	Kisian growth node	Located at the city's western fringes, Kisian will serve as a western gateway along the Busia Rd that caries regional international traffic. It meets both rail and road and links to the major destination of Bondo, which shall activate it. Revitalized commercial use opportunity along both major roads is proposed. Its residential character will largely be low density but with the potential to graduate aligned to the proposed structure. **Cost** : $3,150,000 **Timeline** : the project will require approximatively 1 years and 5 months for completion and be implemented as part of growth nodes package
	Kondele growth node	Kondele could be promoted as entertainment-cum-commercial (retail) node due to its locational advantages and proximity to the CBD. To do that, the growth node would need to benefit from an appropriate road network. **Cost** : $3,000,000 **Timeline** : the project will require approximatively 4 years and 1 month for completion and be implemented as part of growth nodes package
	Kibos Industrial Park	Bisected by road and rail, Kibos shall certainly grow to be a transit-oriented development of much higher significance. Its provision of major transport arterials as well as its position next to the county's significant plantation zone, means that it has a significant agricultural distribution potential. The masterplan therefore proposes a land use structuring that caters for such industrial/ distribution functions. The structure plan also proposes an intentional linear commercial growth provision, residential offerings that will graduate in densities, and obvious agricultural use blocks. **Cost** : $8,700,000.00. Stakeholder Engagement: $150,000.00 **Timeline** : the project will require approximatively 3 years and 9 months for completion and be implemented as part of growth nodes package
	Lakefront Development	The program will aim at converting underdeveloped lakefront spaces into productive urban promenade and marina, aiming at developing the public areas and private initiative driven by a strong public land management. It includes a mixed development area in Dunga. See the related project sheet for more details about the activities and detailed costs. **Cost** : $165,000,000 **Timeline** : 5 years with various components implemented concurrently.
Standalone projects	City Land Management Improvement	Transformative initiative set to strengthen Kisumu's governance over its urban land. Recognizing the current limitations in land control, this project is an optimistic stride towards empowering the city to effectively manage and utilize its land resources. By reinforcing land management systems, Kisumu will lay the groundwork necessary for bringing its ambitious urban development projects to fruition. **Cost** : $9,000,000 - 10,000,000 **Timeline** : phased over 2 - 5 year duration. Total Implementation Period: 5 Years

Vibrant Sustainable Tourism	Capitalizing on Kisumu's touristic allure, this project will establish a charter committed to responsibility and quality, aligning with visitor expectations for excellence. The new fast train service from Nairobi presents a timely opportunity to boost Kisumu's eco-tourism appeal. This initiative aims to attract eco-aware visitors, promoting sustainable tourism that preserves the region's natural and cultural heritage. **Cost** : $475,000 **Timeline** : the project would be suitable to be launched after the finalisation of the first operational phases of the lakefront development for 2 years.
Aquaculture Excellence Center	This forward-thinking initiative aimed at bolstering the aquaculture sector around Lake Victoria. Plans for this center include identifying suitable land for sustainable aquaculture farms, fostering public-private partnerships, and setting up a model farm that adheres to the highest environmental and health standards. With policy support and incentives designed to attract private investment, this project is set to become a catalyst for inclusive job creation, igniting economic growth within the local community and beyond. **Cost** : approx.. $2,000,000 **Timeline** : Independent project that would require approximatively 2 years and 9 months
Modern Fish Processing Plant	The project is designed to tackle critical bottlenecks in the local fishery industry of Kisumu. This project aims to revolutionize this crucial sector link by introducing modern processing and storage solutions that will reduce waste and enhance the value of the catch. By upgrading this segment of the supply chain, not only will the quality of fish products improve, but it will also open the door for job creation, providing a significant boost to the local economy. **Cost** : approx.. $2,000,000 **Timeline** : Independent project that would require approximatively 2 years and 9 months

The 5 priority programs are poised to become focal points of transformation, embodying the collective vision and strategic objectives set forth by the stakeholders.

City Land Management Improvement emerges as a unique case, an underlying prerequisite that is crucial for the realization of any urban development program envisaged. Its importance cannot be overstated, as it underpins the successful implementation of all other initiatives.

The Implementation Strategy outlines a five-year development plan focusing on Lakefront Development, Growth Nodes, and a Fish Processing Plant to enhance urban infrastructure, boost economic activities, and improve living standards.

Lakefront Development will follow a five-year master plan integrating public amenities, promenades, a marina, landscaping, and support facilities, alongside commercial and residential developments in the Dunga area. Active private sector engagement will complement public funding for efficient project execution.

Growth Nodes, including Nyamasaria, Kibos, Kisian, and Kondele, will be developed over three years, with projects tendered in four Lots for phased implementation. Each node will undergo master planning and infrastructure improvements, especially road enhancements, to support balanced urban growth.

The Fish Processing Plant will be implemented over three years, starting with feasibility studies, land acquisition, and permitting. Construction, machinery installation, and

supporting infrastructure development will occur over two and a half years. Strengthened partnerships with local fishermen will ensure a steady fish supply and promote sustainable practices, enhancing local livelihoods.

Moreover, following the request from the City of Kisumu, the consultant recommends that a **Project Implementation Unit be included as a soft supplementary priority**. This Unit could be formed from the present project's Technical Committee and integrate with other stakeholders for effective delivery of prioritized projects.

These long list actions include second order projects that could be integrated into the prioritized actions. The full list of projects is presented in Chapter 3 of the present report. The report also contains project sheets for the prioritized projects.

Chapter 1. Introduction

A. Project Background

A.1. Urban and Municipal Development Fund (UMDF)

The present study is supported by Urban and Municipal Development Fund (UMDF). UMDF is an African Development Bank (AfDB) trust fund which provides direct support to cities and mobilizes investment in climate-resilient, livable, and productive cities.

A.2. African Cities Program

The Elaboration of Action Plan for the City of Kisumu project is part of the African Cities Program (ACP). ACP is the initiative of the AfDB aiming at supporting participating cities, including Kisumu, Kenya, in their evolution towards transformation and investment. It is supported by the Urban Funds for Municipal Development (UMDF), an African Development Bank trust fund which provides direct support to cities and facilitates the Bank's work in and with cities to mobilize funding and technical assistance, develop partnerships and manage "upstream" city engagement, project identification and preparation. The project in Kisumu follows a series of successful urban diagnostics conducted in other African cities, such as Bizerte, Tunisia, and Libreville, Gabon.

B. Current Phase

B.1. Visions, Objectives, Prioritized Actions

B.1.1. Objectives

B.1.1.1. General Objectives

The Visions, Objectives, Prioritized Actions Stage pursued the following objectives:

1. Based on the results of the City Profiling Stage, confirming strategic direction of Kisumu with vision and objectives, which will lay ground for proposed actions, or bankable projects.
2. Prioritization workshop and co-construction of the city's vision with stakeholders.
3. Feasibility workshop, which will provide an opportunity to review the long list of proposed projects and help decide on the prioritization criteria for the final phase.
4. Compilation of the present Report.

To achieve these objectives, the consultant conducted two main workshops during the second mission to Kisumu. The objectives and results of the workshops are detailed below.

B.1.1.2. Workshops' Objectives

The two main workshops, Project Prioritization workshop and Project Feasibility workshop, were conducted consecutively to allow the consultant to build the discussion according to the results of each discussion.

The first workshop aimed at agreeing on prioritization criteria with the project stakeholders and identifying projects which rank best according to these criteria. The workshop included the following steps:

- delivering our project proposals to the stakeholders,
- collecting their comments and ideas,
- presenting our methodology and scoring for the projects, and
- having a collective discussion about project prioritization.

Prior to the workshop, the stakeholders received questionnaires where they were asked to rate the weightings for the selected criteria and the proposed projects based on a short project description. The descriptions are presented in the section 0, while the questionnaire sample can be consulted from Appendix 1.

The second workshop, held on the following day, aimed at discussing the feasibility of the selected projects to provide ground for the feasibility study to be conducted on the final stage of the project.

C. Mission Results

C.1. Workshops' Arrangements

C.1.1. Project Prioritization Workshop

The Project Prioritization Workshop is a cornerstone event in Kisumu's urban development journey, designed to translate the city and county's strategic goals into actionable projects. This workshop serves as a dynamic forum where stakeholders converge to prioritize initiatives, laying the foundation for sustainable and inclusive growth.

The primary objective of the workshop is to distill a comprehensive list of proposed projects into a targeted shortlist of priorities. The criteria for this distillation are derived from the multi-criteria analysis, ensuring that each project's potential impact on economic growth, social inclusion, and environmental sustainability is thoroughly considered. The workshop also aims to align these projects with the city's overarching development strategy, ensuring that they are feasible, beneficial, and resonant with the community's needs.

Proceedings:

- **Introduction and Recap**: The workshop begins with a review of the outcomes from the participatory multi-criteria analysis, including the prioritization of criteria and a rundown of the synergy matrix that was discussed in previous sessions.
- **Presentation of Projects**: The projects pre-identified by the study team are then presented to the participants. This includes an overview of the "City Land Management Improvement Project," which is pivotal due to its foundational role

in enabling other developments, and the "Eco-Tourism and Marketing Development Project," which leverages the upcoming fast train connection to Nairobi to enhance eco-touristic appeal.

- **Group Discussions**: Participants break into groups to deliberate on projects like the "Aquaculture Excellence Center" and the "Modern Fish Processing Facility," which are identified as having high potential for job creation and boosting the fishery sector's value chain.
- **Live Polling and Immediate Analysis**: Utilizing smartphones, stakeholders provide real-time feedback on growth nodes and other projects. This preference data is instantly visualized, facilitating collective analysis and note-taking.
- **Collaborative Decision-Making**: The workshop concludes with a discussion to achieve a consensus on which projects should be included in the priority shortlist. The live polling results, combined with the expertise and knowledge shared during the workshop, inform this collective decision.

By the end of the Project Prioritization Workshop, Kisumu was expected to have a clear, stakeholder-endorsed roadmap of priority projects, each chosen for its capacity to propel the city towards a thriving future.

Fig. 1 - PROJECT PRIORITIZATION WORKSHOP

C.1.2. Project Feasibility Workshop

The day following the vibrant discussions of the Project Prioritization Workshop, key municipal and county decision-makers, along with the Lakefront Development project's lead, convened for the "Project Feasibility Workshop." This subsequent workshop was a platform for in-depth analysis and viability assessment of the shortlisted projects endorsed the previous day.

The main goal was to scrutinize the projects earmarked as priorities by presenting the groundwork laid out in the prior workshop. Each project was showcased in detail, laying out the vision and expected outcomes to the stakeholders. The agenda was to delve into

the opportunities and challenges associated with each initiative, with a keen focus on their practical feasibility.

Proceedings:

- **Detailed Project Presentations**: The workshop commenced with comprehensive presentations on each project within the shortlist. This provided a detailed understanding of what each initiative entailed, its strategic importance, and how it dovetailed with Kisumu's broader urban development agenda.
- **In-Depth Discussions**: The floor was then opened for thorough discussions, where operational insights from the attendees, particularly regarding land control issues—a recurrent theme with significant implications for all projects—were actively sought and debated at length.
- **Debating Development Visions**: Conversations naturally progressed to the envisioned development of the growth nodes, unpacking the layered complexity of these projects. Participants examined institutional, organizational, legal, and financial conditions vital for the success of the various programs and standalone projects.
- **Consolidating Information for Project Profiles**: This workshop also served as the initial phase of gathering essential information for drafting project profiles. Real-time, seasoned inputs from decision-makers enriched the content, shaping a realistic and grounded narrative for each proposed venture.

The "Project Feasibility Workshop" was not just a procedural follow-up but a critical stride toward grounding the envisioned projects in reality. It was a day marked by collaborative efforts to ensure that the prospective developments are not only aligned with Kisumu's growth objectives but are also practically attainable and sustainable in the long run.

C.1.3. Site Visits

Following the "Project Feasibility Workshop," the consultant team, along with a selection of workshop participants, embarked on a field visit to directly observe the current conditions of project sites, particularly Dunga and Hippo Point. This on-ground inspection provided invaluable insights into the practical aspects and potential challenges of implementing the proposed projects in these areas. Additionally, the team had the opportunity to tour the port, further enriching their understanding of Kisumu's infrastructure and the pivotal role it plays in the region's development ambitions. This field visit underscored the importance of aligning project plans with the real-world context, ensuring that the envisioned initiatives are both feasible and tailored to the unique characteristics of each site.

Fig. 2 - SITE VISITS

Chapter 2. Findings from the City Profiling Report

A. Thematic Analysis

A.1. City Context

A.1.1. Demography

The demographic analysis of Kisumu City, premised on the 2019 census report, reveals a concentrated and youthful population, with significant economic activities centered around the urban core. The unemployment rate of 61% is notably high demanding strategic interventions to create a conducive business environment and spur economic development. The city's strategic location attracts both public and private investments, necessitating infrastructural development and urban services to meet the growing demands.

The identified issues for the project, including unemployment, inadequate housing, lake pollution, urban sprawl, and strained infrastructure systems, necessitate targeted interventions. These interventions range from promoting industrialization and economic empowerment to regularization of housing tenure, environmental regulations enforcement, and strategic urban development planning.

Kisumu City faces both challenges and opportunities driven by its demographic dynamics. Strategic planning, inclusive development initiatives, and targeted interventions are crucial to harness the city's potential, address pressing issues, and ensure sustainable growth for the benefit of its diverse population.

A.1.2. Economics

Kisumu's economic landscape is multifaceted, encompassing diverse sectors crucial for urban development. While the city boasts strengths in agriculture, tourism, manufacturing, services, and technology, several challenges hinder a conducive business environment. High unemployment rates, gender and spatial inequalities, and a declining share of the Gross County Product (GCP) from 12.7 billion Ksh in 2020/2021 to 12 billion Ksh in 2022/2023 signal the need for strategic interventions. Future development prospects emphasize innovation, entrepreneurship, and investment in emerging sectors. Government strategies, including the focus on Kisumu Lakefront Development Corporation (KLDC), private sector development, and sustainability, underscore a commitment to fostering economic growth. However, weaknesses such as a weak private sector, security concerns, and regulatory issues must be addressed for sustained progress. Balancing economic growth with environmental conservation and ensuring equitable benefits across the population requires a holistic and integrated approach, showcasing the complexity of Kisumu's economic journey.

The main economic sectors in Kisumu are agriculture and fisheries, industries, markets, and construction. Tourism sector has a significant development potential due to the city’s strategic position on the lake front. However, the development of the sector will require

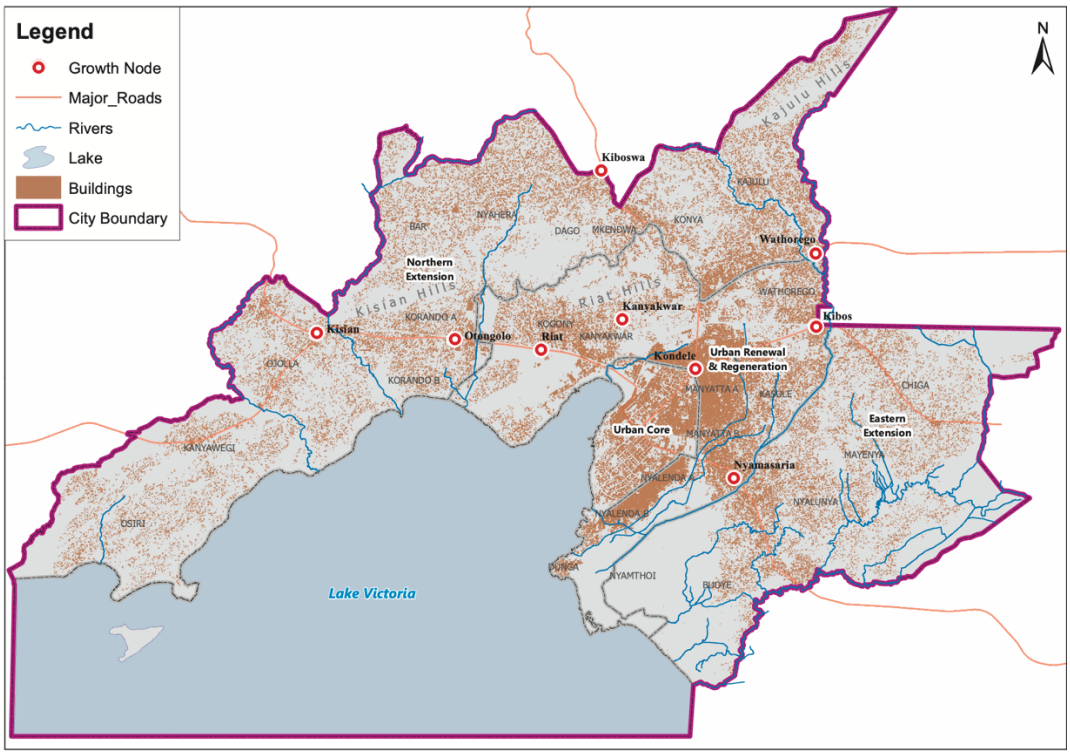
investment and planning, promoting tourist activities, and developing infrastructure to accommodate tourist influx. The informal sector, constituting 61% of jobs according to the Kenya National Bureau of Statistics (2015), is another critical component of the city's economy. The continual increase in street traders, especially along streets and roads, signifies the sector's vitality.

Supporting economic activity is vital and urgent for Kisumu since there is no overall development without economic development. Increased budget revenues and residents' income would help solve the city's pertaining issues, such as marginalization of population, declining life quality, and a gap between the urban core and periphery in terms of quality and accessibility of services and infrastructure.

A.1.3. Urban Form

Kisumu's key structuring edges include Winam Gulf and Dunga Wetlands to the south, the Nandi Escarpments to the north, and the Kano Flood Plains to the east of the city. These (hard) edges have reduced Kisumu's spatial structure to a 'crescent'. The eastern cusp of this crescent rests at Wathorego on Kibos River, which also forms Kisumu's eastern boundary, north of the Kisumu-Nairobi railway line. The crescent then widens at Mamboleo, subsuming Kanyakwar and Riat Hills on its westward loop, which subtends at Ojola. The western cusp is currently located around Obambo Market on the Kisumu-Bondo Road. These are the areas that house the new middle- to high-income residential development outside the colonial city boundaries. Besides the crescent, there is an eastward extension centered on Nyamsaria, which is gradually eating into the floodplains of Central Kolwa. The latter caters mainly to the housing needs of the lower-income members of the city's population.

Fig. 3 - BUILDING FOOTPRINT DENSITY



Source: LPLUDP, 2020

The City of Kisumu has vast slum areas that have formed around the colonial city in a form of a belt. Kisumu's slum formation process is attributable to the dysfunctional land use planning system based on the socio-spatial segregation that characterized colonial

urban planning and its undermanagement in the postcolonial times. Beyond the slum belt lies predominantly rural land that was incorporated into the city boundaries as part of boundary extensions of 1972. The land in the extended areas adjoins the informal settlements and provides avenues for further expansion of housing structures, as landowners here gradually change use from agriculture to urban development. Unfortunately, these areas too have developed without any proper land use planning and development control. Thus, Kisumu hosts a rather large peri-urban zone, which has important implications for urban development.

A.1.4. Inclusiveness

Kisumu City is committed to creating an inclusive and equitable urban environment, aligning with UN Habitat's definition and Sustainable Development Goal 11. The city promotes growth with equity, emphasizing safe and livable spaces with affordable access to services for all residents. Gender mainstreaming efforts and collaborative initiatives highlight the commitment to diversity and gender equality.

In addressing contemporary trends, the city recognizes the importance of affordable housing, quality education, healthcare, employment, and community engagement. Strategic planning documents and projects, such as stakeholder engagement reports and development plans, provide a foundation for creating accessible and diverse urban spaces. The perspectives of local actors, including government officials, community members, businesses, and non-profits, highlight the complexity of inclusive urban development.

However, the project must address challenges like limited affordable housing, gentrification, education access, transportation equity, economic opportunities, cultural spaces, discriminatory practices, environmental justice, inclusive decision-making, health disparities, and digital access gaps. Tackling these issues will contribute to Kisumu City's goal of becoming a more inclusive, safe, and sustainable urban center.

A.2. Institutional Setting

A.2.1. Development Strategies, Plans, and Project

The proposed projects in Kisumu County cover a spectrum of considerations, with a notable emphasis on the significance of initiating and developing procurement plans early on to guarantee the timely execution of projects. The optimization of stakeholder liaison mechanisms and the utilization of e-government tools are underscored as pivotal elements for enhancing overall effectiveness and efficiency. Recognizing the potential for conflicts between the City Board and county executive, there is an emphasis on fostering harmonious collaboration between various departments of the County and the National Government to achieve overarching service delivery objectives. The City is recommended to be treated as a special driver of development in accordance with pertinent legislation.

The recommendations further advocate for the alignment of budgets and Annual Development Plans (ADPs) with the County Integrated Development Plan (CIDP), coupled with the continued early initiation of procurement processes to avoid project overlaps. A paradigm shift in budget trends is urged, highlighting the need for activities to inform budget considerations. The necessity of clear policies governing Project Management Committees (PMCs) is emphasized, alongside ensuring the punctual disbursement of payments to suppliers and contractors. Additionally, there is a stress on the importance of resource mobilization, collaboration with development partners, and the timely release of project administration funds to facilitate robust quality control measures.

The projects also acknowledge the stark reality of climate change and advocate for its serious consideration through the formulation and implementation of a comprehensive climate action plan. Prioritizing funding and execution of climate change projects and programs is recommended to enhance resilience against the impacts of climate change. Continuous capacity building on climate change matters for various sectors, sector heads, the county assembly, and the executive is deemed imperative. It is suggested that the tracking of sectoral allocations for climate change actions be implemented to ensure that budgets align with their intended purposes.

A.2.2. Planning and Operation Capacities

In the context of Kisumu City, the success of the project hinges on addressing pertinent issues related to alignment with existing capacities, sustainability of capacity building, and collaboration and coordination among various stakeholders.

Before embarking on the proposed projects, it is imperative to take into consideration the current capacities of key actors in Kisumu City. This includes governmental bodies, community organizations, and other relevant stakeholders. Ensuring that the projects align seamlessly with these existing capacities is crucial for maximizing efficiency and effectiveness. Identification of areas where additional support or training may be necessary is equally important. By pinpointing these areas, the projects can be tailored to enhance the strengths and address the weaknesses of the current capacities, ensuring a more coherent and impactful implementation.

The sustainability of capacity-building programs must be a central consideration, extending beyond the projects' timelines. Evaluating the long-term impact of capacity-building initiatives is essential to determine their endurance and continued benefit to the community. Long-term strategies should be formulated to maintain and enhance the capacities developed during the projects. This could involve the establishment of ongoing training programs, mentorship initiatives, or knowledge-sharing platforms, fostering a culture of continuous learning and development within the community.

The successful implementation of development plans relies heavily on the collaborative efforts of various actors, each contributing unique capacities in terms of personnel, knowledge, and experience. The array of entities involved in the development plans under consideration includes non-governmental organizations (NGOs), private sector entities, community organizations, the County Government of Kisumu, Lake Victoria South Water Works Development Agency, Kisumu Water and Sanitation Company, Kisumu Lakefront Development Company, Kenya Railways Corporation, Kenya Ports Authority, Kenya Shipyards, City Board, Kenya Power and Lighting Company, Kenya National Highways Authority, Kenya Urban Roads Authority, National Government Ministries, and the Water Resources Authority.

Issues related to collaboration and coordination among different actors represent another crucial facet of project success. Working with key stakeholders, which include government agencies, non-profit organizations, and local communities, is foundational. Mechanisms for fostering effective communication and cooperation must be established to ensure a harmonious implementation. This collaborative approach ensures that diverse perspectives are considered, minimizing potential conflicts, and maximizing the collective impact of the project. Community engagement is also vital, involving residents in the planning and execution phases to align the project with local needs and aspirations.

A.2.3. Municipal Finances

The City of Kisumu encompasses 14 out of the 35 wards in the county and possesses partial own revenue authority, along with funds allocated based on 'objective criteria,'

such as population, poverty, and physical area, as defined by the County Government of Kisumu (CGoK). In essence, Kisumu City operates as a distinct entity within the CGoK, managed by a board that must approve budget requests before submission to the County Treasury. While this separate structure theoretically facilitates urban management, it has often resulted in the fragmentation of administrative processes between the county and the city.

The financial landscape of Kisumu County reflects a downward trend in the Total Share of National Revenue, Locally Collected Revenue, and Total County Funding over last three consecutive fiscal years. This trajectory signals potential financial challenges, urging a vigilant approach to financial management for the sake of sustainable development. The declining development expenditure from 2020/2021 to 2022/2023 further underscores a diminishing allocation of financial resources for vital projects and initiatives, with year-on-year reductions of approximately 18.92% and 2.36% respectively. Such consistent decreases raise concerns regarding their implications on infrastructure projects, social programs, economic growth, and community well-being, prompting a thorough assessment of contributing factors.

Overall, expenditure in Kisumu deviates from prudent Public Financial Management (PFM) principles. Budget execution levels indicate that actual spending tends to be below the budgeted amount, with an average absorption rate of 70% (share of actual expenditure out of budgeted expenditure). The current county debt totals KSh 1,465,777,807 and this impacts on the allocation for activities within the County including City Finance.

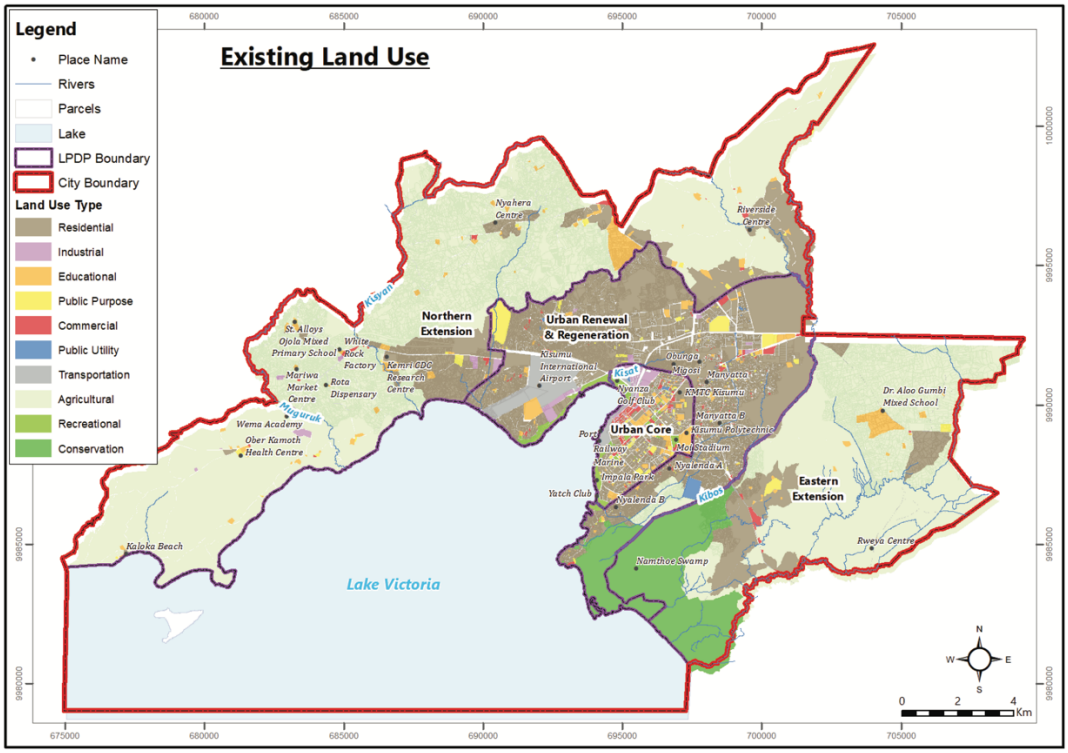
Kisumu county relies heavily on national revenue as its funding source, constituting 83% of total county fundings. While central funding is crucial for meeting developmental needs, Kisumu's substantial reliance on governmental transfers raises concerns about the accountability of local governance and effective, citizen-focused spending. The County's dependency may become challenging as the national government faces pressure to implement fiscal austerity. The consequence of CGoK spending patterns is underinvestment in development and a heavy reliance on national transfers to cover current expenditures. Despite the potential for own-source revenue to cover all current expenses, it currently only contributes an average of 15%. This exposes the county to financial risks in the event of a halt in future national transfers. Moving forward, the CGoK must either use its existing resources more efficiently or substantially increase its own-source revenue, with the latter holding more promise for enhancing government accountability.

A.3. Sector Performance

A.3.1. Land Use and Biodiversity

The land use of the City of Kisumu comprises a mix of commercial, residential, industrial, agricultural, transportation, educational, public purpose, conservation, and recreational uses. Agricultural lands take up the largest share of all land use (58%), followed by residential land use (27%).

Fig. 4 - EXISTING LAND USE



Source: LPLUDP, 2020

Increase in urban footprint poses as a concern on agricultural land which has been shrinking over time. To curb this, the city management should devise containment measures that guide development in a sustainable manner. The containment measures are informed by population growth projections, land availability, topographic characteristics, cultural aspects, the city's ability to implement, including investment and enforcement capacity. The city can achieve sustainable development using various approaches, key one being **intensifying density by regenerating brownfields and replacing existing buildings with new ones that accommodate more people.**

The major challenges facing Lake Victoria and the Rivers that drain in the lake are pollution and siltation. Lake water is unfit for human consumption in the gulf area due to pollution, industrial and domestic waste. This increases the health hazards and associated costs. This is mainly due to industrial effluents to the rivers from industries especially for river Kibos and Kisat. Human activities have resulting to poor waste disposal have been a major challenge especially within the informal settlements of Nyalenda that end up in the River Auuji.

Other ecological issues include degradation of riparian lands and encroachment on catchment areas & green spaces. These are caused by extensive construction and land exploitation that has been on the rise in the recent years. Moreover, Kisumu's green spaces are less than the UN recommended minimum of 9.5 m2/person. The condition of many of these green spaces is decreasing which further increases the city's challenges.

To achieve sustainable urban development in the City of Kisumu, the project is anticipated to address the following issues among others:

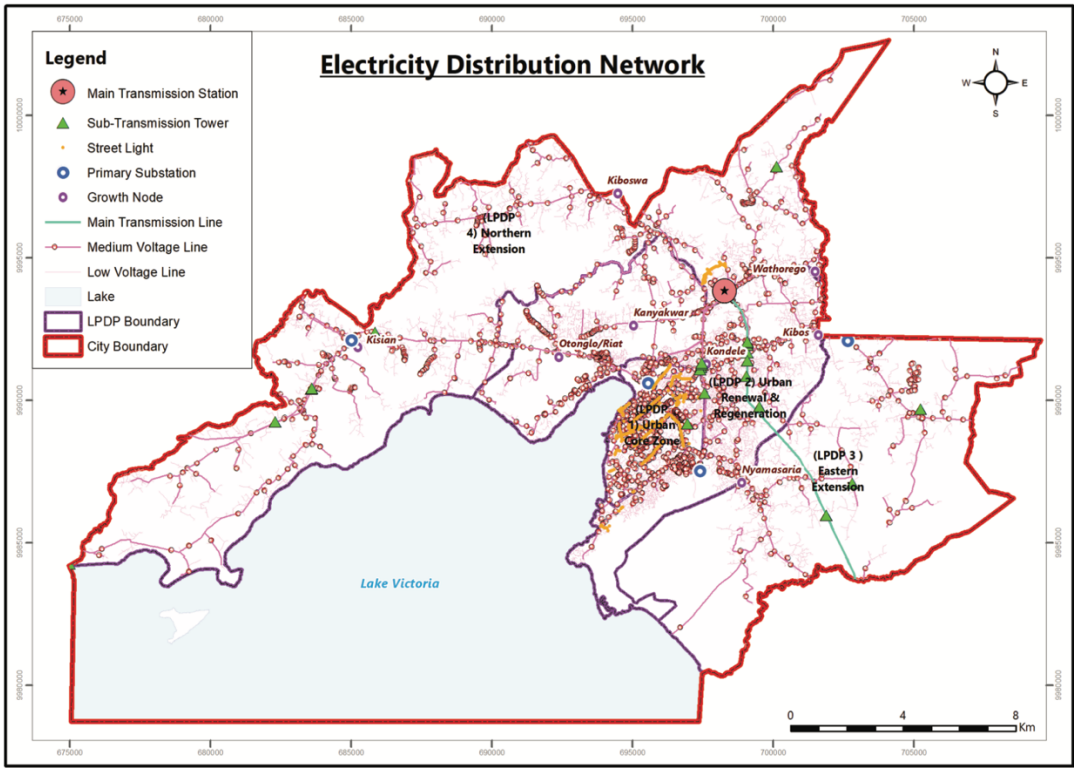
- Uncontrolled development that encroaches into fragile environments and agricultural lands,
- Land uses that promote spatial inequality,

- The controversial proposal to progressively convert freehold land into leasehold,
- Guiding public and private investments in a manner that spur economic position of the poor, and
- Inclusivity in city decision making processes.

A.3.2. Energy

The main sources of energy within Kisumu are electricity and thermal (firewood, charcoal, kerosene, LPG, biogas and solar) energy. The City is connected to the national power grid. The main transmission station with capacity of Kisumu 132/3 KV is located at Konya, Kajulu West. Also, there are 23 sub-transmission towers within the City.

Fig. 5 - ELECTRICITY DISTRIBUTION NETWORK



Source: Consultant

Although the whole city is technically covered in terms of power supply, there are a few locations such as low-income residential areas, some extended areas and a few markets that do not have direct connection. This can be attributed to high cost of initial connection to the grid.

This project should strive to achieve the following objectives in the energy sector:

- Enhance access to affordable and reliable electricity. This should include streetlights in all major nodes within the city.
- Promote access to modern clean cooking solutions e.g., uptake of biogas, efficient cooking stoves and briquettes by households,
- Prioritize and promote the development and use of renewable energy sources to help in the realization of the national target of 80% renewable energy in the energy mix by 2030,

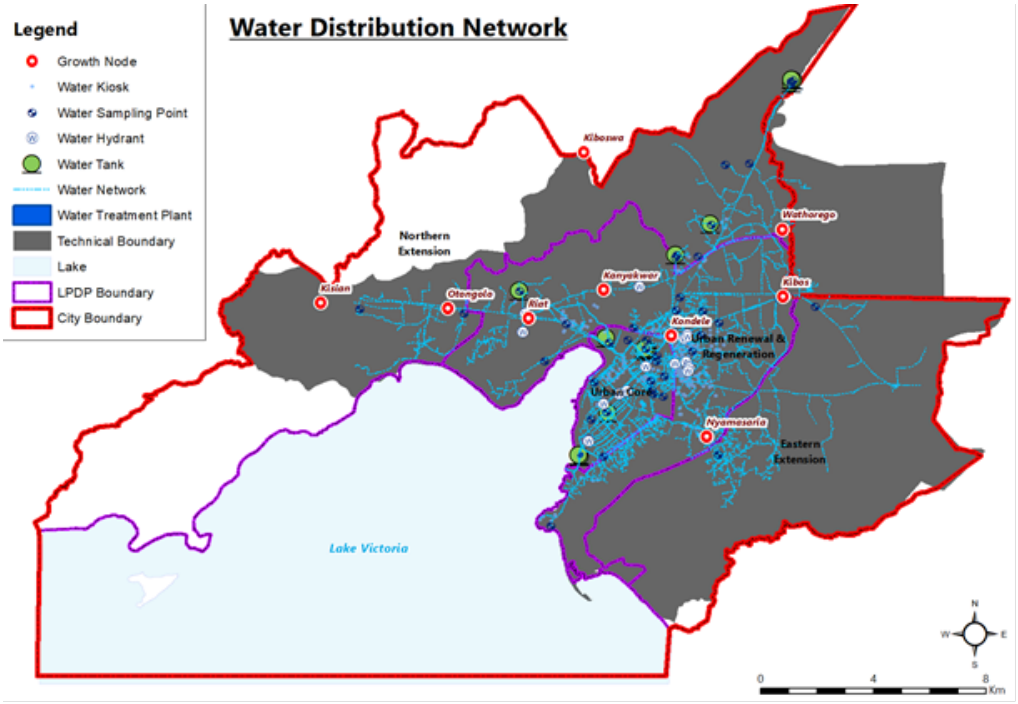
- Promote low-carbon and energy-efficient modes of transport to contribute to county's emission reduction,
- Promote sustainable management and efficient use of biomass to help in increasing forest cover, and
- Promote waste-to-energy technologies.

A.3.3. Water and Sanitation

Kisumu has two main water service providers: Kisumu Water and Sanitation Company (KIWASCO) and Gulf Water Services Company. KIWASCO gets water from Lake Victoria (Dunga intake) with 44,000m^3/day and Kajulu Water Works intake from River Kibos with 36,000m^3/day. Other water sources in Kisumu include boreholes, wells, rivers, and rainwater.

Kisumu's water supply network covers different areas, but the level of service varies. The urban core has a better network, while extension zones rely on boreholes and rainwater. KIWASCO manages the network within the technical boundary. According KIWASCO, the water supply network covers 87% of the city. However, the cost of water, whether from kiosks, vendors, or private boreholes, can be a significant burden for many families, especially those living in informal settlements who are the majority poor. This can limit their ability to access enough clean water for their needs.

Fig. 6 - WATER SUPPLY NETWORK IN KISUMU CITY



Source: KIWASCO, 2022

Key issues that were identified through the diagnostic are:

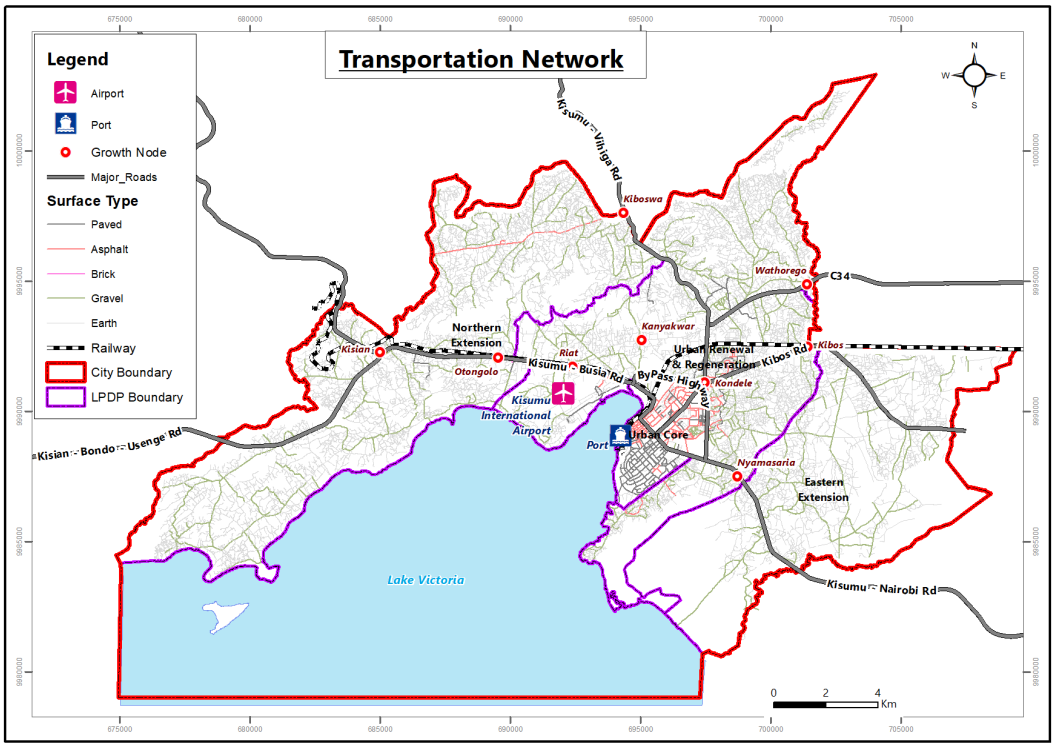
- **Pumping Difficulties**: Supplying water to hilly areas like Riat is challenging due to the increased energy required for pumping, creating difficulties in accessing a consistent supply.
- **Water Quality Issues/ Upstream Pollution**: Rivers contaminated by upstream activities like industrial waste or agricultural runoff make downstream water sources unsuitable for consumption without proper treatment.

- **Mismanaged springs**: Poor management of spring water sources, including inadequate protection and potential overutilization, can lead to contamination and decreased yield capacity.
- **Demand and Infrastructure Issues**: Rapid urban growth and increased housing development put a strain on the existing water infrastructure, leading to potential shortages and inadequate pressure.
- **Vandalism**: Damage to water pipes and manholes through vandalism disrupts water flow, increases leaks, and can lead to contamination.
- **Low Recognition of WRUAs:** Water Resource User Associations (WRUAs) play a crucial role in community-based water management. Low recognition and support for these organizations hinder effective water management and conservation efforts.
- The **reliance on untreated surface water and shallow wells** exposes residents to various **health risks**, including: Waterborne diseases like diarrheal diseases, cholera and typhoid fever; Chemical contamination from agricultural runoff, industrial waste, and other pollutants contaminate water sources, leading to exposure to harmful chemicals that can cause various health problems.
- **Illegal water connections:** In some areas such as Migosi, Kanyakwar and Waothorego, there exist direct illegal water connections.
- These issues collectively contribute to water scarcity, poor water quality, and inefficient water distribution in Kisumu.
- Kisumu's sanitation system faces significant challenges, particularly in low-income areas. **Poor sanitation in low-income areas**: Unlined pit latrines and open defecation pose serious health and environmental risks.
- **Limited emptying options**: Motorized emptiers are scarce and refuse unlined pits.
- **Inefficient septic tank systems**: Many don't function properly due to design flaws or overuse.
- **Low coverage of improved options**: VIP latrines and Ecosan toilets have limitations in terms of coverage and functionality.

A.3.4. Transport

A good transport system is a requirement for local economic development and interregional competitiveness. This is achieved by easing mobility of raw materials, labor, good and services. Four main modes of transport are available in Kisumu, namely: road, railway, waterway, and air transport. The City's port, railway, and logistics sector is on an upward trajectory, with substantial investments and developments promising to transform the city into a key regional hub for transportation and trade.

Fig. 7 - TRANSPORTATION NETWORK



Source: Kenya Roads Board & County Government of Kisumu

Public transit is not well developed in Kisumu. According to household survey conducted by ITDP in 2020, 53% of daily trips are made by foot, 4% are by bicycle or bicycle boda-boda,[1] 13% are by matatu,[2] 3% by tuk-tuk,[3] 13% are by motor-cycle boda-boda, 6% by motorcycle, and 6% are by car. The distribution of transport modes differs remarkably between men and women, with women making significantly more walk trips and fewer trips by private motorized modes such as car and motorcycle.

Regrettably, the designs of most streets are inclined to motorized transport with little investment in footpaths and cycle tracks. Vulnerable groups such as women, persons with disabilities, and school children normally experience a high risk of crashes due to inadequate provision of pedestrian crossings.

Key issues that were identified through the diagnostic are:

- Provision of non-motorized transport facilities
- Establishment of street naming schedule and road signage
- Construction and maintenance of feeder roads in the extended areas
- Regulation of *matatu* industry by enforcing existing rules and regulations
- Protection of flight obstacle limitation surface and adhering to KCAA regulations.

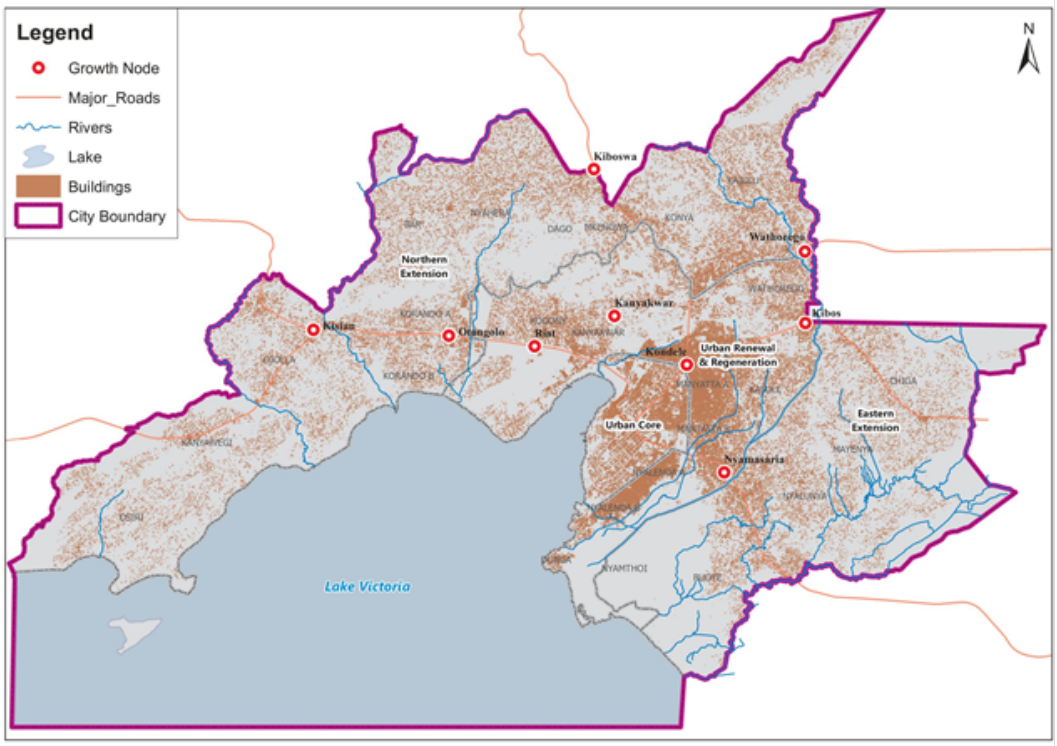
A.3.5. Buildings

Two types of building structures are more pronounced in the city, that is, commercial and residential buildings. More commercial building footprint is found within the urban core. They are mainly used for retail and wholesale businesses. As you move towards the

[1] Type of bicycle (bicycle boda-boda) or motorcycle taxi specific for East Africa.
[2] Minibus used for passenger transport.
[3] Tricycles used for passenger transport.

peripheries, more buildings are used for residential purposes. The larger concentration residential buildings are found in the informal settlement belt of Manyatta, Kondele, and Nyalenda. Other type of buildings is industrial for both light and heavy industries.

Fig. 8 - CITY'S BUILDING DENSITY



Source: LPLUDP, 2020

The project should review the processes and procedures for approving development applications within the City of Kisumu. Adherence to Building Regulations, Physical and Land Use Development Plans, Physical and Land Use Planning Act of 2019 among other built environment regulations should be emphasized. Uncontrolled building development that eats into agricultural land should be addressed by the project. Other issues that need keen attention are encroachment onto the road reserves and riparian areas by the developers and controlling building heights on the flight path as well as promoting mixed use development especially in the sub centers.

A.3.6. Liquid and Solid Waste

Waste collection struggles to keep pace with population growth. The collected volume of waste (63,791 tons annually) is not increasing proportionally to the total waste generated (127,582 tons annually). This means that even though the city is expanding, and its population is growing, the amount of waste being collected is not keeping pace. This results in a decline in the collection rate, which is currently at 50%.

This is caused by **inadequate waste collection infrastructure**. The current city's waste collection system does not have the capacity to handle the growing volume of waste. This is due to inadequate of collection vehicles, manpower, and proper household disposal facilities. The City's spatial expanse is too large for the existing vehicles to cover effectively.

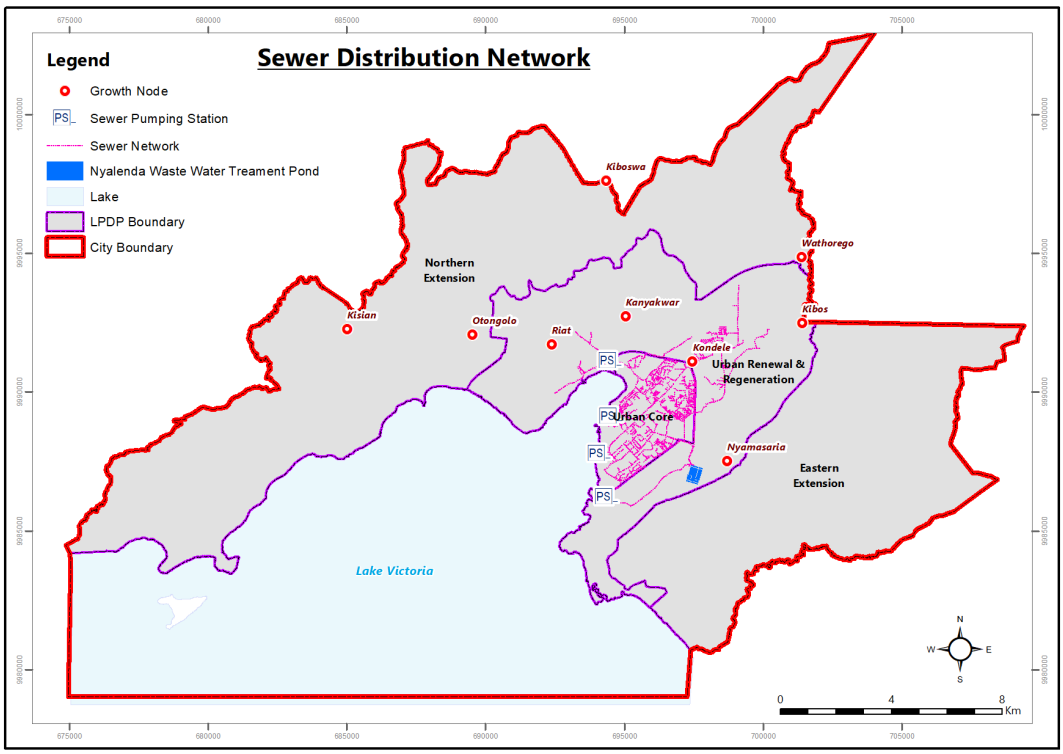
Waste storage capacity is also inadequate. Households produce more waste than their containers can hold, necessitating frequent collection. Only 3 hospitals have suitable concrete storage rooms. One has a waiting bay, but the remaining 4 lack designated

storage areas for waste awaiting disposal. This leads to waste overflows in their respective areas of storage hence littering if not collected on time.

The sewerage services in the city are provided by KIWASCO. The sewer coverage within the city is still minimal. Currently it is estimated at 18%, with a total length of 124.30 km. Most parts of the city are yet to be connected to the sewer network due to **financial constraints** and **other geographical limitations** like the low-lying areas like Manyatta and Nyalenda cannot connect due to their elevation being below the sewer network.

