

HOSTED BY COUNCIL
OF GOVERNORS

SymbioCity Kenya



Strong local governance, more sustainable cities

VISIT OF COUNCIL OF GOVERNORS TO SWEDEN, MARCH 2015

A group of people, including men and women of various ages and ethnicities, are standing on a waterfront promenade. They are dressed in winter clothing, such as coats, scarves, and hats. In the background, there is a large, multi-story building with a green roof and a prominent church spire with a green roof. The water is calm, and there are some boats in the distance. The overall atmosphere is quiet and contemplative.

Editorial note

Texts

Alfred Omenya and
Suzanne Krook

Photos

SKL International and Camilla Svensk

Design

Infestation www.infestation.co.za

Publisher

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The Swedish Association of Local Authorities and Regions (SALAR) and the Kenyan Council of Governors (COG) are starting up a project on sustainable urban development in Kenya. The Kenya SymbioCity Programme, as it is called, will build the capacity of urban development stakeholders (including COG) to guide Kenyan urban development in a more sustainable direction.

The programme uses a methodology called the SymbioCity Approach, which is a participatory approach to sustainable urban development (see www.symbiocity.se). The SymbioCity Approach was developed in Sweden and is now spread around the world by SKL International, a subsidiary of SALAR.

Governors, Deputy Governors or County Executives from the following counties: Bomet, Lamu, Kitui, a Kajiado, Mandera, Nandi, Narok, Trans Nzoia, and Wajir. The purpose of this publication is to document the main activities and insights from the visit and share them with a wider audience.

The Kenya SymbioCity Programme will run from April 2015 to December 2018. The programme will be implemented as a joint partnership between COG and SALAR with SKL International implementing the project on SALAR's behalf.

In advance of the project, SALAR and SKL International hosted a visit from the Council of Governors to Sweden. The purpose of the visit was primarily on building relationships between the organisations and setting a strong foundation for the programme partnership. To this end the visit aimed to:

- Facilitate dialogue and exchange between COG and SALAR
- Compare the Swedish and Kenyan systems of local governance, and reflect the role of organisations such as COG and SALAR
- Show 'good practice' of sustainable urban development in Sweden and discuss the SymbioCity Approach to sustainable urban development

The visit took place in Stockholm, Sweden, between 23 and 28 March 2015. The delegation comprised



→ *Governor Roba from Mandera at a visit to Hammarby Sjöstad, an example of innovative and integrated urban planning in Stockholm.*

COUNCIL OF GOVERNORS:

Driving Kenya's devolution

Kenya began a process of decentralisation and devolution with the adoption of its new constitution in 2010.

Under the constitution 47 counties were established as the main sub-national level of government in Kenya. The constitution also foresaw the transfer of 14 functions from the state to county level. In 2013 general elections were held to elect County Governors and their Deputies for the newly-created counties. The Kenyan Council of Governors (COG) was also established as a mechanism for consultation amongst county governments. It is a non-partisan organisation that comprises the Governors of Kenya's 47 counties. As well as being a mechanism for consultation, COG also facilitates sharing of information on performance of the counties in execution of their functions. COG works through committees that focus on a range of issues including urban development, energy, transport, foreign affairs, security and education.

→ For more information see www.cog.go.ke.

DAY 1:

Models of government and cities

It wasn't only models of government that were discussed on the opening day of the visit. The delegation also got to see real-life models of city areas. These models showed how different urban systems could be integrated in a smart and sustainable way.

SALAR:

A leader in democracy and decentralised government

The Swedish Association of Local Governments and Regions (SALAR) is one of the foremost associations of local government in the world.

It is anchored in Sweden's highly decentralised system of governance. Sweden's system of local self-government is a model for other countries around the world that are decentralising their systems of governance and service delivery. With Swedish values on democracy and human rights at its core, the association promotes a range of initiatives that are focused on citizen participation, non-discrimination and human rights, including gender equality. SALAR delivers projects in local governance, decentralisation and democracy through its subsidiary SKL International.

→ For more information see www.sklinternational.se.