The sewer network shown in the map below is connected to two sewer treatment plants with a combined capacity of 17,800m3. The low volumes collected at the two plants are associated with leakage along the lines caused by low of preventive maintenance and dilapidated infrastructure. The map below shows sewer network coverage within the city.

Fig. 9 - SEWER DISTRIBUTION NETWORK



Source: KIWASCO, 2022

In some areas, such as Lower Migosi, poor planning and neglect led to houses being built on sewer lines and blockages for construction. Residents use illegal soak pits that discharge raw sewage into storm drains, posing health and environmental risks. Despite these issues, the local water agency avoids addressing Lower Migosi due to political sensitivities, as rehabilitating the system would require demolishing buildings.

A.4. Climate and Disaster Risks

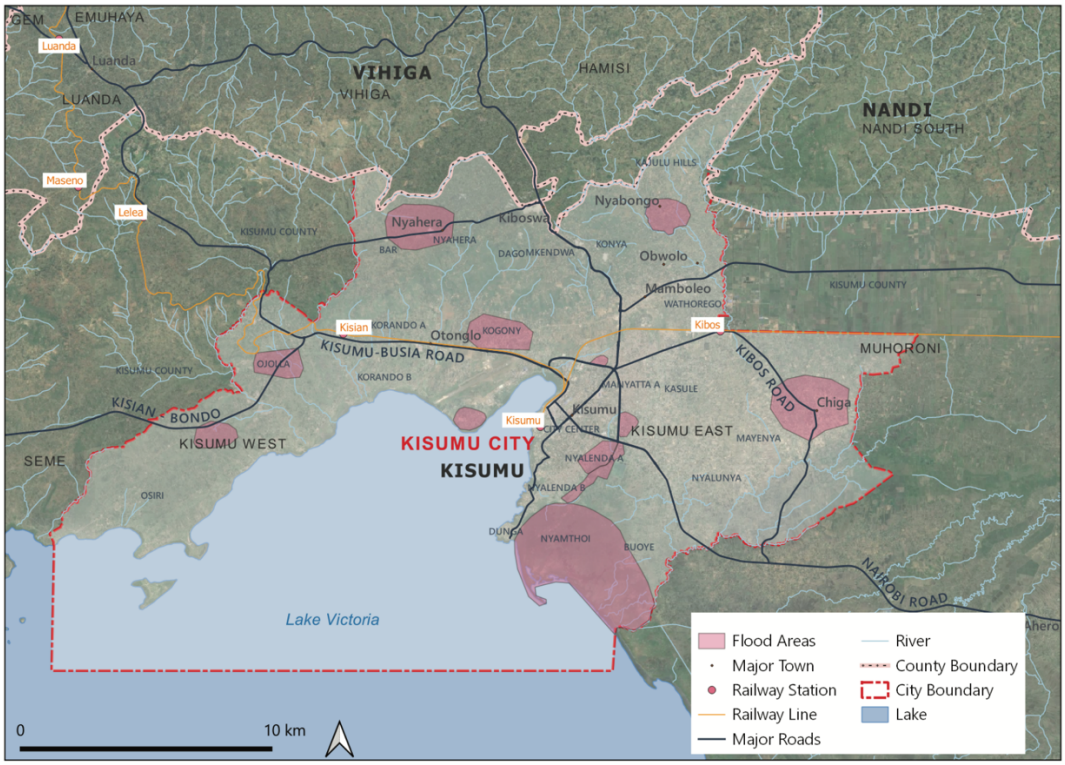
A.4.1. Hazards

Kisumu finds itself at the crossroads of a changing climate. It's vibrant ecology, intricately woven from lake, hills, wetlands, and rivers, faces the same climate challenges as the city itself. The delicate balance that sustains this unique ecosystem – from diverse wildlife habitats to vital water sources – is threatened by climate induced hazards.

Rising temperatures, erratic rainfall patterns, and rising sea levels paint a complex picture of challenges like floods, droughts, and extreme heat. These hazards disrupt lives, livelihoods, and the city's infrastructure including the natural environment, disproportionately impacting vulnerable communities and informal settlements.

In Kenya, floods are the most common hydro-meteorological hazard. Most of the flooding in Kenya has been a result of global warming, which is depicted by extreme hydrometeorological events that are projected to increase in incidence on account of climate variability and change. Kenya stands at 6.2% according to the natural disaster risk index.[4] Over the past years, flooding patterns have been shifting and becoming less predictable for the Kisumu city inhabitants, and poverty has led more and more people to stay in areas vulnerable to flooding. Causes of flooding in Kisumu city include heavy rainfall, high lake level rise and flash floods occasioned by the rivers.

Fig. 10 - FLOOD PRONE AREAS



Source: Rapid Climate Risk Assessment for Urban Adaptation and Resilience, 2023

Moreover, the Lake Victoria Basin, which includes Kisumu County, is highly susceptible to frequent climate extremes, including droughts, which have been increasing in recent years. Despite the region's wetlands, droughts have been the least anticipated extreme climatic event in the past, and their impacts are more adverse than those of floods due to the inadequacy of existing coping mechanisms.

Along with the droughts, the city is witnessing a rise in both the frequency and intensity of heatwaves, characterized by more frequent and longer warm spells, both during the day and night creating urban heat islands. This puts vulnerable populations at risk, with potential increases in deaths and illness. Outdoor workers face heat stress and reduced productivity, while residents and tourists experience discomfort and potentially higher energy bills due to increased air conditioning use. As per the map below, the distribution

[4] Kenya Disaster and Risk Profile, 2014.

of the heat islands is mainly concentrated at the urban core where the temperatures are extremely high.

These climate-induced hazards expose the stark inequalities within Kisumu. Communities living in flood-prone areas and informal settlements, often lacking resources and proper infrastructure, bear the brunt of the impact. Their limited capacity to adapt and mitigate these risks further deepens their vulnerability.

The Riat and Kajulu Hills, once natural buffers, may witness altered rainfall patterns impacting their biodiversity. Lake Victoria, struggles with pollution and invasive species, jeopardizing its role as a freshwater source and economic driver. Wetland gems like Nyamthoe, crucial for water purification and flood control, are under threat from development. Even urban green spaces, vital for mitigating heat and improving air quality, face pressure from expanding settlements.

These ecological threads are tightly woven with the challenges of climate change. Increasing floods could overwhelm the natural drainage provided by rivers and wetlands, exacerbating existing flood risks. Droughts might stress the vital role of Lake Victoria as a freshwater source, impacting both residents and the local economy. Rising temperatures put a strain on the delicate balance of diverse ecosystems, putting their unique species at risk.

A.4.2. Vulnerable People

Kisumu City, despite being small in area (14% of the county), houses nearly half (44%) of the county's population (507,402) as per the 2019 Population Census. 60% of the city's residents live in informal settlements; Nyalenda A and B, Manyatta A and B, Bandani and Obunga which are characterized by high poverty levels, compactness of the settlements (density), and inadequate infrastructure. This population is most affected by climate hazards like floods, droughts, and very high extreme temperatures due to their living conditions and limited resources for adaptation.

Despite being a pioneer in universal health coverage, the spatial distribution of facilities and financial barriers (poverty) create **unequal access to healthcare**, particularly for residents in informal settlements and the peripheral areas. This is further exacerbated during climate emergencies when demand surges and existing facilities struggle to cope.

Climate hazards like floods, heatwaves, and droughts disproportionately impact the livelihoods of specific groups:

- Youth: Job losses in the informal sector due to disrupted transportation and limitations on outdoor businesses.
- Elderly: due to health issues and limited mobility, this population group is specifically vulnerable to climate hazards.
- Indigenous households: Lack of alternative land, livelihoods, and relocation options make them highly vulnerable during disasters.
- Women: Increased burden of fetching water and caring for affected family members due to existing gender roles.

Floods disrupt schooling, leading to high absenteeism and drop-out rates, especially in flood-prone areas. Additionally, young children are more susceptible to health complications from climate hazards, resulting in higher infant mortality rates.

Finally, the health impacts of climate change are a growing concern in Kisumu. Floods and droughts create favorable conditions for the spread of waterborne diseases, putting residents at risk of illness and putting additional strain on healthcare systems which are ill equipped to handle surges and outbreaks due to inadequate medical facilities. Extreme

temperatures can also exacerbate existing health conditions and lead to heat-related illnesses. This is also compounded by the ever-growing urban population visa vis the inadequate existing healthcare facilities.

Overall, the skewed distribution of resources, limited infrastructure, and existing social inequalities create a situation where specific groups are disproportionately vulnerable to the impacts of climate change in Kisumu. Addressing these issues requires targeted adaptation strategies that focus on strengthening healthcare access, building resilience in vulnerable communities, and creating alternative livelihoods.

A.4.3. Vulnerable Physical Assets

Climate change induced hazards particularly floods and droughts, threaten Kisumu's vital assets including its physical and natural assets from infrastructure to land and ecosystems. This jeopardizes residents' health, livelihoods, and the entire economy. Smart adaptation and resilience strategies are urgently needed to address these vulnerabilities. A summary of the key issues to be addressed are discussed below.

Buildings, roads, bridges, and transport networks and other **structures built within the flood zones** are susceptible to damage from floodwaters, leading to structural damage, road closures, and disruptions to essential services like transportation and communication. Damaged roads and bridges cut off essential services and transportation, hindering economic activity and raising food costs**.** Inadequate storm water drainage systems, flooded water pipes and overwhelmed sewer systems exacerbate the situation, causing water contamination and health risks.

Climate change also poses a significant threat to Kisumu's **food security**. Floods devastate agricultural fields, destroying crops and livestock, impacting farmers' livelihoods and pushing food prices upwards. Droughts further exacerbate the situation, leading to **water scarcity and agricultural losses**. Disrupted local fisheries due to flooding add another layer to the food security challenge, affecting both livelihoods and access to essential protein sources.

The economic impacts of climate change in Kisumu are far-reaching. Disruptions caused by floods, droughts, and extreme weather events lead to job losses across various sectors, including construction, manufacturing, and informal businesses. Reduced productivity due to health issues and service disruptions further hinders economic activity.

Chapter 3. Vision, Objectives, Prioritized Actions

A. Project Selection

A.1. Initial Project Long List

A.1.1. SWOT Analysis

The initial project selection was deeply rooted in the outcomes of the City Profiling Phase. A key output of the City Profiling Phase was the Strengths, Opportunities, Weaknesses, and Threats (SWOT) matrix provided below. It results from the information collected and analyzed by the consultant team and the proceedings of the two City Profiling Workshops conducted during the mission. **Six transversal topics emerge from the SWOT analysis:**

1. The lake and surrounding natural areas
2. Urbanization
3. Local economy and resource management
4. Local culture and social cohesion
5. Governance and planning
6. Infrastructure and services.

These topics are reflected within the SWOT matrix. The city of Kisumu faces several threats, which are caused by a historical underfunding as well as current undermanagement of the city, a decline in economic activity and marginalization of a part of the population, underinvestment in the essential infrastructure and worsening quality of life of the residents. These pressing issues need to be addressed in an urgent manner.

The approach that the consultant recommended with the present study is to concentrate on existing development opportunities within the city of Kisumu. This approach is likely to launch structural changes in Kisumu, creating a structuring dynamic and leading to tangible positive change. Targeting at stimulating economic activity in the City and County and building capacities of its key players, the opportunities-based approach will bring long-lasting effects of developing the city's economy, increasing budget revenues, and thus allowing for a higher investment in development from public and private actors alike. **A focus on seizing the opportunities will lead to positive knock-on effects for the development of the city, thus helping reduce weaknesses and protecting Kisumu from threats to its development.** Therefore, in the City Profiling report, the consultant proposed adopting an opportunities-based approach for project selection and prioritization for the next stages of the study, which received approval from the City's and AfDB's side.

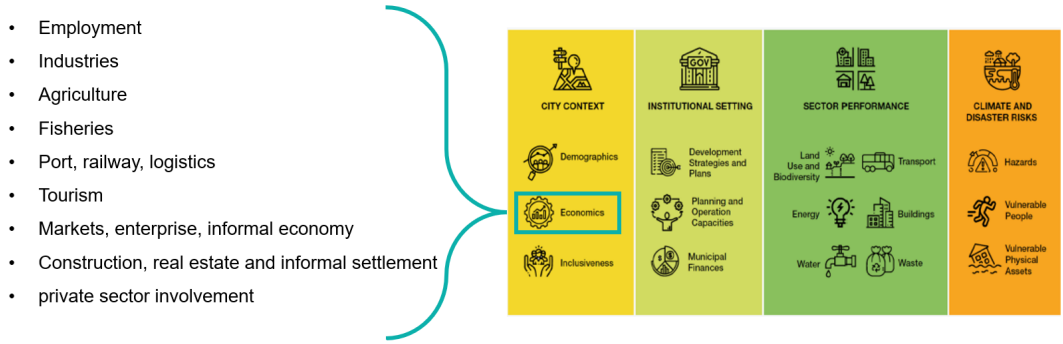
Strengths	Weaknesses
[1] Diverse ecosystems, natural resources (fresh water from Lake Victoria) [1,5] Commitment to sustainable development practices (NMT development) [3] Strategic location: a transport hub [3,4] Local educational institutions [4] Cultural diversity and local identity [4] Citizen cooperation, public participation [5] Existing planning and regulatory documents [5] Sound political structure [5] Experience in mitigation and adaptation to floods	[2] Uncontrolled development, urban sprawl and a threefold city structure (well-developed CBD, a belt of informal settlements, and sprawled out periphery), which emerged during and after colonial times [3] Stagnant local economy (few industries, remoteness from important tourism centers in Kenya, difficulties to access capital markets, unemployment) [3] Insufficient city budget: reliance on national money transfers, low tax collection and budget undermanagement [4,5] Insecurities for vulnerable groups and lack of participation [5] Lack of climate action planning [6] Inadequate and poorly maintained infrastructure
[1,3] Lakefront development [1,3] Development of green energy [1,3] Development of industries: fishing and aquaculture, agri-tech, real estate, tourism development (sanctuaries, cultural tourism) [3] Introduction of e-commerce [3] Supporting SMEs [2] Polycentric spatial development around growth nodes [3] Strengthening Lake region economic bloc cooperation [3,5] Attracting donor funding [5] Introducing e-governance, smart city features [6] Development of infrastructure and services (affordable housing…)	[1] Lake pollution [1] Loss of biodiversity (incl. decline in fishing volumes) and land degradation [1,6] Spread of diseases [1] Food insecurity [2] Continued informal urbanization and unstructured densification of the periphery [3] Competition from other lake cities (Kampala) [3] Growing gap and clashes between formal and informal economy [3,4] Emigration of professionals – “brain drain” [4] Social unrest and growth in crime levels [5] Political instability
Opportunities	**Threats**

A.1.2. Project Longlisting Methodology

The initial phase of action planning for Kisumu city development began with an extensive survey of projects grounded in the "Findings from the City Profiling Report". The profiling report revealed thematic and geographic sectors necessitating targeted actions to seize relevant opportunities and address identified challenges. These proposed actions were designed to align with the broader visions and general objectives established in the preceding phase.

The consulting team took the initiative to propose a comprehensive list of projects, ensuring full coverage of all themes addressed in the diagnostic framework.

Fig. 11 -THEMATIC TO BE COVERED BY THE PROJECTS LONG LIST



A matrix was created to demonstrate the contribution of each proposed project (listed in rows) to various thematic areas (organized in columns). A straightforward scoring system was applied: a score of 0 indicates no impact on the theme, 1 for a slight impact, and 2 for a significant positive effect. The full matrix is included in Annex 5 of this report.

Tab. 1 - EXAMPLE OF THE THEMATIC ASSESSMENT MATRIX

Score	Action Title	Demographics	Inclusiveness	Employment	Industries	Agriculture	Fisheries	Port, railway, logistics	Tourism
3	City Land Management		1						
12	**Nyamasaria Growth Node**		1	2	1			2	1
4	**Kondele Growth Node**		1						
4	**Kibos Growth Node**		1						
3	**Wathorego Growth Node**		1						
6	**Mamboleo Growth Node**		1	1					
3	**Kiboswa Growth Node**		1						
5	**Otonglo Growth Node**	2	1						
5	**Kisian Growth Node**		1	1	1				
25	Lakefront Promenade and Dunga Developm	2	1	2	1		2	1	2
11	Urban permaculture development	2	1	1		2			1
8	Recreation/Open Space Improvements		1						2
7	Non-Motorized Mobility Improvements	1	1						1
29	Urban Densification	2	2	1	1			1	
8	Business incubator (in Mamboleo)		1	2	1				1

A notable observation is that all themes are addressed when considering the aggregate of proposed projects. Moreover, some projects span a broader range of themes than others, as evident when examining the matrix row by row. Projects such as "Lakefront Development," "Urban Densification," and "Industrial Park" showcase positive influences on a wider array of issues.

Conversely, a column-by-column review reveals that certain themes are more frequently impacted than others. For instance, themes like "Inclusiveness," "Market, Enterprise, Informal Economy," "Private Sector Involvement," and "Land Use and Biodiversity" are positively influenced by a large number of proposed projects, reflecting the diagnostic phase's focus.

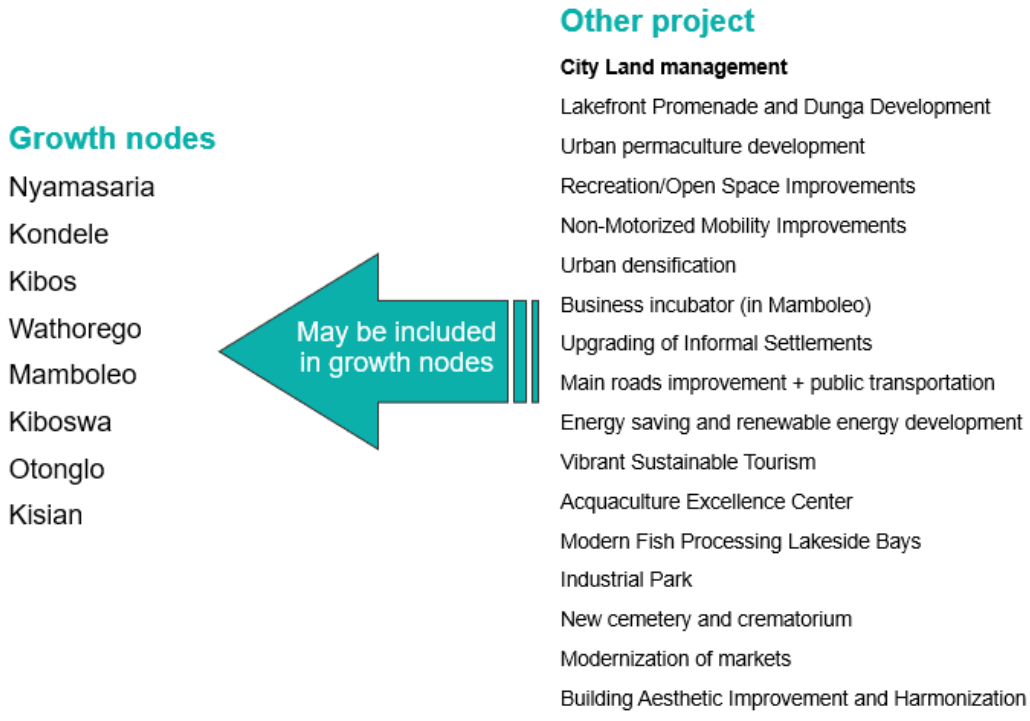
Following the consultative team's proposal, this extensive list served as a discussion point for the initial workshop, aimed at engaging participants. During this workshop, participants were invited to suggest additional project ideas to augment the long list. Furthermore, they offered reformulations or provided new contexts for some already-proposed projects.

Central to our strategic urban development is the utilization of the framework established in the "Lakefront Polycentric Land Use and Development Plan" (LPLUDP). This master plan identified "growth nodes," aligning with the concept of a "Polycentric Spatial Development Strategy." The strategy is predicated on the decentralization of urban economic concentrations and fosters the development of multiple growth nodes and economic sub-centers. It aims to alleviate the pressures of urbanization on central areas by distributing development equitably across the city.

Polycentric spatial development is not merely about creating multiple centers of growth; it also involves strategically locating growth nodes and catalytic commercial centers at pivotal points to optimize development impact. The map of growth nodes can be found in Fig. 9 -.

Each growth node defined in the LPLUDP is considered a standalone development project, integral to the long list of proposed projects. Complementing these are independent projects that may potentially be integrated into the growth nodes. The ensuing illustration presents the exhaustive list of projects, encompassing both the identified growth nodes and other projects.

Fig. 12 -LONG LIST OF PROJECTS INCLUDING GROWTH NODES AND OTHER PROJECTS



In anticipation of subsequent evaluative stages, we recognize the need to assess, compare, and prioritize certain growth nodes, and similarly evaluate other proposed projects for their potential integration within these nodes. This effort seeks not only geographical coherence but also thematic consistency across projects.

During the development of this extensive list, a critical issue surfaced—one that underpins the feasibility of nearly all proposed projects: the municipal capacity for effective city land management. This challenge is especially pertinent for projects or programs (a program being composed of multiple projects, which is the case for growth nodes) that span broad spatial zones and operate on an extended timeline. The reinforcement of "city land management" capabilities emerged as a preeminent conditional factor for the realization of all projects, evident even in this initial brainstorming phase. The study team's familiarity with this matter stems from previous work on the urban development master plan and from diagnostic phases preceding this action plan. Ensuring robust city land management will remain a central point in discussions and detailed action plans for implementing the selected projects.

A.2. Project Shortlisting Methodology

A.2.1. Participatory Multi-Criteria Analysis (MCA)

The adoption of a multi-criteria analysis (MCA) for project evaluation within the Kisumu city development initiative is much more than an exercise in rational decision-making; it is a catalyst for in-depth discussion and contemplation among stakeholders. This method, renowned for its ability to bring structure to the assessment process, is employed here not as a dictating force, but rather as a framework to foster dialogue and critical examination of potential urban development projects.

MCA serves to illuminate the diverse factors impacting project success and sustainability. However, it is imperative to recognize that the quantitative outcomes generated by this approach do not, in themselves, make the final decision. Instead, these results are a starting point — a means to engage stakeholders in a shared, critical analysis that takes into account not only the data but also the rich tapestry of contextual knowledge and experiences that participants bring to the table.

In embracing this philosophy, we have implemented a co-constructive approach to the evaluation system. The process is designed to ensure that intermediate and final outcomes are thoroughly discussed, allowing decisions to be informed by the collective insights and judgments of all stakeholders involved. This methodology ensures that the ultimate decision-making authority rests with the people—not just with the indicators.

A.2.2. Criteria Selection and Weighting

The criteria used in our MCA are based on the African Cities Program's guide recommendations. However, in recognizing the distinct challenges and opportunities of Kisumu, we introduced three additional indicators — numbers 13, 14, and 15 — in the "Strategy and Feasibility" category, tailoring the analysis to the unique context of the study.

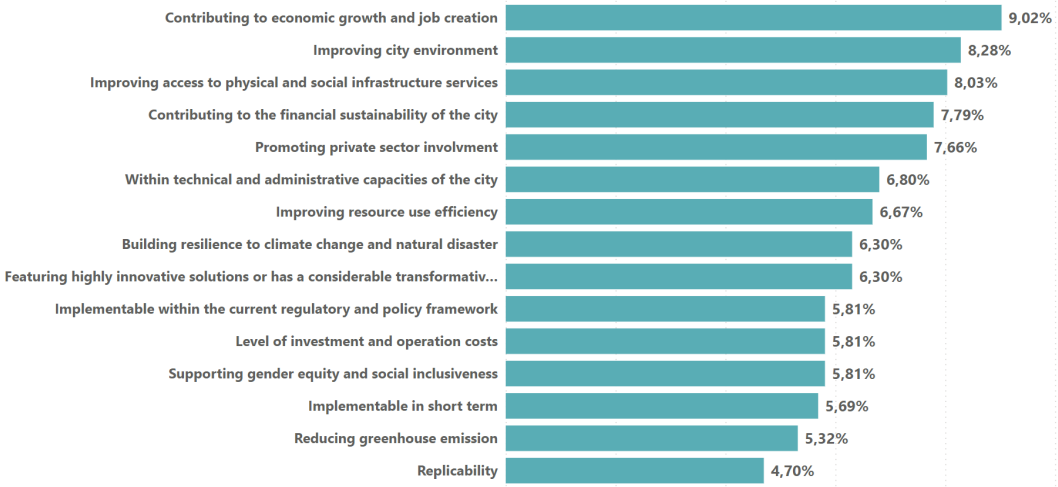
Tab. 2 - CRITERIA USED IN THE MULTI-CRITERIA ANALYSIS

Environment and Climate	C1	Improving city environment
	C2	Improving resource use efficiency
	C3	Reducing greenhouse emission
	C4	Building resilience to climate change and natural disaster
Economic and social	C5	Contributing to economic growth and job creation
	C6	Promoting private sector involvment
	C7	Improving access to physical and social infrastructure services
	C8	Supporting gender equity and social inclusiveness
Strategy and feasibility	C9	Implementable within the current regulatory and policy framework
	C10	Within technical and administrative capacities of the city
	C11	Featuring highly innovative solutions or has a considerable transformative effect
	C12	Contributing to the financial sustainability of the city
	C13	Implementable in short term
	C14	Affordability for investment and operation costs
	C15	Replicability

Understanding that not all criteria hold equal significance, the scoring allocated to each reflects the priorities, vision, and objectives of the stakeholders involved in the evaluation and project selection phase.

The weighting of the criteria was a participatory process, undertaken during the initial workshop. The participants were introduced to the MCA framework through an interactive exercise, harnessing the ubiquity and familiarity of personal smartphones. A QR code was projected on the screen, which, when scanned, directed participants to a questionnaire that facilitated the weighting of the previously presented criteria. This approach not only democratized the evaluation process by ensuring transparency but also captured a diverse array of perspectives, encapsulating the collective priorities of the stakeholders. The immediacy of digital responses also enabled a dynamic exchange of ideas, as the impact of each weighting was discussed and considered in real time.

Ch. 1 - RESULTS OF PARTICIPATIVE CRITERIA WEIGHINGS



The results from the criteria weighting exercise reveal a clear prioritization among the stakeholders, illuminating what they perceive as the most crucial factors for the development projects in Kisumu. The highest weight is assigned to 'Contributing to economic growth and job creation' at 9%, indicating that projects which stimulate the economy and employment are of paramount importance. This reflects a socio-economic philosophy that values initiatives poised to bolster the economic engine of the city and directly address the well-being of its citizens through job opportunities.

Following closely are criteria related to 'Improving city environment' and 'Improving access to physical and social infrastructure services', with weights of 8.3% and 8% respectively. These suggest a balanced concern for the livability and functionality of the city, where environmental quality and infrastructure are seen as essential to the city's sustainable growth.

On the lower end of the scale, 'Replicability' at 4.7% received the least emphasis, which may indicate a preference for unique, situation-specific solutions over those that can be easily duplicated elsewhere. This could be interpreted as a desire for bespoke strategies that cater to Kisumu's unique context rather than generic, one-size-fits-all solutions.

Synthesizing these priorities, the socio-economic-environmental philosophy guiding the project evaluation appears to be one that favors comprehensive growth—economically through job creation, socially through improved infrastructure, and environmentally through enhanced urban conditions. It suggests a nuanced approach where the stakeholders' vision encompasses both immediate economic benefits and the long-term sustainability and resilience of the city.

A.2.3. Project Assessment

Prior to the first workshop, the study team had meticulously evaluated each project against the above listed criteria, assigning scores from 0 to 4. A score of 4 denoted a project's high contribution to the criterion, while 0 indicated no relevance.

Armed with these pre-assessments, the workshop facilitated the rapid calculation of a weighted average score for each project during the session itself—a numeric reflection of a project's merit under the rational lens of the multi-criteria analysis. This process produced what can be termed a "purely rational" result from the MCA. However, it's crucial to understand that these preliminary evaluations were subject to significant uncertainties. The projects' scopes were yet to be refined, and thus, their performance against specific criteria could shift as their designs evolved.

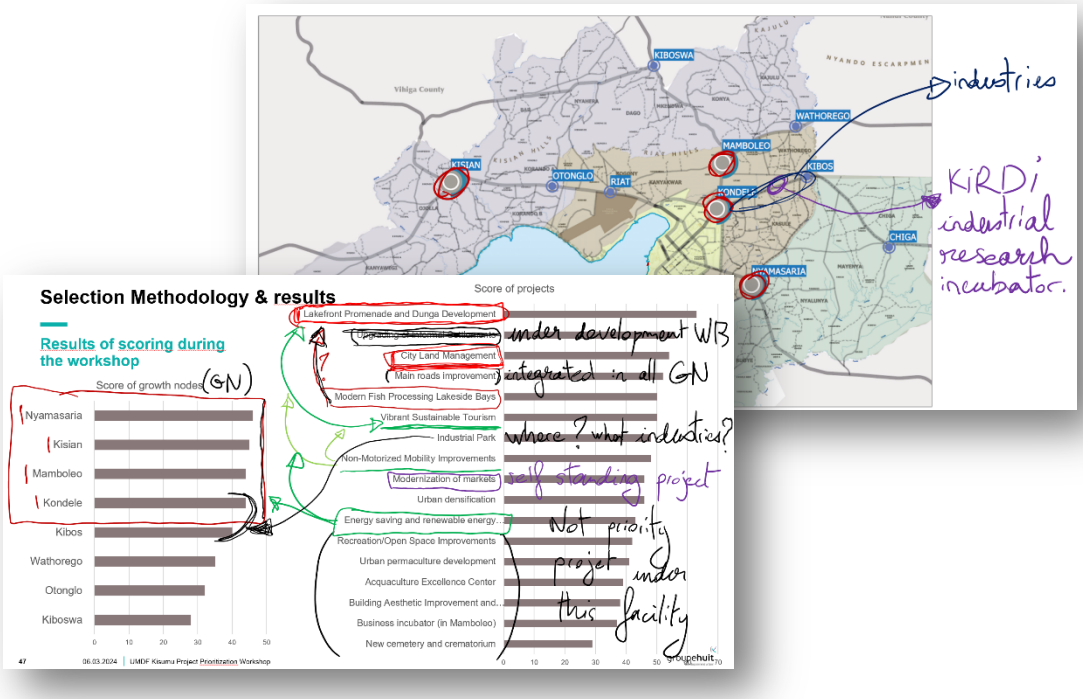
Acknowledging this, the analysis was never intended to be prescriptive but rather to provide a substantive basis for workshop discussions. By grounding the conversation in data, stakeholders could better navigate the complexities of project selection, weighing their expert knowledge against the MCA's quantitative output.

Upon revealing the MCA results to the participants (see Annex 4), the consultant team unfolded a synergy matrix alongside. This matrix served a vital function by highlighting not just the intrinsic value of projects but also their compatibility and potential synergies with one another. Recognizing these interconnections could significantly sway preferences, as stakeholders were encouraged to think in terms of complementary benefits and collective impact.

In the spirit of participatory analysis, stakeholders were then invited to engage in a live polling exercise, again expressing their preferences via smartphone. Two separate surveys captured sentiments: one for the "growth nodes" and another for the independent projects (that could be included in growth nodes). The examples of the surveys are presented in Annex 1. This was not a granular re-evaluation but a holistic expression of preference, synthesizing all aspects previously debated in the workshop—from criterion weights and project contexts to discussions around MCA results and project synergies.

The real-time preference data, visualized through histograms on a PowerPoint slide, became a living document, annotated with notes as discussions unfolded. This collective evaluation method not only grounded the deliberation in quantitative data but also ensured that the qualitative insights of the stakeholders were captured and considered. The following figure showcases two examples of these visual aids, which doubled as platforms for dialogue and live notetaking.

Fig. 13 -Interactive Discussion Supports: Histograms of Stakeholder Preferences on Growth Nodes and Independent Projects



The results of this interactive assessment phase are presented below.

B. City Vision and Objectives

B.1. The Vision for Kisumu

The Local Physical and Land Use Development Plan (LPLUDP) vision for Kisumu positions it as a **Vibrant Lake Metropolis**.

As Kisumu evolves into a medium-sized city, the aspiration is for it to ascend to the status of a metropolis, serving as the focal point for Western Kenya and the Lake Victoria sub-region. The realization of this metropolitan vision hinges on its impact at three key scales: locally (within counties), where it stands as the capital of Western Kenya; nationally, positioning itself as the third-largest metropolis with facilities of national significance; and internationally, emerging as a crucial economic gateway to the Lake Victoria Basin in East Africa.

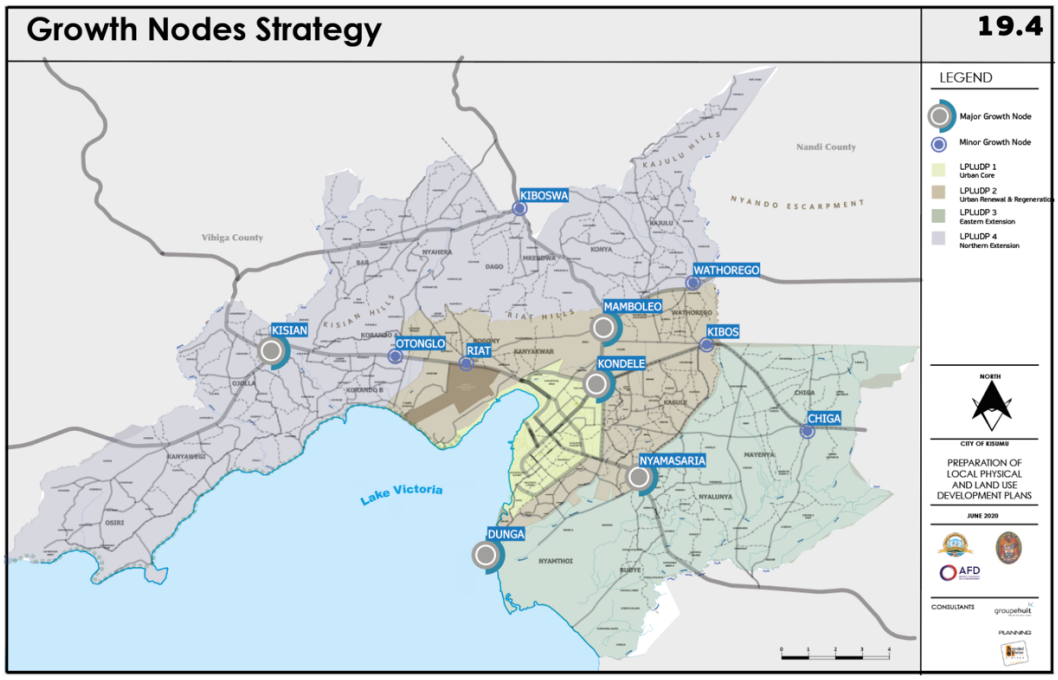
Kisumu's status as a metropolis is not predetermined; rather, it necessitates the development of a collective territorial vision collaboratively crafted with the involvement of local stakeholders within the framework of legal requirements and national guidelines. This process should be both extensive and inclusive, incorporating innovative tools to ensure local adaptability and counteract exclusionary practices.

The central theme revolves around the concept of a Metropolis, derived from the etymology "mother city." It emphasizes Kisumu's potential and outlines the directions urban development should take to elevate Kisumu from a secondary city to a metropolis.

A metropolis extends its influence from the micro-scale to the macro/international level, embodying a city that organizes and governs a territory larger than itself, equipped with top-level amenities. By definition, a metropolis serves as the hub of a network, connecting cities, activities, and territories, deriving mutual benefits and acting as a stimulant for growth.

The LPLUDP advocates for polycentric spatial development, emphasizing decentralization through the creation of multiple growth centers and economic sub-centers to distribute economic activities and alleviate the burden on a single central area. Additionally, spatial rezoning is proposed, aiming to designate specific areas for dense and compact development to optimize land use and infrastructure. The industrialization strategy focuses on **attracting new investments through the establishment of Industrial & Logistic Parks**, fostering economic growth and job creation, with a parallel emphasis on ensuring essential infrastructure within industrial zones.

Fig. 1 - LPLUDP GROWTH NODES STRATEGY



Source: Local Physical and Land Use Development Plans of Kisumu (2021)

B.2. Objectives

The LPLUDP provides broad objectives that give guidance on the expected development of the city. These include:

A2.1: Polycentric Spatial Development Strategy

The strategy aims to decentralize urban economic concentration by promoting the development of multiple growth nodes and economic sub-centers. Polycentric spatial development involves creating growth nodes and catalytic commercial centers at strategic points, including Nyamasaria, Kondele, Mamboleo, Kisian/Otonglo, Kibos and Wathorego, with a cumulative land area of 200 hectares.

A2.2: Industrialization and Investment Strategy

To catalyze industrial development, the strategy focuses on creating integrated multifunctional industrial facilities within industrial zones. Key initiatives include the development of an Industrial & Logistic Park in Kisian, industrial parks for value-added

products in Wathorego/Kibos, enhancing existing industrial districts, and providing infrastructure in underdeveloped industrial areas.

A2.3: Local Entrepreneurship Development

This initiative aims to foster small and medium-sized enterprises (SMEs) by providing convenient business sites with trading infrastructure, basic services, and management structures, ensuring sustainable independent operation and revenue generation for the city.

A2.4: Improvement of Trading Conditions for Street Traders

Enhancing trade infrastructure is crucial for improving conditions for street traders in the urban core and regeneration areas. This includes providing suitable trading locations and access to urban resources to support production.

A2.5: Urban Agriculture Promotion

Designated urban agriculture zones such as Namthoye, Kajulu Hills, Northern Extension, Nyahera road, and Ojola areas will be developed to increase food production on 100 hectares of land. The aim is to boost local food supply, improve farmer incomes, and provide residents with access to healthier food at fair prices.

A2.6: Institutional Hub Strategy

This strategy focuses on creating an institutional hub at Mamboleo on city land to promote technology, innovation, knowledge, and cultural industries in collaboration with academic institutions and the private sector.

A2.7: Lakefront Development

The primary objective of this strategy is to achieve the seamless integration of the city and the lakefront, forming a synergistic system that fosters ecologically, socially, and economically oriented urban development. The lakefront is earmarked as a new development area for a hospitality hub, maritime transport infrastructure, boat-making industrial activities, a food hub, and the promotion of water sports. By leveraging the lakefront, urban land will be made available, enabling the creation of multiple urban spaces that allow diverse uses of both the lakefront and the lake, thereby making a significant contribution to local economic development. The design of the lakefront will center around establishing a cultural district, serving as a focal point for quality public open spaces.

A2.8: Central Business District (CBD) Expansion

This strategy encompasses a series of business improvement initiatives aimed at enhancing pedestrian accessibility, fostering the growth of the night economy, and integrating the CBD with the Lakefront development areas.

Revitalization through CBD extension, denoted as Extension A, Extension B along Nyerere road/school district, and Extension C on Kakamega road, including the existing bus park, as per the strategy map. This expansion aims to provide new brownfield sites for redevelopment, increasing the level of new floor area for businesses and other commercial services, while facilitating the integration of the CBD with the Lakefront development areas.

Infrastructural and environmental improvements to enhance the CBD's night economy capacity, pedestrian accessibility, minimize excessive vehicular infrastructure, and facilitate increased intensity of land use and employment/economic activities densities.

Downtown revitalization for business improvement in parts of the CBD occupied by the historic core, employing the old bazaar model of commercial shops. This approach

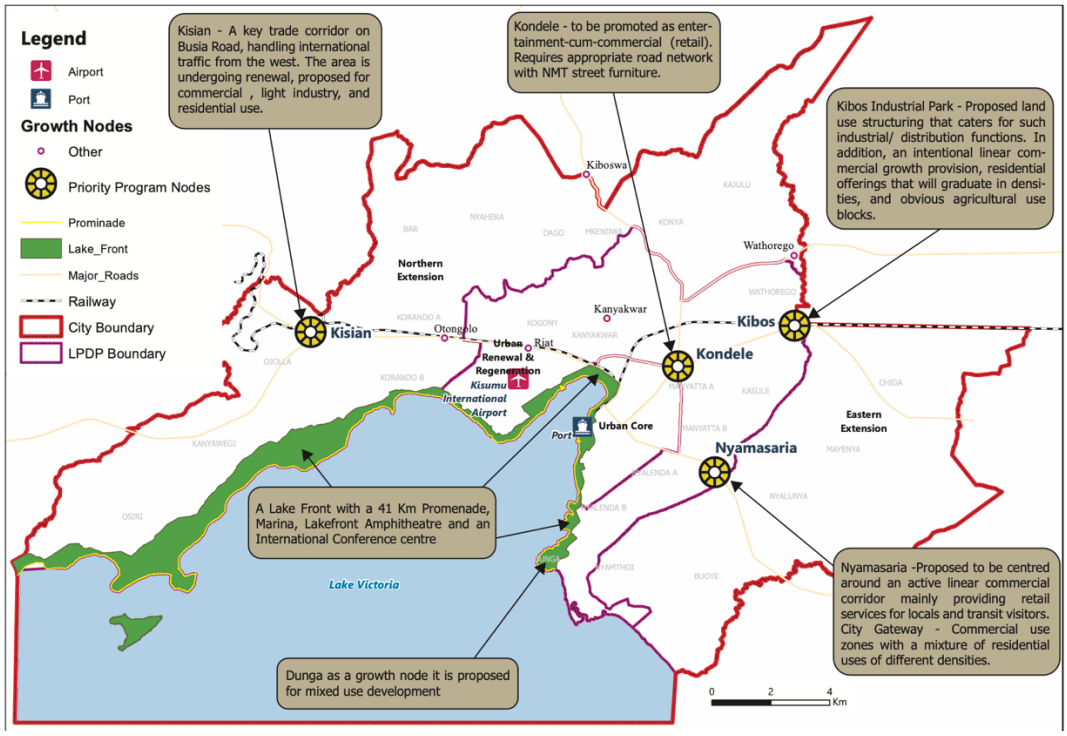
targets the enhancement of public facades, other public spaces, and signage control to improve the area's imagery and aesthetic function. The objective is to steer increased intensity, diversity, and densification of activities, contributing to the attraction of tourism activities.

C. Prioritized Actions

C.1. Prioritized Actions

The prioritization process explained later in this document resulted in five priority programs: four growth nodes and the Lakefront Development program. They are illustrated in the map below.

Fig. 2 - PRIORITIZED ACTIONS



Source: Consultant

During the discussions, a larger group of 11 projects have been identified as bearing potential for the city's development. These projects are mostly sectoral and could be integrated into the prioritized growth nodes. The table below includes both the prioritized projects and second-order sectoral interventions.

Tab. 3 - SHORTLISTED PROGRAMS AND SECOND-ORDER PROPOSALS

Type of project	Name	Description
Priority programs that will	Nyamasaria growth node	Bisected by a river and a major highway, Nyamasaria is proposed to be centred around an active linear commercial corridor mainly providing retail services for locals and transit visitors. Being on the Nairobi Road, it will serve as a gateway to the city together with Kondele. The design proposes a structuring that radiates from the

include other projects		commercial use zones out to a mixture of residential uses of varied densities. **Objectives** : a. Environment and Climate Impact: Improve environmental quality by incorporating nature-based drainage systems and green infrastructure (planting strips, mature trees). Outcome: Mitigate flooding risks, enhance resilience to extreme weather, sequester carbon dioxide, and improve air quality. b. Social and Gender Impact: Promote social inclusion and enhance quality of life for residents, including marginalized groups. Outcome: Create public spaces that encourage social interaction and community resilience, improve accessibility and safety for vulnerable populations. c. Economic and Financial Impact: Catalyze economic growth by attracting businesses, investors, and visitors. Outcome: Increase economic activity, create employment opportunities, and enhance property values. **Cost** : $3,350,000 **Timeline** : the project will require approximatively 1 years and 5 months for completion and be implemented as part of growth nodes package.
	Kisian growth node	Located at the city's western fringes, Kisian will serve as a western gateway along the Busia Rd that caries regional international traffic. It meets both rail and road and links to the major destination of Bondo, which shall activate it. Revitalized commercial use opportunity along both major roads is proposed. Its residential character will largely be low density but with the potential to graduate aligned to the proposed structure. **Objectives** : Infrastructure Improvement: - Improvement of the Kisumu-Busia highway (0.5 km) - Improvement of the Kisumu-Bondo road (0.5 km) - Improvement of internal town centre streets (3 km) - Green infrastructure (drainage, planting strips, trees) **Cost** : Total Estimated Project Cost: $3,150,000 **Timeline** : the project will require approximatively 1 years and 5 months for completion and be implemented as part of growth nodes package.
	Kondele growth node	Kondele could be promoted as entertainment-cum-commercial (retail) node due to its locational advantages and proximity to the CBD. To do that, the growth node would need to benefit from an appropriate road network. **Objectives** : Economic and Financial: Catalyze economic growth and attract businesses, investors, and visitors. Increase employment opportunities and boost local incomes.

	Stimulate entrepreneurship and enhance long-term financial sustainability through reduced maintenance costs and improved infrastructure resilience. Social and Gender: Promote social inclusion and enhance the quality of life for residents, including marginalized groups. Create safe and accessible transportation options. Foster social connectivity and civic engagement. Empower women and vulnerable populations by improving accessibility and safety. **Cost** : Total Estimated Project Cost: $3,000,000 **Timeline** : the project will require approximatively 4 years and 1 month for completion and be implemented as part of growth nodes package
Kibos Industrial Park	Bisected by road and rail, Kibos shall certainly grow to be a transit-oriented development of much higher significance. Its provision of major transport arterials as well as its position next to the county's significant plantation zone, means that it has a significant agricultural distribution potential. The masterplan therefore proposes a land use structuring that caters for such industrial/ distribution functions. The structure plan also proposes an intentional linear commercial growth provision, residential offerings that will graduate in densities, and obvious agricultural use blocks. **Objectives** : The main objective of the project is to implement the Nodal strategy for Kisumu, prioritizing morphological and functional polycentricism. This involves: - Mobilizing spatial transformation to reshape the urban structure and form - Integrating growth nodes to effectively unite the city through road infrastructure - Transforming Kibos into a vibrant and sustainable hub on the outskirts of Kisumu City - Improving connectivity and accessibility - Promoting environmental sustainability - Stimulating economic growth and development **Cost** : The total estimated project cost is $8,700,000.00. Additional cost: g) Stakeholder Engagement: $150,000.00 (not included in the total project cost) **Timeline** : the project will require approximatively 3 years and 9 months for completion and be implemented as part of growth nodes package
Lakefront Development	The program will aim at converting underdeveloped lakefront spaces into productive urban promenade and marina, aiming at developing the public areas and private initiative driven by a strong public land management. It includes a mixed development area in Dunga. See the related project sheet for more details about the activities and detailed costs. **Objectives** : • Boost tourism

		• Promote inclusiveness by creating a safe space for everyone's use and recreation • Promote industries (fisheries, trade, real estate, construction) and logistics • Boost private sector involvement • Preserve biodiversity of the lakefront • Create a source of revenue to contribute to municipal finances **Cost** : 165,000,000 **Timeline** : 5 years with various components implemented concurrently
Standalone projects	City Land Management Improvement	Transformative initiative set to strengthen Kisumu's governance over its urban land. Recognizing the current limitations in land control, this project is an optimistic stride towards empowering the city to effectively manage and utilize its land resources. By reinforcing land management systems, Kisumu will lay the groundwork necessary for bringing its ambitious urban development projects to fruition. **Objectives** : To strengthen the governance and management of urban land in Kisumu City through the implementation of a comprehensive City Land Management Improvement program. ○ Enhance Land Registry Systems ○ Utilize the new Land Use Planning and Zoning Regulations ○ Establish a Land Information System (LIS) ○ Improve Land Dispute Resolution Mechanisms ○ Strengthen Institutional Framework responsible for land management. **Cost** : Total Estimated Budget : $9,000,000 - 10,000,000 **Timeline** : Phased over 2 - 5 year duration: Total Implementation Period: 5 Years
	Vibrant Sustainable Tourism	Capitalizing on Kisumu's touristic allure, this project will establish a charter committed to responsibility and quality, aligning with visitor expectations for excellence. The new fast train service from Nairobi presents a timely opportunity to boost Kisumu's eco-tourism appeal. This initiative aims to attract eco-aware visitors, promoting sustainable tourism that preserves the region's natural and cultural heritage. The related action plan is the following : **1. Sustainable Tourism Development Committee:** Establish a committee with stakeholders from local government, tourism businesses, environmental groups, and community representatives. Estimated Cost: $25,000 **2. Tourism Resource Assessment:** Conduct a comprehensive assessment of Kisumu's natural, cultural, and historical resources suitable for sustainable tourism. Estimated Cost: $20,000 **3. Sustainable Tourism Master Plan:** Develop a master plan based on the assessment, focusing on eco-friendly practices, community involvement, and preservation of local heritage. Estimated Cost: $150,000

	4. **Infrastructure Development**: Invest in eco-friendly infrastructure for tourist sites, including waste management systems, renewable energy sources, and sustainable transportation. Estimated Cost: $0 (This cost is covered under separate infrastructure projects.) **5. Training and Capacity Building:** Provide training for local businesses and communities in sustainable tourism practices, customer service, and eco-friendly operations. Estimated Cost: $50,000 6. **Marketing and Promotion**: Launch a marketing campaign highlighting Kisumu's sustainable tourism offerings, targeting eco-conscious travelers. Estimated Cost: $150,000 **7. Monitoring and Evaluation System:** Implement a system to monitor the environmental and social impacts of tourism and adjust strategies accordingly. Estimated Cost: $60,000 **8. Community Engagement and Benefit Sharing:** Ensure local communities are engaged in tourism planning and benefit from tourism through job creation, cultural exchanges, and revenue sharing. Estimated Cost: $20,000 **Objectives** : • Tourism promotion • Fostering economic development • Boosting of municipal finances • Promoting employment • Fostering private sector involvement **Total Cost** : $475,000 **Timeline** : the project would be suitable to be launched after the finalisation of the first operational phases of the lakefront development for 2 years.
Aquaculture Excellence Center	This forward-thinking initiative aimed at bolstering the aquaculture sector around Lake Victoria. Plans for this center include identifying suitable land for sustainable aquaculture farms, fostering public-private partnerships, and setting up a model farm that adheres to the highest environmental and health standards. The center will serve as an integrated hub for training and research, underpinning infrastructure development in the aquaculture field. With policy support and incentives designed to attract private investment, this project is set to become a catalyst for inclusive job creation, igniting economic growth within the local community and beyond. 1. **Land Identification for Aquaculture Farm:** The Municipality of Kisumu identifies suitable land along Lake Victoria's shores for a pilot aquaculture farm. This involves assessing the availability of land, access to water resources, and environmental impact. Estimated Cost: $30,000 2. **Public-Private Partnerships**: Create a framework for public-private partnerships (PPP) to attract private investors for the development of the pilot aquaculture farm. The municipality provides the land, while the private partner invests in farm development. Estimated Cost: $30,000 3. **Exemplary Farm Model with Environmental and Health Standards**: The terms of reference of the call for project of aquaculture project must ask for the design of a farm that

	will be a model of best practices in environmental management and health standards. This includes sustainable fish farming methods, waste management, and water quality control with respect to the lake Victoria. (In a move to guide the development of sustainable aquaculture in East Africa, WorldFish has strengthened its research partnership with the Lake Victoria Fishing Organization (LVFO). Estimated Cost: $400,000 4. **Integrated Training and Research Center**: Incorporate a training and research center within the farm to educate local fish farmers and entrepreneurs in sustainable aquaculture practices. Specialize training programs in aquaculture techniques, fishery management, and sustainable fishing practices. Foster entrepreneurship in aquaculture-related businesses, including fish processing, packaging, and distribution. This center can also conduct research on local fish species and breeding techniques. Estimated Cost: $600,000 5. **Infrastructure Development for Aquaculture**: Develop necessary infrastructure such as water supply systems, fish ponds, and waste management facilities. Also, invest in processing, preservation, and logistics infrastructure to support the entire value chain. Call for projects to develop cold storage and transportation facilities for preserving and distributing fish products. Estimated Cost: $800,000 6. **Policy Support and Incentives**: Implement policies to support aquaculture, including subsidies for sustainable practices, tax incentives for aquaculture businesses, and streamlined regulatory processes. Facilitate access to credit for SMEs in fish processing, freezing, and logistics. Estimated Cost: $60,000 7. **Project management and monitoring** : Ongoing project management, monitoring, and evaluation to ensure successful implementation and adjustment of strategies. Estimated Cost: $80,000 **Objectives** : • Develop fisheries to support industrial development • Create employment opportunities for Kisumu's population • Boost private sector involvement • Promote tourism **Cost** : approx.. $2,000,000 **Timeline** : Independent project that would require approximatively 2 years and 9 months
Modern Fish Processing Plant	The project is designed to tackle critical bottlenecks in the local fishery industry of Kisumu. Despite an abundant fish harvest from Lake Victoria, the region faces challenges in processing, cold storage, and logistics, leading to significant post-harvest losses. Currently, fish are often dried, which, while extending their shelf life, results in a decrease in commercial value. This project aims to revolutionize this crucial sector link by introducing modern processing and storage solutions that will reduce waste and enhance

	the value of the catch. By upgrading this segment of the supply chain, not only will the quality of fish products improve, but it will also open the door for job creation, providing a significant boost to the local economy. See the related project sheet for more details about the activities and detailed costs. **Objectives** : • Boost industrial development • Create employment • Develop logistics • Involve private sector. **Cost** : approx.. $2,000,000 **Timeline** : Independent project that would require approximatively 2 years and 9 months

The 5 priority programs are poised to become focal points of transformation, embodying the collective vision and strategic objectives set forth by the stakeholders.

City Land Management Improvement emerges as a unique case, an underlying prerequisite that is crucial for the realization of any urban development program envisaged. Its importance cannot be overstated, as it underpins the successful implementation of all other initiatives.

*Moreover, following the request from the City of Kisumu, the consultant recommends that a **Project Implementation Unit be included as a soft supplementary priority**. This Unit could be formed from the present project's Technical Committee and integrate with other stakeholders for effective delivery of prioritized projects.*

C.1.1. The Kisumu City Action Planning Implementation Strategy

The Strategy outlines a transformative five-year development process focusing on Lakefront Development, strategic Growth Nodes and Fish Processing Plant, aiming to enhance urban infrastructure, boost economic activities, and improve living standards.

The ***Lakefront Development*** will be guided by a comprehensive master plan that spans five years, integrating the construction and development of public amenities, promenades, a marina, landscaping, and support facilities. This plan will also harmoniously incorporate commercial and residential developments, particularly in the Dunga area, to create a vibrant, mixed-use environment. A crucial element of this strategy is the active engagement of the private sector. Private investments will complement public funding, ensuring efficient and sustainable project execution.

Simultaneously, ***key growth nodes,*** including Nyamasaria, Kibos, Kisian, and Kondele, will be developed over a three-year period. These development projects will be tendered in four Lots, facilitating phased and organized implementation. Each growth node will undergo comprehensive master planning and key infrastructure improvements, particularly road enhancements, to support development. Supporting commercial and residential developments will be integrated into these nodes, promoting balanced and sustainable urban growth. The infrastructure improvements will be aligned with commercial and residential needs, fostering economic growth and improving the quality of life for residents.

Fish Processing Plant implementation running for a three-year period will entail feasibility studies, securing land, and obtaining necessary permits. Construction and infrastructure development, including building the plant, installing machinery, and developing supporting infrastructure like access roads, water supply, and waste management systems will be undertaken for two and a half years. Partnerships with local fishermen will be strengthened to ensure a steady supply of fish, promoting sustainable practices and enhancing local livelihoods.

The Kisumu City Action Planning Implementation Strategy represents a holistic approach to urban development, combining strategic planning, infrastructure enhancement, and public-private collaboration.

The implementation timelines for these projects are given below.

Fig. 3 - IMPLEMENTATION TIMELINE FOR NYAMASARIA NODE

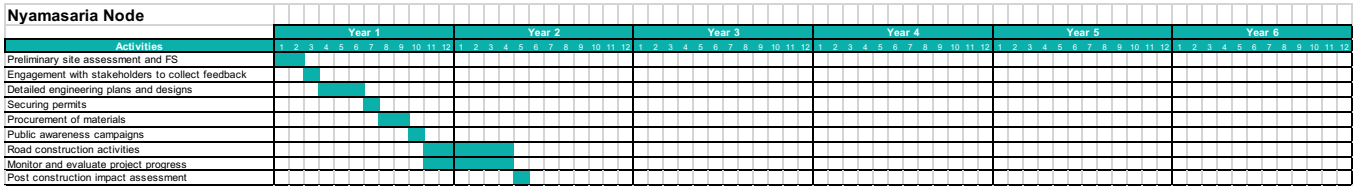


Fig. 4 - IMPLEMENTATION TIMELINE FOR KONDELE NODE

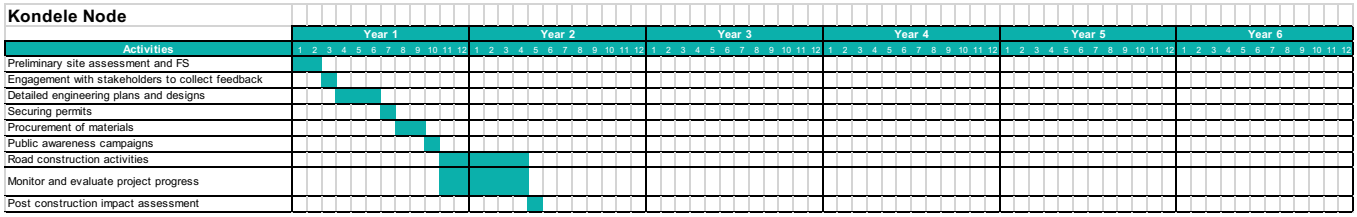


Fig. 5 - IMPLEMENTATION TIMELINE FOR KISIAN NODE

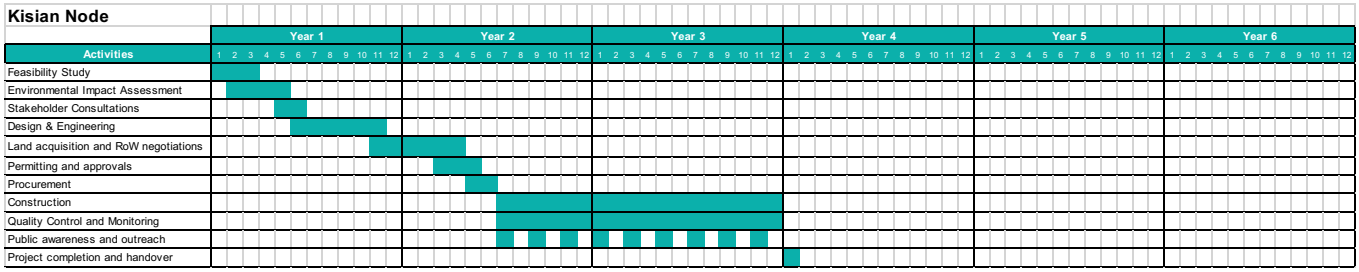


Fig. 6 - IMPLEMENTATION TIMELINE FOR KIBOS NODE

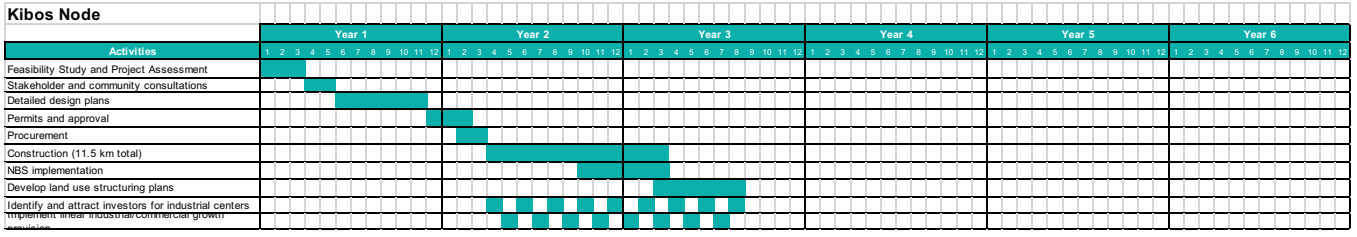


Fig. 7 - IMPLEMENTATION TIMELINE FOR LAKEFRONT DEVELOPMENT

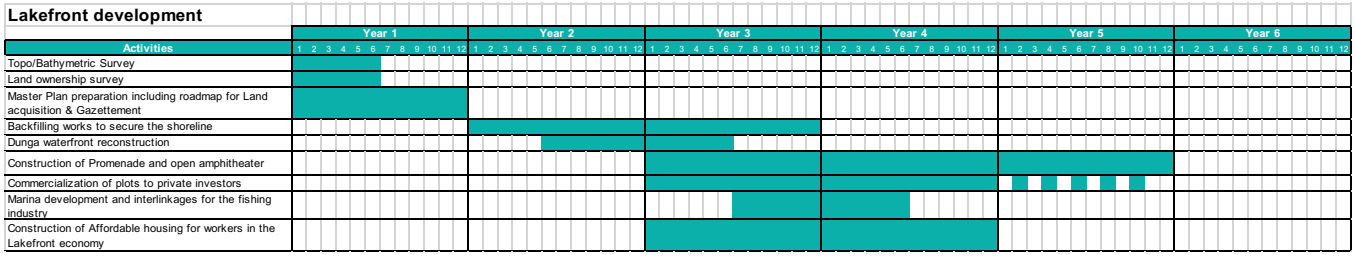
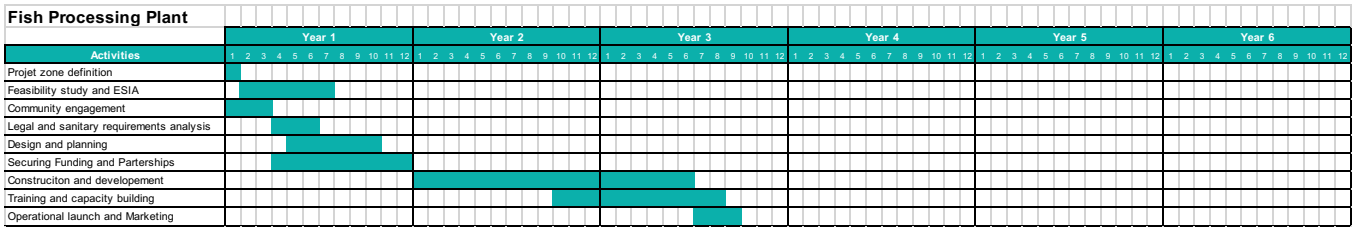


Fig. 8 - IMPLEMENTATION TIMELINE FOR FISH PROCESSING PLANT



While not designated as standalone priorities, some projects listed in the long list become guiding principles or essential components that are to be seamlessly integrated into the selected development programs. These elements, will collectively enrich and enhance the efficacy and sustainability of the urban development plans:

- Recreation/Open Space Improvements / Greening
- Non-Motorized Mobility Improvements
- Urban densification
- Main roads improvement + public transportation
- Energy saving and renewable energy development
- Markets development

As the consultant proceeds, the synergy between standalone projects and integrated programmatic elements will be a testament to the inclusive and comprehensive nature of the planning efforts. The attached figure outlines the prioritized programs and projects, serving as a roadmap for the next stages of planning and implementation process.

C.2. Project Sheets

The section below regroups the results of the feasibility study for the five selected projects. These results are presented as project sheets taking from the format proposed within the AfDB Methodological Guidelines.

KISUMU

Kisumu Lakefront Development

Sector	Infrastructure
Location	KENYA
Client	City of Kisumu
Executing Agency	Kisumu Lakefront Development Corporation (KLDC)
Team Leader	**Name:** George Owino Ogol **Function/role:** Managing Director/CEO Kisumu Lakefront Development Corporation **e-mail:** ogolowino@gmail.com **8am-5pm working telephone contact:** +254722313244
Task Team	Kenya Shipyards Ltd
Project Origin	The project originates from 1. City Diagnostic and Action Plan 2. Local Physical and Land Use Development Plan 2020
For AfDB internal use only	AfDB Country Program Officer AfDB Urban Regional Focal Point

1. Strategy Context

	Policy / Plan	Priorities Supported by Project	Alignment
Country Policy Alignment:	Kenya Vision 2030 National Government	• Infrastructure • Affordable housing • Lake Transport	Economic Pillar -Blue Economy Social Pillar -Housing
	Joint County Bankable Investment Projects Handbook 2023 Council of Governors	• Blue Economy • Tourism • Infrastructure	**a) Structuring impact:** Collaborative processes for prioritization across all pertinent investment opportunities at the county level. **b) Economic Impact:** Provide incentives for best practices, and pilot projects in all pertinent economic sectors. **c) Societal Impact** Informing policies that benefit citizens, job creation for the benefiting communities, and supporting fulfilment of existing obligations including poverty eradication, climate change, and sustainable economic development.

Sustainable Development Goals (SDGs)	*Three most relevant SDGs that the project supports with the specific targets that the project helps to achieve:* **SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all:** *8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services* *8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products* **SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation** *9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all* **SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable.** *11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.* *11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.*
African Union Agenda 2063	*2 most relevant AU 2063 Agenda goals that the project supports:* **Goal 6: Blue/ ocean economy for accelerated economic growth - Ports Operations and Marine Transport** **Goal 10: World Class Infrastructure crisscrosses Africa - Communications and Infrastructure Connectivity**
AfDB High 5s	*The most appropriate AfDB High 5 supported by the project:* • Integrate Africa; • Improve the Quality of Life for the People of Africa.

AfDB Country Strategy Paper	*Reference to the CSP and the priority that the project supports:* Priority Area I: *Boosting private sector led growth through infrastructure development and policy reforms* ***Objective:*** The main objective of this Priority Area is to support the Government's overall target of achieving sustainable and inclusive growth by building resilience to support structural transformation. Bank support under this Priority Area will thus include: (i) improving production/productivity through infrastructure development (transport, and water and sanitation) aimed at enhancing access to production zones, setting up of agribusinesses, improving and diversifying production, (ii) promoting economic governance in support of private sector development with the aim of increasing MSME participation. Ways to boost private sector development include construction and rehabilitation of urban and rural roads, improving electricity transmission, enhanced access of digital services to support value chain development and construction of 400 markets to enhance trade activities.
Climate Change	*How the project helps to achieve climate mitigation/adaptation* Lake Victoria as a resource that needs to be protected against climate change. Flooding and lake level rises is an effect of climate change. The Promenade will mitigate effects of lake level rises effect on the activties within the lakefront including fish landing bays, piers for the local traders/fishers on the lake and other infrastructure in the lakefron.
Sector and Institutional Context	*How the project benefits from or has synergies with any ongoing/planned other projects and/or policy reforms in the sector* **Standard Gauge Railway.** Kenya's rail infrastructure expansion, notably the Standard Gauge Railway (SGR), underscores rail transport's rising appeal for specific cargo types and routes. This trend mirrors a shift towards rail transport, driven by efficiency and sustainability goals. SGR-Phase 2A is operational and Phase 2B/2C (Naivasha – Kisumu-Malaba) is in the initial stages of implementation and will link to water transport on Lake Victoria (Kisumu Port) which forms part of the Lake Promenade. **Tourism.** The history of Dunga Beach dates back to 1901 with the arrival of Indian settlers who built the railway line, and settled at Dunga to promote fishing. It is a popular public beach in Kisumu central sub-county, with rich Luo history. The potential for development as a point for tourism is due to its strategic position on the shores of the Lake in Kisumu for both beach and water tourism activities. The County Government of Kisumu is using Dunga as one of the key tourism destinations in Kisumu and is included in the CIDP **Affordable housing.** In Kenya, access to adequate and affordable housing is protected as a fundamental human right according to Article 43 of the Constitution. The government is committed to addressing this need through initiatives like the Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda, which aim to deliver 250,000 houses annually, particularly targeting low-income citizens. The National Housing Corporation's Strategic Plan outlines various financing options, including an interest rate cap and affordable mortgages, while the Tenant Purchase Scheme supports social and low-cost buyers over 25 years. The Affordable Housing Programme focuses on land as crucial infrastructure, with the government facilitating partnerships to provide serviced land and offering incentives for infrastructure development. Developers benefit from the Housing Fund, which ensures continuous financing through consistent contributions and reimburses builders for completed units, facilitating tenant purchase contracts and project approvals.

2. Project description

Project Objective	*The objective of the project should be clearly defined and brief* The main objective of the Lakefront Development Project is build infrastructure that enhances economic, environmental and social activities in the Kisumu City Lakefront. The development will provide a framework for engaging the city by making the lakefront the major focus for the city's identity and growth.
Theory of Change	*This section should summarize the rationale / relevant background to the project* Developing infrastructure to bolster economic, environmental, and social activities in Kisumu City's Lakefront is backed by compelling reasons. ▪ Firstly, it drives economic growth by attracting investment, creating job opportunities, and nurturing entrepreneurship through upgraded roads, utilities, and amenities. ▪ Secondly, it taps into the region's tourism potential, drawing visitors and generating revenue for local businesses and government with initiatives like waterfront promenades and visitor facilities. ▪ Thirdly, investing in infrastructure aids environmental conservation endeavors by addressing degradation, conserving biodiversity, and enhancing water quality. ▪ Moreover, it fosters social inclusivity by granting fair access to amenities, encouraging social interaction, and facilitating cultural exchange among diverse communities. ▪ Additionally, it improves residents' quality of life by providing better access to essential services and recreational opportunities.

	▪ Lastly, investing in resilient infrastructure bolsters climate resilience, reducing susceptibility to climate-related risks and ensuring long-term sustainability. Expected outputs include upgraded physical infrastructure like roads, green spaces, and recreational facilities, leading to increased economic prospects such as tourism growth and job creation. Moreover, efforts to bolster environmental sustainability, like waste management and habitat restoration, safeguard the Lakefront's ecological balance. Anticipated outcomes encompass economic prosperity, environmental health, and social well-being, achieved through balanced development considering economic, environmental, and social facets. The envisioned impact of successful infrastructure development is sustainable progress, ensuring the Lakefront's prosperity while fortifying its resilience against external challenges like climate change. Assumptions supporting this ToC involve effective stakeholder engagement yielding collaborative solutions, while recognized risks encompass political instability and unforeseen environmental issues, necessitating adaptable management approaches. Crucially, monitoring and evaluation play pivotal roles, involving regular assessment of key performance indicators and feedback mechanisms to ensure accountability and responsiveness to community needs.
Project Description / Components	*This section should describe the proposed project, including key technical features, proposed scope of works, etc.* The Lakefront Development Project is being implemented by KLDC. KLDC is a SPV for CGK to oversee the lakefront development projects. The organization intends to develop the lakefront to enable it be an integral part of the city's development. The KLDC project is a large scale infrastructure development on the lake front to allow for sustainable economic and social activities while enhancing the environment to allow for engaging tourism activities. It has eight intervention areas, namely: Intervention 1. Delineation and Gazettment of Geographical spheres of operation Intervention 2 : Backfilling for Strengthening & Reclamation of Shoreline Intervention 3: Promenade Construction Intervention 4: Maritime Transport & Marina Construction Intervention 5: Fish Processing Intervention 6: Ecotourism, Beautification and Climate Intervention 7: Dunga Waterfront Reconstruction Intervention 8: Implementation of the Kisumu Local Physical and Land Use Development Plan
Key Impacts and Outcomes of Project	Environment and Climate: • **Impact:** Reduced environmental degradation and improved resilience to climate change. • **Outcome:** Preservation of natural habitats, biodiversity, and water quality through measures like waste management, pollution control, and habitat restoration. The Lakefront project has sustainable practices to mitigate environmental impacts and adapts to climate change challenges, ensuring long-term ecological health and resilience.
	Social and Gender: • **Impact:** Enhanced social cohesion, inclusivity, and gender equality. • **Outcome:** Promotion of equitable access to infrastructure and amenities, fostering community cohesion and cultural exchange. The Lakefront project considers the diverse needs and perspectives of different social groups, including marginalized populations, and incorporate gender-responsive planning and design to address gender disparities and ensure equal participation and benefits for all.
	Economic and Financial: • **Impact:** Stimulated economic growth, increased investment, and improved financial sustainability. • **Outcome:** Creation of job opportunities, attraction of investment, and generation of revenue through tourism development, waterfront businesses, and improved property values. The Lakefront project enhances economic opportunities, supports local businesses, and improves the overall financial well-being of the community, contributing to sustainable economic development and prosperity.
Project Target Area	*This section should list where the project will be implemented, and at what scale.* The project will be implemented in the lakefront of Kisumu City from Dunga Beach and along the lake shore running all the way to around Ogal Beach (approximately 41km). The project will be implemented on existing land and reclaimed land in some areas where the existing lakefront land is too narrow.
Status of Preparation	*This section should provide an indication of the current status of project implementation:* Kisumu Lakefront has prepared a positive investment climate that makes it attractive to both local and international firms and partners seeking a location for their regional and international operations. The legal framework for KLDC has been put in place through a County Act that establishes and facilitates operations within the lakefront. There is established a board which is made up of the key stakeholders in the lakefront including Kenya Railways, Kenya Ports, Kenya Shipyards Lake Basin Development Authority, County Government of Kisumu and the Kenya National Chamber of Commerce. KLDC provides for engagement in partnerships for investors to promote the investment climate. KLDC has clear intervention pillars which will provide the framework for investment in the Lakefront development. These will be implemented in phases. Preliminary comprehensive design has been prepared for Dunga Beach. The pilot design for 1km has been designed by Kenya Shipyard Ltd located in area between the Port and Golf course. **The Kenya Shipyards Ltd has the necessary engineering capacity to implement the project.** The plot they are developing will provide the basis for design for the rest of the Promenade. The Promenade design for the rest of the Lakefront would need to be prepared to allow for detailed costing for implementation.

	Proposed Activity	Duration	Supervisor
Next Steps	Undertake Topo/Bathymetric Survey of the Lakefront and Boundary Beaconing Undertake land ownership survey	6 Months	KLDC/ Kenya Shipyards Ltd
	Prepare a Master Plan for the Lakefront Development including roadmap for Land acquisition Gazettement of this Masterplan	12 Months	KLDC/ Kenya Shipyards Ltd
	The Backfilling works to secure the shoreline for the realization of the Promenade and Dunga Beach	2 years	Kenya Shipyards Ltd./ KLDC
	Dunga waterfront reconstruction as a mixed-use area for commercial, recreational and marine activities.	1 year	KLDC/ Kenya Shipyards Ltd
	Construction of a 41km long 12-meter-wide Promenade to serve as a pedestrian walkway, cycle path and restricted traffic route along waterfront with panoramic views of the lake and adjacent landscape and an open amphitheater In parallel, commercialization of plots to private investors	3 years	Kenya Shipyards Ltd/ KLDC
	Marina development and creating interlinkages with beaches/jetties for the fishing industry to include processing, marketing and cold storage	1 year	Kenya Shipyards Ltd/ KLDC
	Construction of Affordable housing for workers in the Lakefront economy	2 years	KLDC/ Kenya Shipyards Ltd

3. Stakeholders and beneficiaries

	Category	Stakeholder [also include below and underline the client]	
Key Stakeholders	**National Government**	Kenya Railways Corporation Kenya Ports Authority Kenya Shipyard Ltd Kenya Tourist Development Corporation Kenya Marine and Fisheries Research Institutes Lake Basin Development Authority	
	Local Government	Lakefront Development Corporation County Government of Kisumu City of Kisumu	
	Private Sector	Small and Medium Enterprises Hotels and Restaurants Nyanza Club Kenya National Chamber of Commerce & Industry	
	Civil Society	Dunga Beach Management Unit Lake Victoria Tourism Association	
	Development partners	UN Habitat	
Direct Beneficiaries	**Group**	**Estimated Number**	**Development Impact**
	City residents and visitors	*[estimated number of beneficiaries, men and women and any further breakdown that might be useful, i.e., children]* Beneficiaries include over 500,000 residents of the city and about 10,000 visitors daily	*[Explain any pronounced development impacts that will be achieved by the project, e.g., for mobility project, travel time reduction, new public transit option for % of population etc.]* • Increased access to the lake front through provision of access link roads • New public recreation/exercise areas on the promenade • SME economic activities targeting tourism • Water transport access enhanced through the marina • Stimulating development of modern accommodation for the area

4. Financial information

	Components	Amount (US$)	% of Total Cost	Source
Estimated Project Cost	Detailed Engineering Designs	3,000,000	1.8	
	The Backfilling works	30,000,000	18.2	
	Dunga waterfront reconstruction	22,000,000	13.3	
	Construction of a 40km long 18-meter-wide Promenade with Ampitheatre	60,000,000	36.4	
	Marina development	30,000,000	18.2	
	Affordable Housing Units (1000)	20,000,000	12.1	
	Total Amount:	**165,000,000**	**100%**	
Amount of Preparatory Financing Needed	Stakeholder Engagement	100,000		
	Delineation and Gazettement of Geographical spheres of operation through Topo/Bathymetric Survey	100,000		
	Master Plan of Lakefront	500,000		
	Technical Assistance Support (financial, economic, land management, legal…)	500,000		
Client Co-Financing	Availing land in Dunga Beach and lands fronting the lake estimated at USD 190,000,000			
3rd Party Co Financing	*[Estimate of cost to be covered by other parties, where applicable]* N/A			
Remaining Financing Need	*[Estimate of financing gap should be provided here]* USD 166,000,000			
Financing Approach	**Grants**: Seeking grants from international organizations, donor countries, or philanthropic foundations could provide non-repayable funds for specific components of the project, such as environmental conservation efforts, community development programs, or social housing initiatives. Grants can significantly reduce the financial burden on the government and promote sustainable development goals. **Multilateral Financing**: Collaborating with regional development banks or multilateral institutions specializing in infrastructure financing can offer access to grants (to finance the Masterplan for instance) concessional loans (to finance public facilities and public networks), technical assistance (to support the body in charge of the Lakefront redevelopment), and capacity-building programs to facilitate project implementation and ensure compliance with international standards. **Public-Private Partnership (PPP):** PPP models can be employed for the construction and management of infrastructure components like the marina and affordable housing. Private sector entities can contribute funds, expertise, and technology while sharing risks with the government. Revenue-sharing agreements or lease arrangements can provide returns to private investors over the project's lifecycle. **Green Bonds or Impact Investments**: Issuing green bonds or attracting impact investors interested in sustainable development projects can provide additional capital for environmentally friendly initiatives, such as eco-friendly construction practices, renewable energy installations, or biodiversity conservation efforts along the lakefront.			
Private Sector Involvement	Encouraging private sector investment in commercial aspects of the project, such as beachfront resorts, restaurants, recreational facilities, or retail outlets, can generate revenue streams to offset construction costs. This could be facilitated through land lease agreements or joint ventures with developers. Tax Increment Financing (TIF) can be utilized to capture a portion of the increased property tax revenues resulting from enhanced property values around the developed area. These funds can then be earmarked for infrastructure development and community improvements in the project vicinity.			
Revenue Opportunities	*[This section should include information about possible or expected revenue generation from the project (if applicable)] Rental of stalls, Events,* **Resale, auction or lease of plots to be developed:** except the public facilities, public spaces and other public amenities, the plots on the Lakefront will be sold to private investors, who will be responsible for developing them in accordance with the rules set out in the masterplan. Plots sale, auction or lease will generate important revenues for the Lakefront Development Corporation and the other shareholders, such as Kenya Railways Corporation, Kenya Ports Authority, Kenya Shipyard Ltd. **The ultimate aim is for the profits from the sale of building rights to balance out the costs of studies, management and development work.** The preliminary economic and financial studies, to be carried out at the same time as drawing up the Masterplan, should enable a reliable, operational and accurate business plan to be drawn up.			

	User Fees and Charges: Implementing user fees for services provided, such as access to the marina, parking facilities, or recreational activities, can generate ongoing revenue to support maintenance and operational costs. However, affordability considerations must be taken into account to ensure equitable access for all income groups. **Crowdfunding and Community Participation:** Engaging local communities through crowdfunding campaigns or participatory budgeting processes can mobilize grassroots support and financial contributions for specific project features or amenities, fostering a sense of ownership and pride among residents.

5. Project Risk

Risk Area	Potential Risk	Estimated Category	Mitigation Measures
Environmental and Social Safeguards	*Habitat Destruction:* Construction activities may lead to the destruction of natural habitats, affecting local flora and fauna and causing loss of biodiversity.	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]* Category 1: Significant Impacts	*[Indicate possible measures to mitigate the identified risks]* Undertake and implement EIA recommendations
	Water Pollution: Improper waste disposal or runoff from construction sites could contaminate nearby water bodies, impacting aquatic ecosystems and water quality.	Category 2: Less Adverse Impacts than Category 1	
	Land Tenure Conflicts: Disputes over land ownership and use rights could arise, particularly in areas with unclear or informal land tenure systems.	Category 1: Significant Impacts	Community engagement during design phase
	Social Cohesion: The influx of construction workers or changes in community dynamics may strain social cohesion and lead to tensions or conflicts within the community.	Category 3: Negligible Adverse Risks	Sensitize community
	Livelihood Disruptions: Project activities could disrupt local livelihoods, particularly for communities dependent on fishing.	Category 3: Negligible Adverse Risks	Community engagement during design phase
Involuntary Resettlement Foreseen	*Inadequate Compensation*: Insufficient compensation or alternative resettlement options may lead to grievances and dissatisfaction among affected populations.	☐Yes | ☐No | ☐To be confirmed	*[Indicate possible measures to avoid or mitigate involuntary resettlement and related risks]* Design process will determine resettlement options during construction
	Loss of Community Assets: Displacement may result in the loss of community assets, such as cultural sites, social networks, or access to common resources.	☐Yes | ☐No | ☐To be confirmed	The community assets are being improved by the project
	Resettlement Challenges: Challenges may arise in ensuring the timely provision of adequate housing, infrastructure, and livelihood support for resettled populations.	☐Yes | ☐No | ☐To be confirmed	The affordable housing component needs to be undertaken in the early phases of the whole project
Climate Safeguards	*Extreme Weather Events:* Climate change-induced extreme weather events, such as floods or storms, could damage project infrastructure and disrupt construction activities.	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]* Category 2: Vulnerable	*[Indicate possible measures to mitigate the identified risks]* Engineering Design should take into account lake level waves and storms
	Lake-Level Rise: Low-lying areas near Lake Victoria may be vulnerable to lake-level rise, increasing the risk of inundation and coastal erosion.	Category 1: Very vulnerable	Engineering Design should take into account lake level rise as experienced in the past
	Temperature and Precipitation Changes: Shifts in temperature and precipitation patterns may affect project timelines, agricultural productivity, and water availability.	Category 3: Not vulnerable	These variables are not extreme in the project site

Gender Marker System	*Gender-Based Violence:* Increased mobility and influx of male workers may heighten the risk of gender-based violence and harassment against women and marginalized gender groups.	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]* Category 4: Marginal Gender Elements / Inclusive Activities	*[Indicate possible measures to mitigate the identified risks / enable gender opportunities]* The community has experience working with many workers in the area
	Unequal Access to Benefits: Gender disparities in access to resources, decision-making power, and employment opportunities could exacerbate inequalities within the community.	Category 2: Gender One of the Outcomes	The implementation should ensure positioning women as key beneficiaries in employment opportunities in the project facilities
	Marginalization of Women: Women's voices and priorities may be marginalized in decision-making processes, leading to the exclusion of their perspectives and needs in project planning and implementation.	Category 2: Gender One of the Outcomes	Ensure inclusion of women in decision making units in the project during design and implementation

KISUMU

Nyamasaria Node

Sector	Infrastructure
Location	KENYA
Client	City of Kisumu
Executing Agency	County Government of Kisumu
Team Leader	**Name:** Michael Abala Wanga **Function/role:** City Manager, Kisumu City **e-mail:** abalawangam@gmail.com **8am-5pm working telephone contact:** +254 788 924 370
Task Team	
Project Origin	The project originates from 1. City Diagnostic and Action Plan 2. Local Physical and Land Use Development Plan 2020
For AfDB internal use only	AfDB Country Program Officer AfDB Urban Regional Focal Point

1. Strategy Context

	Policy / Plan		Priorities Supported by Project	Alignment
Country Policy Alignment:	Kenya Vision 2030 National Government	Infrastructure,	• Transportation • Urban Development & Housing • Agricultural & Rural Development •	Supporting infrastructure to enhance capacity for commercial activities, light industries, social amenities and high density residential.
	Joint County Bankable Investment Projects Handbook 2023 Council of Governors	Infrastructure,	• Road development	**a) Structuring impact:** Collaborative processes for prioritization across all pertinent investment opportunities at the county level. **b) Economic Impact:** Provide incentives for best practices, and pilot projects in all pertinent economic sectors. **c) Societal Impact** Informing policies that benefit citizens, job creation for the benefiting communities, and supporting fulfilment of existing obligations including poverty eradication, climate change, and sustainable economic development.

Sustainable Development Goals (SDGs)	Several UN Sustainable Development Goals (SDGs) can be met by implementing urban revitalization strategies and improving intersecting highways into complete streets/avenues. **1.** SDG 11: Sustainable Cities and Communities: By redesigning highways into complete streets with multimodal lanes, pedestrian-friendly features, and green infrastructure, such initiatives promote sustainable urbanization, improve accessibility, and enhance the overall quality of life in suburban areas. **2.** SDG 9: Industry, Innovation, and Infrastructure: Transforming highways into complete streets involves innovative infrastructure development, fostering economic growth, and promoting sustainable industrialization in suburban areas through the creation of new job opportunities and increased investment in local businesses. **3.** SDG 13: Climate Action: Integrating nature-based drainage systems, planting strips, and mature trees helps mitigate the impacts of climate change by reducing urban heat islands, managing stormwater runoff, and enhancing overall urban resilience to extreme weather events. **4.** SDG 3: Good Health and Well-being: Creating safer and more walkable streets, along with promoting cycling infrastructure, encourages physical activity and reduces air pollution, ultimately contributing to improved public health and well-being in suburban communities. **5.** SDG 15: Life on Land: Incorporating green spaces, planting strips, and mature trees into urban design fosters biodiversity, enhances ecosystem services, and preserves natural habitats within suburban environments, promoting sustainable land use and conservation efforts.
African Union Agenda 2063	***Several goals of the African Union Agenda 2063 can be advanced through urban revitalization initiatives centered on improving suburban town center nodes and transforming highways into complete streets.*** ***Goal 1: A high standard of living, quality of life and wellbeing for all citizens.*** ***Priority areas:*** ▪ ***Incomes, jobs and decent work.*** ▪ ***Poverty, inequality and hunger.*** ▪ ***Social security and protection including persons with disabilities.*** ▪ ***Modern and liveable habitats and basic quality services.*** ***Goal 4: Transformed economies.*** ***Priority areas:*** ▪ ***STI driven manufacturing, industrialization and value addition.*** ▪ ***Economic diversification and resilience.*** ***Goal 10: World Class Infrastructure criss-crosses Africa.*** ***Priority areas:*** ▪ ***Communications and Infrastructure Connectivity.***
AfDB High 5s	**1)** Integrate Africa. **2)** Improve the Quality of Life for the People of Africa.
AfDB Country Strategy Paper	AfDB Kenya - Country Strategy Paper 2024 – 2028, ***Priority Area (i): Boosting private sector led growth through infrastructure development and policy reforms*** – aligns to the aspirations of this project. The main objective of the Priority Area is to support the Government's overall target of achieving sustainable and inclusive growth by building resilient urban infrastructure to support structural transformation. The bank's support under this Priority Area will hence include: (iii) improving productivity through infrastructure development (transport, water and waste management) with the aim of enhancing accessibility to expanding economic, and social facilities in Nyamasaria. (iv) promoting economic governance in support of private sector development with the aim of increasing local Micro, Small and Medium Enterprises (MSME) participation. Private sector development can be boosted in the following ways: construction and rehabilitation of urban and rural roads, improvement of electricity transmission, accessibility to digital services to support value chain development, and the construction of four hundred (400) markets to enhance trade activities.
Climate Change	Urban revitalization via transformation of this suburban town center node and its intersecting or transecting highways into complete streets with green infrastructure can contribute to several climate change management goals: 1. **Reducing Greenhouse Gas Emissions**: By prioritizing multimodal transportation options such as cycling and walking, along with slower vehicular traffic, these initiatives encourage a shift away from reliance on carbon-intensive modes of transportation like private cars. This reduction in vehicle emissions helps mitigate climate change by lowering overall greenhouse gas emissions.

	2. **Enhancing Resilience to Extreme Weather Events**: Incorporating nature-based drainage systems and planting strips helps manage stormwater runoff more effectively. This reduces the risk of urban flooding during heavy rainfall events, enhancing the resilience of the community to climate change-induced extreme weather events such as floods and storms. 3. **Alleviating Urban Heat Islands**: Planting strips and mature trees provide shade and help cool the urban environment, reducing the urban heat island effect. By lowering temperatures in the built environment, these green infrastructure elements mitigate the impacts of heatwaves and improve overall urban livability, especially during periods of extreme heat associated with climate change. 4. **Promoting Sustainable Water Management**: Nature-based drainage systems, such as bioswales and rain gardens, help capture and filter stormwater runoff, reducing pollution and replenishing groundwater resources. This sustainable water management approach reduces the strain on traditional stormwater infrastructure and supports ecosystem health, contributing to climate change adaptation efforts. 5. **Preserving Biodiversity and Ecosystem Services**: Incorporating green spaces and mature trees into urban design not only improves air quality and provides habitat for wildlife but also preserves biodiversity and ecosystem services. Healthy ecosystems play a crucial role in climate change mitigation and adaptation by sequestering carbon, regulating local climates, and providing essential services such as pollination and water purification. 6. **Encouraging Low-Carbon Development**: By prioritizing pedestrian-friendly infrastructure and green transportation options, urban revitalization initiatives promote low-carbon lifestyles and encourage sustainable urban development patterns. This shift away from car-centric planning reduces dependency on fossil fuels and supports the transition to a low-carbon economy, aligning with broader climate change mitigation goals.
Sector and Institutional Context	*How the project benefits from or has synergies with any ongoing/planned other projects and/or policy reforms in the sector* **1. Kenya National Highways Authority (KeNHA):** • Improving Road Safety: KeNHA aims to enhance road safety across Kenya. The proposal's focus on complete streets with multimodal lanes for bicycles and pedestrians, along with slower vehicular traffic, promotes safer road environments by reducing vehicle speeds and providing dedicated spaces for non-motorized transportation. • Enhancing Transportation Efficiency: KeNHA seeks to improve transportation efficiency and accessibility. Transforming highways into complete streets with multimodal lanes increases mobility options and improves access for pedestrians and cyclists, thereby enhancing overall transportation efficiency in the city. • Implementing Sustainable Infrastructure: KeNHA emphasizes the importance of sustainable infrastructure development. By incorporating nature-based drainage systems and green infrastructure elements such as planting strips and mature trees, the proposal aligns with KeNHA's commitment to sustainable development practices and environmentally friendly infrastructure solutions. **2. Institute for Transportation and Development Policy (ITDP): [ADVISORY]** • Promoting Sustainable Transportation: ITDP advocates for sustainable transportation solutions worldwide. The proposal's emphasis on complete streets with dedicated lanes for bicycles, pedestrians, and slower vehicular traffic aligns with ITDP's goal of promoting sustainable and equitable transportation systems that prioritize non-motorized modes of transport. • Advancing Urban Livability: ITDP focuses on creating livable and inclusive urban environments. By prioritizing pedestrian-friendly streetscapes, green spaces, and nature-based drainage systems, the proposal contributes to enhancing urban livability and quality of life for residents, aligning with ITDP's objectives of creating vibrant and people-centered cities. • Supporting Climate Resilience: ITDP recognizes the importance of climate-resilient urban planning. The incorporation of green infrastructure elements such as planting strips and mature trees, along with nature-based drainage systems, helps mitigate the impacts of climate change and enhances the city's resilience to extreme weather events, aligning with ITDP's efforts to promote climate-resilient transportation and urban development.

2. Project description

Project Objective	*The objective of the project should be clearly defined and brief* The main objective: Implement the Nodal strategy for Kisumu, prioritizing morphological and functional polycentricism. This involves mobilizing spatial transformation to reshape the urban structure and form, with a primary focus on integrating growth nodes to effectively unite the city through road infrastructure. The proposed urban revitalization project aims to transform a Nyamasaria node into a vibrant and sustainable hub of economic activity and community life. The initiative focuses on improving the current intersecting highways by turning them into complete streets/avenues that incorporate multimodal lanes for bicycles, pedestrians, and slower vehicular traffic. Additionally, the project includes the implementation of nature-based drainage systems and the incorporation of planting strips and mature trees to enhance the area's green infrastructure.
Theory of Change	*This section should summarize the rationale / relevant background to the project* In the context of the Theory of Change, the nodal strategy in Kisumu represents a deliberate intervention aimed at driving urban transformation towards intra-urban polycentric spatial development. The strategy is designed to create growth nodes that embody agglomeration economies, serving as focal points for urban development and economic activity. By

	strategically selecting and developing these nodes, the city aims to achieve sustainable accelerated urban growth and economic expansion, aligning with its vision of becoming a Vibrant Lake Metropolis. The nodal strategy is central to Kisumu's transition to polycentric spatial development. It focuses on both morphological and functional polycentricism, emphasizing the mobilization of spatial transformation within the urban structure and form. The integration of growth nodes, minor centers, and compact residential districts is crucial for effectively stitching the city together, promoting connectivity and cohesion. The selection of growth nodes in Kisumu is informed by several criteria. These nodes are chosen based on their status as distinct commercial centers or spatial units expected to undergo significant change over time. They are characterized by mixed development and a high density of economic activities and employment opportunities. Additionally, the nodes are evaluated for their ability to support mixed-use structures and facilitate phased economic growth. While not all nodes may be well-developed initially, they possess potential for mixed uses, access to infrastructure and utilities, and economic development. The primary purpose of the urban planning initiative is to foster socio-economic improvement within the suburban town center node and its wider urban context. By creating safer, more accessible, and environmentally friendly streetscapes, the project aims to enhance economic vitality by increasing property values, plus attracting businesses, investors, and visitors to the area. Complete streets with multimodal lanes and pedestrian-friendly amenities will create an inviting environment for commercial activities, leading to increased foot traffic and economic transactions.
Project Description / Components	*This section should describe the proposed project, including key technical features, proposed scope of works, etc.* **Key Technical Features:** 1. **Complete Streets Design:** The project involves redesigning the intersecting highways to accommodate multimodal transportation, including dedicated lanes for bicycles, wide sidewalks for pedestrians, and reduced lanes for slower vehicular traffic. Traffic calming measures, such as speed bumps and raised crosswalks, will be incorporated to enhance safety and accessibility. 2. **Green Infrastructure:** Nature-based drainage systems, such as bioswales and rain gardens, will be installed along the streets to manage stormwater runoff and mitigate flooding. Planting strips and mature trees will be strategically placed to provide shade, improve air quality, and enhance the urban landscape. 3. **Community Spaces:** The revitalization project will include the creation of public plazas, seating areas, and gathering spaces to foster community interaction and social cohesion. These spaces will serve as focal points for cultural events, recreational activities, and local commerce, contributing to the overall vibrancy of the town center node. 4. **Accessibility Improvements:** Accessible infrastructure, such as ramps and curb cuts, will be installed to ensure inclusivity and facilitate mobility for persons with disabilities and elderly residents. Crosswalks, pedestrian signals, and wayfinding signage will be implemented to enhance pedestrian safety and navigation. **Proposed Scope of Works:** 1. Conduct comprehensive urban design and feasibility studies to assess the existing conditions, identify key stakeholders, and develop a conceptual plan for the revitalization project. 2. Engage with local communities, businesses, and government agencies to gather input and feedback on the proposed design and solicit support for the project. 3. Develop detailed engineering plans and specifications for the complete streets design, green infrastructure elements, and community spaces. 4. Procure materials, equipment, and services required for the implementation of the project, ensuring compliance with quality standards and environmental regulations. 5. Execute construction activities, including roadway modifications, installation of drainage systems, landscaping, and streetscape enhancements, while minimizing disruptions to local traffic and business operations. 6. Monitor and evaluate the project's progress, addressing any challenges or issues that may arise during construction, and ensure timely completion within budgetary constraints. 7. Conduct post-construction assessments to measure the impact of the revitalization project on the local economy, environment, and community well-being, and make recommendations for future enhancements and improvements.
Key Impacts and Outcomes of Project	Key Impacts and Outcomes of Nyamasaria as a Growth Node: **Environment and Climate:** • Impact: The initiative significantly improves the environmental quality of the town center by incorporating nature-based drainage systems and green infrastructure elements such as planting strips and mature trees. These features help manage stormwater runoff, reduce the urban heat island effect, and enhance biodiversity. • Outcome: Improved drainage systems mitigate flooding risks during heavy rainfall, enhancing the town center's resilience to climate change-induced extreme weather events. The integration of green spaces and trees helps sequester carbon dioxide, mitigate air pollution, and improve overall air quality, contributing to a healthier and more sustainable urban environment.
	Social and Gender: • Impact: The urban revitalization initiative promotes social inclusion and enhances the quality of life for residents, including marginalized groups such as women and persons with disabilities. Complete streets

<table>
<tr><td></td><td>with dedicated lanes for bicycles and pedestrians provide safe and accessible transportation options, reducing barriers to mobility and fostering social connectivity.
• Outcome: The creation of inviting public spaces and community amenities encourages social interaction and civic engagement, strengthening social cohesion and community resilience. Additionally, improved accessibility and safety contribute to empowering women and vulnerable populations, enabling them to participate more actively in economic and social activities within the town center.</td></tr>
<tr><td></td><td>Economic and Financial:
• Impact: The initiative catalyzes economic growth and revitalization within the town center by attracting businesses, investors, and visitors. Complete streets with pedestrian-friendly amenities stimulate commercial activity, increasing foot traffic and generating demand for local goods and services. Additionally, the incorporation of green infrastructure elements enhances property values and attractiveness for investment.
• Outcome: Increased economic activity and investment opportunities create employment opportunities, boost local incomes, and stimulate entrepreneurship. The revitalized town center becomes a vibrant economic hub, driving job creation, business expansion, and overall economic prosperity. Furthermore, the long-term financial sustainability of the town center is enhanced through reduced maintenance costs associated with green infrastructure and improved infrastructure resilience.</td></tr>
<tr><td>Project Target Area</td><td>This section should list where the project will be implemented, and at what scale.

The urban revitalization project will be implemented in Nyamasaria, a suburban town center node located on the outskirts of Kisumu City in Kenya. Specifically, the project will focus on improving a 1-kilometer stretch of the B1 Kisumu-Busia highway, which intersects with the town center, and a total of 4 kilometers of secondary untarmacked internal narrow streets, by turning those road arteries into a complete streets/avenues that incorporate multimodal lanes for bicycle, pedestrians and slower vehicular traffic . This stretch of the highway will be transformed into a complete streets/avenue that incorporates multimodal lanes for bicycles, pedestrians, and slower vehicular traffic. Additionally, the project will include the implementation of nature-based drainage systems and the incorporation of planting strips and mature trees along the roadside. The project will be implemented at a local scale, targeting the specific intersection area of the B1 highway within Nyamasaria town center.</td></tr>
<tr><td>Status of Preparation</td><td>This section should provide an indication of the current status of project implementation:
The Visioning and designation of Nyamasaria as a primary suburban town centre in the Kisumu Local Physical Land Use Development Plan (LPLUDP) entailed a thorough process. Stakeholder engagement involved local communities, businesses, and government agencies to gather input and ensure inclusivity. A shared vision and clear goals aligned with broader city development objectives were then established. Land use planning emphasized mixed-use development and efficient resource utilization. Infrastructure planning addressed transportation, utilities, and social amenities to enhance connectivity. Environmental management strategies were integrated to protect natural resources and minimize pollution. Implementation mechanisms outlined responsibilities, resources, and timelines, with regular review and revision to adapt to changing conditions. Overall, these steps aimed to foster sustainable and inclusive development, maximizing Nyamasarias' potential as a key growth node in Kisumu.</td></tr>
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<tr><td>Develop detailed engineering plans and specifications for complete streets design, green infrastructure elements, and drainage systems</td><td>3 months</td><td>Kisumu County Government, Kenya National Highways Authority (KeNHA)</td></tr>
<tr><td>Secure necessary permits and approvals for the project</td><td>1 month</td><td>Kisumu County Government, National Environmental Management Authority (NEMA), Kenya National Highways Authority (KeNHA)</td></tr>
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	Procure materials, equipment, and services required for implementation	2 months	Kisumu County Government, Kenya National Highways Authority (KeNHA)

3. Stakeholders and beneficiaries

Key Stakeholders	**Category**	**Stakeholder** [also include below and underline the client]	
	National Government	Kenya Urban Roads Authority Lake Basin Development Authority	
	Local Government	County Government of Kisumu City of Kisumu	
	Private Sector	Small and Medium Enterprises Hotels and Restaurants Kenya National Chamber of Commerce & Industry	
	Civil Society	Residents Associations	
	Development partners	UN Habitat	
Direct Beneficiaries	**Group**	**Estimated Number**	**Development Impact**
		[estimated number of beneficiaries, men and women and any further breakdown that might be useful, i.e. children] The estimated number of beneficiaries of the urban revitalization project in Nyamasaria and the greater Kisumu area, including businesses, residents, and visitors passing by along the highway, is expected to be significant.	*[Explain any pronounced development impacts that will be achieved by the project, e.g. for mobility project, travel time reduction, new public transit option for % of population etc.]* • Economic growth: Increased economic activity driven by business growth, job creation, and enhanced commercial opportunities. • Social cohesion: Improved public spaces and amenities promote community interaction and social connectivity. • Environmental sustainability: Green infrastructure elements contribute to climate resilience, biodiversity conservation, and overall environmental health. • Enhanced quality of life: Improved safety, accessibility, and aesthetics contribute to a higher quality of life for residents and visitors alike.