The opening morning focused on formal introductions and an overview of both the Swedish Association of Local Authorities and Regions (SALAR) and the Kenyan Council of Governors (COG).

Swedish model of local government

There are two levels of democracy in Sweden: national government at central level and county councils/regions and municipalities and the local level. Citizens elect their representatives at both levels.

There is no hierarchical relation between them, since all have their own responsibility for different activities.

In Sweden, most public services are provided by local authorities. To pay for this, local authorities levy personal income tax, charge fees for services, and receive funds from national government.

Sweden is known for its system of welfare. Everyone contributes to the welfare system based on their individual level of income. However, everybody is equally entitled to services. Local authorities pay for services such as health and education, meaning that they are free for citizens. Not all local authorities have the same economic and social conditions, so Sweden has a far-reaching system to equalise local government finances.



FAST FACTS:

Local Government in Sweden

- There are 290 municipalities and 20 county councils/regions in Sweden
- 75% of public services are delivered by local government
- To finance their activities, local authorities levy an income tax of between 30% to 35%. Of this around 20% goes to municipalities and 10% to county councils / regions
- 80% of local governments' income comes from their own taxation
- 30% of the Swedish workforce is employed in local government and local service delivery (schools, health and aged care, etc)
- 80% of the local government workforce is women

Kenyan model of local government

The Kenyan Constitution, adopted in 2010, kick-started a process of decentralisation in Kenya and made counties the new centres of growth. In total 14 functions are to be devolved to the county level over a three year transition period. While the national government sets national norms and standards, counties make laws, through the county assemblies, for the devolved functions. The counties' budgetary process mirrors the national ones.

The county executive, headed by the governor, delivers services through ten departments, which handles the devolved functions. All key taxes are collected centrally, then allocated to counties through a constitutional formula. The only direct revenue for counties is through trade licences.

Smart and sustainable urban development

In the afternoon, the Kenyan delegation

- ABOVE: Gabriel Werner from the International Section at SALAR, explains the ins and outs of Swedish local self-governance.
- LEFT: Political representatives and staff from Swedish municipalities working in partnership with Kenyan counties participated in a welcoming dinner on the first evening.

visited a district of Stockholm called Hammarby Sjöstad. Hammarby Sjöstad is an example of innovative and integrated urban planning. The district showcases mixed urban development, open spaces, water efficiency and recycling technologies. There is a modern solid waste collection system that collects and recycles paper, plastic, glass, metal and even food scraps.

Through a miniature, interactive model of the district, the delegation could see how these different systems are integrated. For example, household waste is turned into bio-energy which is then used to run Stockholm's buses as well as to heat people's homes. This innovation was the result of joint planning and consultation between different sectors and stakeholders. It is this sort of participation and innovation that characterises the SymbioCity Approach, which will be introduced to Kenya through the Kenya SymbioCity Programme.

Members of the delegation were particularly interested in small-scale adaptable waste management technologies that can be applied to Kenyan counties.

Local authorities solving challenges together

Over dinner, the delegation met representatives of Swedish municipalities and regions that are collaborating with Kenyan cities and counties. These partnerships are tackling a range of environmental and social challenges. For example, over the past seven years the small Swedish municipality of Robertsfors has collaborated with Machakos county to develop action plans and capacity centres for sustainable development and engage youth in democratic issues. Other Kenyan towns and counties that have been involved in such partnerships include Homa Bay, Kimilili, Kisumu and Voi.

The partnerships are financed by the Swedish Government through the International Centre for Local Democracy (ICLD, see www.icld.se). ICLD is also a subsidiary to SALAR.

DAY 2

Democracy in action

The delegation took part in SALAR's Election Congress, where 451 delegates elected a new Chair and Board for the coming four-year term. The Swedish Prime Minister and other speakers highlighted some of the challenges faced by local authorities in Sweden, such as housing, immigration and welfare financing. The discussion and debate provided the delegation with insights into different forms of political leadership and democracy.