4. Financial information

	Components	Amount (US$)	% of Total Cost	Source
Estimated Project Cost				
	Construction and Infrastructure Improvements	2,400,000.00	82.76%	Kisumu County Government, Kenya National Highways Authority (KeNHA), Development Partners, Private Sector Investment
	Green Infrastructure (Drainage, Planting Strips, Trees)	400,000.00	13.79%	Kisumu County Government, Kenya National Highways Authority (KeNHA), Development Partners, Private Sector Investment
	Project Management and Oversight	100,000.00	3.45%	Kisumu County Government, Kenya National Highways

				Authority (KeNHA), International Development Banks
	Total Amount:	**2,900,000.00**	**100%**	
Amount of Preparatory Financing Needed	Complete Streets Design and Engineering	350,000.00		Kisumu County Government, International Development Banks, Grants
	Public Awareness Campaigns and Community Engagement	100,000.00		Kisumu County Government, NGOs, Development Partners
Client Co-Financing				
3rd Party Co Financing	*[Estimate of cost to be covered by other parties, where applicable]* N/A			
Remaining Financing Need	*[Estimate of financing gap should be provided here]* USD 1			
Financing Approach	**1. Public Funding:** ● Local Government Budget: The Kisumu County Government can allocate funds from its budget to cover a portion of the project costs, particularly for design, engineering, and management. ● National Government Grants: Seek grants or funding allocations from the national government of Kenya to support infrastructure development projects in suburban areas like Nyamasaria. **2. International Development Assistance:** ● Multilateral Development Banks: Access financing from international development banks such as the World Bank or African Development Bank, which often provide funding for infrastructure projects in developing countries. ● Bilateral Aid Agencies: Collaborate with bilateral aid agencies from other countries that may provide financial assistance for urban development projects in Kenya. **3. Private Sector Investment:** ● Public-Private Partnerships (PPPs): Engage private sector investors through PPP arrangements where private entities contribute funds and expertise in exchange for revenue-sharing opportunities or other incentives. ● Corporate Sponsorship: Secure sponsorship or donations from local businesses, corporations, or philanthropic organizations interested in supporting community development initiatives. **4. Grants and Donor Funding:** ● International Organizations: Apply for grants and funding from international organizations, foundations, and NGOs focused on urban development, environmental conservation, and community empowerment. ● Environmental Funds: Explore funding opportunities from environmental conservation funds or initiatives that support green infrastructure and sustainable urban planning projects. **5. Debt Financing:** ● Bank Loans: Secure loans from financial institutions, leveraging the creditworthiness of the Kisumu County Government or other project stakeholders to access favourable terms and interest rates.			
Private Sector Involvement	1. **Public-Private Partnerships (PPPs)**: The private sector can engage in PPP arrangements with the government or local authorities to jointly finance, develop, and manage the revitalization project. PPPs can bring in private sector expertise, innovation, and resources while sharing risks and responsibilities with the public sector. 2. **Corporate Sponsorship and Donations**: Businesses operating in or around Nyamasaria can provide financial support through corporate sponsorship or donations towards specific components of the project, such as green infrastructure, public amenities, or community engagement initiatives. 3. **Commercial Development Opportunities**: Private sector developers may see opportunities to invest in commercial developments, such as retail outlets, restaurants, or office spaces, within the revitalized town center node. These developments can complement the urban revitalization efforts and contribute to the area's economic growth. 4. **Maintenance and Management Services**: Private sector entities can be engaged to provide maintenance and management services for the revitalized infrastructure, including landscaping, cleaning, security, and ongoing maintenance of green infrastructure elements.			
Revenue Opportunities	*[This section should include information about possible or expected revenue generation from the project (if applicable)]* *Rental of stalls, Events,* 1. **Increased Property Values:** As a result of improved infrastructure, amenities, and overall attractiveness of the area, property values in Nyamasaria and surrounding areas may increase. This could lead to higher property taxes and land lease fees for the local government. 2. **Commercial Activities:** The creation of a vibrant town center node with complete streets, green spaces, and pedestrian-friendly amenities can attract businesses, retail outlets, and			

	dining establishments. Revenue could be generated through business licensing fees, sales taxes, and lease agreements for commercial spaces. 3. **Tourism and Hospitality:** Improved accessibility and amenities may attract tourists passing through along the B1 Kisumu-Busia highway, leading to increased spending on accommodations, dining, and recreational activities. Revenue could be generated through tourism-related taxes, hotel occupancy taxes, and licensing fees. 4. **Parking Fees:** Implementation of designated parking areas along the revitalized stretch of the highway could generate revenue through parking fees and fines for violations. 5. **Advertising and Sponsorship:** Opportunities for advertising and sponsorship arrangements, such as signage, banners, and promotional events, within the revitalized town center node could generate revenue for the local government or project stakeholders. 6. **Public Transport Services:** Integration of multimodal transportation lanes may create opportunities for public transport operators to offer services such as bus or shuttle routes. Revenue could be generated through fare collections or licensing fees for operating within the area.

5. Project Risk

Risk Area	Potential Risk	Estimated Category	Mitigation Measure
Environmental and Social Safeguards	Inadequate assessment of environmental impacts leading to pollution or habitat destruction.	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]* Category 1: Significant Impacts	*[Indicate possible measures to mitigate the identified risks]* Undertake and implement EIA recommendations
	Lack of effective measures to mitigate social impacts, such as community displacement or disruption of livelihoods.	Category 2: Less Adverse Impacts than Category 1	Community engagement during design phase
	Failure to comply with environmental regulations, resulting in legal penalties or project delays.	Category 1: Significant Impacts	Sensitize community
	Insufficient community engagement and consultation, leading to social unrest or opposition to the project.	Category 3: Negligible Adverse Risks	Sensitize community
Involuntary Resettlement Foreseen	Resistance or reluctance from affected communities to relocate, resulting in delays or conflicts. resettlement, leading to potential social tensions or conflicts.	☐Yes | ☐No | ☐To be confirmed	*[Indicate possible measures to avoid or mitigate involuntary resettlement and related risks]* Design process will determine resettlement options during construction
	Inadequate compensation or support for displaced individuals or communities, leading to grievances and protests.	☐Yes | ☐No | ☐To be confirmed	Design process will determine compensation options during construction
	Loss of access to essential resources or services for resettled populations, impacting their well-being and livelihoods.	☐Yes | ☐No | ☐To be confirmed	Design process will determine impact during construction and mitigation measures
	Disruption of social structures and community cohesion due to involuntary resettlement, leading to potential social tensions or conflicts.	☐Yes | ☐No | ☐To be confirmed	
Gender Marker System	Failure to effectively identify and address gender-specific risks and vulnerabilities, leading to gender disparities in project impacts.	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]* Category 4: Marginal Gender Elements / Inclusive Activities	*[Indicate possible measures to mitigate the identified risks / enable gender opportunities]* The community based organizations should mobilize to ensure inclusion
	Inadequate participation of women in decision-making processes related to the project, resulting in exclusion or marginalization.	Category 2: Gender One of the Outcomes	The implementation should ensure positioning women as key beneficiaries in

			employment opportunities in the project facilities
	Insufficient allocation of resources to address gender-related concerns, hindering the achievement of project objectives.	Category 2: Gender One of the Outcomes	Ensure inclusion of women in decision making units in the project during design and implementation
	Lack of capacity among project staff to implement gender-sensitive approaches, leading to ineffective interventions and outcomes.	Category 2: Gender One of the Outcomes	Ensure inclusion of women in decision making units in the project during design and implementation

KISUMU

Project 4: Kondele Node

Sector	Infrastructure
Location	KENYA
Client	City of Kisumu
Executing Agency	County Government of Kisumu
Team Leader	**Name:** Michael Abala Wanga **Function/role:** City Manager, Kisumu City **e-mail:** abalawangam@gmail.com **8am-5pm working telephone contact:** +254 788 924 370
Task Team	
Project Origin	The project originates from 1. City Diagnostic and Action Plan 2. Local Physical and Land Use Development Plan 2020
For AfDB internal use only	AfDB Country Program Officer AfDB Urban Regional Focal Point

1. Strategy Context

	Policy / Plan		Priorities Supported by Project	Alignment
Country Policy Alignment:	Kenya Vision 2030 National Government	Infrastructure,	• Transportation • Urban Development & Housing • Agricultural & Rural Development	Supporting infrastructure to enhance capacity for commercial activities, light industries, social amenities and high density residential.
	Joint County Bankable Investment Projects Handbook 2023 Council of Governors	Infrastructure,	• Road development	**a) Structuring impact:** Collaborative processes for prioritization across all pertinent investment opportunities at the county level. **b) Economic Impact:** Provide incentives for best practices, and pilot projects in all pertinent economic sectors. **c) Societal Impact** Informing policies that benefit citizens, job creation for the benefiting communities, and supporting fulfilment of existing obligations including poverty eradication, climate change, and sustainable economic development.

Sustainable Development Goals (SDGs)	The urban planning initiatives proposed for Kondele suburban town center node in Kisumu City, Kenya, align with several United Nations Sustainable Development Goals (SDGs) due to their potential to contribute to various aspects of sustainable development. Here are the SDGs that are particularly relevant to the proposed initiatives: 1. SDG 11: Sustainable Cities and Communities • Explanation: The proposed improvements aim to create complete streets/avenues with multimodal lanes for bicycles, pedestrians, and slower vehicular traffic, contributing to the development of safe, inclusive, and sustainable urban environments. By enhancing infrastructure, promoting accessibility, and integrating nature-based drainage systems, the initiatives support the goal of making cities and human settlements inclusive, safe, resilient, and sustainable. 2. SDG 3: Good Health and Well-being • Explanation: The incorporation of multimodal lanes and pedestrian-friendly infrastructure encourages active transportation such as walking and cycling, promoting physical activity and contributing to improved public health and well-being. Additionally, the implementation of nature-based drainage systems and green spaces enhances environmental quality, which is essential for maintaining health and well-being. 3. SDG 9: Industry, Innovation, and Infrastructure • Explanation: The proposed initiatives involve infrastructure improvements, including the transformation of existing highways into complete streets/avenues and the integration of nature-based drainage systems. These enhancements support the development of resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation in urban planning and design. 4. SDG 13: Climate Action • Explanation: The integration of nature-based drainage systems, planting strips, and mature trees helps mitigate the impacts of climate change by reducing stormwater runoff, improving water management, and enhancing carbon sequestration. These climate-resilient measures contribute to efforts to combat climate change and build more sustainable and resilient communities. 5. SDG 8: Decent Work and Economic Growth • Explanation: The proposed urban revitalization initiatives have the potential to stimulate economic growth and create employment opportunities, particularly in construction, landscaping, and other related sectors. By fostering vibrant commercial and entertainment functions within Kondele, the initiatives support the generation of decent work and sustainable economic development.
African Union Agenda 2063	***The urban planning initiatives proposed for the Kondele suburban town center node in Kisumu City, Kenya, align with several goals of the African Union Agenda 2063, which provides a strategic framework for the continent's development.*** ***Goal 1: A high standard of living, quality of life and wellbeing for all citizens.*** ***Priority areas:*** ▪ ***Incomes, jobs and decent work.*** ▪ ***Poverty, inequality and hunger.*** ▪ ***Social security and protection including persons with disabilities.*** ▪ ***Modern and liveable habitats and basic quality services.*** ***Goal 4: Transformed economies.*** ***Priority areas:*** ▪ ***STI driven manufacturing, industrialization and value addition.*** ▪ ***Economic diversification and resilience.*** ***Goal 10: World Class Infrastructure criss-crosses Africa.*** ***Priority areas:*** ▪ ***Communications and Infrastructure Connectivity.***
AfDB High 5s	**3)** Integrate Africa. **4)** Improve the Quality of Life for the People of Africa.

AfDB Country Strategy Paper	AfDB Kenya - Country Strategy Paper 2024 – 2028, ***Priority Area (i): Boosting private sector led growth through infrastructure development and policy reforms*** – aligns to the aspirations of this project. The main objective of the Priority Area is to support the Government's overall target of achieving sustainable and inclusive growth by building resilient urban infrastructure to support structural transformation. The bank's support under this Priority Area will hence include: (v) improving productivity through infrastructure development (transport, water and waste management) with the aim of enhancing accessibility to expanding economic, and social facilities in Kondele. (vi) promoting economic governance in support of private sector development with the aim of increasing local Micro, Small and Medium Enterprises (MSME) participation. Private sector development can be boosted in the following ways: construction and rehabilitation of urban and rural roads, improvement of electricity transmission, accessibility to digital services to support value chain development, and the construction of four hundred (400) markets to enhance trade activities.
Climate Change	Urban revitalization via transformation of this suburban town center node and its intersecting or transecting highways into complete streets with green infrastructure can contribute to several climate change management goals: 7. **Reducing Greenhouse Gas Emissions**: By prioritizing multimodal transportation options such as cycling and walking, along with slower vehicular traffic, these initiatives encourage a shift away from reliance on carbon-intensive modes of transportation like private cars. This reduction in vehicle emissions helps mitigate climate change by lowering overall greenhouse gas emissions. 8. **Enhancing Resilience to Extreme Weather Events**: Incorporating nature-based drainage systems and planting strips helps manage stormwater runoff more effectively. This reduces the risk of urban flooding during heavy rainfall events, enhancing the resilience of the community to climate change-induced extreme weather events such as floods and storms. 9. **Alleviating Urban Heat Islands**: Planting strips and mature trees provide shade and help cool the urban environment, reducing the urban heat island effect. By lowering temperatures in the built environment, these green infrastructure elements mitigate the impacts of heatwaves and improve overall urban livability, especially during periods of extreme heat associated with climate change. 10. **Promoting Sustainable Water Management**: Nature-based drainage systems, such as bioswales and rain gardens, help capture and filter stormwater runoff, reducing pollution and replenishing groundwater resources. This sustainable water management approach reduces the strain on traditional stormwater infrastructure and supports ecosystem health, contributing to climate change adaptation efforts. 11. **Preserving Biodiversity and Ecosystem Services**: Incorporating green spaces and mature trees into urban design not only improves air quality and provides habitat for wildlife but also preserves biodiversity and ecosystem services. Healthy ecosystems play a crucial role in climate change mitigation and adaptation by sequestering carbon, regulating local climates, and providing essential services such as pollination and water purification. 12. **Encouraging Low-Carbon Development**: By prioritizing pedestrian-friendly infrastructure and green transportation options, urban revitalization initiatives promote low-carbon lifestyles and encourage sustainable urban development patterns. This shift away from car-centric planning reduces dependency on fossil fuels and supports the transition to a low-carbon economy, aligning with broader climate change mitigation goals.
Sector and Institutional Context	*How the project benefits from or has synergies with any ongoing/planned other projects and/or policy reforms in the sector* **3. Kenya National Highways Authority (KeNHA):** • Improving Road Safety: KeNHA aims to enhance road safety across Kenya. The proposal's focus on complete streets with multimodal lanes for bicycles and pedestrians, along with slower vehicular traffic, promotes safer road environments by reducing vehicle speeds and providing dedicated spaces for non-motorized transportation. • Enhancing Transportation Efficiency: KeNHA seeks to improve transportation efficiency and accessibility. Transforming highways into complete streets with multimodal lanes increases mobility options and improves access for pedestrians and cyclists, thereby enhancing overall transportation efficiency in the city. • Implementing Sustainable Infrastructure: KeNHA emphasizes the importance of sustainable infrastructure development. By incorporating nature-based drainage systems and green infrastructure elements such as planting strips and mature trees, the proposal aligns with KeNHA's commitment to sustainable development practices and environmentally friendly infrastructure solutions. **4. Institute for Transportation and Development Policy (ITDP): [ADVISORY]** • Promoting Sustainable Transportation: ITDP advocates for sustainable transportation solutions worldwide. The proposal's emphasis on complete streets with dedicated lanes for bicycles, pedestrians, and slower vehicular traffic aligns with ITDP's goal of promoting sustainable and equitable transportation systems that prioritize non-motorized modes of transport. • Advancing Urban Livability: ITDP focuses on creating livable and inclusive urban environments. By prioritizing pedestrian-friendly streetscapes, green spaces, and nature-based drainage systems, the proposal contributes to enhancing urban livability and quality of life for residents, aligning with ITDP's objectives of creating vibrant and people-centered cities. • Supporting Climate Resilience: ITDP recognizes the importance of climate-resilient urban planning. The incorporation of green infrastructure elements such as planting strips and mature trees, along with nature-based drainage systems, helps mitigate the impacts of climate change and enhances the city's resilience to extreme weather events, aligning with ITDP's efforts to promote climate-resilient transportation and urban development.

2. Project description

Project Objective	*The objective of the project should be clearly defined and brief* The main objective: Implement the Nodal strategy for Kisumu, prioritizing morphological and functional polycentricism. This involves mobilizing spatial transformation to reshape the urban structure and form, with a primary focus on integrating growth nodes to effectively unite the city through road infrastructure. The proposed urban revitalization project aims to transform a Kondele node into a vibrant and sustainable hub of economic activity and community life. The initiative focuses on improving the current intersecting highways by turning them into complete streets/avenues that incorporate multimodal lanes for bicycles, pedestrians, and slower vehicular traffic. Additionally, the project includes the implementation of nature-based drainage systems and the incorporation of planting strips and mature trees to enhance the area's green infrastructure.
Theory of Change	*This section should summarize the rationale / relevant background to the project* In the context of the Theory of Change, the nodal strategy in Kisumu represents a deliberate intervention aimed at driving urban transformation towards intra-urban polycentric spatial development. The strategy is designed to create growth nodes that embody agglomeration economies, serving as focal points for urban development and economic activity. By strategically selecting and developing these nodes, the city aims to achieve sustainable accelerated urban growth and economic expansion, aligning with its vision of becoming a Vibrant Lake Metropolis. The nodal strategy is central to Kisumu's transition to polycentric spatial development. It focuses on both morphological and functional polycentricism, emphasizing the mobilization of spatial transformation within the urban structure and form. The integration of growth nodes, minor centers, and compact residential districts is crucial for effectively stitching the city together, promoting connectivity and cohesion. The selection of growth nodes in Kisumu is informed by several criteria. These nodes are chosen based on their status as distinct commercial centers or spatial units expected to undergo significant change over time. They are characterized by mixed development and a high density of economic activities and employment opportunities. Additionally, the nodes are evaluated for their ability to support mixed-use structures and facilitate phased economic growth. While not all nodes may be well-developed initially, they possess potential for mixed uses, access to infrastructure and utilities, and economic development. The primary purpose of the urban planning initiative is to foster socio-economic improvement within the suburban town center node and its wider urban context. By creating safer, more accessible, and environmentally friendly streetscapes, the project aims to enhance economic vitality by increasing property values, plus attracting businesses, investors, and visitors to the area. Complete streets with multimodal lanes and pedestrian-friendly amenities will create an inviting environment for commercial activities, leading to increased foot traffic and economic transactions.
Project Description / Components	*This section should describe the proposed project, including key technical features, proposed scope of works, etc.* **Key Technical Features:** 5. **Complete Streets Design:** The project involves redesigning the intersecting highways to accommodate multimodal transportation, including dedicated lanes for bicycles, wide sidewalks for pedestrians, and reduced lanes for slower vehicular traffic. Traffic calming measures, such as speed bumps and raised crosswalks, will be incorporated to enhance safety and accessibility. 6. **Green Infrastructure:** Nature-based drainage systems, such as bioswales and rain gardens, will be installed along the streets to manage stormwater runoff and mitigate flooding. Planting strips and mature trees will be strategically placed to provide shade, improve air quality, and enhance the urban landscape. 7. **Community Spaces:** The revitalization project will include the creation of public plazas, seating areas, and gathering spaces to foster community interaction and social cohesion. These spaces will serve as focal points for cultural events, recreational activities, and local commerce, contributing to the overall vibrancy of the town center node. 8. **Accessibility Improvements:** Accessible infrastructure, such as ramps and curb cuts, will be installed to ensure inclusivity and facilitate mobility for persons with disabilities and elderly residents. Crosswalks, pedestrian signals, and wayfinding signage will be implemented to enhance pedestrian safety and navigation. **Proposed Scope of Works:** 8. Conduct comprehensive urban design and feasibility studies to assess the existing conditions, identify key stakeholders, and develop a conceptual plan for the revitalization project. 9. Engage with local communities, businesses, and government agencies to gather input and feedback on the proposed design and solicit support for the project. 10. Develop detailed engineering plans and specifications for the complete streets design, green infrastructure elements, and community spaces. 11. Procure materials, equipment, and services required for the implementation of the project, ensuring compliance with quality standards and environmental regulations. 12. Execute construction activities, including roadway modifications, installation of drainage systems, landscaping, and streetscape enhancements, while minimizing disruptions to local traffic and business operations. 13. Monitor and evaluate the project's progress, addressing any challenges or issues that may arise during construction, and ensure timely completion within budgetary constraints.

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<tr><td rowspan="3">Key Impacts and Outcomes of Project</td><td>Key Impacts and Outcomes of Kondele as a Growth Node:

Environment and Climate:
Impact: The initiative significantly improves the environmental quality of the town center by incorporating nature-based drainage systems and green infrastructure elements such as planting strips and mature trees. These features help manage stormwater runoff, reduce the urban heat island effect, and enhance biodiversity.
Outcome: Improved drainage systems mitigate flooding risks during heavy rainfall, enhancing the town center's resilience to climate change-induced extreme weather events. The integration of green spaces and trees helps sequester carbon dioxide, mitigate air pollution, and improve overall air quality, contributing to a healthier and more sustainable urban environment.</td></tr>
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Impact: The urban revitalization initiative promotes social inclusion and enhances the quality of life for residents, including marginalized groups such as women and persons with disabilities. Complete streets with dedicated lanes for bicycles and pedestrians provide safe and accessible transportation options, reducing barriers to mobility and fostering social connectivity.
Outcome: The creation of inviting public spaces and community amenities encourages social interaction and civic engagement, strengthening social cohesion and community resilience. Additionally, improved accessibility and safety contribute to empowering women and vulnerable populations, enabling them to participate more actively in economic and social activities within the town center.</td></tr>
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Impact: The initiative catalyzes economic growth and revitalization within the town center by attracting businesses, investors, and visitors. Complete streets with pedestrian-friendly amenities stimulate commercial activity, increasing foot traffic and generating demand for local goods and services. Additionally, the incorporation of green infrastructure elements enhances property values and attractiveness for investment.
Outcome: Increased economic activity and investment opportunities create employment opportunities, boost local incomes, and stimulate entrepreneurship. The revitalized town center becomes a vibrant economic hub, driving job creation, business expansion, and overall economic prosperity. Furthermore, the long-term financial sustainability of the town center is enhanced through reduced maintenance costs associated with green infrastructure and improved infrastructure resilience.</td></tr>
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The proposed urban revitalization project will be implemented in the Kondele suburban town center node, located on the outskirts of Kisumu City in Kenya. Specifically, the project will focus on improving a 1/2-kilometer stretch of the Kisumu-Vihiga highway and another 1/2-kilometer stretch of the Kisumu-Kibos road, plus 4 kilometres of various internal town centre streets. These stretches serve as the existing primary and secondary commercial and entertainment arterials within Kondele.
The project will be implemented at a local scale, targeting the designated stretches of the highways within the Kondele town center node.</td></tr>
<tr><td>Status of Preparation</td><td>This section should provide an indication of the current status of project implementation:
The Visioning and designation of Kondele as a primary suburban town centre in the Kisumu Local Physical Land Use Development Plan (LPLUDP) entailed a thorough process. Stakeholder engagement involved local communities, businesses, and government agencies to gather input and ensure inclusivity. A shared vision and clear goals aligned with broader city development objectives were then established. Land use planning emphasized mixed-use development and efficient resource utilization. Infrastructure planning addressed transportation, utilities, and social amenities to enhance connectivity. Environmental management strategies were integrated to protect natural resources and minimize pollution. Implementation mechanisms outlined responsibilities, resources, and timelines, with regular review and revision to adapt to changing conditions. Overall, these steps aimed to foster sustainable and inclusive development, maximizing Kondeles' potential as a key growth node in Kisumu.</td></tr>
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	Procure materials, equipment, and services required for implementation	2 months	Kisumu County Government, Kenya National Highways Authority (KeNHA)
	Conduct public awareness campaigns and community engagement activities to inform residents and stakeholders about the project and solicit support	1 month	Kisumu County Government, Kondele Ward
	Begin construction activities including roadway modifications, installation of drainage systems, and landscaping	6 months	Kisumu County Government, Kenya National Highways Authority (KeNHA), contracted construction firms
	Monitor and evaluate project progress, addressing any challenges or issues that may arise during construction	Ongoing throughout construction period	Kisumu County Government, Kenya National Highways Authority (KeNHA)
	Conduct post-construction assessments to measure the impact of the revitalization project on the local community and environment	1 month	Kisumu County Government, Kenya National Highways Authority (KeNHA), Kondele Ward
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3. Stakeholders and beneficiaries

Key Stakeholders	**Category**	**Stakeholder** [also include below and underline the client]	
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	Local Government	County Government of Kisumu City of Kisumu	
	Private Sector	Small and Medium Enterprises Hotels and Restaurants Kenya National Chamber of Commerce & Industry	
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	Development partners	UN Habitat	
Direct Beneficiaries	**Group**	**Estimated Number**	**Development Impact**
	Businesses, residents, and visitors passing by along the highway	*[estimated number of beneficiaries, men and women and any further breakdown that might be useful, i.e. children]* The estimated number of beneficiaries of the urban revitalization project in Kondele and the greater Kisumu area, including businesses, residents, and visitors passing by along the highway, is expected to be significant.	*[Explain any pronounced development impacts that will be achieved by the project, e.g. for mobility project, travel time reduction, new public transit option for % of population etc.]* • Economic growth: Increased economic activity driven by business growth, job creation, and enhanced commercial opportunities. • Social cohesion: Improved public spaces and amenities promote community interaction and social connectivity. • Environmental sustainability: Green infrastructure elements contribute to climate resilience, biodiversity conservation, and overall environmental health. • Enhanced quality of life: Improved safety, accessibility, and aesthetics contribute to a higher quality of life for residents and visitors alike.

4. Financial information

Estimated Project Cost	Components	Amount (US$)	% of Total Cost	Source

	Construction and Infrastructure Improvements • Improvement of Kisumu-Vihiga highway (0.5 km) • Improvement of Kisumu-Kibos road (0.5 km) • Improvement of internal narrow streets (4 km)	500,000.00 500,000.00 1,400,000.00	80.00%	Kisumu County Government, Kenya National Highways Authority (KeNHA), Development Partners, Private Sector Investment
	Green Infrastructure (Drainage, Planting Strips, Trees)	500,000.00	16.67%	Kisumu County Government, Kenya National Highways Authority (KeNHA), Development Partners, Private Sector Investment
	Project Management and Oversight	100,000.00	3.33%	Kisumu County Government, Kenya National Highways Authority (KeNHA), International Development Banks
	Total Amount:	**3,000,000.00**	**100%**	
Amount of Preparatory Financing Needed	Complete Streets Design and Engineering	250,000.00		Kisumu County Government, International Development Banks, Grants
	Public Awareness Campaigns and Community Engagement	30,000.00		Kisumu County Government, NGOs, Development Partners
Client Co-Financing				
3rd Party Co Financing	*[Estimate of cost to be covered by other parties, where applicable]* N/A			
Remaining Financing Need	*[Estimate of financing gap should be provided here]* USD 1			
Financing Approach	**6. Public Funding:** • Local Government Budget: The Kisumu County Government can allocate funds from its budget to cover a portion of the project costs, particularly for design, engineering, and management. • National Government Grants: Seek grants or funding allocations from the national government of Kenya to support infrastructure development projects in suburban areas like Kondele. **7. International Development Assistance:** • Multilateral Development Banks: Access financing from international development banks such as the World Bank or African Development Bank, which often provide funding for infrastructure projects in developing countries. • Bilateral Aid Agencies: Collaborate with bilateral aid agencies from other countries that may provide financial assistance for urban development projects in Kenya. **8. Private Sector Investment:** • Public-Private Partnerships (PPPs): Engage private sector investors through PPP arrangements where private entities contribute funds and expertise in exchange for revenue-sharing opportunities or other incentives. • Corporate Sponsorship: Secure sponsorship or donations from local businesses, corporations, or philanthropic organizations interested in supporting community development initiatives. **9. Grants and Donor Funding:** • International Organizations: Apply for grants and funding from international organizations, foundations, and NGOs focused on urban development, environmental conservation, and community empowerment. • Environmental Funds: Explore funding opportunities from environmental conservation funds or initiatives that support green infrastructure and sustainable urban planning projects. **10. Debt Financing:** • Bank Loans: Secure loans from financial institutions, leveraging the creditworthiness of the Kisumu County Government or other project stakeholders to access favourable terms and interest rates.			
Private Sector Involvement	5. **Public-Private Partnerships (PPPs)**: The private sector can engage in PPP arrangements with the government or local authorities to jointly finance, develop, and manage the revitalization project. PPPs can bring in private sector expertise, innovation, and resources while sharing risks and responsibilities with the public sector. 6. **Corporate Sponsorship and Donations**: Businesses operating in or around Kondele can provide financial support through corporate sponsorship or donations towards specific components of the project, such as green infrastructure, public amenities, or community engagement initiatives. 7. **Commercial Development Opportunities**: Private sector developers may see opportunities to invest in commercial developments, such as retail outlets, restaurants, or office spaces, within the revitalized town center node. These developments can complement the urban revitalization efforts and contribute to the area's economic growth. 8. **Maintenance and Management Services**: Private sector entities can be engaged to provide maintenance and management services for the revitalized infrastructure, including landscaping, cleaning, security, and ongoing maintenance of green infrastructure elements.			
Revenue Opportunities	*[This section should include information about possible or expected revenue generation from the project (if applicable)] Rental of stalls, Events,*			

7. **Increased Property Values:** As a result of improved infrastructure, amenities, and overall attractiveness of the area, property values in Kondele and surrounding areas may increase. This could lead to higher property taxes and land lease fees for the local government.
8. **Commercial Activities:** The creation of a vibrant town center node with complete streets, green spaces, and pedestrian-friendly amenities can attract businesses, retail outlets, and dining establishments. Revenue could be generated through business licensing fees, sales taxes, and lease agreements for commercial spaces.
9. **Tourism and Hospitality:** Improved accessibility and amenities may attract tourists passing through along the Kisumu-Vihiga and Kisumu-Kibos highways, leading to increased spending on accommodations, dining, and recreational activities. Revenue could be generated through tourism-related taxes, hotel occupancy taxes, and licensing fees.
10. **Parking Fees:** Implementation of designated parking areas along the revitalized stretch of the highway could generate revenue through parking fees and fines for violations.
11. **Advertising and Sponsorship:** Opportunities for advertising and sponsorship arrangements, such as signage, banners, and promotional events, within the revitalized town center node could generate revenue for the local government or project stakeholders.
12. **Public Transport Services:** Integration of multimodal transportation lanes may create opportunities for public transport operators to offer services such as bus or shuttle routes. Revenue could be generated through fare collections or licensing fees for operating within the area.

5. Project Risk

Risk Area	Potential Risk	Estimated Category	Mitigation Measure
Environmental and Social Safeguards	Inadequate assessment of environmental impacts leading to pollution or habitat destruction.	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]* Category 1: Significant Impacts	*[Indicate possible measures to mitigate the identified risks]* Undertake and implement EIA recommendations
	Lack of effective measures to mitigate social impacts, such as community displacement or disruption of livelihoods.	Category 2: Less Adverse Impacts than Category 1	Community engagement during design phase
	Failure to comply with environmental regulations, resulting in legal penalties or project delays.	Category 1: Significant Impacts	Sensitize community
	Insufficient community engagement and consultation, leading to social unrest or opposition to the project.	Category 3: Negligible Adverse Risks	Sensitize community
Involuntary Resettlement Foreseen	Resistance or reluctance from affected communities to relocate, resulting in delays or conflicts. resettlement, leading to potential social tensions or conflicts.	☐Yes | ☐No | ☐To be confirmed	*[Indicate possible measures to avoid or mitigate involuntary resettlement and related risks]* Design process will determine resettlement options during construction
	Inadequate compensation or support for displaced individuals or communities, leading to grievances and protests.	☐Yes | ☐No | ☐To be confirmed	Design process will determine compensation options during construction
	Loss of access to essential resources or services for resettled populations, impacting their well-being and livelihoods.	☐Yes | ☐No | ☐To be confirmed	Design process will determine impact during construction and mitigation measures
	Disruption of social structures and community cohesion due to involuntary resettlement, leading to potential social tensions or conflicts.	☐Yes | ☐No | ☐To be confirmed	
Gender Marker System	Failure to effectively identify and address gender-specific risks and	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]*	*[Indicate possible measures to mitigate the identified risks / enable gender opportunities]*

	vulnerabilities, leading to gender disparities in project impacts.	Category 4: Marginal Gender Elements / Inclusive Activities	The community based organizations should mobilize to ensure inclusion
	Inadequate participation of women in decision-making processes related to the project, resulting in exclusion or marginalization.	Category 2: Gender One of the Outcomes	The implementation should ensure positioning women as key beneficiaries in employment opportunities in the project facilities
	Insufficient allocation of resources to address gender-related concerns, hindering the achievement of project objectives.	Category 2: Gender One of the Outcomes	Ensure inclusion of women in decision making units in the project during design and implementation
	Lack of capacity among project staff to implement gender-sensitive approaches, leading to ineffective interventions and outcomes.	Category 2: Gender One of the Outcomes	Ensure inclusion of women in decision making units in the project during design and implementation

KISUMU

Kisian Node

Sector	Infrastructure
Location	KENYA
Client	City of Kisumu
Executing Agency	County Government of Kisumu
Team Leader	**Name:** Michael Abala Wanga **Function/role:** City Manager, Kisumu City **e-mail:** abalawangam@gmail.com **8am-5pm working telephone contact:** +254 788 924 370
Task Team	
Project Origin	The project originates from 1. City Diagnostic and Action Plan 2. Local Physical and Land Use Development Plan 2020
For AfDB internal use only	AfDB Country Program Officer AfDB Urban Regional Focal Point

6. Strategy Context

	Policy / Plan		Priorities Supported by Project	Alignment
Country Policy Alignment:	Kenya Vision 2030 National Government	Infrastructure,	• Transportation • Urban Development & Housing • Agricultural & Rural Development •	Supporting infrastructure to enhance capacity for commercial activities, light industries, social amenities and high density residential.
	Joint County Bankable Investment Projects Handbook 2023 Council of Governors	Infrastructure,	• Road development	**a) Structuring impact:** Collaborative processes for prioritization across all pertinent investment opportunities at the county level. **b) Economic Impact:** Provide incentives for best practices, and pilot projects in all pertinent economic sectors. **c) Societal Impact** Informing policies that benefit citizens, job creation for the benefiting communities, and supporting fulfilment of existing obligations including poverty eradication, climate change, and sustainable economic development.

Sustainable Development Goals (SDGs)	The urban planning initiatives proposed for Kisian suburban town centre node in Kisumu City, Kenya, align with several United Nations Sustainable Development Goals (SDGs) due to their potential to contribute to various aspects of sustainable development. 6. SDG 11: Sustainable Cities and Communities • Explanation: By improving infrastructure and creating complete streets/avenues with multimodal lanes for bicycles, pedestrians, and slower vehicular traffic, the initiatives promote sustainable urbanization and development. Enhancing accessibility, safety, and inclusivity within Kisian supports the goal of making cities and human settlements inclusive, safe, resilient, and sustainable. 7. SDG 9: Industry, Innovation, and Infrastructure • Explanation: The proposed initiatives involve infrastructure improvements, including the transformation of existing highways into complete streets/avenues and the integration of nature-based drainage systems. These enhancements support the development of resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation in urban transportation and planning. 8. SDG 8: Decent Work and Economic Growth • Explanation: The revitalization of Kisian as a commercial and transportation hub has the potential to stimulate economic growth, create employment opportunities, and enhance livelihoods for local residents. The construction of a major transportation hub and the activation of commercial use opportunities contribute to the generation of decent work and sustainable economic development. 9. SDG 13: Climate Action • Explanation: The incorporation of nature-based drainage systems, planting strips, and mature trees helps mitigate the impacts of climate change by reducing stormwater runoff, improving water management, and enhancing carbon sequestration. These climate-resilient measures contribute to efforts to combat climate change and build more sustainable and resilient communities. 10. SDG 17: Partnerships for the Goals • Explanation: Achieving sustainable urban development in Kisian requires collaboration and partnerships between various stakeholders, including government agencies, private sector entities, and local communities. By fostering partnerships and multi-stakeholder engagement, the initiatives promote the mobilization of resources, knowledge sharing, and collective action towards achieving sustainable development goals.
African Union Agenda 2063	***The urban planning and transit facility improvement initiatives proposed for Kisian suburban town center node in Kisumu City, Kenya, align with several goals of the African Union Agenda 2063, which provides a strategic framework for the continent's development.*** ***1. Agenda 2063 Goal 1: A prosperous Africa based on inclusive growth and sustainable development*** • *Explanation: By transforming Kisian into a vibrant commercial and transportation hub, the initiatives promote economic growth, job creation, and inclusive development. The construction of complete streets/avenues with multimodal lanes improves accessibility and connectivity, fostering trade, investment, and economic opportunities in the region.* ***2. Agenda 2063 Goal 2: An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance*** • *Explanation: The initiatives enhance connectivity and integration within the region by establishing Kisian as a key transit point for both rail and road traffic. This facilitates trade, tourism, and cultural exchange, contributing to the realization of a politically united and integrated Africa.* ***3. Agenda 2063 Goal 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law*** • *Explanation: The proposed initiatives prioritize transparent and accountable governance practices, involving stakeholders in decision-making processes and ensuring equitable access to infrastructure and services. By promoting good governance principles, the initiatives contribute to the realization of democratic governance and the rule of law.* ***4. Agenda 2063 Goal 4: A peaceful and secure Africa*** • *Explanation: Improving transportation infrastructure and enhancing commercial activities in Kisian contribute to economic stability and social cohesion in the region. By reducing transportation bottlenecks and promoting economic opportunities, the initiatives support peace, stability, and security in Kisian and surrounding areas.*

	5. *Agenda 2063 Goal 6: An Africa with a strong cultural identity, common heritage, shared values and ethics* • *Explanation: The revitalization of Kisian as a commercial and entertainment hub promotes cultural exchange and celebration of shared values and heritage. By fostering vibrant public spaces and commercial activities, the initiatives contribute to the preservation and promotion of Africa's cultural identity and heritage.*
AfDB High 5s	**5)** Integrate Africa. **6)** Improve the Quality of Life for the People of Africa.
AfDB Country Strategy Paper	AfDB Kenya - Country Strategy Paper 2024 – 2028, ***Priority Area (i): Boosting private sector led growth through infrastructure development and policy reforms*** – aligns to the aspirations of this project. The main objective of the Priority Area is to support the Government's overall target of achieving sustainable and inclusive growth by building resilient urban infrastructure to support structural transformation. The bank's support under this Priority Area will hence include: (vii) improving productivity through infrastructure development (transport, water and waste management) with the aim of enhancing accessibility to expanding economic, and social facilities in Kisian. (viii) promoting economic governance in support of private sector development with the aim of increasing local Micro, Small and Medium Enterprises (MSME) participation. Private sector development can be boosted in the following ways: construction and rehabilitation of urban and rural roads, improvement of electricity transmission, accessibility to digital services to support value chain development, and the construction of four hundred (400) markets to enhance trade activities.
Climate Change	The urban planning and infrastructure improvement initiatives proposed for Kisian suburban town center node in Kisumu City, Kenya, contribute to several climate change management goals. **1. Mitigation of Urban Heat Island Effect** Explanation: Incorporating nature-based drainage, planting strips, and mature trees helps mitigate the urban heat island effect by providing shade, reducing surface temperatures, and increasing natural cooling through evapotranspiration. This helps to counteract the localized warming effect caused by urbanization and infrastructure development. **2. Promotion of Sustainable Transportation** Explanation: The creation of complete streets/avenues with multimodal lanes for bicycles, pedestrians, and slower vehicular traffic encourages the use of sustainable modes of transportation, such as walking, cycling, and public transit. By reducing reliance on private vehicles and promoting active transportation, the initiatives help decrease greenhouse gas emissions and mitigate climate change. **3. Enhancement of Resilience to Extreme Weather Events** Explanation: Implementing nature-based drainage systems helps enhance the resilience of Kisian to extreme weather events, such as heavy rainfall and flooding. By incorporating green infrastructure and sustainable drainage practices, the initiatives reduce the risk of urban flooding, erosion, and water pollution, thereby increasing the town center's ability to adapt to climate-related challenges. **4. Carbon Sequestration and Air Quality Improvement** Explanation: The incorporation of planting strips and mature trees contributes to carbon sequestration, helping to mitigate the effects of climate change by absorbing and storing carbon dioxide from the atmosphere. Additionally, trees and vegetation act as natural air filters, improving air quality and reducing the concentration of pollutants in the urban environment.
Sector and Institutional Context	*How the project benefits from or has synergies with any ongoing/planned other projects and/or policy reforms in the sector* **The proposed urban revitalization initiative for Kisian suburban town centre node aligns with specific initiatives and policies of the Kenya National Highways Authority (KeNHA) and the Institute for Transportation and Development Policy (ITDP), as well as with broader ongoing or planned projects and policy reforms in the transportation sector.** **5. Kenya National Highways Authority (KeNHA):** • KeNHA is responsible for the management, development, rehabilitation, and maintenance of national highways in Kenya. The proposed initiative to improve a 1/2-kilometer stretch of the Kisumu-Busia highway and another 1/2-kilometer stretch of the Kisumu-Bondo road aligns with KeNHA's mandate to enhance the functionality and safety of key transportation corridors. • The incorporation of complete streets/avenues with multimodal lanes for bicycles, pedestrians, and slower vehicular traffic reflects KeNHA's efforts to promote road safety, improve traffic flow, and enhance accessibility for all road users. • The nature-based drainage and planting strips included in the improvements align with KeNHA's commitment to sustainable infrastructure development and environmental conservation along highway corridors. **6. Institute for Transportation and Development Policy (ITDP):** • ITDP is a global non-profit organization that works to promote sustainable and equitable transportation solutions. The proposed initiative to create complete streets/avenues incorporating multimodal lanes for various modes of transportation aligns with ITDP's principles of sustainable urban mobility and transportation planning.

	• ITDP advocates for pedestrian-friendly infrastructure, cycling lanes, and public transit improvements to create safer, more efficient, and environmentally friendly transportation systems. The initiative's focus on promoting active transportation and reducing reliance on private vehicles resonates with ITDP's goals of promoting sustainable mobility options. **7. Synergies with Ongoing/Planned Projects and Policy Reforms:** • The construction of a major transportation hub in Kisian that links traffic from the future new Port of Kisumu and transnational road-based public service passenger vehicles along both major roads complements broader regional transportation infrastructure projects and policy reforms aimed at improving connectivity and trade facilitation. • Additionally, the revitalization of Kisian's commercial use opportunities and its designation as a major transportation hub may benefit from synergies with other urban development projects and policy initiatives aimed at promoting economic growth, job creation, and sustainable urbanization in Kisumu City and the wider region.

7. Project description

Project Objective	*The objective of the project should be clearly defined and brief* The main objective: Implement the Nodal strategy for Kisumu, prioritizing morphological and functional polycentricism. This involves mobilizing spatial transformation to reshape the urban structure and form, with a primary focus on integrating growth nodes to effectively unite the city through road infrastructure. The proposed urban revitalization project aims to transform a Kisian node into a vibrant and sustainable hub of economic activity and community life. The proposed initiative aims to revitalize the Kisian suburban town centre node in Kisumu City, Kenya, by improving a 1/2 kilometre stretch of the Kisumu-Busia highway and another 1/2 kilometre on the Kisumu-Bondo road, plus 3 kilometres of internal streets, transforming them into complete streets/avenues with multimodal lanes for bicycles, pedestrians, and slower vehicular traffic. This transformation will enhance the socio-economic vibrancy of the area, serving as primary and secondary commercial, residential, and entertainment arterials. Nature-based drainage solutions and the incorporation of planting strips and mature trees will ensure environmental sustainability. Positioned as a western gateway into and out of Kisumu City, Kisian will benefit from improved regional connectivity, facilitating trade and commerce, and serving as a transportation hub linking traffic from the future new Port of Kisumu and transnational road-based public service passenger vehicles. The project includes the design and construction of a multimodal (road and rail) transit hub.
Theory of Change	*This section should summarize the rationale / relevant background to the project* In the context of the Theory of Change, the nodal strategy in Kisumu represents a deliberate intervention aimed at driving urban transformation towards intra-urban polycentric spatial development. The strategy is designed to create growth nodes that embody agglomeration economies, serving as focal points for urban development and economic activity. By strategically selecting and developing these nodes, the city aims to achieve sustainable accelerated urban growth and economic expansion, aligning with its vision of becoming a Vibrant Lake Metropolis. The nodal strategy is central to Kisumu's transition to polycentric spatial development. It focuses on both morphological and functional polycentricism, emphasizing the mobilization of spatial transformation within the urban structure and form. The integration of growth nodes, minor centers, and compact residential districts is crucial for effectively stitching the city together, promoting connectivity and cohesion. The selection of growth nodes in Kisumu is informed by several criteria. These nodes are chosen based on their status as distinct commercial centers or spatial units expected to undergo significant change over time. They are characterized by mixed development and a high density of economic activities and employment opportunities. Additionally, the nodes are evaluated for their ability to support mixed-use structures and facilitate phased economic growth. While not all nodes may be well-developed initially, they possess potential for mixed uses, access to infrastructure and utilities, and economic development. The primary purpose of the urban planning initiative is to foster socio-economic improvement within the suburban town center node and its wider urban context. By creating safer, more accessible, and environmentally friendly streetscapes, the project aims to enhance economic vitality by increasing property values, plus attracting businesses, investors, and visitors to the area. Complete streets with multimodal lanes and pedestrian-friendly amenities will create an inviting environment for commercial activities, leading to increased foot traffic and economic transactions.
Project Description / Components	*This section should describe the proposed project, including key technical features, proposed scope of works, etc.* **Overview: The proposed project focuses on revitalizing the Kisian suburban town centre node, situated on the outskirts of Kisumu City in Kenya. The initiative aims to improve a 1/2 kilometer stretch of the Kisumu-Busia highway and another 1/2 kilometer on the Kisumu-Bondo road by transforming them into complete streets/avenues. Key technical features include the incorporation of multimodal lanes for bicycles, pedestrians, and slower vehicular traffic, as well as nature-based drainage solutions and planting strips with mature trees. The project will enhance socio-economic opportunities in the area, serving as primary and secondary commercial, residential, and entertainment arterials.** **Scope of Works:**

1. Design and Implementation of Complete Streets/Avenues: Transform highway stretches into complete streets/avenues with designated lanes for bicycles, pedestrians, and slower vehicular traffic.
2. Nature-Based Drainage Solutions: Install sustainable drainage systems to manage stormwater runoff and mitigate flooding risks.
3. Green Infrastructure: Incorporate planting strips and mature trees along streets/avenues to improve air quality, reduce urban heat island effect, and enhance aesthetic appeal.
4. Construction of Transportation Hub: Develop a major transportation hub to facilitate seamless connectivity, linking traffic from the future new Port of Kisumu and transnational road-based public service passenger vehicles.
5. Revitalized Commercial Use Opportunities: Enhance commercial viability and attractiveness of Kisian suburban town centre node to support economic growth and job creation.

Key Benefits:

- Enhanced Socio-Economic Vibrancy: Improved urban environment conducive to economic activities, recreation, and community engagement.
- Sustainable Transportation: Safer and more accessible transportation infrastructure promoting active mobility and reducing road accidents.
- Environmental Sustainability: Enhanced environmental resilience and reduced carbon footprint through nature-based drainage and green infrastructure.
- Regional Connectivity: Strengthened regional connectivity supporting trade, tourism, and economic development.

The transit hub will serve as a pivotal point linking traffic from the future new Port of Kisumu and transnational road-based public service passenger vehicles along both major roads. This initiative aims to enhance regional connectivity, promote economic development, and improve transportation infrastructure in the area.

Key Technical Features:

1. Transportation Hub Infrastructure: Construct a modern transportation hub facility equipped with terminal buildings, ticketing counters, waiting areas, restrooms, and other amenities to cater to passenger needs.
2. Multi-Modal Connectivity: Design the hub to accommodate various modes of transportation, including buses, minibusses (matatus), taxis, motorcycles (bodabodas), and pedestrian walkways, ensuring seamless connectivity.
3. Parking Facilities: Provide ample parking spaces for private vehicles, public transport vehicles, and bicycles to facilitate convenient access to the hub.
4. Passenger Information Systems: Implement digital signage, public announcement systems, and information kiosks to provide real-time travel information, schedules, and updates to passengers.
5. Green Infrastructure: Incorporate sustainable design principles such as nature-based landscaping, rainwater harvesting, and energy-efficient lighting to minimize environmental impact.

Scope of Works:

1. Site Preparation: Clear and prepare the designated site for construction activities, including earthworks, grading, and levelling.
2. Construction of Terminal Buildings: Erect terminal buildings and ancillary structures in accordance with architectural designs and engineering specifications.
3. Infrastructure Development: Install essential infrastructure components such as roads, pedestrian walkways, parking lots, and utility connections (water, electricity, telecommunications).
4. Landscaping and Greenery: Implement landscaping features including planting strips, gardens, and green spaces to enhance the aesthetic appeal and environmental sustainability of the hub.
5. Signage and Wayfinding: Install directional signage, traffic signals, and wayfinding markers to guide passengers and facilitate smooth traffic flow within the hub premises.

Proposed Benefits:

- Enhanced Regional Connectivity: Improved access to regional transportation networks, facilitating movement of goods and passengers between Kisumu City, the new Port of Kisumu, and neighbouring countries.
- Economic Development: Stimulated economic activity through increased trade, tourism, and commercial opportunities arising from improved transportation infrastructure.
- Sustainable Urbanization: Promoted sustainable urban development practices through the integration of green infrastructure and eco-friendly design elements.
- Enhanced Passenger Experience: Improved passenger comfort, safety, and convenience with modern facilities and efficient transportation services at the hub.

Stakeholders:

- Kisumu County Government
- Kenya Ports Authority
- Kenya Railways
- Kenya National Highways Authority (KeNHA)
- Public Transport Operators
- Institute for Transportation and Development Policy (ITDP)
- Local Community and Businesses
- Development Partners and Funding Agencies

Key Impacts and Outcomes of Kisian as a Growth Node:

Key Impacts and Outcomes of Project	**Environment and Climate:** • Impact: The initiative significantly improves the environmental quality of the town center by incorporating nature-based drainage systems and green infrastructure elements such as planting strips and mature trees. These features help manage stormwater runoff, reduce the urban heat island effect, and enhance biodiversity. • Outcome: Improved drainage systems mitigate flooding risks during heavy rainfall, enhancing the town center's resilience to climate change-induced extreme weather events. The integration of green spaces and trees helps sequester carbon dioxide, mitigate air pollution, and improve overall air quality, contributing to a healthier and more sustainable urban environment. **Social and Gender:** • Impact: The urban revitalization initiative promotes social inclusion and enhances the quality of life for residents, including marginalized groups such as women and persons with disabilities. Complete streets with dedicated lanes for bicycles and pedestrians provide safe and accessible transportation options, reducing barriers to mobility and fostering social connectivity. • Outcome: The creation of inviting public spaces and community amenities encourages social interaction and civic engagement, strengthening social cohesion and community resilience. Additionally, improved accessibility and safety contribute to empowering women and vulnerable populations, enabling them to participate more actively in economic and social activities within the town center. **Economic and Financial:** • Impact: The initiative catalyzes economic growth and revitalization within the town center by attracting businesses, investors, and visitors. Complete streets with pedestrian-friendly amenities stimulate commercial activity, increasing foot traffic and generating demand for local goods and services. Additionally, the incorporation of green infrastructure elements enhances property values and attractiveness for investment. • Outcome: Increased economic activity and investment opportunities create employment opportunities, boost local incomes, and stimulate entrepreneurship. The revitalized town center becomes a vibrant economic hub, driving job creation, business expansion, and overall economic prosperity. Furthermore, the long-term financial sustainability of the town center is enhanced through reduced maintenance costs associated with green infrastructure and improved infrastructure resilience.
Project Target Area	*This section should list where the project will be implemented, and at what scale.* **Location:** Kisian is situated on the outskirts of Kisumu City in Kenya, specifically at the city's western fringes. It serves as a vital gateway into and out of Kisumu City along the Kisumu-Busia highway, which carries regional international traffic. Additionally, Kisian links to the major destination of Bondo and meets both rail and road networks. **Scale:** The project will focus on improving a 1/2 kilometre stretch of the Kisumu-Busia highway and another 1/2 kilometer on the Kisumu-Bondo road, plus 3 kilometres of internal town centre streets which serve as the existing primary and secondary commercial, residential, and entertainment arterials within Kisian suburban town centre node. This intervention will encompass the transformation of these stretches into complete streets/avenues, incorporating multimodal lanes for bicycles, pedestrians, and slower vehicular traffic, along with nature-based drainage and green infrastructure elements such as planting strips and mature trees. Additionally, the project includes the construction of a major transportation hub station to facilitate regional connectivity and support traffic from the future new Port of Kisumu and transnational road-based public service passenger vehicles.
Status of Preparation	*This section should provide an indication of the current status of project implementation:* The Visioning and designation of Kisian as a primary suburban town centre in the Kisumu Local Physical Land Use Development Plan (LPLUDP) entailed a thorough process. Stakeholder engagement involved local communities, businesses, and government agencies to gather input and ensure inclusivity. A shared vision and clear goals aligned with broader city development objectives were then established. Land use planning emphasized mixed-use development and efficient resource utilization. Infrastructure planning addressed transportation, utilities, and social amenities to enhance connectivity. Environmental management strategies were integrated to protect natural resources and minimize pollution. Implementation mechanisms outlined responsibilities, resources, and timelines, with regular review and revision to adapt to changing conditions. Overall, these steps aimed to foster sustainable and inclusive development, maximizing Kisians' potential as a key growth node in Kisumu.

Next Steps

Proposed Activity	Duration	Supervisor
Feasibility Study	3 months	Kisumu County Government
Environmental Impact Assessment	4 months	National Environmental Management Authority (NEMA)
Stakeholder Consultations	2 months	Kisumu County Government, Kenya National Highways Authority (KeNHA)
Design and Engineering	6 months	Kisumu County Government, KeNHA
Land Acquisition and Right-of-Way Negotiations	6 months	Kisumu County Government, KeNHA
Permitting and Approvals	3 months	NEMA, Kisumu County Government

	Procurement of Contractors and Suppliers	2 months	Kisumu County Government, KeNHA
	Construction	18 months	Kisumu County Government, KeNHA
	Quality Control and Monitoring	Ongoing	Kisumu County Government, KeNHA
	Public Awareness and Outreach	Throughout	Kisumu County Government, KeNHA
	Project Completion and Handover	1 month	Kisumu County Government, KeNHA

8. Stakeholders and beneficiaries

Key Stakeholders	**Category**	**Stakeholder** [also include below and underline the client]	
	National Government	Kenya Urban Roads Authority Kenya National Highways Authority Lake Basin Development Authority Kenya Railways Kenya Ports Authority	
	Local Government	County Government of Kisumu City of Kisumu	
	Private Sector	Small and Medium Enterprises Hotels and Restaurants Bus and Matatu Owners Associations Kenya National Chamber of Commerce & Industry	
	Civil Society	Residents Associations	
	Development partners	UN Habitat	
Direct Beneficiaries	**Group**	**Estimated Number**	**Development Impact**
		[estimated number of beneficiaries, men and women and any further breakdown that might be useful, i.e. children] The estimated number of beneficiaries of the urban revitalization project in Kisian and the greater Kisumu area, including businesses, residents, and visitors passing by along the highway, is expected to be significant.	*[Explain any pronounced development impacts that will be achieved by the project, e.g. for mobility project, travel time reduction, new public transit option for % of population etc.]* • Economic growth: Increased economic activity driven by business growth, job creation, and enhanced commercial opportunities. • Social cohesion: Improved public spaces and amenities promote community interaction and social connectivity. • Environmental sustainability: Green infrastructure elements contribute to climate resilience, biodiversity conservation, and overall environmental health. • Enhanced quality of life: Improved safety, accessibility, and aesthetics contribute to a higher quality of life for residents and visitors alike.

9. Financial information

	Components	Amount (US$)	% of Total Cost	Source
Estimated Project Cost				
	Construction and Infrastructure Improvements • Improvement of Kisumu-Busia highway (0.5 km)	500,000.00 500,000.00 1,050,000.00	65.08%	Kisumu County Government, Kenya National Highways Authority (KeNHA), Development Partners, Private Sector Investment

	• Improvement of Kisumu-Bondo road (0.5 km) • Improvement of internal town centre streets (3 km)			
	Green Infrastructure (Drainage, Planting Strips, Trees)	500,000.00	15.87%	Kisumu County Government, Kenya National Highways Authority (KeNHA), Development Partners, Private Sector Investment
	Project Management and Oversight	100,000.00	3.17%	Kisumu County Government, Kenya National Highways Authority (KeNHA), International Development Banks
	Contingency	$500,000.00	15.87%	Government Budget Allocation, Development Partners, Loans
	Total Amount:	**3,150,000.00**	**100%**	
Amount of Preparatory Financing Needed	Public Awareness and Outreach	$50,000		Kisumu County Government, Development Partners, Grants
	Feasibility Study	$50,000		Kisumu County Government, Development Partners, Grants
	Environmental Impact Assessment	$100,000		NEMA/Environmental Agencies, Development Partners, Grants
	Design and Engineering	$600,000		Kisumu County Government, Development Partners, Loans
Client Co-Financing				
3rd Party Co Financing	*[Estimate of cost to be covered by other parties, where applicable]* N/A			
Remaining Financing Need	*[Estimate of financing gap should be provided here]* USD 1			
Financing Approach	**11. Public Funding:** • Local Government Budget: The Kisumu County Government can allocate funds from its budget to cover a portion of the project costs, particularly for design, engineering, and management. • National Government Grants: Seek grants or funding allocations from the national government of Kenya to support infrastructure development projects in suburban areas like Kisian. **12. International Development Assistance:** • Multilateral Development Banks: Access financing from international development banks such as the World Bank or African Development Bank, which often provide funding for infrastructure projects in developing countries. • Bilateral Aid Agencies: Collaborate with bilateral aid agencies from other countries that may provide financial assistance for urban development projects in Kenya. **13. Private Sector Investment:** • Public-Private Partnerships (PPPs): Engage private sector investors through PPP arrangements where private entities contribute funds and expertise in exchange for revenue-sharing opportunities or other incentives. • Corporate Sponsorship: Secure sponsorship or donations from local businesses, corporations, or philanthropic organizations interested in supporting community development initiatives. **14. Grants and Donor Funding:** • International Organizations: Apply for grants and funding from international organizations, foundations, and NGOs focused on urban development, environmental conservation, and community empowerment. • Environmental Funds: Explore funding opportunities from environmental conservation funds or initiatives that support green infrastructure and sustainable urban planning projects. **15. Debt Financing:** • Bank Loans: Secure loans from financial institutions, leveraging the creditworthiness of the Kisumu County Government or other project stakeholders to access favourable terms and interest rates.			
Private Sector Involvement	**The private sector's involvement in this initiative could encompass various aspects:** **9. Construction and Infrastructure Development:** Private construction companies could be engaged to carry out the physical improvements, such as road construction, street lighting, and landscaping. **10. Investment in Commercial Development:** Private investors may participate in revitalizing commercial areas by developing shopping centers, restaurants, hotels, and other businesses, attracted by the potential increase in foot traffic and economic activity.			

	11. **Operation and Management of Transportation Hub:** Private entities could be contracted to manage and operate the transportation hub station, handling ticketing, maintenance, and other related services. 12. **Public-Private Partnerships (PPPs):** Collaboration between the public and private sectors through PPPs could be explored for funding, developing, and managing various aspects of the project, leveraging private sector expertise and resources. 13. **Funding and Financing:** Private financial institutions or investors may provide funding or financing for the project through loans, bonds, or equity investments.
Revenue Opportunities	*[This section should include information about possible or expected revenue generation from the project (if applicable)] Rental of stalls, Events,* **The potential revenue generation sources/types resulting from the realization of the project could include:** 13. **Increased Property Value:** The revitalization of Kisian town centre and the improvement of transportation infrastructure may lead to increased property values, benefiting property owners and local governments through higher property taxes. 14. **Commercial Activities:** The creation of a major transportation hub station and revitalized commercial areas could attract businesses, leading to increased economic activity and tax revenues from sales and business taxes. 15. **Tourism and Hospitality:** Improved streetscapes, pedestrian facilities, and green spaces may attract tourists and visitors, generating revenue for local businesses, hotels, and restaurants. 16. **Transit Operations:** Revenue could be generated through transit operations at the transportation hub, such as ticket sales, parking fees, and leasing of commercial spaces within the station. 17. **Development Fees:** Developers seeking to build or expand properties in the revitalized area may pay development fees, contributing to municipal revenues. 18. **Grants and Funding:** The project may attract grants and funding from government agencies, international organizations, or private investors, providing additional financial resources for the municipality.

10. Project Risk

Risk Area	Potential Risk	Estimated Category	Mitigation Measure
Environmental and Social Safeguards	Inadequate assessment of environmental impacts leading to pollution or habitat destruction.	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]* Category 1: Significant Impacts	*[Indicate possible measures to mitigate the identified risks]* Undertake and implement EIA recommendations
	Lack of effective measures to mitigate social impacts, such as community displacement or disruption of livelihoods.	Category 2: Less Adverse Impacts than Category 1	Community engagement during design phase
	Failure to comply with environmental regulations, resulting in legal penalties or project delays.	Category 1: Significant Impacts	Sensitize community
	Insufficient community engagement and consultation, leading to social unrest or opposition to the project.	Category 3: Negligible Adverse Risks	Sensitize community
Involuntary Resettlement Foreseen	Resistance or reluctance from affected communities to relocate, resulting in delays or conflicts. resettlement, leading to potential social tensions or conflicts.	☐Yes | ☐No | ☐To be confirmed	*[Indicate possible measures to avoid or mitigate involuntary resettlement and related risks]* Design process will determine resettlement options during construction
	Inadequate compensation or support for displaced individuals or communities, leading to grievances and protests.	☐Yes | ☐No | ☐To be confirmed	Design process will determine compensation options during construction
	Loss of access to essential resources or services for resettled populations, impacting their well-being and livelihoods.	☐Yes | ☐No | ☐To be confirmed	Design process will determine impact during construction and mitigation measures

	Disruption of social structures and community cohesion due to involuntary resettlement, leading to potential social tensions or conflicts.	☐Yes | ☐No | ☐To be confirmed	
Gender Marker System	Failure to effectively identify and address gender-specific risks and vulnerabilities, leading to gender disparities in project impacts.	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]* Category 4: Marginal Gender Elements / Inclusive Activities	*[Indicate possible measures to mitigate the identified risks / enable gender opportunities]* The community based organizations should mobilize to ensure inclusion
	Inadequate participation of women in decision-making processes related to the project, resulting in exclusion or marginalization.	Category 2: Gender One of the Outcomes	The implementation should ensure positioning women as key beneficiaries in employment opportunities in the project facilities
	Insufficient allocation of resources to address gender-related concerns, hindering the achievement of project objectives.	Category 2: Gender One of the Outcomes	Ensure inclusion of women in decision making units in the project during design and implementation
	Lack of capacity among project staff to implement gender-sensitive approaches, leading to ineffective interventions and outcomes.	Category 2: Gender One of the Outcomes	Ensure inclusion of women in decision making units in the project during design and implementation

KISUMU

Kibos Node

Sector	Infrastructure
Location	KENYA
Client	City of Kisumu
Executing Agency	County Government of Kisumu
Team Leader	**Name:** Michael Abala Wanga **Function/role:** City Manager, Kisumu City **e-mail:** abalawangam@gmail.com **8am-5pm working telephone contact:** +254 788 924 370
Task Team	
Project Origin	The project originates from 1. City Diagnostic and Action Plan 2. Local Physical and Land Use Development Plan 2020
For AfDB internal use only	AfDB Country Program Officer AfDB Urban Regional Focal Point

1. Strategy Context

	Policy / Plan		Priorities Supported by Project	Alignment

Country Policy Alignment:	Kenya Vision 2030 National Government	Infrastructure,	• Transportation
			  • Urban Development & Housing
			  • Agricultural & Rural Development
			•
				Supporting infrastructure to enhance capacity for manufacturing

	Joint County Bankable Investment Projects Handbook 2023 Council of Governors	Infrastructure,	• Road development	**a) Structuring impact:** Collaborative processes for prioritization across all pertinent investment opportunities at the county level. **b) Economic Impact:** Provide incentives for best practices, and pilot projects in all pertinent economic sectors. **c) Societal Impact** Informing policies that benefit citizens, job creation for the benefiting communities, and supporting fulfilment of existing obligations including poverty eradication, climate change, and sustainable economic development.
Sustainable Development Goals (SDGs)	*Three most relevant SDGs that the project supports with the specific targets that the project helps to achieve*			

	The urban planning and land use planning initiatives proposed for the Kibos suburban town centre node align with several UN Sustainable Development Goals (SDGs): 1. SDG 9: Industry, Innovation, and Infrastructure: By creating land parcels in an industrial precinct for investor-led industrial and distribution centers, the project contributes to fostering industrialization, promoting innovation, and building resilient infrastructure. 2. SDG 11: Sustainable Cities and Communities: The revitalization of Kibos as a transit-oriented development with complete streets and avenues promotes sustainable urbanization. It enhances accessibility, improves road safety, and creates inclusive and safe public spaces, contributing to building sustainable cities and communities. 3. SDG 13: Climate Action: Incorporating nature-based drainage and planting strips helps mitigate climate change impacts by reducing greenhouse gas emissions, improving air quality, and enhancing resilience to extreme weather events. These measures align with SDG 13's goal of taking urgent action to combat climate change and its impacts. 4. SDG 15: Life on Land: The project's emphasis on nature-based drainage and the incorporation of planting strips and mature trees promotes ecosystem conservation and biodiversity. It helps protect terrestrial ecosystems, restore degraded land, and ensure the sustainable management of forests, aligning with SDG 15's objectives. 5. SDG 8: Decent Work and Economic Growth: Creating land parcels for investor-led industrial and distribution centers stimulates economic growth, generates employment opportunities, and promotes entrepreneurship. This contributes to SDG 8's aim of fostering sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
African Union Agenda 2063	*2 most relevant AU 2063 Agenda goals that the project supports]* 1. **Agenda 2063 Goal 1:** A Prosperous Africa Based on Inclusive Growth and Sustainable Development: By improving infrastructure and promoting economic activities in Kibos, the project contributes to inclusive growth and sustainable development. It creates employment opportunities, stimulates investment, and fosters economic diversification, thereby enhancing prosperity in the region. 2. **Agenda 2063 Goal 4:** A Peaceful and Secure Africa: The socio-economic improvement of Kibos contributes to creating stable and secure communities. By promoting economic opportunities and providing essential infrastructure, the project addresses socio-economic challenges and helps mitigate sources of conflict, thereby contributing to peace and stability in the region.
AfDB High 5s	The most appropriate AfDB High 5 supported by the project • Integrate Africa; • Improve the Quality of Life for the People of Africa.
AfDB Country Strategy Paper	*Reference to the CSP and the priority that the project supports]* Priority Area I: *Boosting private sector led growth through infrastructure development and policy reforms* ***Objective:*** The main objective of this Priority Area is to support the Government's overall target of achieving sustainable and inclusive growth by building resilience to support structural transformation. Bank support under this Priority Area will thus include : (ix) improving production/productivity through infrastructure development (transport, and water and sanitation) aimed at enhancing access to production zones, setting up of agribusinesses, improving and diversifying production, (x) promoting economic governance in support of private sector development with the aim of increasing MSME participation Ways to boost private sector development include construction and rehabilitation of urban and rural roads, improving electricity transmission, enhanced access of digital services to support value chain development and construction of 400 markets to enhance trade activities.
Climate Change	*[briefly note how the project helps to achieve climate mitigation/adaptation]* The urban planning initiatives proposed for Kibos suburban town centre node can contribute to several climate change management goals: 1. **Reduced Greenhouse Gas Emissions:** By promoting multimodal transportation and pedestrian-friendly infrastructure, the project aims to reduce reliance on individual motor vehicles. This can lead to decreased greenhouse gas emissions, particularly carbon dioxide (CO_2), contributing to climate change mitigation efforts. 2. **Improved Air Quality:** Encouraging non-motorized transportation modes like walking and cycling, along with slower vehicular traffic, can help reduce air pollution levels. By mitigating vehicle emissions, the initiative contributes to better air quality, which is vital for public health and mitigating climate change impacts. 3. **Enhanced Resilience to Extreme Weather Events:** Nature-based drainage systems and planting strips help manage stormwater runoff and reduce the risk of flooding during extreme weather events, such as heavy rainfall. Additionally, mature trees provide natural shade and cooling, mitigating the urban heat island effect and enhancing resilience to heatwaves. 4. **Preservation of Ecosystem Services:** Incorporating nature-based drainage and planting strips supports biodiversity conservation and ecosystem services. These green infrastructure elements contribute to carbon sequestration, water filtration, and habitat preservation, promoting climate change adaptation and resilience. 5. **Sustainable Land Use Planning:** The detailed land use structuring and creation of industrial precincts aim to promote sustainable land use practices. By designating areas for industrial development and preserving agricultural zones, the initiative helps minimize land degradation, deforestation, and habitat loss, supporting long-term climate resilience.

Sector and Institutional Context	*How the project benefits from or has synergies with any ongoing/planned other projects and/or policy reforms in the sector* **Standard Gauge Railway** -Kenya's rail infrastructure expansion, notably the Standard Gauge Railway (SGR), underscores rail transport's rising appeal for specific cargo types and routes. This trend mirrors a shift towards rail transport, driven by efficiency and sustainability goals. SGR-Phase 2A is operational and Phase 2B/2C (Naivasha – Kisumu-Malaba) is in the initial stages of implementation and will link to Kisumu City with the main station planned for Kibos. **Industrialization-** Kisumu has seen significant urbanization and industrial growth, driven by efforts to bolster the economy and create jobs. However, suburban industrial development as expected in Kibos is based on Kisumu's strategic location on Lake Victoria, government initiatives, infrastructure improvements, job creation, environmental concerns, sectoral focus, community engagement, and government policies. Balancing industrial expansion with environmental sustainability and social equity is crucial.

2. Project description

Project Objective	*The objective of the project should be clearly defined and brief* The main objective: Implement the Nodal strategy for Kisumu, prioritizing morphological and functional polycentricism. This involves mobilizing spatial transformation to reshape the urban structure and form, with a primary focus on integrating growth nodes to effectively unite the city through road infrastructure.
Theory of Change	*This section should summarize the rationale / relevant background to the project* In the context of the Theory of Change, the nodal strategy in Kisumu represents a deliberate intervention aimed at driving urban transformation towards intra-urban polycentric spatial development. The strategy is designed to create growth nodes that embody agglomeration economies, serving as focal points for urban development and economic activity. By strategically selecting and developing these nodes, the city aims to achieve sustainable accelerated urban growth and economic expansion, aligning with its vision of becoming a Vibrant Lake Metropolis. The nodal strategy is central to Kisumu's transition to polycentric spatial development. It focuses on both morphological and functional polycentricism, emphasizing the mobilization of spatial transformation within the urban structure and form. The integration of growth nodes, minor centers, and compact residential districts is crucial for effectively stitching the city together, promoting connectivity and cohesion. The selection of growth nodes in Kisumu is informed by several criteria. These nodes are chosen based on their status as distinct commercial centers or spatial units expected to undergo significant change over time. They are characterized by mixed development and a high density of economic activities and employment opportunities. Additionally, the nodes are evaluated for their ability to support mixed-use structures and facilitate phased economic growth. While not all nodes may be well-developed initially, they possess potential for mixed uses, access to infrastructure and utilities, and economic development. However, the nodal strategy also faces challenges, particularly regarding fragmented ownership structures, especially in locations such as Kibos. To mitigate these challenges, the city plans to implement land readjustment strategies and acquire land where necessary. These interventions aim to streamline ownership arrangements and facilitate the effective development of growth nodes.
Project Description / Components	*This section should describe the proposed project, including key technical features, proposed scope of works, etc.* The urban revitalization initiative in Kibos aims to transform the suburban town centre into a vibrant and sustainable hub on the outskirts of Kisumu City, Kenya. The project focuses on improving a 1-kilometer stretch of the Kisumu-Kibos Road and 5 kilometers of feeder roads within the Kibos area, turning them into complete streets with multimodal lanes for bicycles, pedestrians, and slower vehicular traffic. These roads, serving as primary and secondary commercial, residential, and entertainment arterials, will be enhanced with nature-based drainage systems, planting strips, and mature trees to promote environmental sustainability. Situated amidst road and rail networks, Kibos holds immense potential to become a transit-oriented development. Its strategic location next to the county's significant plantation zone further accentuates its importance in agricultural distribution. To realize this vision, the project includes detailed land use planning, creating parcels in an industrial precinct to attract investor-led industrial and distribution centers. Moreover, the city masterplan envisages a deliberate linear commercial growth provision along the revitalized Kisumu-Kibos road, fostering economic dynamism and community vitality. Through public-private partnerships and government funding, this holistic approach to urban revitalization aims to catalyze socio-economic growth, foster environmental resilience, and position Kibos as a model suburban town centre for sustainable development in Kenya.
Key Impacts and Outcomes of Project	Key Impacts and Outcomes of Kibos as a Growth Node: **Environment and Climate:** • **Impact:** Increased urbanization and economic activities in Kibos may lead to environmental degradation, including pollution and habitat loss. • **Outcome:** Implementation of sustainable development practices, such as green infrastructure and waste management initiatives, to mitigate environmental impacts. This could lead to improved air and water quality, reduced pollution, and enhanced resilience to climate change.

	Social and Gender: • **Impact:** Rapid urban growth in Kibos may result in social inequalities and gender disparities, particularly in access to resources and opportunities. • **Outcome:** Implementation of inclusive urban development policies and programs that prioritize social equity and gender equality. This may involve providing access to affordable housing, healthcare, education, and economic opportunities for all residents, regardless of gender or socio-economic status.
	Economic and Financial: • **Impact:** Development of Kibos as a growth node has the potential to stimulate economic growth, create employment opportunities, and attract investment. • **Outcome:** Increased economic productivity and financial prosperity for both individuals and businesses in the area. This may include the establishment of commercial enterprises, manufacturing industries, and service sectors, leading to job creation, income generation, and overall improvement in the standard of living for residents. Additionally, it could contribute to the city's revenue generation through taxes and fees, facilitating further urban development initiatives.
Project Target Area	*This section should list where the project will be implemented, and at what scale.* The project will be implemented in Kibos area including the existing industrial uses in Kibos and all that area around the Kenya Railways property and Government institutions like KALRO. The project will be implemented on existing public land and adjacent private land which shall be zoned for the development approved in the LPLUDP.
Status of Preparation	*This section should provide an indication of the current status of project implementation:* The preparation of Kibos Node in the Local Physical Land Use Development Plan (LPLUDP) entailed a thorough process. Initially, a spatial analysis assessed factors like land use, infrastructure, environment, and socio-economics, identifying areas for future growth. Stakeholder engagement involved local communities, businesses, and government agencies to gather input and ensure inclusivity. A shared vision and clear goals aligned with broader city development objectives were then established. Land use planning emphasized mixed-use development and efficient resource utilization. Infrastructure planning addressed transportation, utilities, and social amenities to enhance connectivity. Environmental management strategies were integrated to protect natural resources and minimize pollution. Implementation mechanisms outlined responsibilities, resources, and timelines, with regular review and revision to adapt to changing conditions. Overall, these steps aimed to foster sustainable and inclusive development, maximizing Kibos' potential as a key growth node in Kisumu.

Next Steps

Proposed Activity	Duration	Supervisor
Road (5 km): Construct to bitumen stds with drainage, pedestrian walkways, cyclepaths, drainage and street furniture Kibos Construct to bitumen stds with drainage, pedestrian walkways, cyclepaths, drainage and street furniture	8 months	City Engineer
Road A (2km): Construct to bitumen stds with drainage, pedestrian walkways, cyclepaths, drainage and street furniture	6 months	City Engineer
Road B (1.5km): Construct to bitumen stds with drainage, pedestrian walkways, cyclepaths, drainage and street furniture	4 months	City Engineer
Road C (1km): Construct to bitumen stds with drainage, pedestrian walkways, cyclepaths, drainage and street furniture	4 months	City Engineer
Road D (2km): Construct to bitumen stds with drainage, pedestrian walkways, cyclepaths, drainage and street furniture	6 months	City Engineer
SUMMARY:		
Conduct feasibility study and project assessment	3 months	Kisumu County Government
Engage stakeholders and community consultations	2 months	Kisumu County Government
Develop detailed design plans for infrastructure	6 months	Kisumu County Government
Obtain necessary permits and approvals	3 months	Kisumu County Government, National Government
Procure materials and hire contractors	2 months	Kisumu County Government
Commence construction of road and infrastructure	12 months	Kisumu County Government, Contractors
Implement nature-based drainage and planting programs	6 months	Kisumu County Government, Environmental Agencies
Develop land use structuring plans	4 months	Kisumu County Government
Identify and attract investors for industrial centers	Continuous/Long Term	Kisumu County Government, Private Sector
Implement linear industrial/commercial growth provision	Continuous/Long Term	Kisumu County Government, Private Sector

3. Stakeholders and beneficiaries

Key Stakeholders	**Category**	**Stakeholder** [also include below and underline the client]	
	National Government	Kenya Urban Roads Authority Kenya Railways Corporation Kenya Ports Authority Kenya Agriculture and Livestock Research Organization Lake Basin Development Authority	
	Local Government	County Government of Kisumu City of Kisumu	
	Private Sector	Small and Medium Enterprises Hotels and Restaurants Kenya National Chamber of Commerce & Industry	
	Civil Society	Residents Associations	
	Development partners	UN Habitat	
Direct Beneficiaries	**Group**	**Estimated Number**	**Development Impact**
		[estimated number of beneficiaries, men and women and any further breakdown that might be useful, i.e. children] Beneficiaries include over 50,000 residents of the Kibos area	*[Explain any pronounced development impacts that will be achieved by the project, e.g. for mobility project, travel time reduction, new public transit option for % of population etc.]* • Increased access to the city through provision of access link roads • New public spaces and linkage to rail transport • SME economic activities • Stimulating development of industrial activities in the area

4. Financial information

Estimated Project Cost	**Components**	**Amount (US$)**	**% of Total Cost**	**Source**
	Road Infrastructure Improvement	$5,000,000.00	57.47%	Government Funds
	Nature-based Drainage	$500,000.00	5.75%	Government Grants
	Planting Strips and Trees	$300,000.00	3.45%	Environmental Funds
	Multimodal Lanes Construction	$1,200,000.00	13.79%	Public-Private Partnerships
	Industrial Land Use Structuring	$700,000.00	8.05%	Developer Investments
	Linear Industrial/Commercial Growth	$1,000,000.00	11.49%	Private Sector Investments
	Total Amount:	**8,700,000.00**	**100%**	
Amount of Preparatory Financing Needed	Stakeholder Engagement	150,000.00		
Client Co-Financing				
3rd Party Co Financing	*[Estimate of cost to be covered by other parties, where applicable]* N/A			
Remaining Financing Need	*[Estimate of financing gap should be provided here]* USD 1			
Financing Approach	**Grants**: Seeking grants from international organizations, donor countries, or philanthropic foundations could provide non-repayable funds for specific components of the project, such as environmental conservation efforts, community development programs, or social housing initiatives. Grants can significantly reduce the financial burden on the government and promote sustainable development goals. **Multilateral Financing**: Collaborating with regional development banks or multilateral institutions specializing in infrastructure financing can offer access to concessional loans, technical assistance, and capacity-building programs to facilitate project implementation and ensure compliance with international standards. **Green Bonds or Impact Investments**: Issuing green bonds or attracting impact investors interested in sustainable development projects can provide additional capital for environmentally friendly initiatives, such as eco-friendly construction practices, renewable energy installations, or biodiversity conservation efforts along the lakefront.			
Private Sector Involvement	The project aims to involve the private sector in Kibos' development as an urban node, recognizing its role in fostering sustainable growth and economic prosperity in Kisumu. It stresses the importance of private sector engagement to utilize resources, expertise, and innovation, outlining strategies spanning real estate, infrastructure, economic activities, and job creation.			

	The private sector's involvement in this initiative could take various forms: 1. **Property Development**: Private developers could invest in the construction of commercial, residential, and industrial properties within the revitalized area. This could include building shopping malls, office complexes, residential estates, and industrial warehouses. 2. **Infrastructure Development**: Private companies specializing in construction and infrastructure development could be contracted to implement the proposed improvements, such as road construction, drainage systems, and landscaping. 3. **Transportation Services**: Private transportation companies could operate services within the transit-oriented development, including public transportation, ride-sharing services, and bicycle rental programs. They could also invest in parking facilities and transportation hubs. 4. **Commercial Activities**: Private businesses could establish retail outlets, restaurants, cafes, and entertainment venues along the revitalized Kisumu-Kibos road. They could also provide services such as banking, healthcare, and hospitality. 5. **Industrial and Distribution Centers**: Private investors could develop industrial and distribution centers within the designated industrial precinct. This could involve constructing warehouses, logistics hubs, and manufacturing facilities to support agricultural distribution and other industries.
Revenue Opportunities	*[This section should include information about possible or expected revenue generation from the project (if applicable)* **The realization of the project to revitalize the Kibos suburban town centre node is expected to generate revenue from various sources:** **1. Property Development:** Revenue can be generated through the sale or lease of commercial, residential, and industrial properties within the revitalized area. Increased demand for properties due to improved infrastructure and amenities can drive property values up, resulting in higher revenue from property sales or rents. **2. Commercial Activities:** The creation of a vibrant commercial hub along the revitalized Kisumu-Kibos road can attract businesses, retail outlets, restaurants, and entertainment venues. These establishments can generate revenue through sales, rentals, and taxes, contributing to the economic growth of the area. **3. Industrial and Distribution Centers:** Investor-led industrial and distribution centers in the industrial precinct can generate revenue through manufacturing activities, warehousing services, and logistics operations. These centers can attract local and international businesses, creating employment opportunities and contributing to economic development. **4. Transportation Hub:** Revenue can be generated from the operation of the transportation hub, including fees for parking, terminal services, and concessions. The hub's strategic location and connectivity to major transport routes can attract commuters, tourists, and freight traffic, generating income for the operators. **5. Agricultural Distribution:** The project's proximity to the county's plantation zone presents opportunities for revenue generation through agricultural distribution activities. Storage facilities, transportation services, and trading platforms can generate income by facilitating the distribution of agricultural products to local and international markets.

5. Project Risk

Risk Area	Potential Risk	Estimated Category	Mitigation Measure
Environmental and Social Safeguards	Inadequate assessment of environmental impacts leading to pollution or habitat destruction.	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]* Category 1: Significant Impacts	*[Indicate possible measures to mitigate the identified risks]* Undertake and implement EIA recommendations
	Lack of effective measures to mitigate social impacts, such as community displacement or disruption of livelihoods.	Category 2: Less Adverse Impacts than Category 1	Community engagement during design phase
	Failure to comply with environmental regulations, resulting in legal penalties or project delays.	Category 1: Significant Impacts	Sensitize community
	Insufficient community engagement and consultation, leading to social unrest or opposition to the project.	Category 3: Negligible Adverse Risks	Sensitize community
Involuntary Resettlement Foreseen	Resistance or reluctance from affected communities to relocate, resulting in delays or conflicts. resettlement, leading to potential social tensions or conflicts.	☐Yes | ☐No | ☐To be confirmed	*[Indicate possible measures to avoid or mitigate involuntary resettlement and related risks]* Design process will determine resettlement options during construction

	Inadequate compensation or support for displaced individuals or communities, leading to grievances and protests.	☐Yes | ☐No | ☐To be confirmed	Design process will determine compensation options during construction
	Loss of access to essential resources or services for resettled populations, impacting their well-being and livelihoods.	☐Yes | ☐No | ☐To be confirmed	Design process will determine impact during construction and mitigation measures
	Disruption of social structures and community cohesion due to involuntary resettlement, leading to potential social tensions or conflicts.	☐Yes | ☐No | ☐To be confirmed	
Gender Marker System	Failure to effectively identify and address gender-specific risks and vulnerabilities, leading to gender disparities in project impacts.	*[Please select your answer as per AfDB criteria (see footnote) and delete all other options]* Category 4: Marginal Gender Elements / Inclusive Activities	*[Indicate possible measures to mitigate the identified risks / enable gender opportunities]* The community based organizations should mobilize to ensure inclusion
	Inadequate participation of women in decision-making processes related to the project, resulting in exclusion or marginalization.	Category 2: Gender One of the Outcomes	The implementation should ensure positioning women as key beneficiaries in employment opportunities in the project facilities
	Insufficient allocation of resources to address gender-related concerns, hindering the achievement of project objectives.	Category 2: Gender One of the Outcomes	Ensure inclusion of women in decision making units in the project during design and implementation
	Lack of capacity among project staff to implement gender-sensitive approaches, leading to ineffective interventions and outcomes.	Category 2: Gender One of the Outcomes	Ensure inclusion of women in decision making units in the project during design and implementation

KISUMU

Fish Processing Plant

aSector	Fisheries
Location	KENYA
Client	City of Kisumu
Executing Agency	Kisumu Lakefront Development Corporation
Team Leader	**Name:** George Owino Ogol **Function/role:** Managing Director/CEO Kisumu Lakefront Development Corporation **e-mail:** ogolowino@gmail.com **8am-5pm working telephone contact:** +254722313244
Task Team	To be identified
Project Origin	County integrated development plan (2023-2027)
For AfDB internal use only	AfDB Country Program Officer AfDB Urban Regional Focal Point

1. Strategy Context

	Policy / Plan	Priorities Supported by Project	Alignment
Country Policy Alignment:	Kenya National Fisheries Policy, 2020	- socio-economic development in the fishing communities - efficiency and profitability of the sector - enhance the value chain - improve market access	Become a reliable buyer of fish for fishers, increase value added of fisheries with transformation and conservation, reduce losses, ease transportation for new market access.
Sustainable Development Goals (SDGs)	**SDG 8: Decent Work and Economic Growth** project's focus on creating direct jobs and supporting fishermen and women in the post-harvest value chain, driving economic growth within the community. **SDG 14: Life Below Water** The project directly addresses the sustainable use and conservation of aquatic resources, aiming to combat overfishing and enhance biodiversity in Lake Victoria. **SDG 5: Gender Equality** With initiatives to increase the participation of women in the fishing industry and in post-harvest activities, the project aligns with efforts to promote gender equality and empower all women and girls in the community.		
African Union Agenda 2063	**Goal 1: A Prosperous Africa Based on Inclusive Growth and Sustainable Development** The project contributes to this goal by promoting sustainable economic growth through the development of the fish processing industry, ensuring environmental sustainability and providing job opportunities that enhance the social and economic wellbeing of the local community. **Goal 2: An integrated continent, politically united based on the ideals of Pan-Africanism and the vision of Africa's renaissance** While the project is localized, its focus on improving infrastructure, enhancing trade, and supporting regional economic integration aligns with the broader vision of a unified and integrated Africa. By fostering economic development and encouraging intra-African trade through the fish industry, it supports the broader integration agenda. **Goal 6: An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children** This goal is particularly relevant as the project emphasizes empowering women and youth through direct employment opportunities and participation in the value chain of the fish processing industry. By focusing on capacity building and ensuring inclusive participation, the project aligns with the agenda's vision of harnessing the potential of its people for sustainable development.		
AfDB High 5s	**Industrialize Africa**, is the most relevant of the AfDB High 5s that the project supports. This priority focuses on accelerating Africa's industrialization, with an emphasis on increasing productivity through value addition and the development of industrial sectors, including agribusiness and manufacturing.		
AfDB Country Strategy Paper	Priority of **economic transformation** through industrialization and value addition in the fishing sector. Aims at sustainable development, enhancing livelihoods and boosting economic growth in line with Kenya's Vision 2030 and AfDB's strategic focus.		
Climate Change	Promotes sustainable fishing practices, reducing overfishing and encouraging biodiversity conservation in Lake Victoria. Implements cold storage and processing technology, minimizing post-harvest losses and reducing energy use. Advocates for environmental sustainability in the fishing industry, aligning with climate adaptation strategies. Supports community resilience by providing alternative livelihoods, decreasing dependency on vulnerable natural resources.		
Sector and Institutional Context	The project might benefit from the Lakefront and Dunga development project since one of the proposed locations for the processing plant is Dunga Beach.		

2. Project description

Project Objective	To modernize Kisumu's fishery sector through a fish processing plant, enhancing value addition, sustainability, and inclusivity, ultimately boosting the local economy and conservation efforts. The project aims to improve fish conservation through advanced cold storage solutions, increase market value through processing and transformation, and ensure efficient logistics for distribution and transportation, facilitating wider market access and enhancing the competitiveness of local fish products.		
Theory of Change	Revitalizing the dormant fish processing industry around Lake Victoria by integrating modern technologies and sustainable practices, addressing environmental challenges, and fostering socio-economic development through increased employment and women's participation.		
Project Description / Components	The Kisumu Fish Processing Plant project encompasses several key components designed to elevate the local fishery sector to new heights of productivity and sustainability: **Cold Storage Facilities**: State-of-the-art cold storage units to preserve fish quality post-catch, reducing spoilage and extending shelf life. **Processing and Value Addition**: Advanced processing lines for cleaning, filleting, and packaging, including the creation of value-added products such as smoked fish, fish fillets, and fish oil, to increase profitability. **Logistical and Distribution Support**: A logistics hub to streamline the transportation of fish products from the plant to local and international markets, enhancing access and reducing transportation costs. **Waste Management Systems**: Eco-friendly waste treatment facilities to manage by-products of fish processing, minimizing environmental impact. **Training and Capacity Building**: Programs for local fishermen and workers on sustainable fishing practices, processing techniques, and business management to ensure long-term success and community engagement. **Market Development and Branding**: Initiatives to develop market links, brand local fish products, and promote them both domestically and internationally, aiming to secure a premium market position. **Environmental Conservation Efforts:** Measures to mitigate the environmental impact of fishing and processing, including investments in sustainable fishing technologies and practices that protect Lake Victoria's biodiversity. This comprehensive approach aims not only to revitalize Kisumu's fishing industry but also to position it as a leader in sustainable and inclusive growth.		
Key Impacts and Outcomes of Project	**Environment and Climate** : Introduces sustainable fishing and processing methods, aiding in climate adaptation and lake ecosystem preservation		
	Social and Gender : Empowers local communities, especially women, through direct involvement in the value chain, promoting gender equality.		
	Economic and Financial : Enhances the economic viability of the fishery sector, generating jobs, and improving livelihoods with a significant expected return on investment.		
Project Target Area	Implementation at strategic sites that could be Kaloka Beach, Ogal Beach, or Dunga Beach or even somewhere else with a consistent accessibility both from fish landing area and to distribution networks, leveraging geographic advantages for maximal impact.		
Status of Preparation	Currently at the conceptual stage, seeking strategic partnerships and funding for development and implementation.		
Next Steps	**Proposed Activity**	**Duration**	**Responsible**
	Feasibility Study and Environmental Impact Assessment : Analyzing project viability and environmental impact.	3-6 months	
	Community Engagement : Gaining insights and support from local fishermen and workers.	2-3 months	
	Legal and Sanitary Requirements Analysis: Understanding and complying with regulations for permits.	2-3 months	
	Design and Planning : Detailed operational and architectural planning.	4-6 months	
	Project Zone Definition: Determining the required land area.	1 month	
	Securing Funding and Partnerships: Engaging with potential investors and partners.	6-12 months	
	Construction and Development : Building the processing plant and infrastructure.	12-18 months	
	Training and Capacity Building: Enhancing skills and community participation.	12-18 months	
	Operational Launch and Marketing : Starting operations and promotional activities.	2-3 months post-construction):	

3. Stakeholders and beneficiaries

	Category	**Stakeholder** [also include below and underline the client]
Key Stakeholders	**National Government**	Kenya Fish Marketing Authority (Marketing and technical support) Kenya Airport Authority (KAA) (Storage and shipping produce) National Environment Management Authority (NEMA) (Environmental regulations)

		Kenya Marine and Fisheries Research Institute (KEMFRI) (Policy and regulations on fish production) Kenya Coast Guard (Lake security)	
	Local Government	County Government of Kisumu, Department of Water & Environment (CGK Dpt. Of Water & Environment) (Policy and regulations on fish production and technical support) Lake Basin Development Authority (LBDA) (Policy guideline) Beach Management Units (BMU) (Beach Management)	
	Private Sector	Kisumu Lakefront Development Corporation (KLDC) (Infrastructure development) Fresh Produce Consortium (Consortium Supporting the Fresh Produce) Kenya Shipyard Limited (Boat and Shipbuilding)	
	Civil Society	Community (Fishing, Drying and Supporting Value Chain)	
	Development partners	Food and Agriculture Organization (FAO) (Technical support) Universities (Kisii, Rongo, Jaramogi Oginga Odinga University of Science and Technology (JOOUST), Maseno & Tom Mboya) (Research and training)	
Direct Beneficiaries	**Group**	**Estimated Number**	**Development Impact**
		[estimated number of beneficiaries, men and women and any further breakdown that might be useful, i.e. children]	[Explain any pronounced development impacts that will be achieved by the project, e.g. for mobility project, travel time reduction, new public transit option for % of population etc.]

4. Financial information

	Components	Amount (US$)	% of Total Cost	Source
Estimated Project Cost	Land Acquisition	180,000	10%	
	Construction	720,000	40%	
	Equipment and Machinery	360,000	20%	
	Training and Capacity Building	180,000	10%	
	Marketing and Launch	90,000	5%	
	Total Amount:	**1,700,000**	**100%**	
Amount of Preparatory Financing Needed	Feasibility Study	80,000	36.36%	
	Project Design and Planning	80,000	36.36%	
	Environmental Impact Assessment	25,000	11.36%	
	Legal and Regulatory Compliance	25,000	11.36%	
	Community Engagement	10,000	4.55%	
	Total amount:	**220,000**	**100%**	
Client Co-Financing	To be defined			
3rd Party Co Financing	To be defined			
Remaining Financing Need	To be defined			
Financing Approach	Public-Private Partnership (PPP) could be the most suitable model			
Private Sector Involvement	Public-Private Partnership (PPP) could be the most suitable model			
Revenue Opportunities	To be defined			

5. Project Risk

Risk Area	Potential Risk	Estimated Category	Mitigation Measure
Environmental and Social Safeguards	Pollution : Processing activities could lead to water and land pollution. Exploitation of Fishermen (High): The processing plant could monopolize local buying power, disadvantaging small-scale fishermen.	Medium risk Medium risk	Implement eco-friendly waste management systems and regular monitoring of pollution levels. Establish a transparent pricing mechanism, benchmarked against regional fish markets, to ensure fair compensation. Implement a fishermen's cooperative model that allows for collective bargaining and representation in pricing negotiations. Set up an independent oversight committee, including government and civil society members, to monitor transactions and resolve disputes. Encourage direct contracts between fishermen and the processing plant, with prices set in advance to protect against market volatility.
Involuntary Resettlement Foreseen		No	[Indicate possible measures to avoid or mitigate involuntary resettlement and related risks]

Climate Safeguards	Extreme Weather Events : Climate change may increase the frequency of extreme weather, affecting operations. Resource Scarcity: Changes in climate could affect the availability of fish stocks. Energy Consumption: High energy consumption for refrigeration and processing can contribute to greenhouse gas emissions.	Vulnerable Low vulnerability Medium impact	Design facilities to withstand extreme weather and have contingency plans for climate events. Diversify fish species cultivated to include climate-resilient species (adaptation of upstream fish sector / aquaculture). Invest in energy-efficient technologies and renewable energy sources for operations.
Gender Marker System	Gender Inequality: The fishery sector traditionally sees lower participation rates from women. Access to Training : Gender biases may limit women's access to training and advancement. Inequitable Benefit Distribution: Economic benefits from the project may not be equally distributed among men and women.	Category 2: Gender One of the Outcomes	Promote gender equality in hiring and ensure equitable representation at all levels of operation. Provide gender-sensitive training programs that encourage the participation of women. Monitor and evaluate benefit distribution regularly to ensure fairness and take corrective actions as needed.

Annexes

Annex 1 – Project Selection Survey Sample and Results

Stakeholder engagement in criteria weighting

Questionnaire

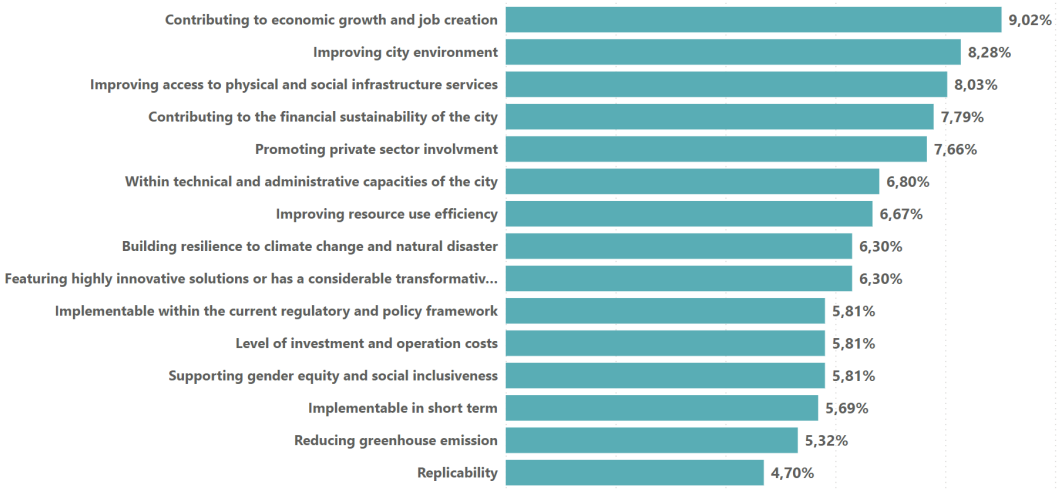
	Minor	Moderate	High	Very high
Improving city environment	○	○	○	○
Improving resource use efficiency	○	○	○	○
Reducing greenhouse emission	○	○	○	○
Building resilience to climate change and natural disaster	○	○	○	○
Contributing to economic growth and job creation	○	○	○	○
Promoting private sector involvment	○	○	○	○
Improving access to physical and social infrastructure services	○	○	○	○
Supporting gender equity and social inclusiveness	○	○	○	○
Implementable within the current regulatory and policy framework	○	○	○	○
Within technical and administrative capacities of the city	○	○	○	○
Featuring highly innovative solutions or has a considerable transformative effect	○	○	○	○
Contributing to the financial sustainability of the city	○	○	○	○
Implementable in short term	○	○	○	○
Level of investment and operation costs	○	○	○	○
Replicability	○	○	○	○

Results

A score have been attributed to each answer according to the following table:

Very high	3
High	2
Moderate	1
Minor	0

Then, the simple sum of score is calculated for each criterion. Finally, the share of total score is calculated for each criterion.



Stakeholder engagement in project assessment

Questionnaire

1. Please assign a score to each of the following listed growth nodes. Your aim should be to differentiate the growth nodes based on their level of relevance. Therefore, avoid assigning the same score to all growth nodes as this would not aid in effective selection.