On Tuesday 24 March, the Swedish Association of Local Authorities and Regions (SALAR) held its Election Congress. This event is held once every four years following local elections in Sweden. Its purpose is to elect a new Chair and Board for SALAR. 451 delegates convened for the event, representing the local and county councils of Sweden. The elected a new Chair, Ms Lena Micko, who will preside over SALAR until 2019.

The event featured a number of speakers and debates. This included such diverse topics as leadership, immigration, housing and health. Most notably, the Prime Minister of Sweden, Mr Stefan Lofven, shared his views of Sweden's challenges and the important role of local authorities, in addressing these.

Afterwards the delegation discussed the presentations with a former local politician and now expert, Mr Magnus Liljeström. The group discussed the role of political leaders and how this differs in Kenya and Sweden. A key insight from this session was how local authority elections are conducted in Sweden.

"Mr Stefan Lofven, shared his views of Sweden's challenges and the important role of local authorities, in addressing these."



DAY 3:

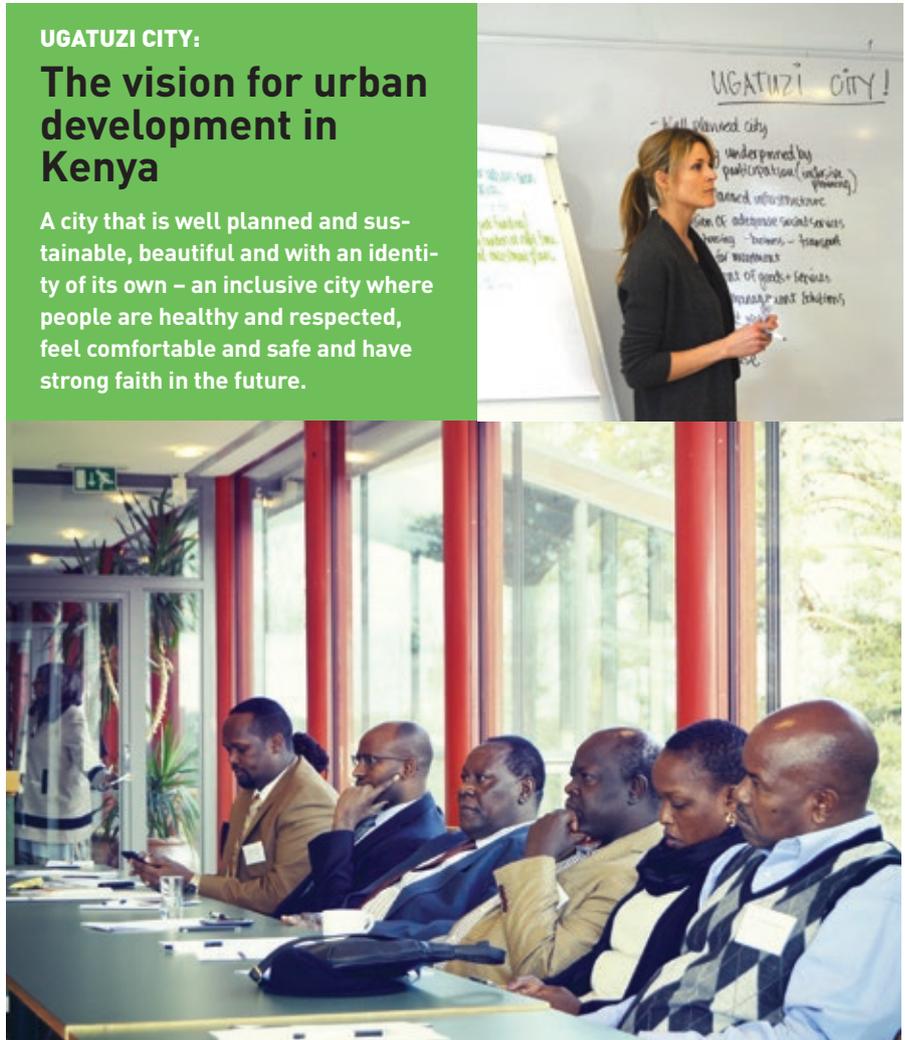
A vision of urban development in Kenya

Wednesday focused on developing a vision for urban development in Kenya. Lack of integrated planning was identified as the biggest obstacle in Kenya's urban spaces, causing problems such as waste, traffic, pollution and sanitation. The delegation created "Ugatuzi City"; a fictional place in Kenya that embodied the vision of a perfect city.