	Low priority	Moderate priority	High priority	Very high priority
Nyamasaria	○	○	○	○
Kondele	○	○	○	○
Kibos	○	○	○	○
Watherogo	○	○	○	○
Mamboleo	○	○	○	○
Kiboswa	○	○	○	○
Otonglo	○	○	○	○
Kisian	○	○	○	○

2. Please assign a score to each of the following listed projects. Your aim should be to differentiate the projects based on their level of relevance. Therefore, avoid assigning the same score to all projects as this would not aid in effective prioritization

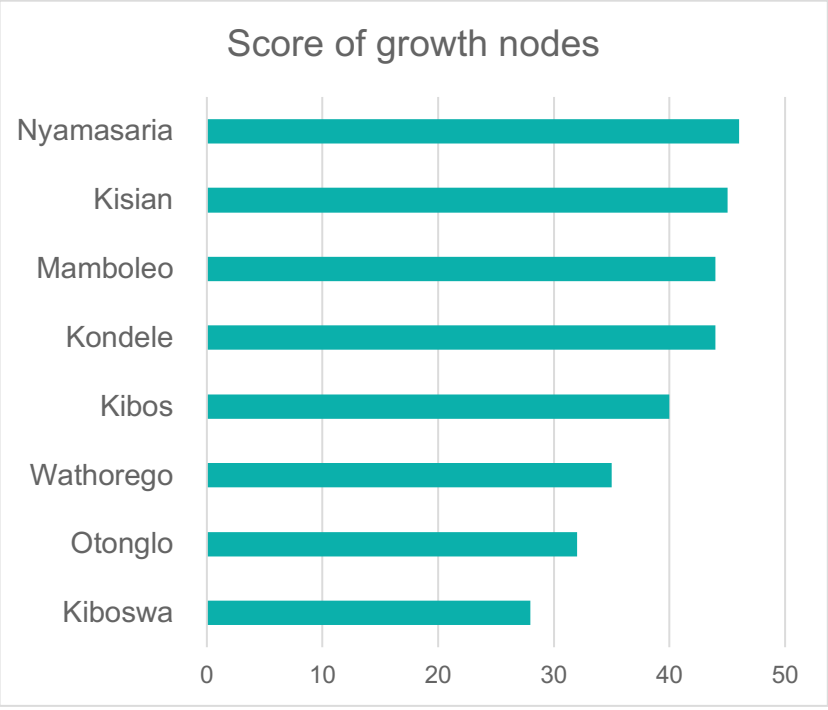
	Slightly Relevant	Moderately relevant	Highly relevant	Very highly Relevant
Improvementof City Land Management	○	○	○	○
Urban permaculture development	○	○	○	○
Recreation/Open Space Improvements	○	○	○	○
Non-Motorized Mobility Improvements	○	○	○	○
Urban densification	○	○	○	○
Business incubator (in Mamboleo)	○	○	○	○
Upgrading of Informal Settlements	○	○	○	○
Main roads improvement	○	○	○	○
Energy saving and renewable energy development	○	○	○	○
Vibrant Sustainable Tourism accross the city	○	○	○	○
Aquaculture Excellence Center (production + training)	○	○	○	○
Modern Fish Processing Lakeside Bays	○	○	○	○
Industrial Park	○	○	○	○
New cemetery and crematorium	○	○	○	○
Modernization of markets	○	○	○	○
Building Aesthetic Improvement and Harmonization	○	○	○	○
Lakefront Promenade and Dunga Development	○	○	○	○

Results

A score have been attributed to each answer according to the following table:

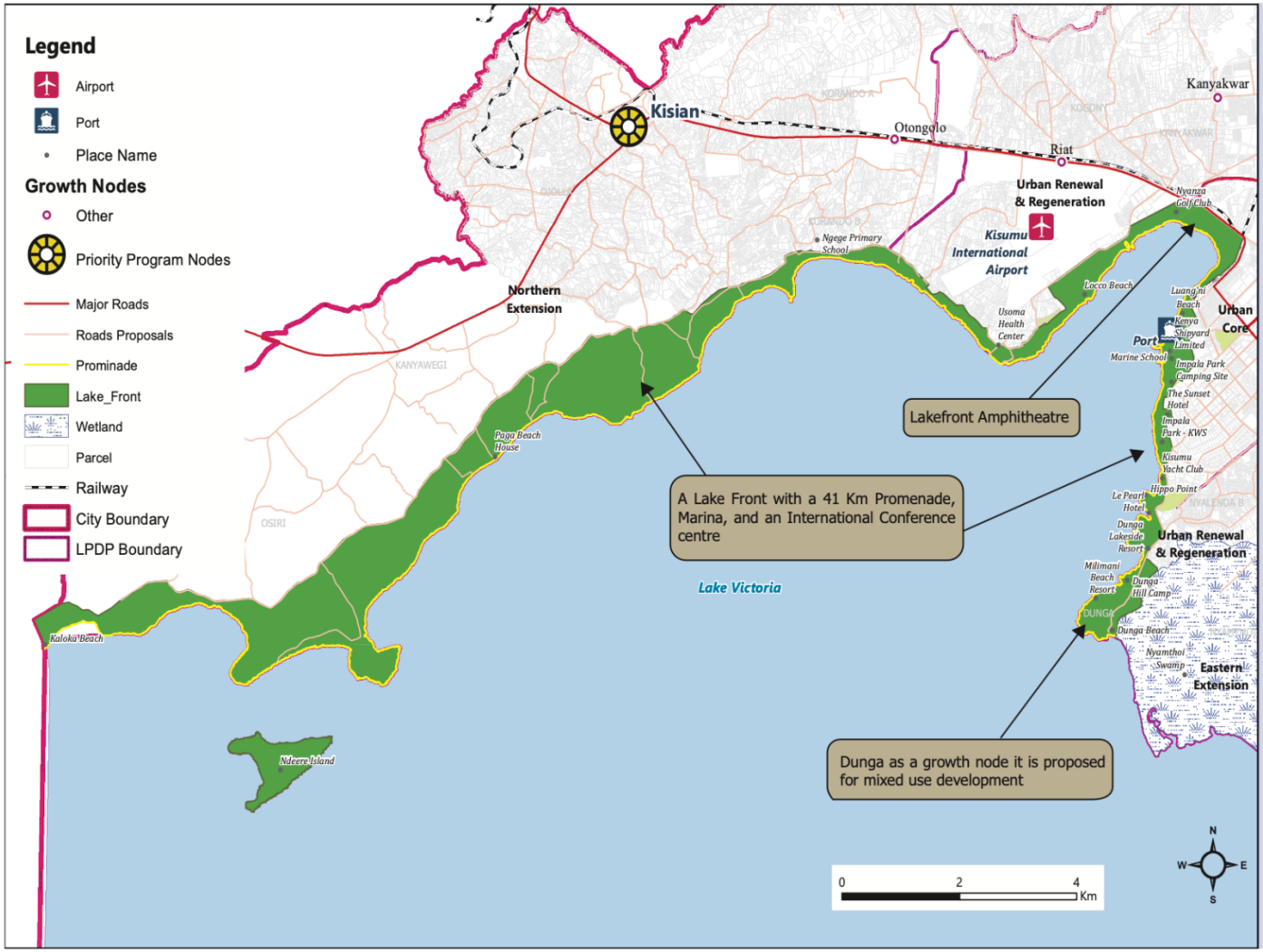
Very high	3
High	2
Moderate	1
Minor	0

Then, the simple sum of score is calculated for each criterion.




Score of projects
Lakefront Promenade and Dunga Development
Upgrading of Informal Settlements
City Land Management
Main roads improvement
Modern Fish Processing Lakeside Bays
Vibrant Sustainable Tourism
Industrial Park
Non-Motorized Mobility Improvements
Modernization of markets
Urban densification
Energy saving and renewable energy development
Recreation/Open Space Improvements
Urban permaculture development
Acquaculture Excellence Center
Building Aesthetic Improvement and Harmonization
Business incubator (in Mamboleo)
New cemetery and crematorium
0
10
20
30
40
50
60
70

Annex 2 – Project Sheets Visual Supports



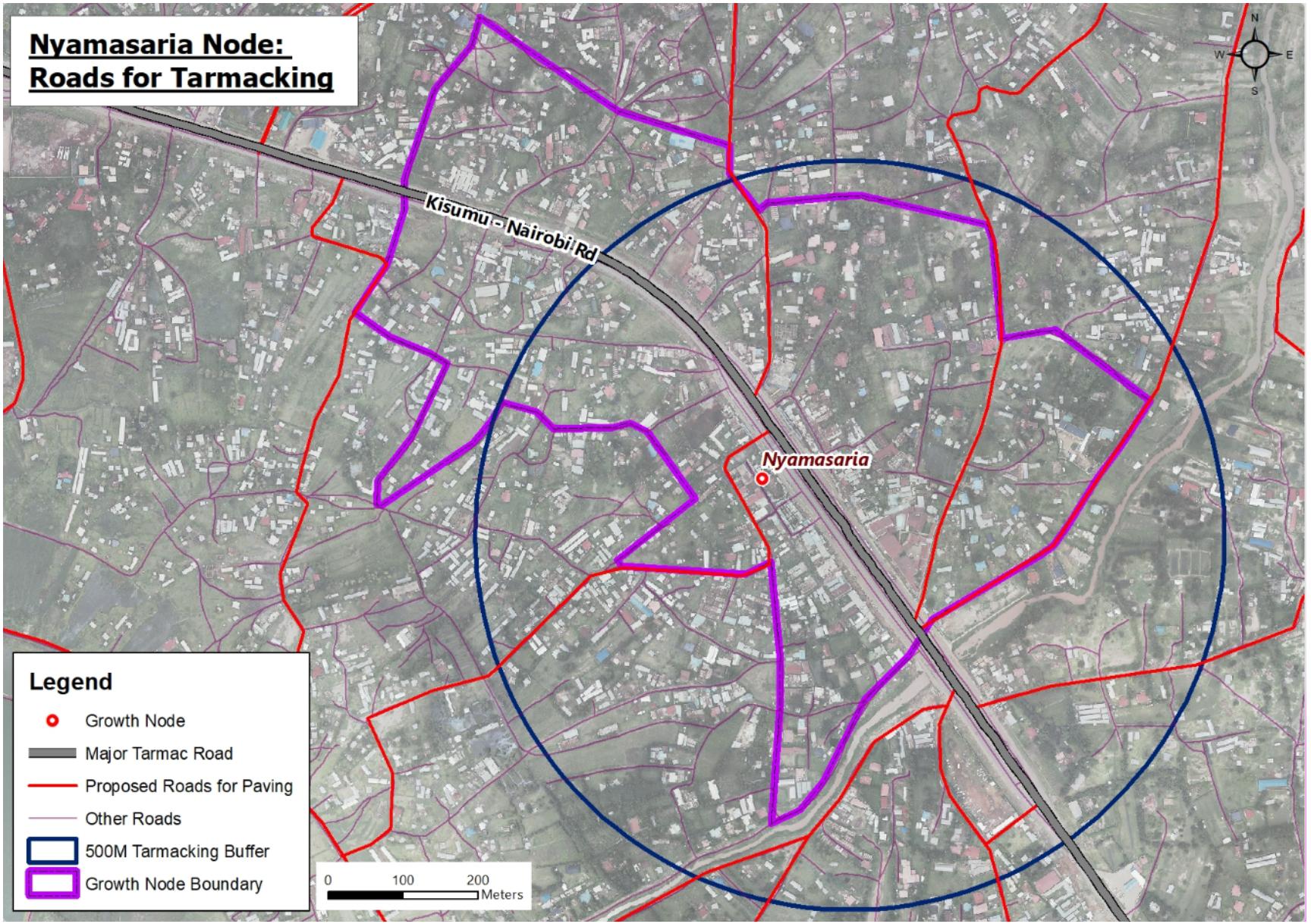
Kisumu Lake Front Zone

Kisumu Lake Front spans from Dunga Beach all the way to Kaloka Beach near Ndeere Island with proposed promenade of about 41Km as shown on this map.

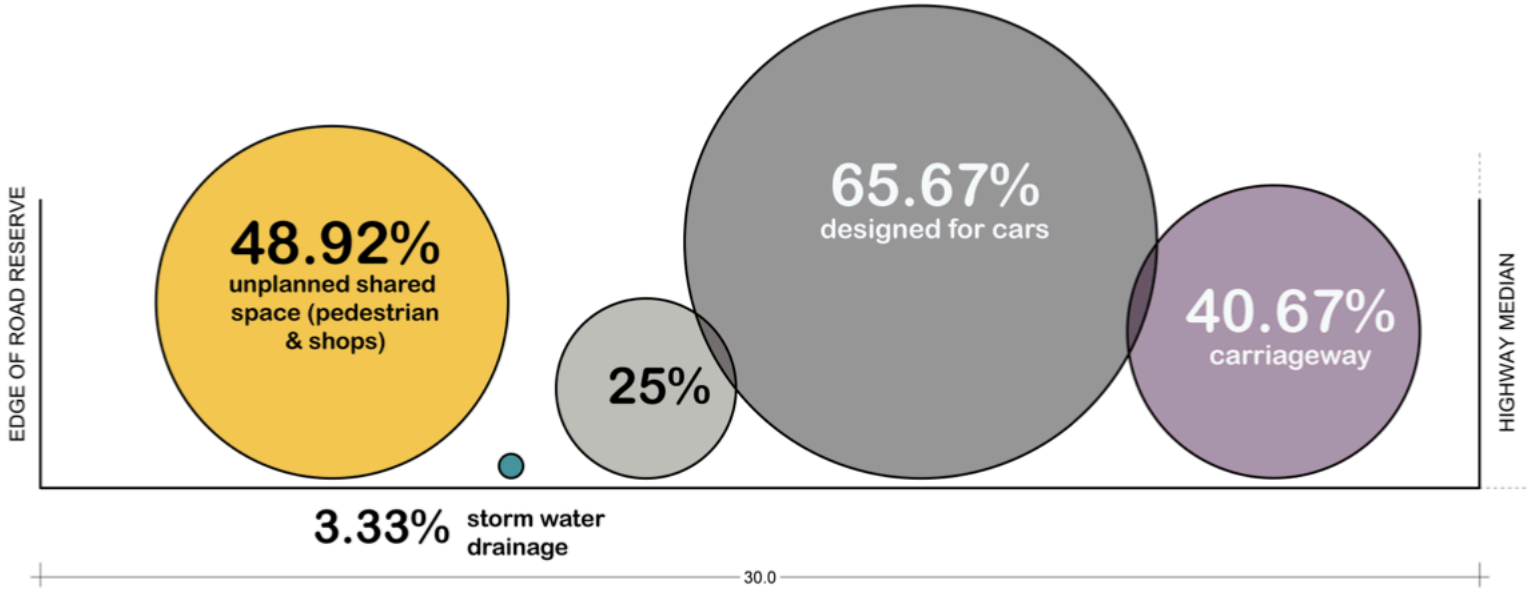
The Lake front shall encompass other development projects as illustrated on the map.

Other Projects to be prioritised along the Lake Front Include:

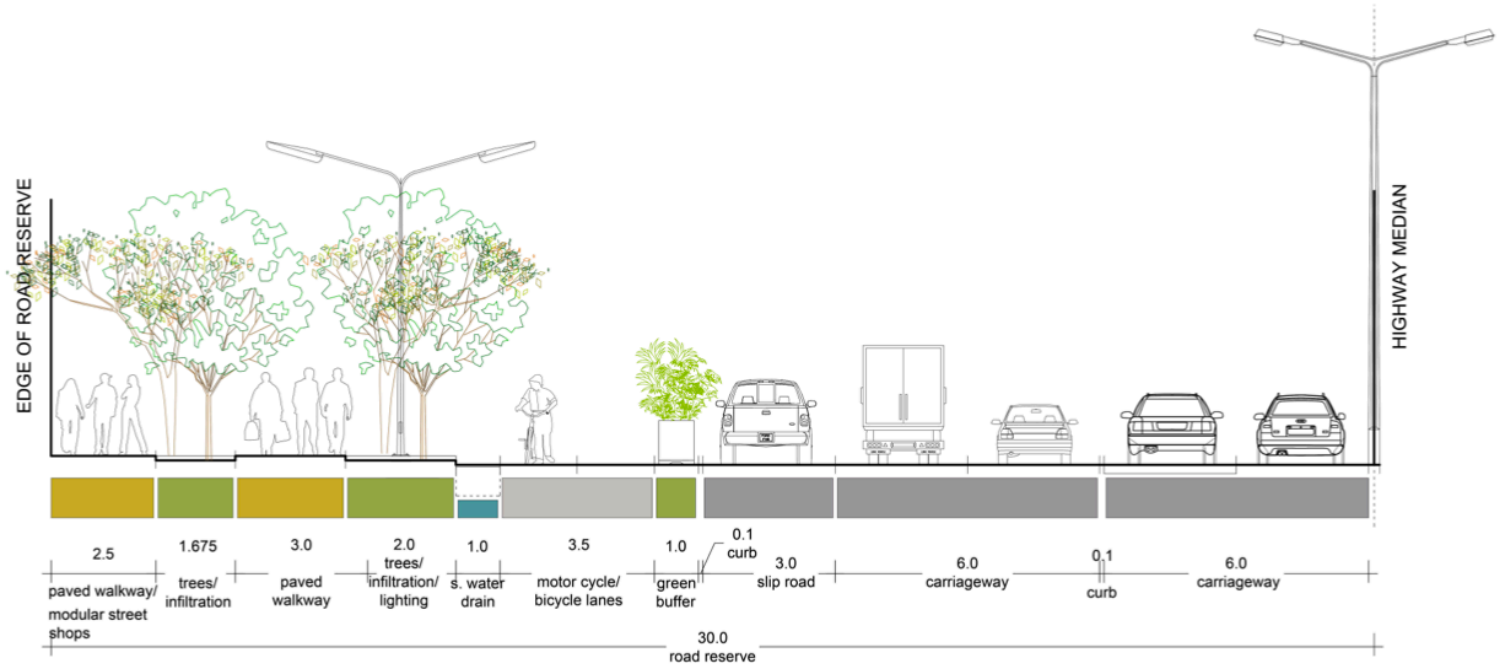
- Undertake Topo/Bathymetric Survey of the Lakefront and Boundary Beaconing
- Prepare a Master Plan for the Lakefront Development
- The Backfilling works to secure the shoreline f or the realization of the The Promenade and Dunga Beach
- Construction of a 41km long 12-meter-wide Promenade to serve as a pedestrian walkway, cycle path and restricted traffic route along waterfront with panoramic views of the lake and adjacent landscape and an open ampitheatre
- Marina development and creating interlinkages with beaches/jetties for the fishing industry to include processing, marketing and cold storage.
- Construction of Affordable housing for workers in the Lakefront economy


Nyamasaria Node:
Roads for Tarmacking
Kisumu - Nairobi Rd
Nyamasaria
N
W
E
S
Legend
Growth Node
Major Tarmac Road
Proposed Roads for Paving
Other Roads
500M Tarmacking Buffer
Growth Node Boundary
0
100
200
Meters

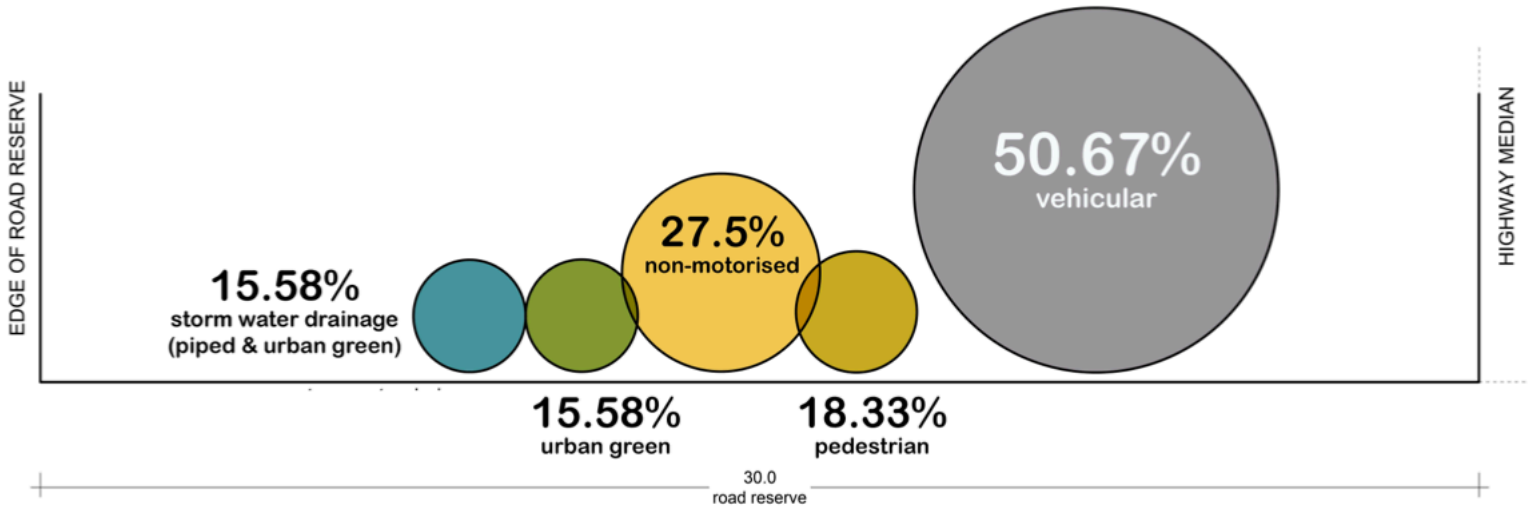

9.175
unpaved walkway/
buildings encroachment
1.0
s. water
drain
4.5
tarmac entry way/
parking/ walkway
0.1 curb
3.0
street parking
6.0
carriageway
0.1
curb
6.0
carriageway
30.0
Kisumu- Busia Road - Nyamasaria node
Google Earth
© 2024 Google



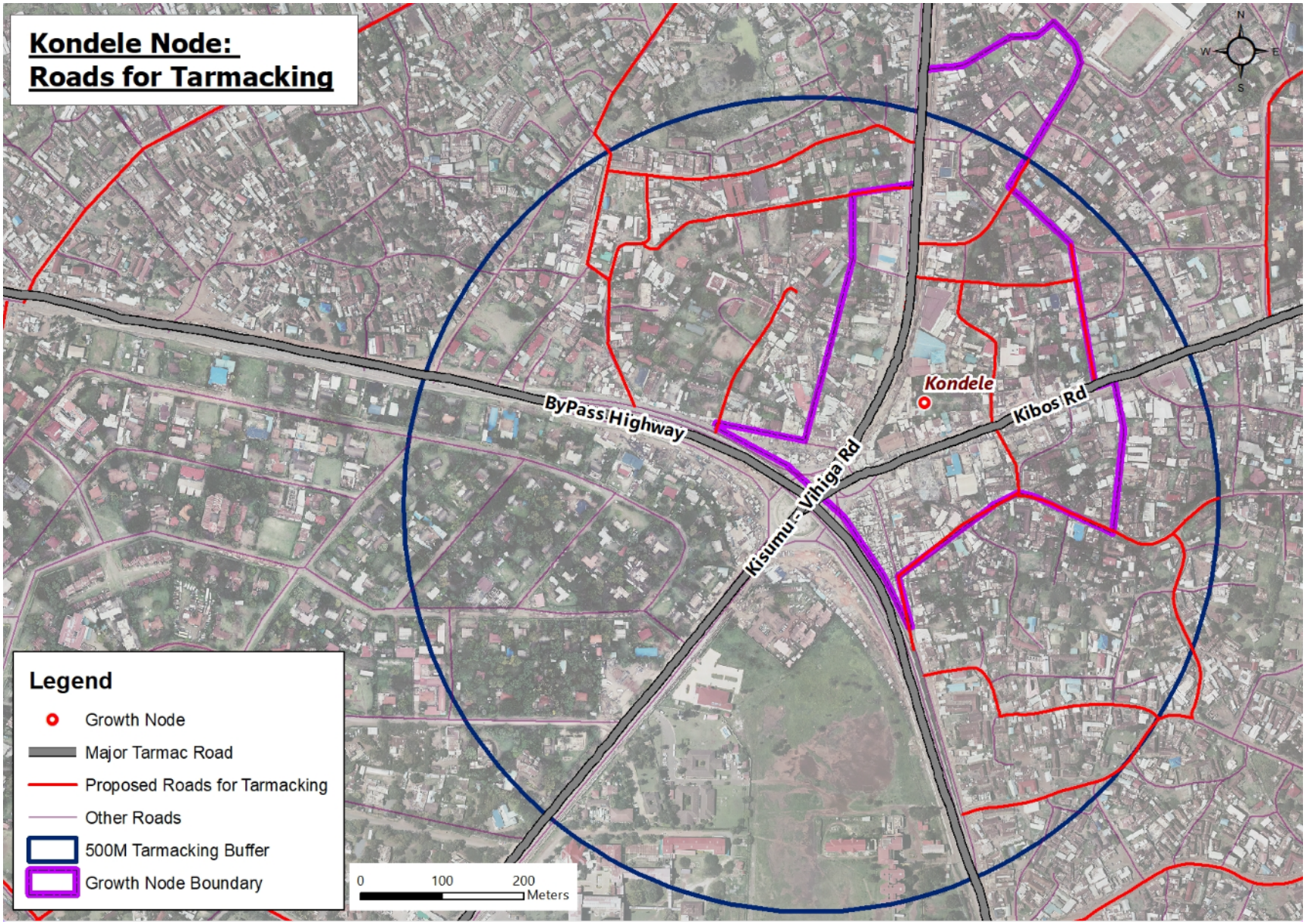
Nyamasaria node: Kisumu - Busia road analysis (Nyamsaria Market): Existing situation



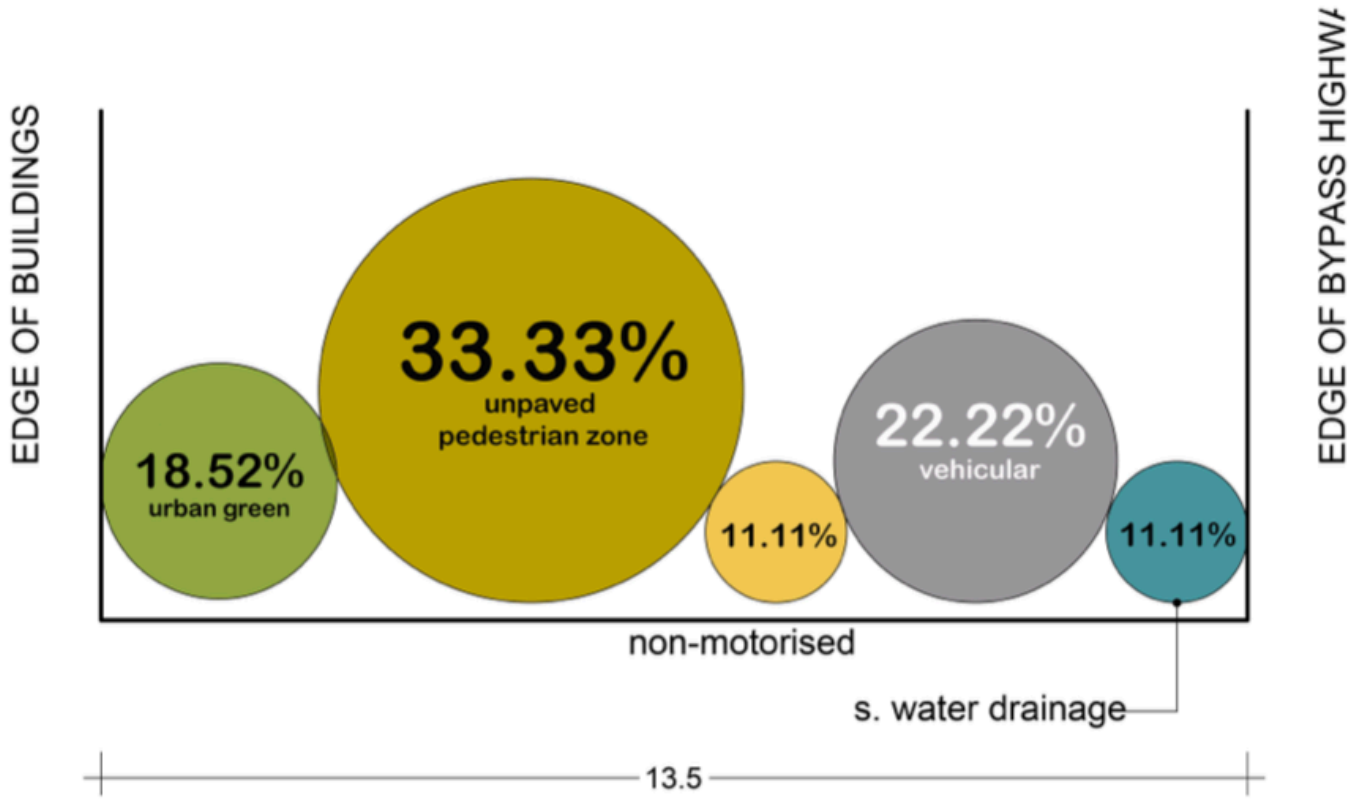
Nyamasaria node: Kisumu- Busia road (Nyamasaria market): Proposal



Nyamasaria node: Kisumu - Busia road analysis (Nyamsaria Market): Proposal

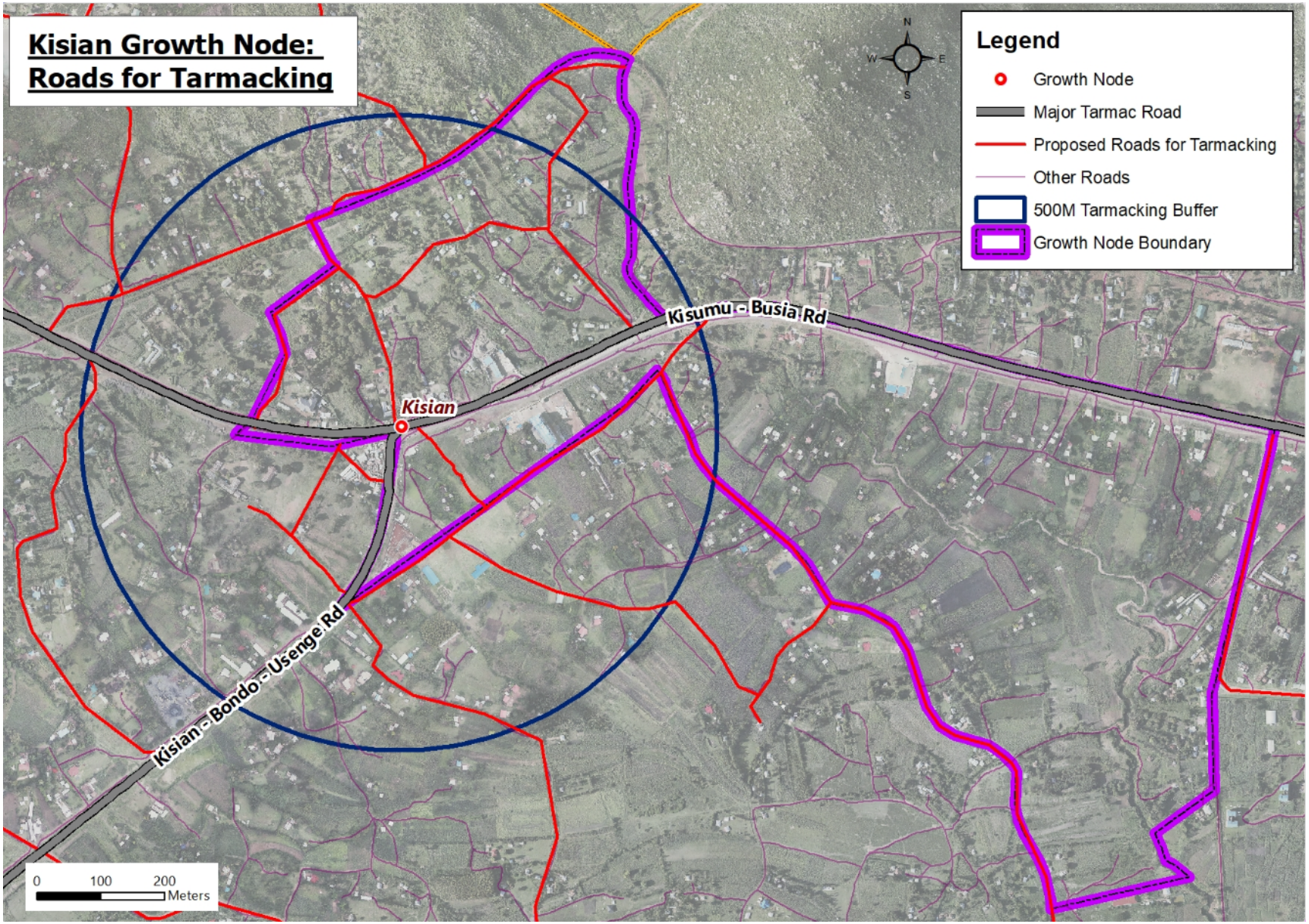

Kondele Node:
Roads for Tarmacking
N
W
E
S
Kondele
ByPass Highway
Kisumu - Vihiga Rd
Kibos Rd
Legend
Growth Node
Major Tarmac Road
Proposed Roads for Tarmacking
Other Roads
500M Tarmacking Buffer
Growth Node Boundary
0
100
200
Meters


2.5
makeshift shops
2.0
earth footpath
1.5
s. water drainage
1.5
cycle lane
3.0
single lane road
2.5
grass/ street lighting
13.5
MEL WOOD KINYOZI
Kondele node: Access road at Bypass Highway
Google Earth
© 2024 Google

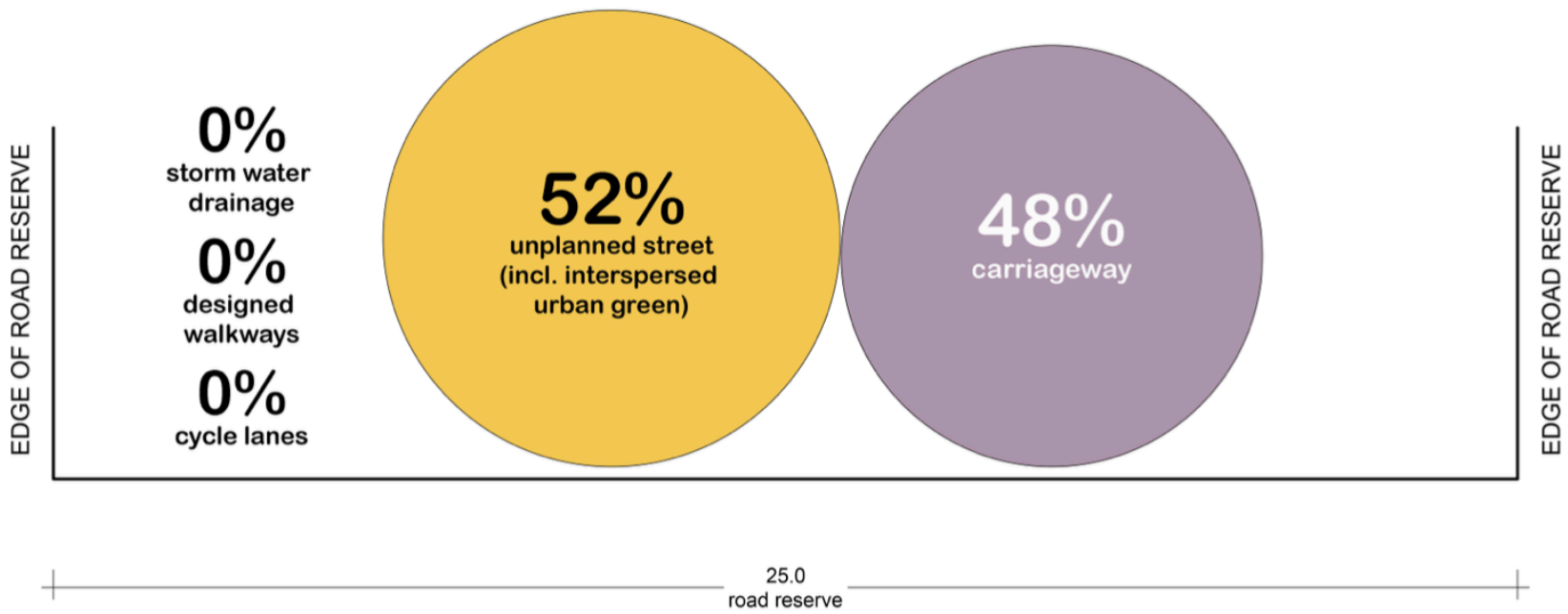


Kondele node: Access road at Bypass Highway - Existing situation

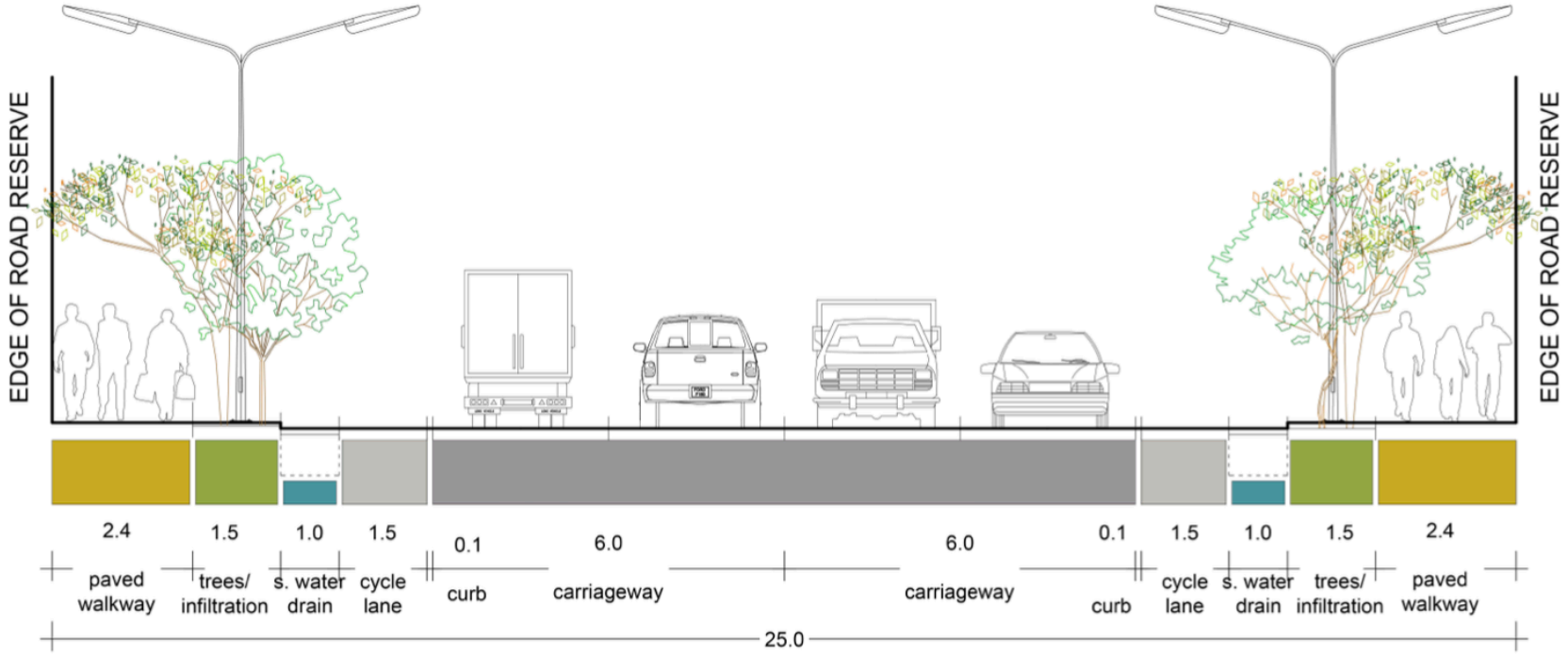
Kondele node: Access road at Bypass Highway - Proposal


Kisian Growth Node:
Roads for Tarmacking
Legend
Growth Node
Major Tarmac Road
Proposed Roads for Tarmacking
Other Roads
500M Tarmacking Buffer
Growth Node Boundary
N
W
E
S
Kisumu - Busia Rd
Kisian
Kisian - Bondo - Usenge Rd
0
100
200
Meters

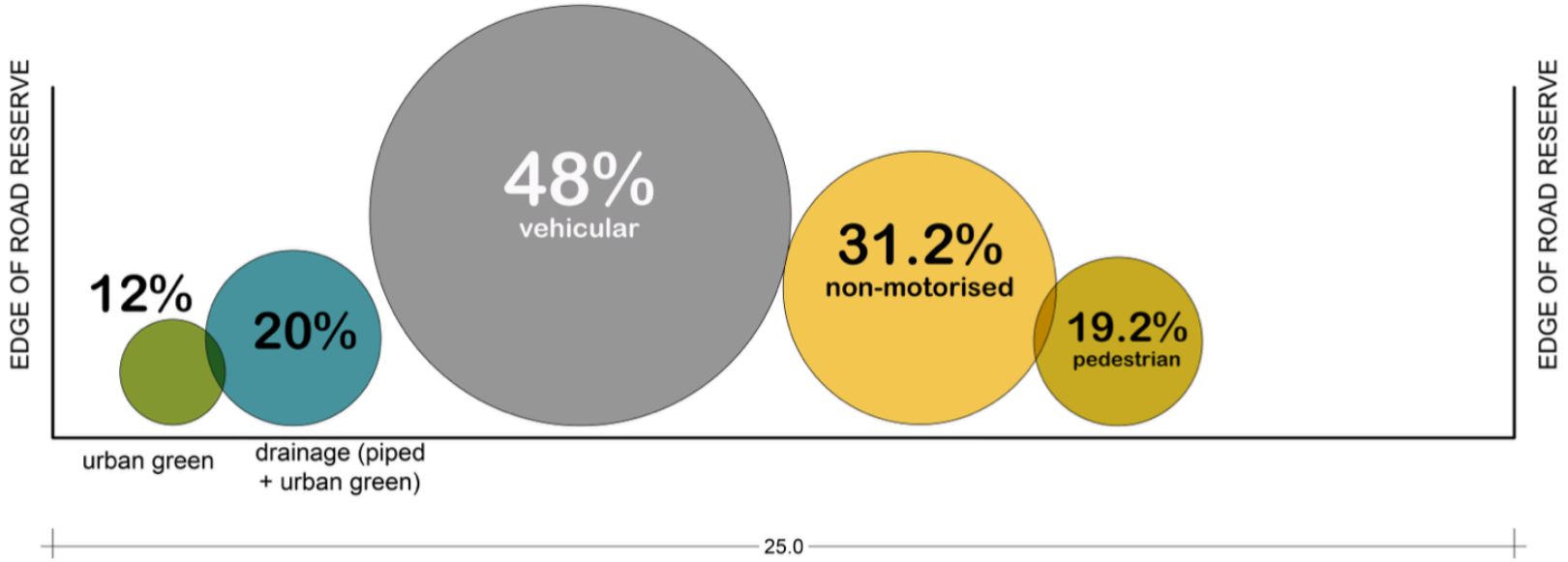

EDGE OF ROAD RESERVE
6.5
unleveled ground (earth/ footpath/ parking/ building encroachment
6.0
carriageway/ street parking
6.0
carriageway/ street parking
6.5
unleveled ground (earth/ footpath/ parking/ commercial)
25.0
road reserve
Kisian node: Kisian - Bondo road
Google Earth
© 2024 Google



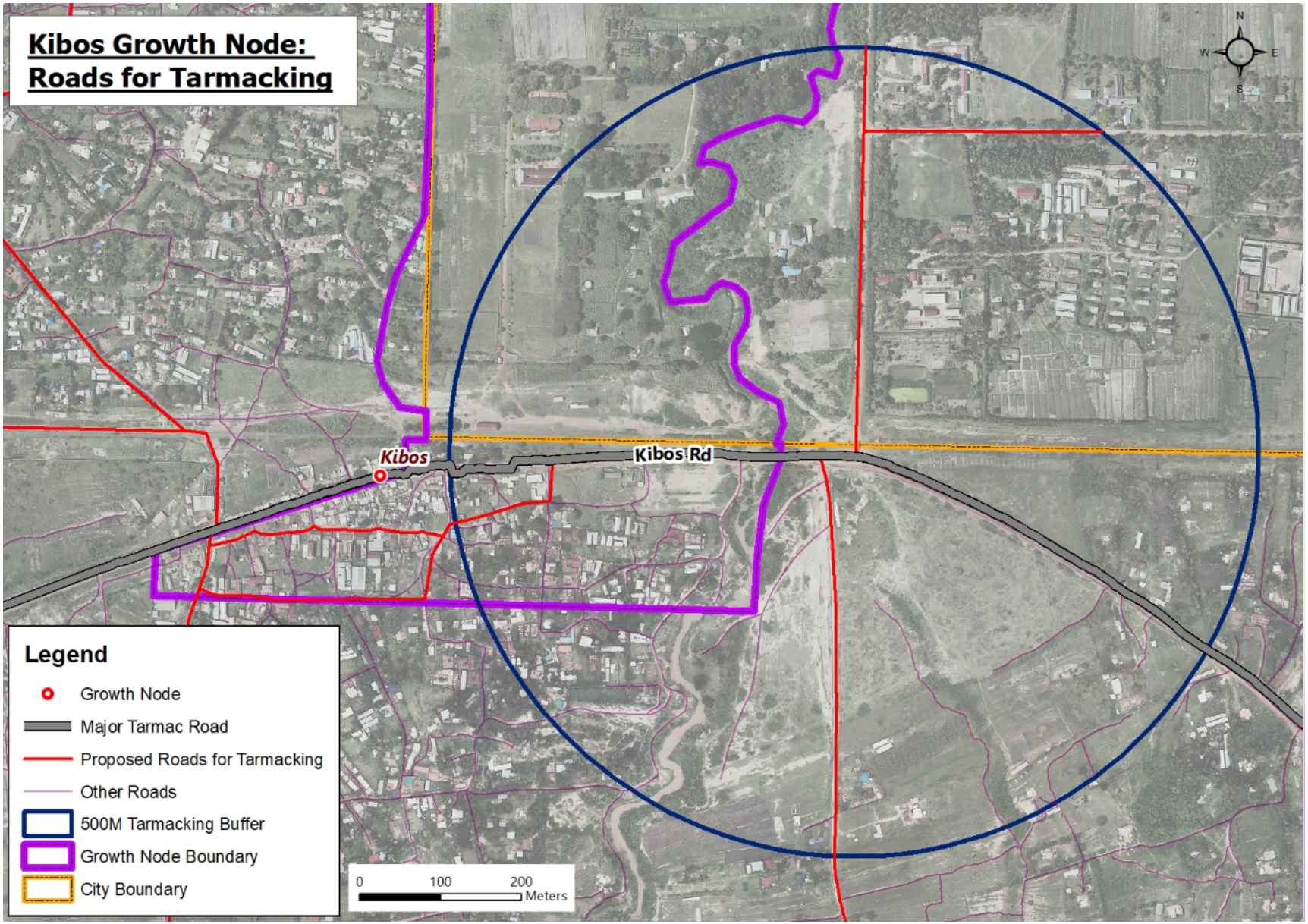
Kisian node: Kisian - Bondo road analysis: Existing situation



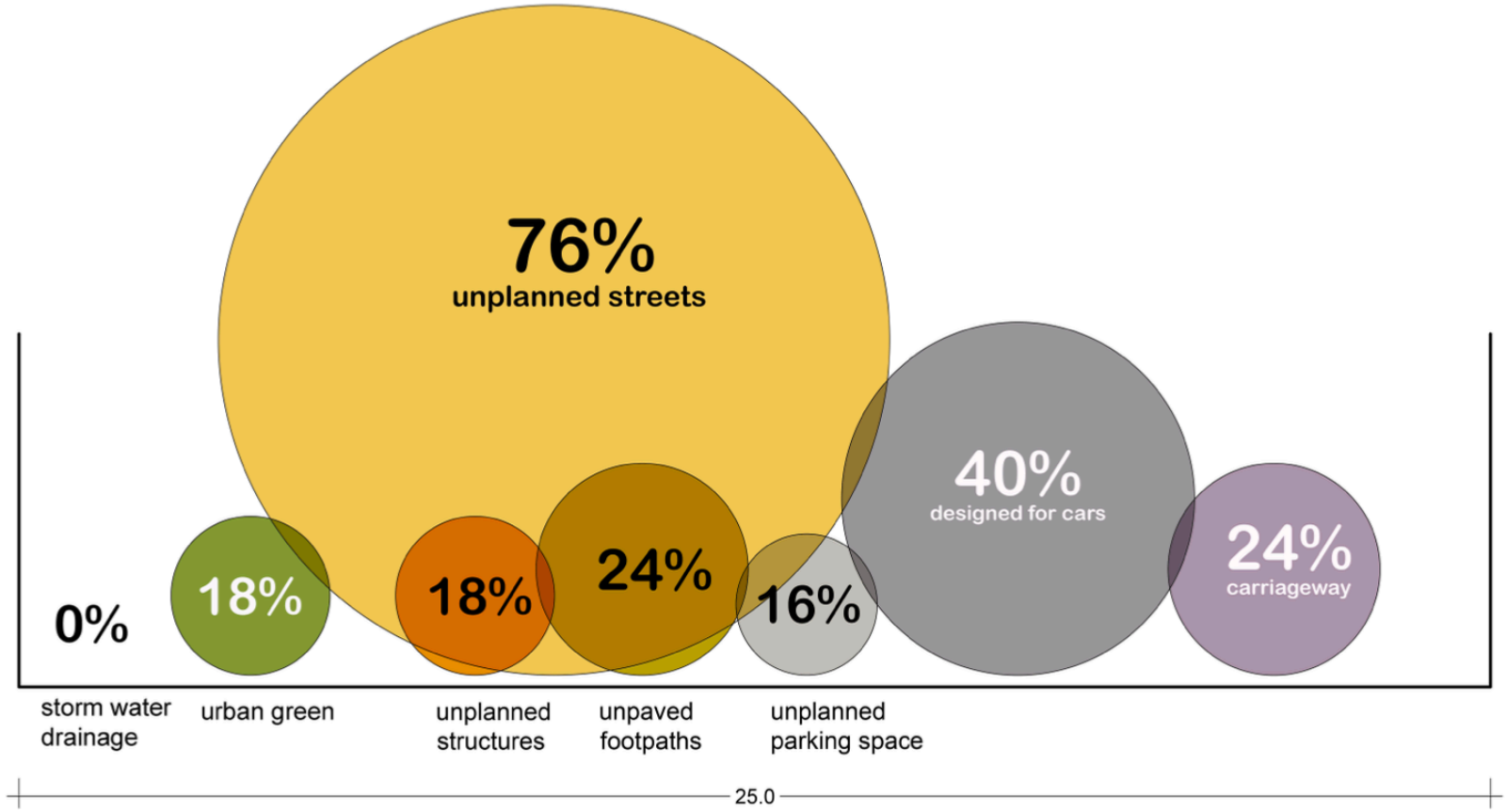
Kisian node: Kisian - Bondo Road analysis: Proposal



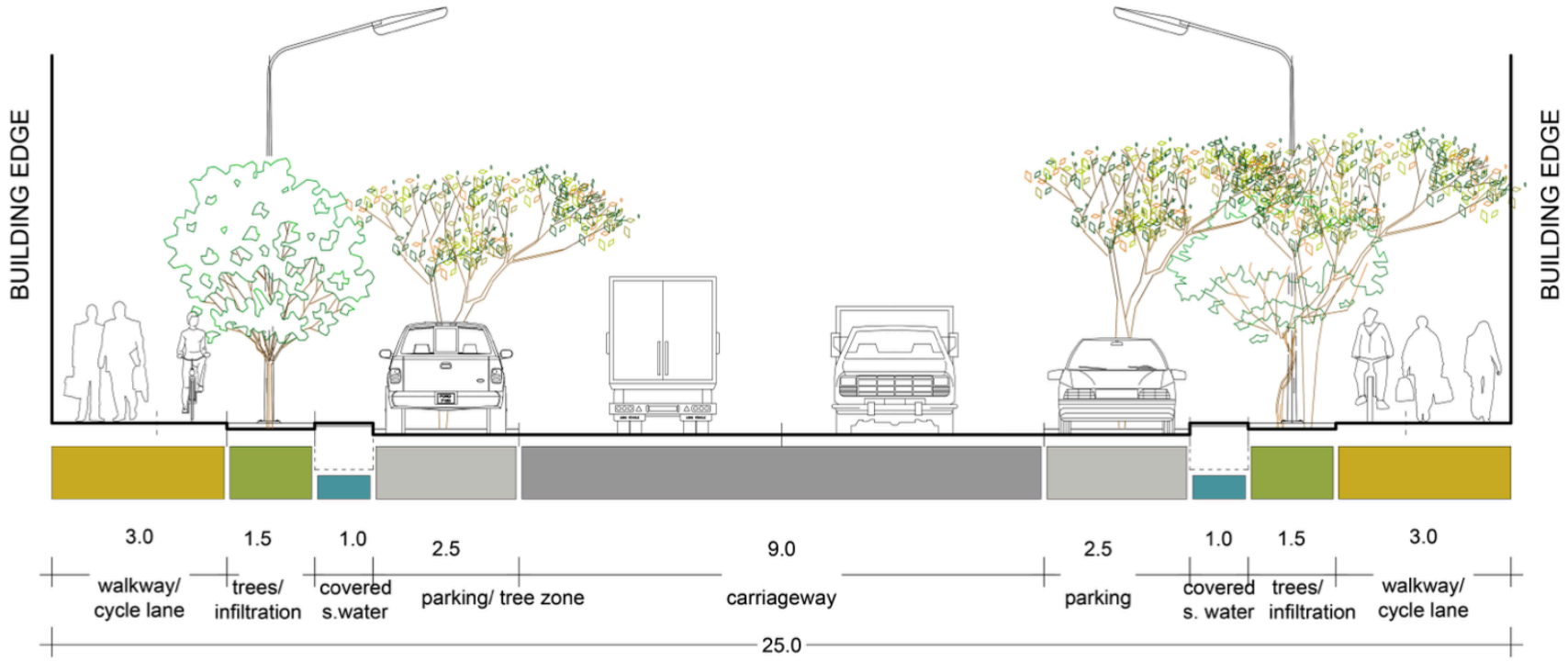
Kisian node: Kisian - Bondo Road analysis: Proposal


Kibos Growth Node:
Roads for Tarmacking
N
W
E
S
Kibos
Kibos Rd
Legend
Growth Node
Major Tarmac Road
Proposed Roads for Tarmacking
Other Roads
500M Tarmacking Buffer
Growth Node Boundary
City Boundary
0
100
200
Meters

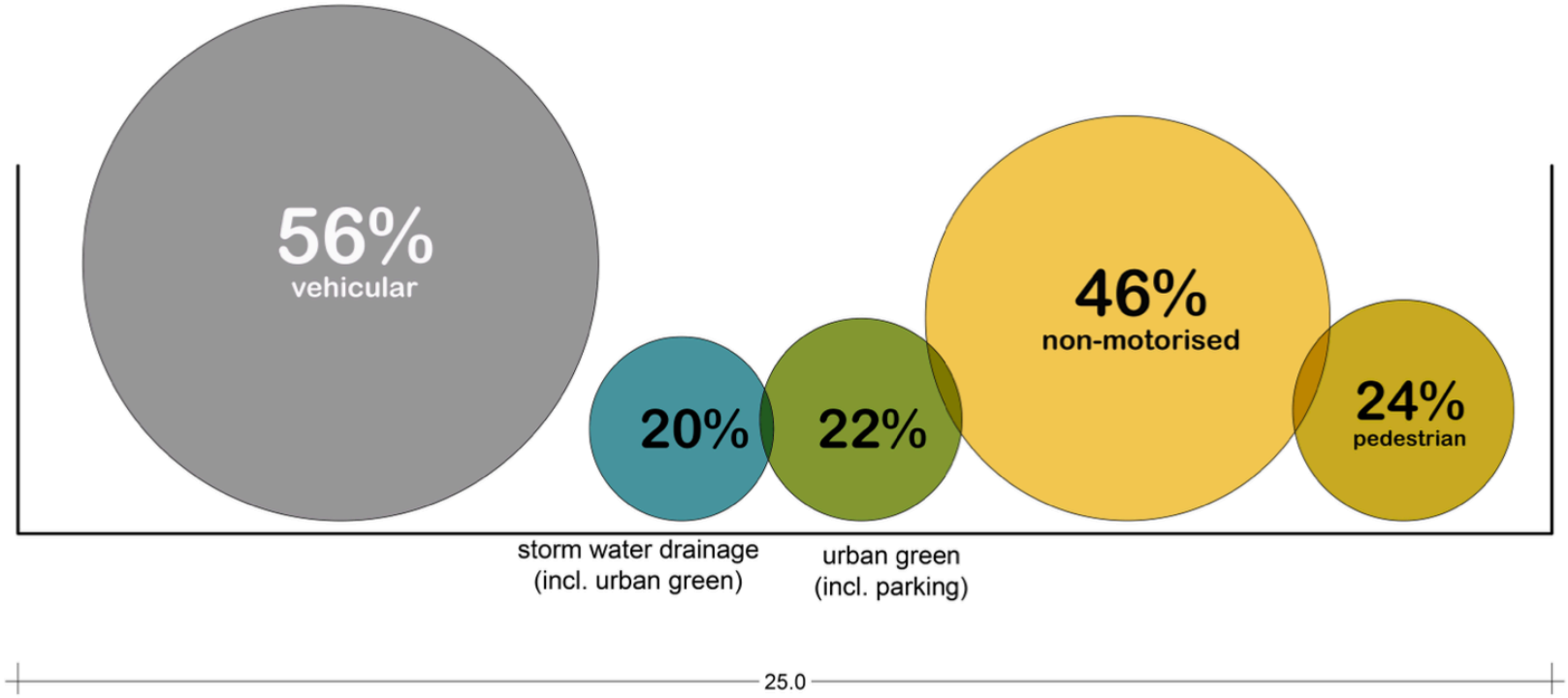

6.0
grass/ unleveled ground
1.5
unpaved footpath
2.0
tree zone/ parking
6.0
carriageway (dirt road)
2.0
trees/ thicket/ parking
2.5
shrubs/ unpaved footpaths
3.0
unplanned structures
2.0
grass/ thicket unpaved paths
25.0
Kibos road - Kibos node
Google Earth
© 2024 Google



Kibos node - Kibos road analysis: Existing situation



Kibos node - Kibos road analysis: Proposal



Kibos node - Kibos road analysis: Proposal

Annex 3 - Project Long List

The following section presents a long list of projects proposed for the consideration of the stakeholders during the first workshop.

C.2.1. Growth Nodes

C.2.1.1. Rationale

Growth nodes are embodied by a nodal strategy represent to drive transition towards urban transformation to intra urban polycentric spatial development. The most significant feature of the nodal strategy is the creation of the nodes - agglomeration economies.

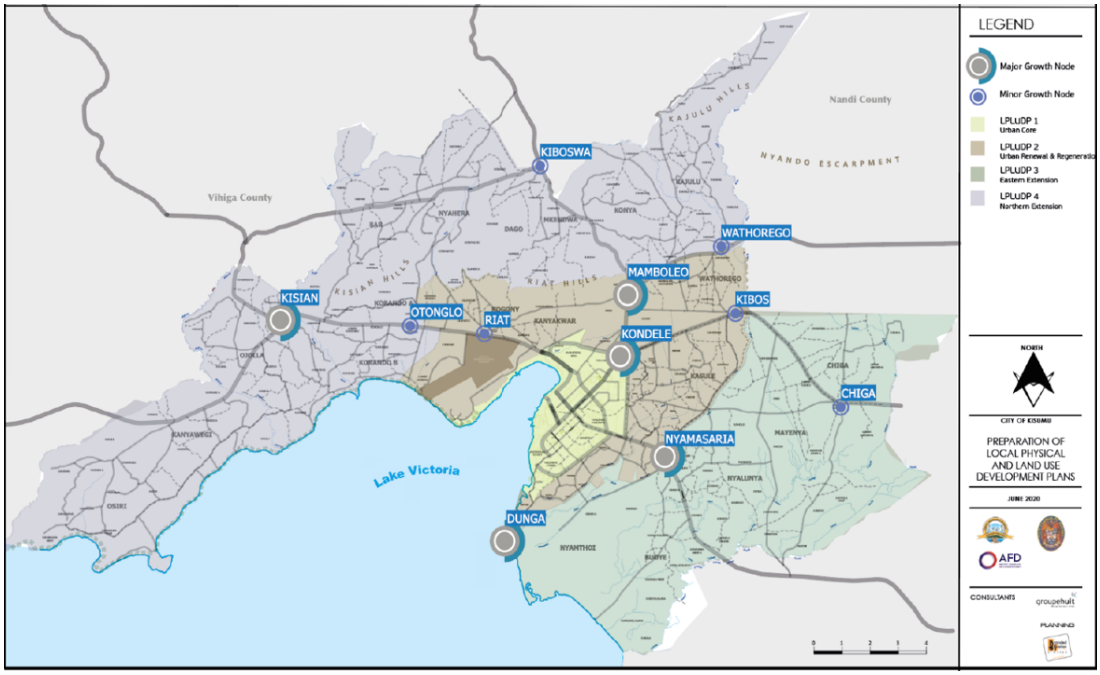
Nodal strategy is central to Kisumu city's transition to polycentric spatial development for both sustainable accelerated urban growth and economic expansion critical towards attainment of the vision of building a Vibrant Lake Metropolis. Nodal strategy for Kisumu is focusing on morphological and functional polycentricism and therefore concerns primarily with mobilization of spatial transformation of the urban structure and form in which the growth nodes, minor centres and urban growth districts for compact residential are so central to stitching the city together. The Kisumu city growth nodes have been carefully selected from the locations that are distinctively commercial centres or spatial units that are likely to experience the most change over a period, embracing mixed development and high density of economic activities and employment. The nodes were also evaluated in terms of ability to support mixed-use structure, have the capacity to phase in economic growth over time. These are node locations that have demonstrable ability to support a mixed-use structure. Not all node locations are necessarily well developed but have potential for mixed uses, access to infrastructure and utilities, and economic development. There are a few challenges such as ownership structure that is so fragmented especially in some node locations like in Nyamsaria, Kondele and Kisian that are to be mitigated by land readjustment strategy and land acquisitions.

Tab. 4 - PROPOSED GROWTH NODES

	Ability to support mixed-use structure	Likely to experience the most change	Land ownership structure
Nyamasaria	Commercial development, Light industries, Main Buspark, High density residentila	Experiencing rapid infrastructure growth, On main highway to Nrb and Isbania	Freehold, Private developers, Road reserves are narrow
Kondele	Commercial development, light industries, high density residential	Would require re-development	Leasehold, Freehold, Private developers, Little space for road expansion
Kibos	Planned SGR station, planned road upgrading, Commercial development, Low density residential	Experiencing rapid infrastructure growth,	Freehold and Leasehold, Government land
Wathorego	Commercial development, low density residential	Road planned for upgrade,	Freehold land, large parcels of land,
Mamboleo	Higher education institutions, commercial facilities, Sports and recreation, low/medium density residential	Road transport development	Freehold and Leasehold, Government land

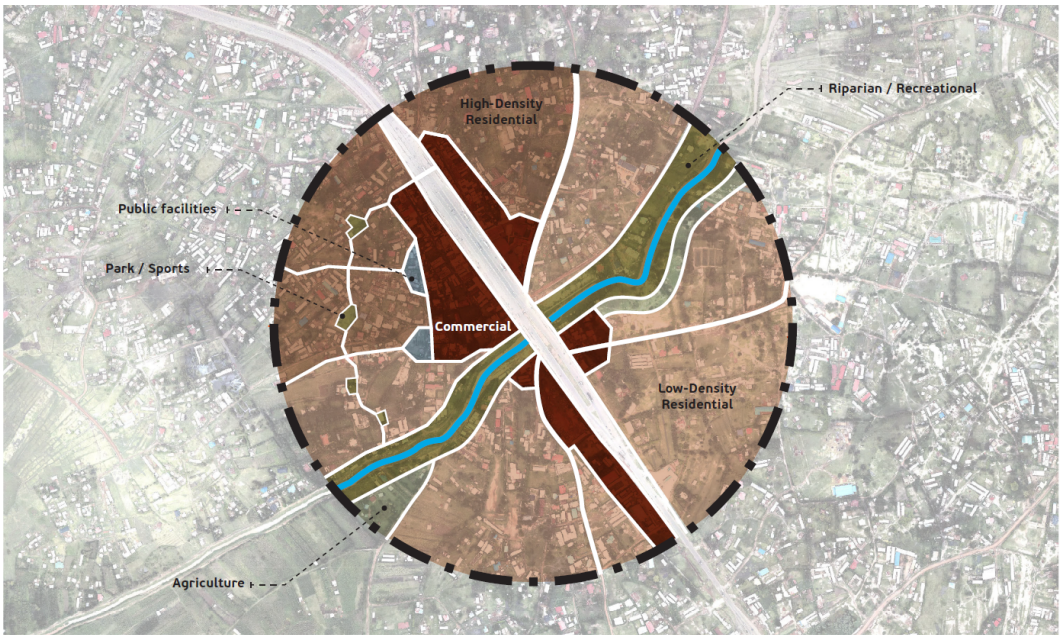
Kiboswa	Commercial facilities, low/medium density residential	Road transport development,	Freehold and Leasehold, Junction of Nandi, Vihiga and Kisumu County creating administrative overlaps
Otonglo	Institution development, Commercial development, low density residential	Road to Uganda planned for upgrade, Proposed SGR connection,	Freehold land, large parcels of land,
Kisian	Industrial development, commercial development Education institutions, Public administration	Road to Uganda planned for upgrade, SGR route, Road junction to major Lake Victoria Beach destinations	Freehold land, comparatively larger parcels of land,

Fig. 9 - MAP OF THE GROWTH NODES



Source: LPLUDP, 2021

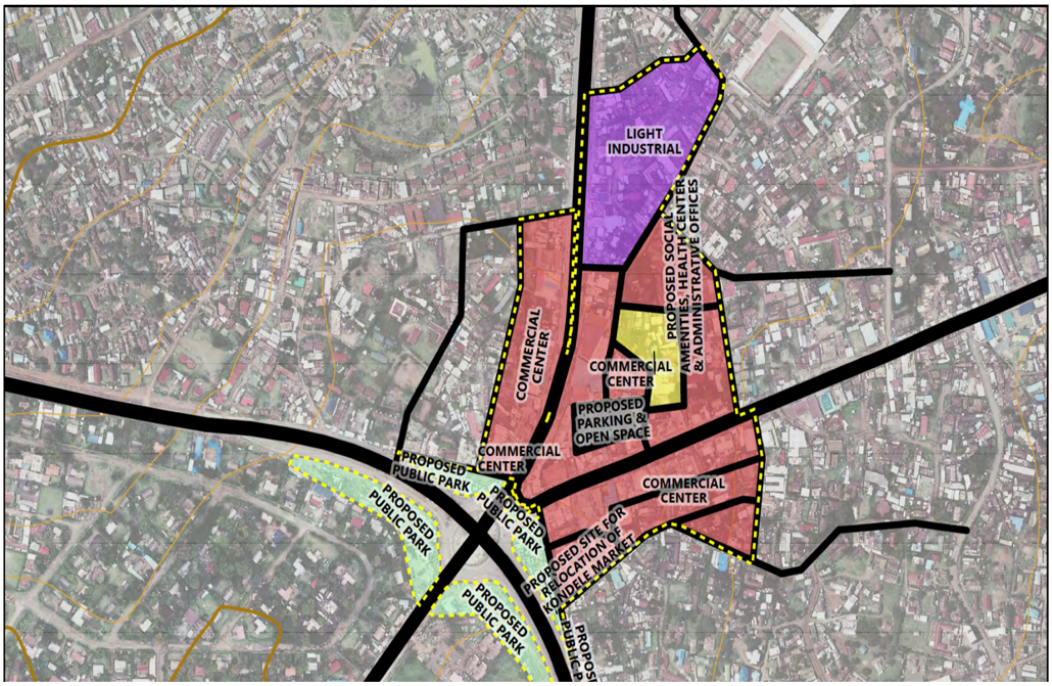
C.2.1.2. Nyamasaria[5]



Nyamasaria

Bisected by a river and a major highway, Nyamasaria is proposed to be centred around an active linear commercial corridor mainly providing retail services for locals and transit visitors. Being on the Nairobi Road, it will serve as a gateway to the city together with Kondele. The design proposes a structuring that radiates from the commercial use zones out to a mixture of residential uses of varied densities.

C.2.1.3. Kondele

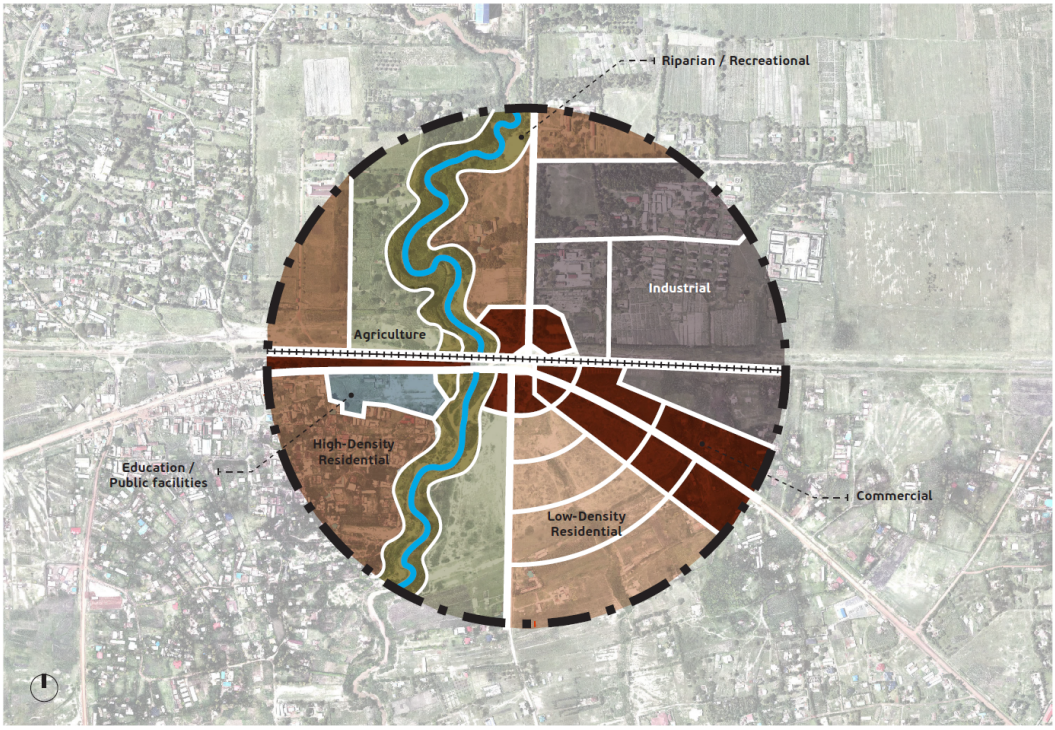


[5] All image sources – LPLUDP 2021.

Kondele

Kondele could be promoted as entertainment-cum-commercial (retail) node due to its locational advantages and proximity to the CBD. To do that, the growth node would need to benefit from an appropriate road network.

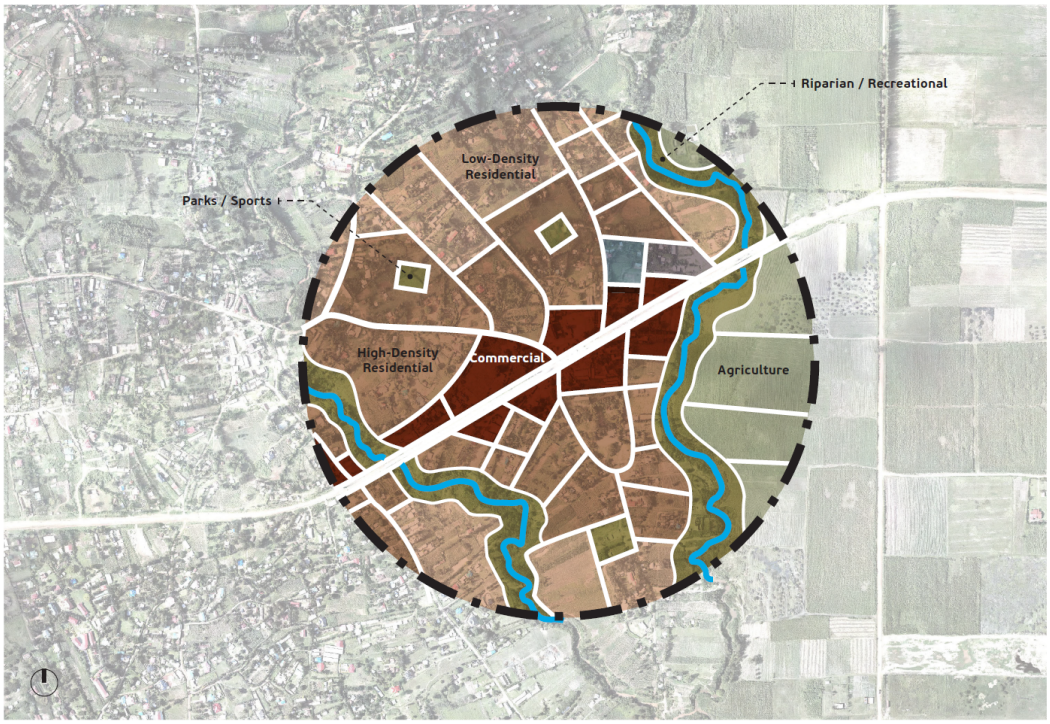
C.2.1.4. Kibos



Kibos

Bisected by road and rail, Kibos shall certainly grow to be a transit-oriented development of much higher significance. Its provision of major transport arterials as well as its position next to the county's significant plantation zone, means that it has a significant agricultural distribution potential. The masterplan therefore proposes a land use structuring that caters for such industrial/ distribution functions. The structure plan also proposes an intentional linear commercial growth provision, residential offerings that will graduate in densities, and obvious agricultural use blocks.

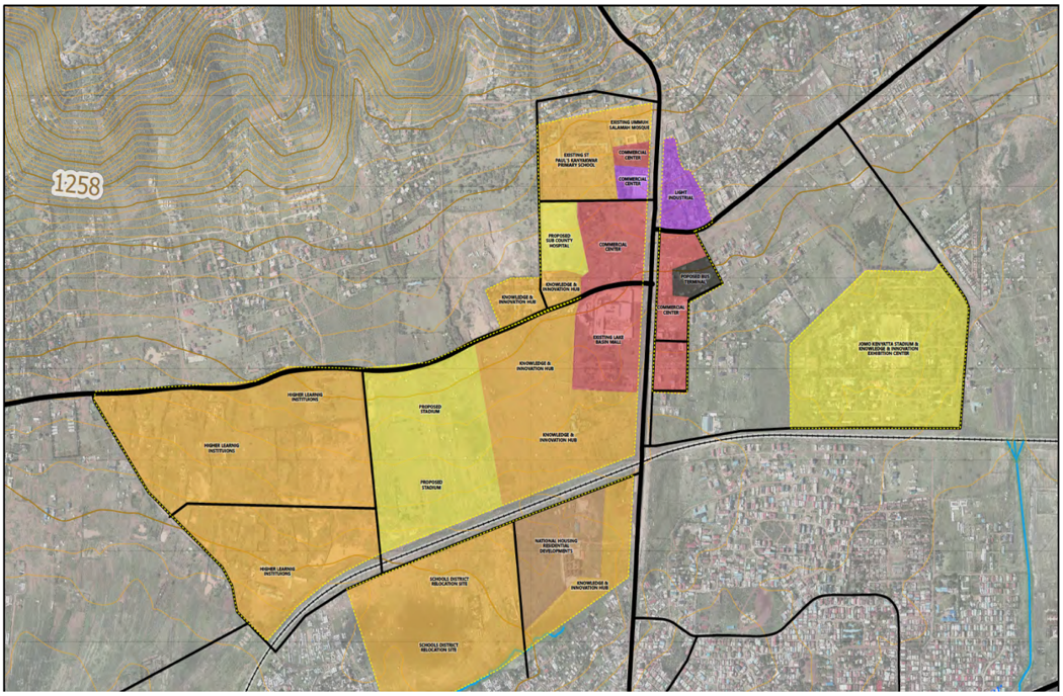
C.2.1.5. Wathorego



Wathorego

Located at the city's north-eastern fringes, Wathorego is the city's gateway to its agricultural fringes and therefore is proposed to be a small commercial and residential subcentre that grows from and with those functions in mind. Its residential character will largely be low density but with the potential to graduate aligned to the proposed structure. Wathorego is similarly bisected by a major road along which we have proposed a commercial growth strategy. This road shall be the centre of the node's revitalization.

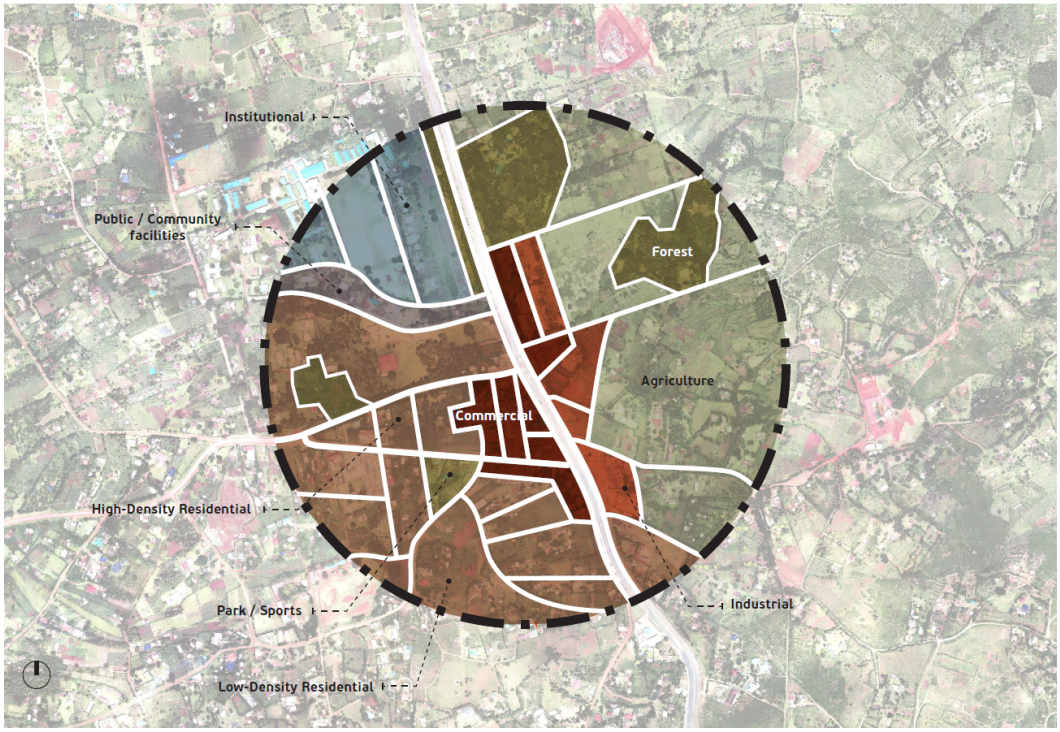
C.2.1.6. Mamboleo



Mamboleo

Mamboleo is thought to be promoted as an educational/knowledge node and enhanced as a commercial hub. It has important locational advantages such as existing and proposed universities (through LPLUDP) and existence of Lake Basin Mall. The growth node can also accommodate a business incubator to promote professional inclusion among young professionals.

C.2.1.7. Kiboswa



Kiboswa

The structure plan for Kiboswa proposes a layout and use that revitalizes a relatively centrally compact commercial centre from which radiate low density residential, institutional, and agricultural functions. Key in this structure will be the identified arterial linkages that spread from the north-south bisecting road. The struc ture plan proposes that Kiboswa retain some of its natural forest and open space.

C.2.1.8. Otonglo-Riat

Otongolo-Riat

Being the most transit convenient subcentre in all of Kisumu by reason of its proximity to road, rail, and airport, Otongolo-Riat is proposed to be restructured as transit-oriented development with a more formal and attractive commercial / distribution frontage. It then is proposed to transition to a mainly residential function at its north, characterised by well networked high-density residential neighbourhoods. The southern part shall remain airport functions but with a commercial frontage along both sides of the highway.

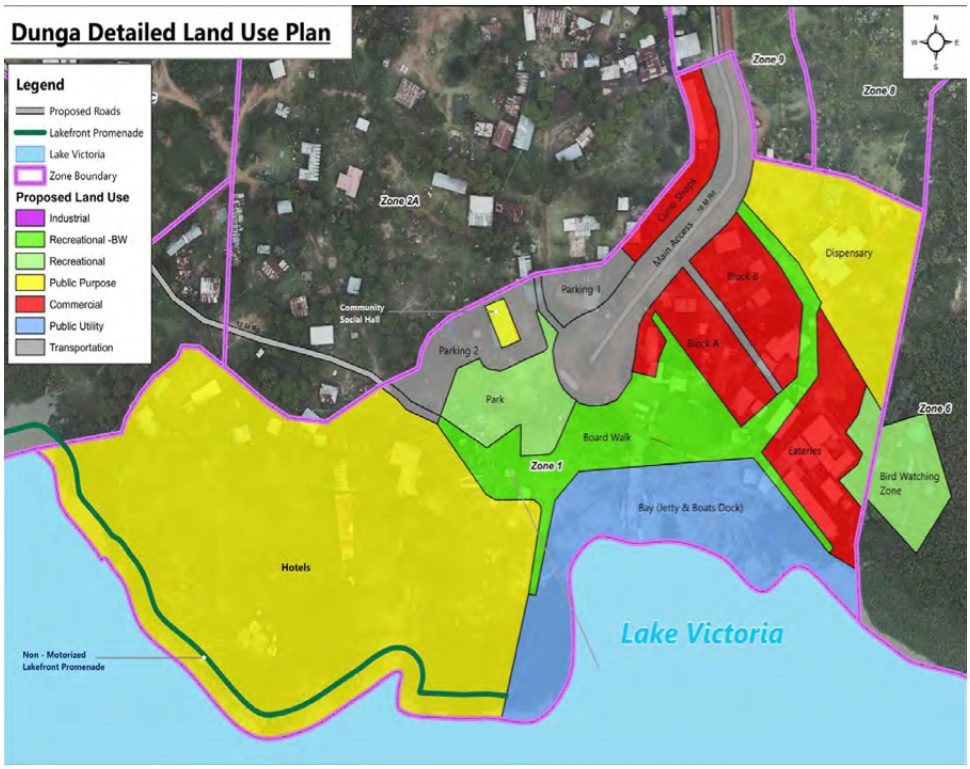
C.2.1.9. Kisian

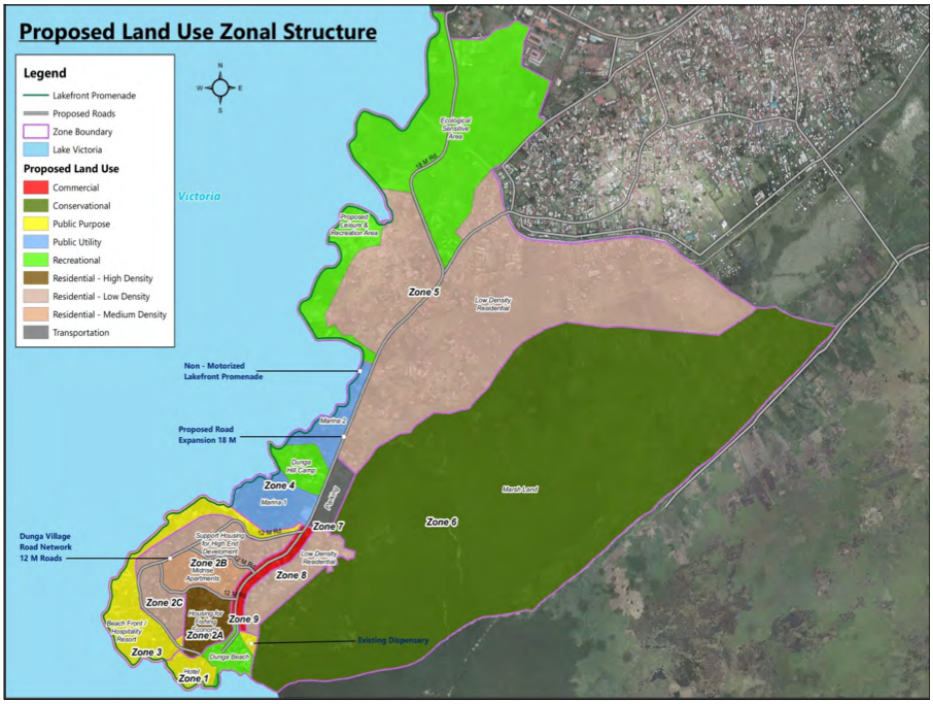
Kisian

Located at the city's western fringes, Kisian will serve as a western gateway along the Busia Rd that caries regional international traffic. It meets both rail and road and links to the major destination of Bondo, which shall activate it. Revitalized commercial use opportunity along both major roads is proposed. Its residential character will largely be low density but with the potential to graduate aligned to the proposed structure.

C.2.1.10. Lakefront Promenade and Dunga Development

The program will aim at converting underdeveloped lakefront spaces into productive urban promenade and marina, aiming at developing the public areas and private initiative driven by a strong public land management. It includes a mixed development area in Dunga.




Proposed Land Use Zonal Structure
Legend
Lakefront Promenade
Proposed Roads
Zone Boundary
Lake Victoria
Proposed Land Use
Commercial
Conservational
Public Purpose
Public Utility
Recreational
Residential - High Density
Residential - Low Density
Residential - Medium Density
Transportation
Victoria
Zone 5
Non - Motorized Lakefront Promenade
Proposed Road Expansion 18 M
Zone 4
Zone 7
Zone 6
Dunga Village Road Network 12 M Roads
Zone 2B
Zone 8
Zone 2C
Zone 9
Zone 2A
Zone 3
Existing Dispensary
Zone 1

C.2.2. Sectoral Projects

C.2.2.1. City Land Management

The project will promote efficient land management practices in the city of Kisumu so that the city could capture the value of city land. It will include multiple aspects:

- A land information management system;
- Methods to repossess grabbed and encroached land;
- Capacity building on land acquisition and management.

C.2.2.2. Urban Permaculture Development

A program to convert underutilized private and public green spaces into productive urban gardens.

Expected Outcomes:

- Increased local food production, contributing to food security.
- Enhanced green cover, improving the city's air quality and aesthetics.
- Strengthened community bonds through shared gardening activities.
- This initiative aims to transform Kisumu's landscape into a patchwork of urban gardens, enhancing the city's sustainability and community spirit.

C.2.2.3. Recreation/Open Space Improvements

The project will aim at improving open spaces in Kisumu for recreation and/or greening. It will include:

- A proposal that key identified first phase open space improvements be prioritized such as creating softscape relandscaping of the Lakefront in combination with a first phase implementation of hardscape such as lakefront walkways, shade canopies and overlooks.
- A proposal that Jomo Kenyatta Grounds be a test case in revamping and reprogramming a bland underutilized open space to become a fully programmed cultural space.

C.2.2.4. Non-Motorized Mobility Improvements

The project will aim at improving NMT in Kisumu. It will include:

- A proposal to prioritize zonal completion of street scape provisions for non-motorized mobility such as pedestrian and cyclist walkways.
- A proposal to structure it around complete zones such as the CBD or as linkages between specific estates / neighbourhoods and key trading centres.

C.2.2.5. Urban Densification

The project will aim at allowing the densification of identified zones in Kisumu to allow for residential and economic development. This will help to contain rapid urban sprawl and capture land value within the city.

C.2.2.6. Business Incubator (in Mamboleo)

The project will aim at creating a business (start-up) incubator in Kisumu (proposed to be constructed in Mamboleo). The project will help stimulate the engagement of educated youth in economic activity, promote the creation of new businesses and contribute to job creation and revenue stimulation within the city of Kisumu.

C.2.2.7. Upgrading of Informal Settlements

The project will aim at upgrading the informal settlements through densification and improving access to infrastructure and services. It will include creating a test neighbourhood upgrade to showcase the housing and community modernization proposed in the urban development guidelines, especially incorporating low rise incremental housing strategies with integrated commercial spaces.

C.2.2.8. Main Roads Improvement

The projects will aim at improving main roads in Kisumu, especially the access roads to the Growth Nodes, e.g., Kondele. It will aim at facilitating access of private and commercial vehicles to the new developing centers and help to fluidify road traffic.

C.2.2.9. Energy Saving and Renewable Energy Development

The project will aim at developing energy saving measures and renewable energy sources. It will be in line with the overall trend in developing solar power in Kenya.

C.2.2.10. Vibrant Sustainable Tourism

The project will aim at fostering sustainable tourism in Kisumu County. It will include:

- Establishment of s Sustainable Tourism Development Committee;
- Tourism Resource Assessment;
- Sustainable Tourism Master Plan;
- Infrastructure Development;
- Training and Capacity Building;
- Marketing and Promotion;
- Monitoring and Evaluation System;
- Community Engagement and Benefit Sharing.

C.2.2.11. Aquaculture Excellence Center

Program to construct an aquaculture excellence center and stimulate growth of fish population in the Lake Victoria. The project will include:

- Land Identification for Aquaculture Farm;
- Public-Private Partnerships development;
- Exemplary Farm Model with Environmental and Health Standards;
- Integrated Training and Research Center;
- Infrastructure Development for Aquaculture; and
- Policy Support and Incentives.

C.2.2.12. Modern Fish Processing Lakeside Bays

The project will propose the design and implementation of five key fish processing, storage and distribution facilities at key lakeside points as tests to guide the wider implementation of this.

C.2.2.13. Industrial Park

The project will aim at identifying and acquiring land for a new Industrial Park and conducting construction works.

C.2.2.14. New Cemetery and Crematorium

The project will aim at identifying and acquiring land for a new cemetery and crematorium and constructing them.

C.2.2.15. Building Aesthetic Improvement and Harmonization

The project will aim at adjusting the building designs according to the Development Control Manual (LPLUDP).

Annex 4 – Workshop Participants Lists

Kenya
City of Kisumu

Elaboration of City Action Plans under the African Cities Program: Kisumu (Kenya)
STAKEHOLDER ENGAGEMENT
Mission 2 – Visioning Phase

MEETING PURPOSE: PROJECT PRIORITIZATION WORKSHOP

VENUE: JUMUIA HOTEL LOCATION: KISUMU

DATE: 6th MARCH 2024 TIME: 9:00 AM

ATTENDANCE SHEET

S/N	NAME	REGION/ GROUP	CONTACT	EMAIL ADDRESS	SIGNATURE
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21.	Titus Owiti	KeNHA	0720109221	Tito.owiti@gmail.com	[signature]
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23.	Jack Sirengo	KIWASCO	0721782361	jsirengo@kiwasco.co.ke	[signature]
24.	Armand Soulignac	Groupe huit		a.soulignac@ecoresil.com	[signature]
25.					
26.					

AFRICAN DEVELOPMENT BANK GROUP

Kenya
City of Kisumu

Elaboration of City Action Plans under the African Cities Program: Kisumu (Kenya)
STAKEHOLDER ENGAGEMENT
Mission 2 – Visioning Phase

MEETING PURPOSE: PROJECT FEASIBILITY WORKSHOP

VENUE: JUMUIA HOTEL LOCATION: KISUMU

DATE: 7[TH] MARCH 2024 TIME: 8:00 AM

ATTENDANCE SHEET

S/N	NAME	REGION/ GROUP	CONTACT	EMAIL ADDRESS	SIGNATURE
1.	BABATI MOKGETHI	AfDB	0759655805	B.MOKGETHI@AFDB.ORG	[signature]
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16.	Fredrick WAREGA	Branded	0729578192	fredwarega@gmail.com	[signature]
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21.	JOSSE Guillaume	Groupe huit		guillaume.josse@groupehuit.com	[signature]
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23.					
24.					
25.					
26.					

Annex 5 – Project Assessment Matrices

General Information				Environment and Climate				Economic and Social				Strategy and Feasibility							Scoring		Ranking for Inclusion in Shortlist	
				C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12	C13	C14	C15				
Weighted Rank	Action Title	Action ID	Action Type	8,28%	6,67%	5,32%	6,30%	9,02%	7,66%	8,03%	5,81%	5,81%	6,80%	6,30%	7,79%	5,69%	5,81%	4,70%	Score	Weighted Score	Rank	Weighted Rank
19	City Land Management	1	soft	1	1	1	1	3	3	3	1	1	1	4	2	1	2	3	28	1,9131	16	16
14	**Nyamasaria Growth Node**	2	infra	2	3	1	1	3	2	3	1	3	3	4	3	1	1	1	32	2,2307	15	14
17	**Kondele Growth Node**	3	infra	2	2	1	1	3	2	2	1	2	2	1	3	1	1	1	25	1,7686	18	18
8	**Kibos Growth Node**	4	infra	2	3	2	1	3	2	4	1	4	3	4	3	1	1	1	35	2,4223	11	11
24	**Wathorego Growth Node**	5	infra	2	1	1	1	1	2	1	1	3	2	1	1	1	1	1	20	1,3435	23	24
18	**Mamboleo Growth Node**	6	infra	2	2	1	1	2	2	2	1	3	2	1	2	1	1	1	24	1,6586	19	19
24	**Kiboswa Growth Node**	7	infra	2	1	1	1	1	2	1	1	3	2	1	1	1	1	1	20	1,3435	23	24
20	**Otonglo Growth Node**	8	infra	2	2	1	1	2	2	1	1	3	2	1	2	1	1	1	23	1,5783	21	21
22	**Kisian Growth Node**	9	infra	2	2	1	1	1	2	1	1	3	2	2	1	1	1	1	22	1,4732	22	22
4	Lakefront Promenade and Dunga Developm	10	infra	4	3	3	4	4	4	4	1	2	2	2	2	1	1	1	38	2,6854	8	7
13	Urban permaculture development	11	infra	2	3	2	4	2	0	2	3	4	4	2	1	4	4	4	41	2,5957	6	9
2	Recreation/Open Space Improvements	12	infra	4	3	1	3	3	2	4	4	4	4	4	2	3	2	4	47	3,138	2	2
1	Non-Motorized Mobility Improvements	13	infra	4	4	4	4	2	2	4	3	4	4	4	2	2	2	4	49	3,2221	1	1
9	Urban densification	14	infra	3	1	1	3	4	4	3	1	3	2	2	4	2	3	1	37	2,6065	9	8
7	Business incubator (in Mamboleo)	15	infra	2	2	2	2	3	4	3	3	3	2	4	3	0	0	2	35	2,4136	11	12
23	Upgrading of Informal Settlements	16	infra	1	0	1	1	1	2	3	1	2	3	3	1	0	2	3	24	1,5857	19	20
5	Main roads improvement	17	infra	1	1	1	1	4	4	4	3	4	4	4	3	3	3	3	43	2,9045	4	4
10	Energy saving and renewable energy develc	18	soft	4	4	4	4	2	1	0	2	3	3	2	2	2	1	0	34	2,268	13	13
15	Vibrant Sustainable Tourism	19	soft	3	1	1	1	3	2	2	4	4	3	1	1	3	3	1	33	2,2174	14	15
12	Acquaculture Excellence Center	20	infra	1	3	1	1	4	4	2	3	2	3	4	3	1	2	3	37	2,5212	9	10
3	Modern Fish Processing Lakeside Bays	21	infra	1	4	2	1	4	4	4	4	3	2	4	4	2	2	4	45	3,0317	3	3
6	Industrial Park	22	infra	1	1	1	1	4	4	3	2	4	4	4	4	3	2	1	39	2,6919	7	6
16	New cemetery and crematorium	23	soft	2	1	2	3	1	1	2	1	3	3	2	2	2	1	2	28	1,8392	16	17
10	Modernization of markets	24	infra	3	4	4	4	2	1	2	1	2	3	3	2	4	4	4	43	2,7687	4	5
21	Building Aesthetic Improvement and Harmc	25	soft	2	2	2	2	2	2	2	1	2	1	1	1	0	0	0	20	1,4088	23	23

		Themes																						
Score	Action Title	Demographics	Inclusiveness	Employment	Industries	Agriculture	Fisheries	Port, railway, logistics	Tourism	Markets, enterprise, informal economy	Construction, real estate and informal settlement	private sector involvement	developement strategies and plans	Planning and operation capacities	Municipal finances	Land use and biodiversity	Transport	Energy	Water	Waste	Hazard	Vulnerable people	Vulnerable Physical Ass	Vul
3	City Land Management		1												2									
12	**Nyamasaria Growth Node**		1	2	1			2	1	2		1					2							
4	**Kondele Growth Node**		1							1	1	1												
4	**Kibos Growth Node**		1							1	1	1												
3	**Wathorego Growth Node**		1							1		1												
6	**Mamboleo Growth Node**		1	1						1	1	1					1							
3	**Kiboswa Growth Node**		1							1		1												
5	**Otonglo Growth Node**	2	1							1		1												
5	**Kisian Growth Node**		1	1	1					1		1												
25	Lakefront Promenade and Dunga Developm	2	1	2	1		2	1	2	2	2	2			1	1	2			1	1		2	2
11	Urban permaculture development	2	1	1		2			1	1	1					2								
8	Recreation/Open Space Improvements		1						2		1					2					2			
7	Non-Motorized Mobility Improvements	1	1						1		1		1				2							
29	Urban Densification	2	2	1	1			1		1	2	2	2	1	2	2	2	1	2	2	1	1	1	1
8	Business incubator (in Mamboleo)		1	2	1				1	1						2								
8	Upgrading of Informal Settlements	1	1							1		1				2	1						1	1
10	Main roads improvement	2	2	1	2	1											2							
5	Energy saving and renewable energy develo	1														2		2						
16	Vibrant Sustainable Tourism		1	2		1	1		2	1		1			2	1	1	1	1	1				
14	Aquaculture Excellence Center	2	1	2	1		2		1			2						1	1	1				
8	Modern Fish Processing Lakeside Bays		1	2	1		2	1				1												
28	Industrial Park	1	1	2	2	1	1	2	1	2	1	2	1	1	2		1	2	2	2		1		1
15	New cemetery and crematorium	1	1	1	1	1	1	1	1	1	1	1	1		1	2								
11	Modernization of markets	1	1	1	1				1	2						1		2					1	
5	Building aestetic improvement and harmon								1		2												2	2
	Score	18	25	21	13	6	9	8	15	21	14	20	5	2	8	19	14	9	6	7	4	2	7	

Ranking	synergy score	Impact of project in line on project in column	City Land Management	Nyamasaria Growth Node	Kondele Growth Node	Kibos Growth Node	Wathorego Growth Node	Mamboleo Growth Node	Kiboswa Growth Node	Otonglo Growth Node	Kisian Growth Node	Lakefront Promenade and Dunga Development	Urban permaculture development	Recreation/Open Space Improvements	Non-Motorized Mobility Improvements	Urban densification	Business incubator (in Mamboleo)	Upgrading of Informal Settlements	Main roads improvement	Energy saving & renewable energy	Vibrant Sustainable Tourism	Acquaculture Excellence Center	Modern Fish Processing Lakeside Bays	Industrial Park	New cemetery and crematorium	Modernization of markets	Building Aesthetic Improvement and Harmonization
1	55	City Land Management		3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	1	0	0	2	2	2	3	1	1
17	-	Nyamasaria Growth Node																									
17	-	Kondele Growth Node																									
13	3	Kibos Growth Node																			3						
17	-	Wathorego Growth Node																									
17	-	Mamboleo Growth Node																									
17	-	Kiboswa Growth Node																									
17	-	Otonglo Growth Node																									
17	-	Kisian Growth Node																									
9	7	Lakefront Promenade and Dunga Development												3						1	3						
5	19	Urban permaculture development		1	2	2	2	2	2		1			3				1			2						1
3	23	Recreation/Open Space Improvements		2	2	2	2	2	2	1	2	2	1			1		1			3						
11	6	Non-Motorized Mobility Improvements														1		1			3						1
4	20	Urban densification		2	2	2	2	2	2	2	2				1					2								1
13	3	Business incubator (in Mamboleo)						3																				
6	18	Upgrading of Informal Settlements		1		2	2	1	2	3	3		1	1		1					1							
2	26	Main roads improvement		2	2	2	2	2	2	2	2						2					2	2	3				1
7	9	Energy saving and renewable energy developmer																			1	2	2	2		2	
8	8	Vibrant Sustainable Tourism				2						1	1	1	1							1					1
9	7	Acquaculture Excellence Center															1			2	1		3				
13	3	Modern Fish Processing Lakeside Bays																				3					
16	2	Industrial Park															1			1							
17	-	New cemetery and crematorium																									
17	-	Modernization of markets																									
12	5	Building Aesthetic Improvement and Harmonizati										1						1			3						
			0	8	8	12	10	12	10	8	10	4	3	5	5	3	4	4	0	6	20	8	7	5	0	2	5

Scoring system	
Negative impact of project in column on	-1
No impact of project in line on project in column	
light positive impact	1
medium positive impact	2
strong positive impact	3

Annex 6 – City Profiling Elements

C.1. Five City Profiles

City Profiles is a methodology that the consultant has used to collect data on the different characteristics of the city by topic. Each profile represents a thematic description of a city that has achieved resilience, inclusiveness, autonomy, competitiveness, or harmony with nature in their perfect shape. This description helps identify "the way to go" for Kisumu and then see what can foster or hamper the city's development towards this ideal condition. The description below presents five city profiles and methods for their elaboration.