Sustainable urban development depends on committed, inspiring and capable leadership. Political leaders and decision makers play a key critical role in terms of setting the strategic framework and bringing together different interests behind a shared vision.

- SKL International has produced a guide on urban development specifically aimed at politicians, leaders and decision makers. *Get Started, Move Forward!* provides practical advice and inspiring examples to help support leaders in urban development. It focuses on six themes including how to: develop and realise a shared vision, mobilise stakeholders, bridge boundaries, raise awareness and communicate, work in an integrated way, and ensure shared financing.
- It can be downloaded at <http://symbiocity.se/en/Downloads/>

Former politician, business leader and former head of the Swedish Delegation for Sustainable Cities, Mr Peter Örn highlighted the importance of leadership in urban development. He gave the example of Gothenburg, a Swedish city that transformed itself into a green and liveable city. This included through initiatives such as



transport system that incorporates pedestrians, bikes, tram and ferry; green technologies; resource efficiency and recycling. In addition, the collaboration of different government, business and civil society actors have put the municipality on the path of

sustainable development.

The delegation then turned to the urban challenges in Kenya and how an approach such as SymbioCity could make a difference.

Top ten urban challenges identified during the workshop

CHALLENGE	WHAT IT LEADS TO
PLANNING	Lack of integrated planning; cities developed in an uncoordinated way. Cities are unable to cope with growth. Stifles long-term urban development.
WASTE	Health problems especially from sanitary (liquid) waste. Urban areas are not inviting – people do not want to live or work there, business does not want to invest. Often leads to crime.
TRAFFIC AND TRANSPORTATION	Lots of time wasted in traffic jams, affects economy as well as quality of life. Creates pollution.
LACK OF CONSOLIDATION OF URBAN AREAS	Difficult to provide services to citizens when spread out / hard to reach. Litter and waste becomes a problem. Creates safety issues, increases crime rates.
LACK OF SOCIAL SERVICES	Health issues worsen. Social disadvantage often leads to crime. Less economic investment. Reduces quality of life.
IMPLEMENTATION OF THE LAW	Hard to supervise and enforce developmental controls. Often made worse by lack of integrated planning processes. Other urban issues worsened as a result. Property prices go down.
PUBLIC AWARENESS	“Don’t care” attitude when it comes to urban development. Lack of interest and/or awareness leads to ignorance, lawlessness, and resistance to change.
POLITICAL INTERFERENCE	Stifles urban development and results in poor or delayed delivery of results.
DIFFICULTIES MOBILISING RESOURCES	Hard to deliver services to citizens.
BUSINESS’ RESPONSIBILITY FOR SOCIAL ISSUES	Business often hinders changes. Can create financial complications. Can lead to political interference.



→ Mats Jarnhammar, SymbioCity Advisor at SKL International.

→ Anna Backmann, Technical Team Leader for SymbioCity Kenya at SKL International.

The SymbioCity Approach turns urban challenges into solutions by finding synergies between different urban systems. For example, a system for *waste collection* can be designed to provide fuel for an *energy* system, which in turn can be used to power a *public transport* system. Such a technical solution can lead to a number of social and economic benefits, such as increased employment, reduced costs, less congestion and pollution, and a city that is more pleasant to live in.



Improving people's quality of life is the ultimate goal of the SymbioCity Approach.

The delegation applied SymbioCity thinking to the design of a fictional Kenyan city called Ugatuzi City (*Decentralisation City* in English). As the ideal urban area, Ugatuzi City is well planned and well managed. It provides low-cost housing, effective solid and liquid waste management, clean water and efficient public transport. It has schools, education, jobs and attracts investment. It offers

attractive places for local residents including open, green public spaces. It recognises and protects people's way of life, cultures and beliefs. The delegation summarised this in a concise vision statement that will be used to guide the Kenya SymbioCity Programme.

“The SymbioCity Approach turns urban challenges into solutions by finding synergies between different urban systems”

→ Mr Peter Örn, sharing experiences from his life in politics and his career as Head of the Swedish Delegation for Sustainable Cities.



DAY 4:

Raising the voice of local governments

Local government associations can play an important role in a country's decentralisation and devolution. For more than 100 years, SALAR has been representing the interests of Swedish municipalities and counties. The Kenyan Council of Governors has a similar role in consolidating the interests of county governments. Thursday focused on an exchange between COG and SALAR and highlighted international experiences of decentralisation and local governance.

April 2015 marks the second anniversary since devolved government was introduced to Kenya and the Council of Governors was constituted. The process of decentralisation to date has been marked with numerous achievements, as well as challenges.

The collaboration between COG and SALAR provides an opportunity to share international experiences of decentralisation. This is an area where SALAR has extensive experience not only from Sweden, but from working with other countries. Through its subsidiary SKL International, SALAR has helped countries in Africa, Eastern Europe, Asia and the Middle East to navigate the challenges of decentralisation.

On Thursday the delegation participated in a session led by Mr Lars-Eric Ericsson, former Chairman of SALAR and two experts from SKL International, Mr Magnus Liljeström and Mr Håkan Gustafsson. There was a lively and engaging discussion about the challenges faced in each country and the different approaches taken in response. In Sweden, for example, the relationship between the national government and SALAR is both informal and based on trust; and steeped in history and traditions. In Kenya, the relationship between central and local governments is still relatively new and focuses more on formal, legal issues than informal

dialogue. There are however many similarities between the two countries and with other countries that SALAR has worked such as Botswana, South Africa and Ukraine.

"The collaboration between COG and SALAR provides an opportunity to share international experiences of decentralisation"

Organisations such as COG and SALAR have an important role to play in terms of raising the voice of local government. As a new organisation operating in a dynamic environment, COG faces many challenges. These include a number of "grey areas" in terms of devolution of functions; need for legal and technical support primarily to the Secretariat; general capacitation; and exposure to new ideas and best practice. The Governors identified key areas they would like to collaborate on with SALAR, including support for urban development; R&D and technology transfer, especially in waste management; support to the Secretariat; and promotion of the municipal partnership programme run through the International Centre for Local Democracy.

The main functions of COG in the Kenyan system are to:

- Promote visionary leadership
- Share best practices
- Offer a collective voice on policy issues
- Promote inter-county consultations
- Encourage and initiate information sharing on the performance of County Governments with regard to the execution of their functions
- Collective consultation on matters of interest to County Governments.

The role of SALAR in the Swedish system includes:

- Advocacy and lobbying;
- Representing the interests of municipalities as employers;
- Providing services to members, including research, information, networking and legal advice;
- Compiling and disseminating statistics as well as performance / benchmarking information about municipalities;
- Helping build the capacities of municipalities.

DAY 5:

Urban planning in practice

Good planning is the key to sustainable urban development. So what does planning look like in Sweden? On Friday the delegation visited Tyresö, a Swedish municipality that is developing its master plan for the coming 20 years. Tyresö has used a range of innovative approaches to engage residents and get their views on the planning process. Afterwards the delegation took a very different view of urban development, looking this time through a cultural and artistic lens.

Tyresö is a municipality of around 45 000 people located in the south of Stockholm. The municipality is in the process of developing a master plan that, once finalised, will guide the municipality's development until 2035.

Town planner Ms Carolina Fintling Rue presented an overview of the planning process. She discussed the process for the municipal layout plan, the vision of the plan, the comprehensive plan, the building process and building permits. The delegates contrasted this with the planning process in Kenya, from the National Vision 2030; the Medium Term Plan; the Integrated County Development Plan; the Integrated Urban Development Plan; Strategic Plan and Land use plans.