C.1.1. The Inclusive city

The inclusive city can be defined as a city which has the following characteristics:

- A good level of social integration, implying a stable and conflict-free social environment.
- Equal access to services for all residents, with no regards to their place of dwelling, social status, or income.
- A legislation which considers the interests of the disadvantaged groups of population.

To create an image of the inclusive city, the consultant has looked into the following sectoral topics: Mobility, Sanitation, Health, Market Equipment, Water Access, Electricity, Sports, and Leisure.

C.1.2. The Resilient city

The resilient city is a city that can be described as:

- A city where the inhabitants are aware of the risks that threaten the environment are able to anticipate them, e.g., through early warning systems.
- A city which recognizes risks induced by climate change and studies them.
- A city with decreasing level of vulnerability, with the adoption of adaptation and mitigation measures.
- A city which is capable of coping with a disaster.

To create an image of the resilient city, the consultant has investigated the following sectoral topics: Drainage, Health, Environment, Risk management and reduction.

C.1.3. The Green city

The green city can be defined as a city that answers the following criteria:

- Its urban environment is well-integrated with the surrounding natural heritage.
- It has measures in place to preserve the environment.
- The topics of environmental justice and protection are included in its legislation.

To create an image of the green city, the consultant has considered the following sectoral topics: Transport, Agriculture, Environment, Sanitation, Solid Waste.

C.1.4. The Autonomous city

The autonomous city can be defined as a city that has the following characteristics:

- It has the means to function properly, e.g., the budget to sustain the essential services and implement projects and human capacity to administer it.
- It can manage its own development by anticipating and organizing its territory with the help of policies, economic and other mechanisms.
- It is able to plan for its development and runs investment planning and strategic planning operations.

To create an image of the autonomous city, the consultant has investigated the following sectoral topics: Institutions, Local finance, Administration, Land, Housing.

C.1.5. The Competitive city

The competitive city is a city that includes the following aspects:

- It has a dynamic urban economy, characterized by stable economic growth, emerging businesses and sectors.
- Small- and middle-sized enterprises (SMEs) play an important role in its economic development, so there are favorable conditions for the creation of businesses.
- It realizes economic development potential and supports it.

To create an image of the competitive city, the consultant has looked into the following sectoral topics: Administration, land, markets, local economy, infrastructure, services.

C.2. City Profiles SWOT Analysis

C.2.1. The Inclusive city

Strengths:

Diversity and Multiculturalism: The presence of various communities in Kisumu contributes to a rich and diverse cultural environment, fostering inclusivity and tolerance.

Geographic Advantage: Kisumu's access to East and Central Africa through the Lake provides economic opportunities and enhances regional integration.

Transport Network: The well-developed transport network, including lake, road, rail, and air transport, facilitates both national and regional connectivity, promoting economic activities.

Urban Population: The large urban population creates a vibrant and dynamic environment, attracting businesses and services.

Strategic Location: Kisumu's strategic location in East Africa makes it an economic hub with potential for growth and development.

Economic Activities: Agriculture and fishing activities support the local economy, providing livelihoods and contributing to food security.

Tourism: The presence of the lake supports tourism, further boosting the local economy and creating employment opportunities.

Educated/Skilled Population: The availability of an educated and skilled population in the city is an asset for economic and social development.

Existing Management Structure: The presence of an existing management structure and plans like the LPLUDP (Local Physical Planning and Urban Design Plan) indicates a commitment to organized development.

Civil Society: A strong civil society can play a crucial role in advocating for inclusivity, social justice, and community development.

City Grid: A well-structured city grid facilitates easy navigation and planning for future development.

Inclusion of Vulnerable Groups: Actively including vulnerable groups and persons with disabilities in city development ensures a more equitable and accessible urban environment.

Adequate Land for Development: Having sufficient land for development/expansion allows for planned growth and infrastructure development.

Weaknesses:

Political Instability: Political skirmishes and instability can hinder economic growth and deter investments.

Limited Employment Opportunities: Few job opportunities may contribute to high unemployment rates, especially among the youth.

Insecurity: General insecurity can affect residents' safety and discourage economic activities.

Economic Limitations: Macro-level economic challenges may impact the city's overall economic growth and development.

Rural-Urban Overlap: The overlap between rural and urban areas can lead to planning challenges and uneven development.

Low Revenue Generation: Limited revenue generation may hinder the city's ability to fund essential services and infrastructure projects.

Low Investments: A lack of investments can slow down economic development and limit job creation.

Poor Land-use Planning: Ineffective planning of land use can lead to inefficient urban development and infrastructure management.

Infrastructure Challenges: Poor infrastructure in peri-urban areas, including transport, waste, and drainage management, can impact residents' quality of life.

Inadequate Funding: Inadequate funding for integrated development projects may impede progress and infrastructure improvements.

Poverty and Unemployment: High levels of poverty and unemployment pose social challenges and hinder overall development.

Brain Drain: The migration of skilled professionals out of Kisumu can result in a loss of talent and expertise.

Slum Sprawl: The sprawling of slums with inadequate infrastructure can lead to poor living conditions and hinder overall city development.

Transport and Waste Management: Poor transport and waste management systems can impact the environment and public health.

Rapid Urban Growth: Uncontrolled urban growth may lead to unplanned development and strain existing resources.

Limited Water and Sewerage Coverage: Inadequate water and sewerage systems covering a small area can affect public health and sanitation.

Inadequate Public Facilities: Insufficient public facilities, such as health services, can impact the well-being of residents.

Capacity to Implement Plans: Insufficient capacity to implement plans like LPLUDP may hinder effective urban development.

Dependence on Rainfed Agriculture: Dependency on rainfed agriculture makes the city vulnerable to climatic variations.

Opportunities:

Lakefront Development: The large lakefront offers opportunities for tourism, recreation, and blue economy initiatives.

Transport Network: The extensive water, air, rail, and road transport network provides opportunities for trade and business.

Proximity to East African Markets: Kisumu's proximity to East African markets can attract investors and promote economic growth.

Capital Investment: The potential for capital investment can spur economic development and job creation.

Large Scale Industries: The availability of land and resources can attract large-scale industries, boosting the local economy.

Demand for Local Products: The growing demand for local products creates opportunities for small and medium-sized enterprises (SMEs).

Blue Economy Potential: The presence of a large mass of water supports the development of the blue economy, creating new avenues for economic growth.

Available Public Land: The availability of public land provides opportunities for planned development and infrastructure projects.

Young and Skilled Population: The presence of a young and dynamic population with talent and skills is an asset for innovation and growth.

Active Civil Society: An active civil society can collaborate with the government to address social issues and promote inclusive development.

Threats:

Youth Unemployment: A large pool of unemployed youth poses social and economic challenges.

Migration of Professionals: The migration of professionals out of Kisumu can result in a loss of human capital.

Low Income: low income levels can contribute to poverty and limit residents' access to basic services.

Climate-Related Threats: Floods, droughts, and changing lake levels can impact agriculture, infrastructure, and overall city resilience.

Environmental Degradation: Environmental degradation poses a threat to the city's natural resources and biodiversity.

Disease Prevalence: The prevalence of diseases can strain healthcare resources and impact public health.

Land Grabbing: Unauthorized occupation of public land can hinder planned development and infrastructure projects.

Unplanned Settlements: The growth of unplanned settlements with inadequate infrastructure can lead to social and environmental challenges.

Political Unrest: Political unrest can disrupt economic activities and hinder overall development.

Shrinking Fish Industry: A decline in the fish industry can affect livelihoods and economic diversity.

Competition from Other Urban Areas: Competition from other urban areas in the region can impact Kisumu's attractiveness for investment.

Terrorism: Terrorism on key infrastructure poses a security threat and can disrupt normal city functions.

Encroachment on Wayleaves: Unauthorized encroachment on wayleaves can disrupt transport and utility services.

C.2.2. The Resilient City

Strengths:

Urban Development Plans: Having available urban development plans provides a structured approach to city growth and resilience against climate change.

Waste Management Infrastructure: The presence of effective waste management infrastructure helps mitigate environmental pollution and promotes a cleaner and healthier environment.

Favorable Weather Conditions: The city benefits from favorable weather conditions, reducing the immediate impact of extreme weather events.

Lake Victoria as a Water Source: The presence of Lake Victoria as a reliable water source contributes to the city's water security and blue economy potential.

Diverse Culture: Cultural diversity can enhance community resilience and adaptability to changing conditions.

Good Governance Structures: Effective governance structures contribute to better planning, implementation, and management of resilience projects.

Available Land: The availability of land provides opportunities for planned development and adaptation strategies.

Climate Mitigation Projects: Identification and integration of climate mitigation projects by community-based organizations (CBOs) and government agencies demonstrate a proactive approach.

Climate Department: The existence of a dedicated department for climate change and resilient city indicates a commitment to addressing climate challenges.

Safe Neighborhoods: Safe neighborhoods contribute to the overall resilience of the city, providing a secure environment for residents.

Inclusive Budget Process: Public participation in the budgeting process ensures that climate-related projects are given priority and meet the needs of the community.

Existing Policies: The availability of policies related to climate change provides a framework for decision-making and implementation.

Experience and Skills: The presence of experiences and skills related to mitigation and adaptation to flooding enhances the city's capacity to address climate challenges.

Weaknesses:

Political Intolerance: Political intolerance can hinder effective collaboration and implementation of climate resilience projects.

Poor Waste Disposal: Inadequate waste disposal practices contribute to pollution and environmental degradation.

Pollution: Pollution poses a threat to the environment and public health, affecting the overall resilience of the city.

Flooding in Informal Settlements: The lowland location, especially around the lakefront in informal settlements, predisposes the city to flooding.

Displacement Due to Flooding: Flooding can lead to the displacement of communities, causing social and economic disruptions.

High Poverty Levels: High poverty levels can limit the capacity of individuals and communities to cope with and recover from climate-related challenges.

Low Priority for Climate Change Projects: If climate change projects are not given priority, the city may miss opportunities to enhance its resilience.

Weak Community Engagement: Weak community engagement, especially for women, can limit the effectiveness of climate resilience initiatives.

Inadequate Planning for Climate Change: Poor planning for climate change adaptation can leave the city vulnerable to future risks.

Compliance to Development Control Mechanisms: Inconsistent compliance with development control mechanisms may lead to unplanned and vulnerable urban growth.

Inadequate Budget: A lack of adequate budgetary allocations may impede the implementation of climate resilience projects.

Poor Work Ethics: Poor work ethics can affect the efficiency and effectiveness of climate-related initiatives.

Over-Dependence on Formal Employment: Over-dependence on formal employment may limit the adaptive capacity of communities in the face of economic shocks.

Opportunities:

Civil Liberties and Good Governance: Civil liberties and good governance create an enabling environment for effective climate resilience initiatives.

Skilled Manpower: Skilled manpower enhances the city's capacity to implement and manage climate resilience projects.

Available Markets: Access to markets provides opportunities for economic growth and investment in climate-resilient practices.

Investment Opportunities: There are opportunities for attracting investments in climate-resilient infrastructure and technologies.

Adaptive Communities: Communities that are already adaptive to climate change present opportunities for shared learning and collaboration.

Strong Civil Society: A strong civil society can advocate for and contribute to effective climate resilience strategies.

Institution Collaboration: Collaboration between institutions strengthens the overall capacity to address climate challenges.

Global Funds: Access to global funds for climate change interventions can provide financial support for resilience projects.

Legal Framework for Lake Front: Having a legal framework for lakefront development ensures sustainable and resilient use of the city's resources.

Mainstreaming Disaster Programs: Mainstreaming disaster programs in line with various departments ensures a coordinated and integrated approach.

Resilience Plans and Action Plans: The presence of specific resilience plans, climate change action plans, and disaster management plans provides a roadmap for implementation.

Threats:

Flooding in Informal Settlements: Flooding, particularly in informal settlements, poses a direct threat to the safety and well-being of residents.

Inadequate Resilience Financing: Lack of adequate financing for resilience projects can hinder their effective implementation.

Poor Drainage Network: A poor drainage network increases the risk of flooding and water-related issues.

Poor Waste Management: Inadequate waste management contributes to pollution and environmental hazards.

Poor Sustained Capacity: If the city lacks sustained capacity for mitigation measures, it may struggle to adapt to changing conditions.

Insecurity: Insecurity can disrupt the implementation of resilience projects and pose risks to residents.

Inadequate Capacity for Disaster Preparedness: A lack of capacity for disaster preparedness increases the vulnerability of the city.

Uncoordinated Development Interventions: Uncoordinated interventions may lead to inefficiencies and conflicting priorities.

Poor Development Control: Inadequate development control measures may result in unplanned and vulnerable urban growth.

Encroachment on Wetlands/Riparian Lands: Encroachment on wetlands and riparian lands threatens ecosystems and exacerbates flooding risks.

Inadequate Clean Water: Lack of access to clean water poses health risks and reduces the city's resilience to climate-related health challenges.

C.2.3. The Green City

Kisumu's journey towards a green city is a story of immense potential, where natural riches meet human ambition. While challenges arise like thorns on the path, the seeds of sustainability are already sown. By leveraging its strengths and embracing the opportunities that lie ahead, Kisumu can overcome the threats and transform its urban landscape into a beacon of environmental responsibility and green living. The key lies in collaboration, innovation, and unwavering commitment to a future where nature and city life bloom in harmony. With each step towards a greener Kisumu, we build not just a sustainable city, but a legacy for generations to come.

Harnessing stakeholder insights through a SWOT analysis, Kisumu's Green City roadmap gained valuable clarity. Emerging issues were tackled head-on during plenary discussions and the outcome is presented below:

Kisumu's Green City Strengths: A Glimpse

Availability of Natural Resources: Blessed with fertile soil, life-giving rivers, and the majestic Lake Victoria, Kisumu possesses the raw materials for a thriving green future. These natural resources offer endless possibilities for eco-friendly ventures and sustainable development.

Political Goodwill: Kisumu's green journey isn't solitary. Its political leaders champion environmental initiatives, creating a supportive climate where green dreams can blossom. The governor has a reputation of whipping his assembly to appreciate policies, strategies and plans that seek to improve the city's environment.

A Capable Workforce: From skilled professionals to dedicated hands, Kisumu has the manpower to transform aspirations into reality. Residents are actively and willingly involved in several initiatives geared at restoring and conserving their city environment like tree planting.

Clean Air Quality: Unlike many cities, Kisumu boasts fresh, clean air. This priceless asset isn't just a luxury; it's a foundation for healthier lives and a thriving environment.

Kisumu City Greening Program: It's not just talk; Kisumu has a dedicated program for citywide greening. This roadmap ensures strategic action and maximizes impact, painting the city greener one step at a time.

Budgeting for Beauty: Kisumu understands the value of investing in its green future. Budgetary allocations dedicated to beautification and green projects demonstrate commitment and pave the way for a flourishing urban forest.

Youthful Guardians: The future is green, and Kisumu's youth are holding the watering can. Through clubs and initiatives, students and young people are actively involved, ensuring environmental responsibility becomes a shared value, not just a slogan.

Challenges Facing Kisumu as a Green City (Weaknesses): Bridging the Gap

Fossil Fuel Foothold: While Kisumu strives for a greener tomorrow, a dependence on fossil fuels casts a long shadow. This reliance on traditional energy sources generates pollution and undermines the city's commitment to a sustainable future.

Inadequate Public Transport: Without a robust public transport system, individual vehicles take center stage, spewing fumes and adding to the city's carbon footprint. An efficient public transport network is crucial to ensure a greener way to get around.

Destruction of Existing Parks: Existing parks, havens for nature and fresh air, are not immune. Their destruction not only erases greenery but also threatens biodiversity and weakens the city's eco-shield.

Uncontrolled Informal Sector: Unregulated informal sector activities can be the Achilles' heel of sustainability efforts. From waste disposal to resource use, lack of control poses environmental risks and challenges Kisumu's green aspirations.

Conflict between Private Developers and Public spaces: When private development clashes with public green spaces, the environment often loses. These conflicts highlight the need for careful planning and a balance between progress and preservation.

Empty Green Coffers: Ambitious environmental preservation projects require substantial resources. Limited financial capacity can clip their wings, forcing tough choices and

restricting the scale of positive impact. Lack of capital can tie Kisumu's hands when it comes to greening projects.

Technology's Untapped Potential: Embracing innovation is key to a green future, but reluctance or failure to adopt sustainable technologies slows the journey. Kisumu needs to unlock the potential of green tech to accelerate its transition to a low-carbon city.

Civic Green Gap: Without the enthusiastic backing of its people, even the most well-intentioned green initiatives can falter. Building awareness and cultivating a shared appreciation for a green environment among civil society is vital for lasting success.

Kisumu's Green City Opportunities: Seeds of Sustainability

Strong Ecological Features at Auji: Kisumu's strong ecological features at Auji are not just gems to admire; they're seeds of opportunity. Leveraging Auji's biodiversity can create vibrant green corridors, attract eco-tourism, and enhance the city's overall environmental tapestry.

Proximity to Farming Areas: Nature isn't just outside the city limits; it's on Kisumu's doorstep. Its proximity to farming areas opens doors for sustainable agricultural practices, local sourcing, and a delicious farm-to-table revolution.

Conservation Crossroads: National parks surrounding Kisumu aren't just sanctuaries; they're gateways to a greener future. By prioritizing conservation and fostering ecotourism, Kisumu can protect natural treasures and reap economic benefits for its people.

Existing Walkways: Existing walkways aren't just paths; they're potential threads linking green spaces. Transforming them into recreational arteries can promote healthy lifestyles and connect residents to nature's embrace.

Alternative Energy Generation: Ditching fossil fuels doesn't mean dimming the lights. Kisumu's sunshine and wind are a gift, promising a future powered by alternative energy sources, cleaner skies, and a greener footprint.

Flat Land for Mechanized Agriculture: Kisumu's flatlands are fertile grounds for mechanized agriculture. Embracing sustainable farming practices here can feed the city, nurture the soil, and set a green farming standard.

Lake for Fishing and Value Addition: Lake Victoria isn't just a source of fish; it's a wellspring of potential. Sustainable fishing practices coupled with value addition initiatives can empower local communities and transform fish into a green economic driver.

Investment of Schools in Greening Initiatives: When schools sow the seeds of environmental awareness, the future blossoms green. Kisumu's schools, actively involved in greening initiatives, are nurturing young stewards for a sustainable tomorrow.

Nurseries Developed by Youth Groups and Forest Department: Through these partnerships, Kisumu can reforest its landscape and empower its future generation in greening projects.

Existing Natural Green Areas: Preserving and enhancing existing natural green areas isn't just about aesthetics; it's about building a healthy city. By protecting these ecological jewels, Kisumu can breathe cleaner air, manage rainwater better, and offer its residents a haven of peace.

Existing Perennial Rivers: Perennial rivers aren't just water sources; they're ribbons of opportunity. Through water conservation efforts and recreational activities, Kisumu can turn these rivers into lifeblood for sustainable development and environmental education.

Tourism Attraction Potential: Kisumu's green initiatives can be more than local pride; they can be a magnet for eco-conscious tourists. By showcasing its sustainability efforts, Kisumu can attract responsible travelers and boost its green economy.

Agricultural Hub, Green Pivot: Being an agricultural hub is a privilege, but it also brings responsibility. Kisumu can leverage its position to pioneer sustainable and green farming practices, setting a shining example for the region.

Irrigation Systems: Efficient irrigation systems aren't just about saving water; they're about nurturing a greener future. By adopting smart irrigation technologies, Kisumu can ensure its agricultural prowess goes hand-in-hand with environmental responsibility.

Transport Infrastructure: Transport infrastructure needn't be a grey scar. Integrating green elements like cycling paths, electric buses, and green spaces into transport projects can transform Kisumu into a city that moves not just people, but also its commitment to sustainability.

Sun's Sting, Green Shield: However, drought needn't always be the enemy. Kisumu's abundant sunshine presents an opportunity. Embracing solar energy can reduce reliance on fossil fuels, mitigating climate change and contributing to a cleaner, greener city.

Threats to Kisumu as a Green City: Thorns on the Path

Vanishing Parks: Unauthorized occupation shrinks these vital green spaces, robbing residents of recreation and jeopardizing biodiversity. These disappearing patches threaten more than just scenery; they erode the very foundation of a healthy green city.

Appetite for Public Land by Private Developers: Private ambitions can clash with public good. When developers set their sights on public land, Kisumu's green spaces face a formidable foe. Losing these lungs of the city to concrete and steel would suffocate progress towards a truly sustainable future.

Pollution's Poisonous Touch: From choking air to tainted water and poisoned soil, pollution casts a long shadow over Kisumu's green aspirations. Each form of pollution poses a unique threat, jeopardizing both environmental health and human well-being.

Sewage Woes: Old, inadequate sewage systems stand as ticking time bombs. Overflowing waste contaminates water sources, spreads disease, and turns green dreams into environmental hazards. Upgrading and expanding this crucial infrastructure is an urgent task.

Low Advocacy on Climate Change. Without strong advocacy and widespread awareness, collective efforts towards sustainability falter. Kisumu needs a chorus of voices to raise the alarm and propel action towards a greener future.

Dry Seasons: Prolonged dry seasons land heavy blows on Kisumu's green aspirations. With rain scarce, water availability dwindles, posing a critical challenge for both residents and agriculture. Farms wither, landscapes parch, and the city's green ambitions face a formidable foe.

C.2.4. The Autonomous City

The concept of Kisumu as an autonomous city encompasses a range of characteristics that empower it to function effectively and independently. In essence, the city possesses the necessary resources, both financial and human, to sustain essential services and implement transformative projects. This financial stability ensures the city's self-sufficiency and reduces dependency on external entities. Crucially, Kisumu city takes charge of its own development trajectory. Through a combination of strategic policies, economic mechanisms, and other tools, it anticipates and organizes its territory to meet the evolving needs of its residents. This proactive approach to development is a hallmark

of autonomy, allowing the city to shape its future in alignment with the aspirations of its community. Central to the autonomy of Kisumu city is its capacity to engage in comprehensive planning. This involves not only short-term initiatives but also investment planning and strategic operations that lay the groundwork for sustained growth. The city becomes a dynamic entity capable of adapting to changing circumstances, fostering innovation, and ensuring the well-being of its inhabitants.

The SWOT Analysis with stakeholders allowed for a comprehensive analysis of Kisumu's position as an Autonomous City. The emerging issues were expounded in plenary discussion.

Strengths

Diverse Economic Activities: Kisumu's diverse economic activities, including fishing, agriculture, and manufacturing, provide a robust foundation for economic resilience. This diversity shields the city from the adverse impacts of economic downturns in specific sectors, promoting stability and sustainability.

Port City Status: As a port city, Kisumu enjoys enhanced connectivity and trade opportunities, positioning itself as a key player in regional commerce. This fosters economic growth, facilitates international trade, and elevates the city's regional importance.

Clear Governance Structure: Kisumu's clear and well-defined governance structure is a key strength. This clarity contributes to effective decision-making and administration, fostering stability and efficient resource allocation.

International Competitiveness: The city's international competitiveness signifies its ability to attract global investments, businesses, and talent. This not only boosts economic growth but also establishes Kisumu as a viable player in the global arena.

Well-Defined Governance Structures (National and County): Clear governance structures at both the national and county levels contribute to stability and efficient resource allocation. This dual-level governance ensures effective coordination and support for Kisumu's developmental initiatives.

City Board: The presence of a dedicated City Board for urban planning and development ensures a strategic direction for the city. This entity plays a pivotal role in steering Kisumu's growth and ensuring that urban development aligns with long-term goals.

Land for Expansion: Availability of land for expansion is a critical asset for Kisumu. This facilitates planned urban development, providing space for infrastructure growth, housing, and industrial expansion.

Vibrant Leadership/Politics: A vibrant political atmosphere and leadership contribute to effective governance. Public engagement, policy implementation, and a dynamic political environment foster an environment conducive to positive change and development.

Abundant Manpower/Youth Talent: Kisumu's youthful and talented population is a valuable resource that contributes to a robust workforce and innovation. This demographic advantage positions the city for growth in emerging sectors and industries.

Strong and Professional City/County Leadership: Strong leadership at the city and county levels is a cornerstone of effective governance. Professionalism ensures that policies are implemented efficiently, contributing to sustained development and progress.

Cosmopolitan City: Kisumu's cosmopolitan nature is a strength that enhances cultural diversity. This diversity not only attracts talent but also fosters a dynamic and inclusive environment that promotes creativity and innovation.

Food Governance Strategy: A dedicated food governance strategy ensures food security and sustainable agricultural practices. This strategic approach to food management safeguards the city against potential food crises.

Multilateral Support: The city's benefit from support from multiple international organizations enhances its capacity for development. This support provides access to resources, expertise, and funding crucial for implementing transformative projects.

Large Population Base: A large population base serves as a market for economic activities, contributing to the city's vibrancy and providing a foundation for sustained economic growth.

Varied Resource Base: Kisumu's diverse resource base ensures resilience against economic shocks. This diversity supports sustainable development, reducing dependence on a single sector.

Weaknesses

Corruption: The presence of corruption poses a significant challenge to Kisumu's development by undermining efficient resource allocation. Addressing corruption is crucial for promoting transparency and fostering a conducive business environment.

Low Economic Growth Rate: A low economic growth rate indicates potential challenges in economic development and prosperity. Strategies for revitalizing economic growth and attracting investments should be prioritized.

Disease Prevalence: Health challenges, if not addressed, can impact productivity and overall well-being. Focused attention on healthcare infrastructure and public health initiatives is essential for mitigating this weakness.

Dependence on National Government: Overreliance on the national government for economic stimulus may limit Kisumu's autonomy. Strategies for diversifying economic support and attracting private investments should be explored.

Heavy Reliance on Agricultural Products from Neighboring Counties: Dependency on neighboring counties for agricultural products poses vulnerabilities in the supply chain. Efforts to enhance local agricultural production and reduce dependency should be considered.

Not Self-Sufficient in Terms of Labor: Insufficient local labor self-sufficiency may limit economic resilience and competitiveness. Investing in skill development and education can address this weakness.

Politics of Confrontation/Patronage: Political confrontations and patronage hinder stable governance and decision-making. Promoting a collaborative political environment is essential for effective governance.

Many Regulations that are Prohibitive: Excessive regulations can stifle business growth and innovation. Streamlining regulations to create a business-friendly environment should be a priority.

Failure to Leverage on Technology: Inability to leverage technology hampers efficiency and competitiveness. Embracing technological advancements and digital transformation is vital for staying relevant in the modern era.

Failure to Respect Professional Advice: Ignoring professional advice may lead to suboptimal decision-making. Fostering a culture of collaboration and respect for expertise is essential for effective governance.

Weak Systems to Facilitate Own Operations: Weak operational systems can impede the delivery of public services and urban management. Strengthening administrative and operational capabilities is necessary for efficient city functioning.

Congestion in Slum Areas: Congestion in slum areas requires targeted urban planning interventions. Implementing plans for slum upgrading and affordable housing can address this challenge.

Poor Traffic Management: Inadequate traffic management impacts the city's overall efficiency and livability. Investing in smart transportation solutions and urban planning can alleviate traffic-related challenges.

Opportunities

Informed Public: Public awareness and education empower citizens to actively participate in development initiatives. This creates a supportive environment for community-driven projects and initiatives.

Transport Infrastructure: Improving transport infrastructure enhances connectivity and stimulates economic activities. Investments in transportation networks contribute to increased trade and efficiency.

Regional Conference and Academic Hub: Becoming a regional hub for conferences and academic activities attracts investments and talent. This opportunity can elevate Kisumu's profile and contribute to economic growth.

Expansion of WatSan Services to Unplanned Settlements: Expanding water and sanitation services improves living conditions in unplanned settlements. This not only addresses a critical need but also enhances the overall quality of life for residents.

Existence of Various Departments with Various Roles and Governance Structures: Coordination among various departments enhances efficiency and governance. Streamlining collaboration between departments contributes to effective city management.

Investors in Agri-Business: Attracting investors in agri-business diversifies the economy and creates employment opportunities. This can transform Kisumu into a hub for agricultural innovation and production.

Underutilized Lake: Utilizing the underutilized lake presents opportunities for economic activities, tourism, and transportation. Strategic development around the lake can unlock its potential for the benefit of the city.

Possibility of Strategic Plans that Transcend Changes in Leadership: Implementing long-term strategic plans ensures continuity and resilience against political changes. This stability is crucial for sustained development despite changes in leadership.

Possibility of Making Appropriate By-Laws to Enhance City Autonomy: Crafting by-laws supports city autonomy and efficient governance. Developing appropriate regulations fosters an environment conducive to growth and innovation.

Reduce Overreliance on National Government: Diversifying sources of economic support reduces dependence on the national government. Attracting private investments and fostering a business-friendly environment are essential steps.

Threats

High Population Growth: Rapid population growth strains resources and infrastructure, posing challenges to sustainable development. Implementing effective urban planning and resource management strategies is crucial.

High Unemployment Levels: High unemployment levels contribute to social and economic challenges. Prioritizing job creation initiatives and skills development is essential.

Migration to Other Cities: Outward migration of residents may result in a loss of talent and economic potential. Creating an environment that retains talent and attracts newcomers is vital.

High Cost of Doing Business: A high cost of doing business may discourage investments and hinder economic growth. Addressing regulatory barriers and improving the business environment is essential for attracting investments.

Porous Borders (Terrorism, Drugs, Smuggled Goods): Inadequate border control poses security and economic risks. Strengthening border security measures is crucial for safeguarding the city.

Corruption/Nepotism: Persistent corruption and nepotism erode trust in governance and hinder development. Implementing anti-corruption measures and promoting transparency are essential.

Political Tensions: Ongoing political tensions can disrupt governance and development initiatives. Fostering political stability through dialogue and inclusive governance is essential for sustained growth.

C.2.4.1. Conclusions

Kisumu as an autonomous city, characterized by its self-governance and advanced technological integration, would be shaped by various parameters that collectively contribute to its functionality and prosperity as an Autonomous City. **It would need to consider the following parameters for its future development.**

Administration

Administration is marked by efficiency, transparency, and adaptability. Advanced technologies such as AI-driven decision-making systems and digital governance platforms streamline administrative processes. **Citizen engagement is facilitated through online platforms, enabling residents to actively participate in decision-making processes.** The City is using the National eCitizen to access administrative services. A number of services in the city such as parking, rates and levies payment are made through mobile apps such as M-Pesa.

Land

Land management in an autonomous city focuses on sustainable development and optimal land use. Smart city planning tools, coupled with data analytics, help in efficient urban planning, ensuring a balance between residential, commercial, and green spaces. The city prioritizes green infrastructure, parks, and environmentally sustainable land-use practices. The City has established an online platform for development control which is used for submission of building plans and would be easy to integrate with the LPLUDP.

Markets

Autonomous cities boast dynamic and technologically advanced markets. E-commerce and digital platforms thrive, offering residents convenient access to a wide range of goods and services. There are a growing number of entrepreneurs in Kisumu who are leveraging on smart markets to create a vibrant business environment in the city.

Local Economy

The local economy of an autonomous city is characterized by innovation and diversification. Technology-driven industries, startups, and research hubs flourish.

Economic policies prioritize sustainability, and the city invests in education and skill development to ensure a highly skilled workforce capable of contributing to knowledge-based industries. Kisumu is on this trajectory as the County sets up an Investment Park in the suburbs. The City is also expanding the training at the Rotary Centre to provide training and skills development for the youth.

The over reliance on grants from the National Government is constraining the City from growing to be an autonomous city. It is imperative for the City to enhance its Own-Source Revenue to increase its autonomy.

Infrastructure

Infrastructure in an autonomous city is cutting-edge and built for sustainability. Smart transportation systems, including autonomous vehicles and efficient public transit, reduce traffic congestion and promote eco-friendly commuting. Advanced energy grids, incorporating renewable sources, ensure a resilient and environmentally conscious energy infrastructure. This is a vision that is captured in the LPLUDP and the Kisumu Lakefront Development Company strategy.

Services

Public services in an autonomous city are streamlined and personalized. AI-driven service delivery enhances efficiency in areas such as healthcare, education, and public safety. Smart city services, including waste management and utilities, are optimized through data analytics, ensuring resource efficiency and minimizing environmental impact. GIS mapping has been used by KIWASCO to show the water and sewer reticulation and with improvement in automation allows for tracking use and providing services. KPLC has also mapped all its electric meters, installed customer support apps and is able to respond to customer needs quite effectively. The use of mobile money platforms also enhances the efficiency of service provision with minimal need for customers having to go to City Hall for services.

C.2.5. The Competitive City

Strengths:

Main Inland Fishing Economy: The city's reliance on inland fishing contributes significantly to its economic strength, providing employment and supporting local businesses.

Human Capital: A well-educated and skilled workforce enhances the city's competitive edge, fostering innovation and productivity.

Good Transport Infrastructure: Efficient transportation, including lake, air, and road networks, facilitates the movement of goods and people, promoting economic activities.

Strong Agricultural Hinterland: The presence of a strong agricultural hinterland ensures a stable supply of food and raw materials for various industries.

Proximity to Learning Institutions: Close proximity to learning institutions provides access to a knowledgeable and skilled labor pool.

Town is Well Known: The city's recognition contributes to its competitiveness, attracting investments and business opportunities.

Lake Port: The lake port serves as a critical hub for trade and transportation, connecting the city to regional and international markets.

Large Population: A sizable population provides a local market and workforce for businesses and industries.

Natural East African Community "Headquarters": Being a natural headquarters for the East African Community enhances the city's regional importance.

Inter-County Trade/Markets: Participation in inter-county trade fosters economic growth and strengthens regional economic ties.

Unique Lakefront Resource: The Lakefront's unique features support various economic activities, including tourism and recreation.

Lake Victoria Blue Economy Potential: The untapped potential of Lake Victoria's blue economy provides opportunities for sustainable development.

Natural Resources (Flora/Fauna): Abundant natural resources contribute to economic activities and potential for biodiversity conservation.

Clean and Attractive City: A clean and attractive city enhances its appeal to residents, visitors, and investors.

Stable and Vibrant Leadership: Stable and vibrant leadership provides a conducive environment for economic growth and development.

Well-Structured SMEs: Well-structured small and medium-sized enterprises (SMEs) with knowledgeable people contribute to economic diversity and resilience.

Weaknesses:

Budget Constraints: Limited financial resources may hinder the implementation of planned projects and initiatives.

Underutilized Airport: The underutilization of the airport limits its potential as a gateway for business and tourism.

Disease Prevalence: Disease prevalence can affect workforce productivity and disrupt economic activities.

Weak Revenue Collection: Inadequate revenue collection may limit the city's capacity to fund essential services and projects.

Minimal Access to Markets: Limited access to markets for goods may impede the growth of local industries.

Underutilization of Inputs: Failure to fully utilize inputs for production can result in inefficiencies and reduced output.

Weak Infrastructure Services for SMEs: Insufficient infrastructure services may hinder the growth of SMEs.

Importation of Food Items: Dependence on imported food items may impact the local agricultural sector.

Disproportionate Development: Unequal development across the city may create disparities in economic opportunities.

Underdeveloped Lakefront Infrastructure: The underdeveloped Lakefront infrastructure may limit its competitive advantage for economic activities.

Inadequate Leverage of Technology: Limited adoption of technology may hinder efficiency and innovation in various sectors.

Poor Intergovernmental Coordination/Cooperation: Weak coordination between different levels of government may lead to disjointed development efforts.

Over-Reliance on Formal Employment: An over-reliance on formal employment may limit entrepreneurial activities and economic diversity.

Inadequate Industries: A lack of diverse industries may limit economic resilience and job opportunities.

Growth of Informal Settlements: The growth of informal settlements poses challenges for urban planning and service provision.

Depletion of Fish in the Lake: Overfishing and environmental degradation may lead to the depletion of fish resources in the lake.

Opportunities:

Lakefront International Linkage: The Lakefront provides an opportunity for international linkages and partnerships.

Unique Tourist Destination: The city's uniqueness as a tourist destination can attract visitors and boost the tourism industry.

Convergence of Cultures: The convergence of cultures from Western Kenya enhances the city's cultural appeal, supporting tourism and creative industries.

Blue Economy Development: The untapped potential of the blue economy presents opportunities for sustainable development.

Lakefront Masterplan: Implementing a well-designed Lakefront masterplan can enhance its economic potential.

Strong Education Institutions: The presence of strong educational institutions contributes to a skilled workforce and research capabilities.

Physical and Cultural Advantages: Leveraging physical and cultural advantages, such as the lakefront, airport, cultural events, and sports, can attract investments and tourism.

Regional Trade (Eastern Africa): Participation in regional trade within Eastern Africa opens up market opportunities.

Airport for International Trade: An underutilized airport can be optimized to facilitate international trade and tourism.

Good Plans for Project Funding: Well-developed plans facilitate access to project funding and investments.

Marketing Kisumu Globally: Promoting Kisumu as a premier destination within East Africa and globally can attract investors and businesses.

Agribusiness Activities: Opportunities for agribusiness activities can diversify the economy and create employment.

Location on Northern Transport Corridor: Strategic location on the Northern Transport Corridor enhances connectivity and trade.

Devolved State Corporations/Agencies: Collaboration with devolved state corporations and agencies provides opportunities for joint projects and initiatives.

Threats:

Political Instability and Governance: Political instability and governance issues can deter investments and economic growth.

Ethnic Profiling: Ethnic profiling may lead to social tensions and negatively impact community cohesion and economic activities.

Rapid Population Growth: Uncontrolled population growth may strain resources and infrastructure, leading to economic challenges.

Unemployed Youth: High levels of youth unemployment pose social and economic threats, including potential unrest.

Poor Revenue Collection/Inflation: Weak revenue collection and inflation can impact the city's financial stability and economic activities.

Corruption: Corruption poses a threat to efficient resource allocation and fair economic practices.

Investor Flight: A negative business environment may lead to investor flight, impacting economic sustainability.

Fish Farming in Neighboring Counties: Increased fish farming in neighboring counties may affect the city's fishing economy.

Competition from Other Lake Ports: Other lake ports may pose competition, affecting the city's trade and transport activities.

Inconsistent Power Supply: Inconsistent power supply from the national grid can disrupt industrial activities and economic operations.

Creditworthiness to Access Loans: A lack of creditworthiness may limit access to loans for economic development projects.

C.2.5.1. Conclusions

This chapter proposes a **prospective vision of Kisumu**, drawing the picture of a competitive city leveraging its unique position as a lakeside city to cultivate an economy that is dynamic, inclusive, and competitive on a regional and global scale.

Dynamic urban economy

Kisumu's economy thrives on its diversification and innovation, driven by a stable economic growth trajectory. Emerging businesses and industries are sprouting, supported by a robust framework that nurtures small and middle-sized enterprises (SMEs), the heartbeat of the city's economic development.

SMEs and business climate

The city has become a haven for entrepreneurs, where favorable conditions for business creation and growth prevail. A streamlined regulatory environment, access to finance, and a culture of innovation enable SMEs to flourish, contributing significantly to employment and the local economy.

Infrastructure and connectivity

Strategic investments in infrastructure, such as the modernization of the port, and an improvement of its connectivity with the railway network, have transformed the city into a logistics hub. These enhancements have optimized trade routes and opened up new markets, propelling Kisumu into a competitive position in East Africa.

Technology and innovation

With the establishment of tech hubs and incubation centers particularly in aquaculture and urban farming, **Kisumu is fostering a generation of tech entrepreneurs and startups.** These hubs serve as catalysts for technological advancements, driving efficiency and competitiveness across various economic sectors.

Cultural and creative industries

The city's rich cultural heritage and burgeoning arts scene are leveraged to develop creative industries, enhancing Kisumu's tourism appeal. Cultural festivals, art exhibitions,

and music events draw visitors from across the globe, contributing to a vibrant urban economy.

Agriculture and agribusiness

Capitalizing on its fertile lands, Kisumu has embraced agribusiness, transforming traditional agriculture into a modern, ecologically-driven sector. This shift has not only increased productivity but also attracted investments into food processing and value addition. It becomes a model for the development of a new agricultural paradigm.

Environmental stewardship

In harmony with nature, Kisumu has integrated environmental sustainability into its growth model. Initiatives like lakefront conservation, green energy adoption, and eco-tourism underscore the city's commitment to a green economy.

Governance and civic engagement

The competitive edge of Kisumu is further sharpened by participatory governance. Civic engagement in urban planning and policy formulation ensures that development aligns with the aspirations of its residents, fostering a sense of ownership and responsibility towards the city's progress.

Challenges to competitive growth

Despite these advancements, Kisumu acknowledges the challenges that lie ahead, including the need for continuous infrastructural development, enhancement of human capital, and addressing environmental sustainability. The city is poised to tackle these through strategic planning, investment in education and skills development, and the adoption of sustainable practices.

Conclusion

As Kisumu strides into the future, it stands as a model for competitive urban development, balancing economic growth with social inclusivity and environmental sustainability. Its transformation into a competitive city is not merely an aspiration but a reality unfolding, setting a benchmark for urban centers across Africa and beyond.

C.3. SWOT Matrix

In line with the TOR of this project, the consultant based the city profiling exercise on a SWOT matrix. This matrix contains four categories: Strengths, Weaknesses, Opportunities, and Threats. Each category groups factors that can foster or hamper the city's development. These factors can be present and internal (Strengths and Weaknesses) and future and internal/external (Opportunities, Threats).

The matrix provided a methodological ground for the two City Profiling Workshops, where it was used to analyze factors affecting the city's dynamic towards each of the five City Profiles. Using the proceedings of the two workshops of the City Profiling mission as well as the analysis conducted by the team of experts, the team has identified the following factors responsible for the city's development or being a constraint to it.

Tab. 5 - JOINT MATRIX OF THE INSTITUTIONAL WORKSHOP 14.12

Strengths	Weaknesses
Economic factors	**Economic factors**
Skilled population	Poverty and unemployment

Transport and commercial hub Existence of SMEs Lake as a strategic resource **Social factors** Cultural diversity Citizen participation, informed public Local educational institutions **Politics and Governance** Clear governance structure Inclusive budgeting **Environment and Climate Change** Experience in mitigation and adaptation to floods Favorable climate Available policies and strategies City greening initiatives	Poor infrastructure and services Reliance on fossil fuels Lack of financial resources Weak support to SMEs **Social factors** Urban sprawl **Politics and Governance** Political instability Lack of enforcement of regulations Weak urban institutions Fiscal dependency on County/National budget **Environment and Climate Change** Pollution (water, soil, air)
Economic factors Attracting financing from funds (e.g., GCF) Seeking revenue sources for the city Developing and marketing tourism Creating a transport hub **Social factors** Public sensitization to nature preservation **Politics and Governance** Enforcing plans and regulations Institutional collaboration **Environment and Climate Change** Investing in green energy Preservation of nature (Auji Creek)	**Economic factors** Decline of fishing volumes **Social factors** Emigration of professionals – "brain drain" Increasing crime rates, intra-border crime **Politics and Governance** Conflict between private and public developers Land grabbing and uncontrolled development Loss of grants and development partners **Environment and Climate Change** Spread of diseases Environmental degradation (soils...) Encroachment on wetlands
Opportunities	**Threats**

Tab. 6 - JOINT MATRIX OF THE CIVIL SOCIETY WORKSHOP 15.12

Strengths	Weaknesses
Economic factors Strategic location in East Africa (transport hub) Dynamic fishing activity **Social factors** Cosmopolitan nature, cultural diversity Citizen cooperation, public participation Local educational institutions Skilled manpower **Politics and Governance** Sound political structure **Environment and Climate Change** Natural resources (lake, land…) City greening policies and efforts	**Economic factors** Closing of large factories (KICOMI, Kenya Breweries…) Mismanagement of budget **Social factors** Poor infrastructure and service provision outside CBD Marginalization of the population Poor maintenance of urban parks Urban sprawl Corruption Social discrimination **Politics and Governance** Low tax collection and poor use of tax money Weak public participation **Environment and Climate Change** No environmental preservation program
Economic factors Development of urban agriculture Development of blue economy Improving business climate **Social factors** N/A **Politics and Governance** Attracting donor funding Capacity building for municipal staff **Environment and Climate Change** Development of lake transport	**Economic factors** N/A **Social factors** Social unrest Spread of diseases Food shortage Deepening unemployment and marginalization **Politics and Governance** Political unrest **Environment and Climate Change** Soil degradation, deforestation Lake Victoria backflow Effects of climate change
Opportunities	**Threats**

C.3.1. Strengths

Among the elements cited during the workshop, there were several ones cited both by institutional representatives and civil society. These were:

- Cosmopolitan nature of the city and cultural diversity;
- Citizen cooperation and public participation;
- Policies, plans and strategies, including those to promote greening;
- Local educational institutions; and
- Natural resources (e.g., the Lake).

While the participants named a significant number of strengths inherent to Kisumu, some of them, such as the urban plans or city greening policies, require implementation or enforcement efforts. Moreover, there was a split of opinion on public participation, which was evaluated as significant by some and weak by the others.

C.3.2. Weaknesses

Several weaknesses hamper the development of Kisumu. According to the two workshops' participants, these are:

- Poor infrastructure and services provision outside CBD;
- Urban sprawl; and
- Low budget volume and mismanagement of municipal resources.

The apparent social segregation and marginalization, coupled with a lack of economic activity, threatens the city with a perspective of social unrest. The lack of economic dynamism stems from a historical underfinancing of the city, which is worsened by low tax collection.

C.3.3. Opportunities

However, there are some opportunities for the city of Kisumu that could trigger its managed growth and development. These are, for example,

- Development of blue economy and transport; and
- Attracting donor funding.

To unlock the opportunity of developing blue economy, the City of Kisumu should reconsider the use and function of the Lakefront, which is now largely owned by the Port and Railway corporations. In line with the threats named by the workshop participants, conflicts between private and public developers could arise in strategic locations such as the lakefront. These disputes could be resolved through setting a development company with both public and private actors on its board. This company could benefit from an exclusive control over the territory and define its development plan.

Interestingly, the participants of both workshops saw an opportunity in capacity building and sensitization of municipal staff and population. This measure, while bearing a relatively lower cost, could play an important role to positively change the urban development pattern in Kisumu.

Another opportunity could be investing in green energy. Kenya has greatly advanced in introducing renewable sources into its energy mix, and Kisumu could be one of the hubs of the green energy production.

C.3.4. Threats

Finally, the most pertinent threats for the city in the view of the workshops' participants were as follows:

- Spread of diseases;
- Soil degradation and deforestation; and
- Deepening unemployment and marginalization.

While many of cited threats were related to climate change effects and environmental degradation, another interesting trend is the emigration of skilled professionals from Kisumu. Despite having solid local educational institutions, Kisumu might fail to keep its young professionals on its land because of the lack of employment perspectives and weak support for emerging businesses. At the same time, providing the young and skilled professionals incentives to stay could be one of the ways to kickstart local economy and reverse its current downward trend.

C.4. Conclusions

The factors presented in the matrices, along with the conclusions made by the team's experts, help identify the next steps of the project. The main takeaway of the analysis is that the economic development of Kisumu should receive greater attention, with the workshops' participants having expressed worries over growing unemployment, a lack of economic opportunities, and weak support for local businesses. **The project should thus focus on identifying unique features of Kisumu that could attract investors from other parts of Kenya and seeking possibilities to keep educated youth employed**.

To allow the city to take advantage of the economic opportunities and better manage its revenues, it is crucial to reinforce capacities of local municipal staff to handle their tasks and increase efficiency of public institutions. Some of the topics of these capacity building activities could include budget management, policy enforcement (including that of the zoning regulations), and land management. Capturing the value of strategic land plots, such as the Kisumu Lakefront and Dunga, could greatly increase municipal revenues and allow the municipality to control development on these plots. Finally, raising awareness of the existing donor financing opportunities among municipal authorities could help the City secure necessary funding for its planned or ongoing projects.

Fostering economic activity is vital and urgent for Kisumu. Increased budget revenues and residents' income would help solve the city's pertaining issues, such as marginalization of population, declining life quality, and a gap between the urban core and periphery in terms of quality and accessibility of services and infrastructure.

As seen from the workshops' proceedings, the Lake Victoria could be viewed as a strength and source of opportunities, providing Kisumu with water, source of food and employment, and a transport route. However, it can become a threat to the city if its backflow continues and fishing volumes decrease. Since these threats are related to natural processes and can hardly be reversed, they should be accounted for in the future strategy for Kisumu's development.

Another important takeaway is the need to take care of its unique natural assets, such as the lake, the wetlands, and urban green spaces. This could include preserving agricultural lands by containing urban sprawl, which could also protect the Kisumu from food insecurity and provide another source of economic activity.

Annex 7 – Mission Schedule

The meetings conducted as part of the second mission are illustrated in the table below.

Tab. 7 - MISSION SCHEDULE

Time	Meeting	Institution/ Department	Venue
Monday 04.03			
All day	Arrival/workshop preparation	N/A	N/A
Tuesday 05.03			
Morning	Arrival/workshop preparation	▪ Consultants	N/A
2:00 pm	City Manager courtesy call	▪ City Manager ▪ AfDB ▪ Consultants	City manager's office
Wednesday 06.03			
9:00am	Project Prioritization workshop	▪ Government agencies ▪ Consultants	Jumuia Hotel Kisumu
2:00 pm	Internal Project Discussion	▪ Consultants	Jumuia Hotel Kisumu
	Site visit	• AfDB	Growth Nodes
Thursday 07.03			
9:00 am	Project Feasibility Workshop	▪ City and County representatives ▪ Consultants	Jumuia Hotel Kisumu
2:00 pm	Site visit	▪ Consultants	Shipyard, Port, Dunga, Hippo point
Friday 08.03			
9:00 am	KLDC technical team	▪ Consultants ▪ KLDC	Clarice house

The mission schedule included both workshops and site visits to allow the AfDB and consultant teams to get an exhaustive outlook of the proposed project locations and liaise with relevant stakeholders.