As the final part of the visit, the delegation visited Färgfabriken (www.fargfabriken.se/en), a reconstructed 'Paint Factory' focusing on creative urban space, architecture and city planning. Färgfabriken presented their project "Patchwork of Narratives", an exploratory project that explores mental infrastructure and its relationship with physical infrastructure in two cities, Beirut and Mostar. The group discussed the importance of cultural heritage to urban development and how societies perceive and understand cities.



→ Carolina Fintling Rue is the Principal Planner in Tyresö Municipality and as such responsible for the entire process of producing a new comprehensive plan for the municipality.

How one Swedish municipality sought citizens' input to its planning process

Throughout its urban planning process, Tyresö municipality has gathered input and views from citizens, local businesses, community associations and civil society actors.

These include:

Branding – the municipality used a distinctive pink colour in its communications to raise awareness and create instant recognition.

Exhibitions – a bright pink shipping container was used as a touring exhibit. It contained information about the planning as well as interactive activities where residents could give their views about Tyresö's development.

Maps – An interactive online map allowed citizens to show what they thought of different areas of Tyresö. Similar maps were also provided in paper form during consultations.

Meetings – Meetings were held between politicians and citizens on different topics, like culture, democracy, leisure, jobs, and education.

Home visits – the municipality visited schools, workplaces and organisations to talk about the future of Tyresö and the planning process.

Social media – citizens could give their views via Facebook, Instagram and other social media.

Outcomes and next steps

The delegates rated the visit as a success. The main achievements were in terms of facilitating dialogue and exchange between COG and SALAR, showing “good practice” of sustainable urban development in Stockholm and discussing the SymbioCity Approach.

The visit successfully set the stage for the Kenya SymbioCity Programme to formally commence in April 2015. The project will aim to achieve results in four main areas:

- **Institutional development of Council of Governors (COG)**
- **Application of the SymbioCity Approach in seven counties**
- **Enhanced capacity of Kenyan stakeholders to support urban planning and development**
- **Sharing of experiences and networking in urban development**

The project will be based at the Council of Governors’ office in Nairobi and is financed by the Swedish Government.

If you would like to know more about the Kenya SymbioCity Programme, contact Ms Roselynn Omolloh, Head of Communications at the Council of Governors at roselynn.omolloh@gmail.com or Ms Anna Backmann, Technical Team Leader for the Kenya SymbioCity Programme at anna.backmann@skl.se.

Ever dreamed of planning your own sustainable city?

Plan and run your own sustainable city on the interactive SymbioCity game! The SymbioCity Scenarios game is a fun way to learn about integrated urban planning. It is an interactive, online game that presents a number of challenges that have to be overcome. You, as the player, become Governor and can make decisions about how to plan your city in a way that leads to economic, social and environmental benefits.

Try your skills at <http://symbiocity.se/en/Benefit/>

Participants Kenyan Delegation

1. H.E Isaac K. Rutto	Governor of Bomet County; Chairman to the Council of Governors and Head of Delegation
2. H.E Dr Julius Malombe	Governor of Kitui County; Chairman of CoG’s Urban Development Committee and Deputy Head of Delegation
3. H.E Dr David Nkedianye	Governor of Kajajido County; Vice Chairman of Council of Governors Urban Committee
4. H.E Patrick Khaemba	Governor of Trans Nzoia County
5. H.E Ahmed Abdullahi Mohamed	Governor of Wajir County
6. H.E. Dr. Cleophas Kiprop Lagat	Governor of Nandi County
7. H.E Ali Ibrahim Roba	Governor of Mandera County
8. H.E. Evaline C. Aruasa	Deputy Governor of Narok County
9. H.E Amina Masood	County Executive, Lamu County
10. Ms Emmy Chepkemoi	Chief Officer for Urban Planning and Housing, Bomet County
11. Ms Roselynn Omolloh	Head of Communications, Council of Governors
12. Ms Meboh Atieno Abuor	Secretariat member, Council of Governors
13. Prof. Alfred Omenya	Principal Researcher, Eco-Build Africa and Interim National Urban Development Advisor
14. Mr Gustaf Asplund	Urban Advisor, Swedish Embassy in Kenya



→ ABOVE: Ms Meboh Abour from the secretariat of Council of Governors



SymbioCity

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