CITIZENS FORUM TRUST

CITIZENS BARAZA

Making Mombasa Work: The Role of the Mombasa Municipal Council in Urban Governance
July 17-19, 2001
At the Indian Ocean Beach Club, Mombasa

Background

The *"Making Mombasa Work: The Role of The Municipal Council In Urban Governance" workshop* was convened to bring together the various stakeholders in Mombasa for a working session to build the context of the research on *The Citizen and Local Authority: Developing Sustainable Partnerships for Good Governance.* It was expected that the workshop would generate discussion on issues of local governance that would facilitate the publication of a Citizen's Guide to Public Services in Mombasa including the profiles of all the wards in the town.

The Main Goal of the Workshop therefore was to formulate appropriate methodologies and cultivate the requisite interest and commitment of stakeholders in developing the Guide detailing the Council Structure and its components by Wards.

The Workshop Objectives were thus to;

A. Provide a forum for discussion and experiences sharing on the role of the Mombasa Municipal Council that would serve as a basis for formulating best practices of urban governance
B. Analyse the changing role of government in society within the context of the Kenya Local Government Reform Program and ongoing discussions on the amendments to the Local Government Act
C. Devise strategies that will enhance the capabilities of stakeholders toward participating in urban governance and management of local community affairs
D. Highlight key concepts of governance, sharpen the methodological instruments for carrying out the research and critically develop a sense of ownership of the production of the manual and the process thereof

Opening

The workshop commenced with introduction of logistical point persons and welcoming of participants by **Mr. Patrick Ochieng, CEO Citizens Forum Trust (CFT) – Citizens Baraza.** The key questions for each of us was: Why are we discussing governance? What is the changing role of government? Why is this subject so urgent? Housekeeping issues were first disposed of including an orientation and briefing with regard to logistical issues that included workshop norms, hotel norms, check out times, and the presence of an exhibition table for those participants willing to share literature from their respective organizations.

Participants Expectations

Participants were then invited to do self-introductions and their respective organizations before being invited to put down two of their expectations on a plain piece of paper which were then shared out to participants to read out to the plenary. Summarily the expectations shared included participants seeking to deepen their understanding of:

1. Citizens Rights as these regard Resource Collection, Policy Formulation, Action Planning, Utilization, Monitoring and Evaluation
2. Citizens role in election of civic leaders specifically Mayors and Councilors
3. Mandate of the Mombasa Municipal Council
4. Environmental issues viz Participatory Local Governance
5. Sustainable Local Governance and the Role of Citizens
6. Development of Action Plans on way Forward
7. How to achieve Private Public Partnership in Mombasa Municipality
8. Consensus Building on Framework for Citizens Participation through partnership for development of Mombasa
9. Give guidance on Possibilities in our Communities in Urban Governance

At this point the meeting recognized the presence of the **Mr. Hamisi Mboga – Town Clerk, Mombasa Municipal Council** who had arrived as participants were sharing their expectations of the workshop. Mr. Ochieng gave a recapitulation of the expectations for the benefit of the Town Clerk and then invited the **Founder Trustee of CFT Mr. Najib Balala** to give a brief on why and how CFT came into being.

The Citizens Forum Trust – Citizens Baraza Initiative

Mr. Najib Balala, the Founder Trustee shared the background of CFT as an idea conceived from the well-known *Chief's Baraza* present in most traditional African governance systems. Indeed the baraza despite having positive potential had since colonial times, a history of being used negatively through the Chiefs Act thus rendering the people mere spectators in governance issues.

The idea was to make the *Baraza* no longer the *Chief's Baraza* but that of the **People** very much so a *Citizens Baraza* that brings the citizenry back into governance by developing ownership and subsequent participation. An example of this transformation from passivity by citizens to becoming active participants was by way of a *Public Citizens Baraza* at the Town Hall during Mr. Balala's Mayoral tenure that saw residents publicly engage their council on local governance issues. This was further catalyzed when Mr. Balala had the opportunity to study Urban Governance in Toronto – Canada and sought to put this into practice locally thus the idea of Citizens Forum Trust – Citizens Baraza.

CFT thus seeks to transform citizens to being active participants in issues of local governance and not remaining observers, apathetic and ignorant of issues that ultimately affect them all. This process needs to further have a proper institutional framework developed by meaningful consultations between all stakeholders. Mr. Balala expressed the hope that this dream would be realised and that the participation of those present as well as other residents of Mombasa would be fundamental to the success of the initiative.

Workshop Aims and Objectives

Mr. Ochieng then shared the aims and objectives of the workshop with regard to the research process and expected outputs as;

1. Create a Better Understanding of Mombasa Municipal Council operations and the challenges it faces
2. Identification of Stakeholders and their respective Roles toward building consensus or Social Capital
3. Developing of a Citizens Manual with an Inventory/Profile of all the Wards
4. Formulation of appropriate methodologies of citizens participation in developing the Manual
5. Create through the research process itself, greater citizen participation in local governance issues to be replicated in all the various Wards of Mombasa Municipality
6. Analyze Changing Role of Government in the context of the Local Government Reform Program (LATF)

Mr. Ochieng informed participants that the workshop would also benefit from experiences of participatory Urban Governance in other Municipalities through the respective Mayors present as well as seek to develop strategies of enhancing capacities of citizens themselves in participating in local governance.

The process of the workshop would be structured in plenary presentations with opportunities to ask questions, working groups and informal discussions and the required recording of this process for documentation purposes. The workshop would further benefit from the presence of a **Technical Consultant Professor Ahmed Mohiddin** who would be value added to this process as well as set out the issues of good governance

Presentation by Professor Ahmed Mohiddin

The Professor urged participants to take cognisance of global trends and context in which we are working which emphasizes a world of changes. This should be acceptable to us but with the question changes by whom, either by forces out of us or by ourselves. There is the need for us to respond effectively to changes, which we can, moderate or where absent develop capacity to do so. This process of globalization presents threats and opportunities that we must face up to.

Along with this come the challenges of urbanization with statistics indicating that by 2025 all people will be living in cities concentrated in one place. The implications are;

❑ Coming together of various skills and enterprise with the challenge of organizing them
❑ Infrastructural development and other basic services, hospitals
❑ Having virtues on one hand but then vices on the other e.g. pervasive poverty (ADB report 2000 - Africa is the only continent that will be poorer), diseases and the challenge of dealing with this

This scenario implies Subsidiarity with regard to centers of power whereby decision made taken where they are most effective i.e. in our case at Ward level under the auspices of the Local Authority. There is further the changing role of government i.e. Government as a means of getting things done (instrumentality) has been overtaken by the events and, is losing out to Government as the people - look at this with regard to our own Local Council, people are gradually agitating for participation. There should therefore be the realization that people need to share experiences of government more so in the information age and the implications of the same.

Prof. Mohiddin further highlighted the historical significance of Mombasa dating back to AD 1 along with its organic multiracial makeup which does not exist by legislation implying talents, cultural richness etc. Further, Mombasa is a great port city that has suffered from cumulative negligence of good governance and needs to depart from this.

Further input from the Professor was on what governance itself is. It is the Utilization of Collective Public Power for the management of society. He further clarified governance as a process and government as the instrumentality. Important components/principles of good governance as including;

1.   Constitution and constitutionalism - rule of law
2.   Democracy system of meaningful and effective involvement decision making process that affects peoples lives
3.   Accountability /Transparency
4.   Legitimacy

The workshop therefore along with the Citizens Baraza project ultimately seeks to promote good urban governance in Mombasa. The Issues, critical role of citizens, principles of good urban governance, need for good urban governance, resources, competence and commitment capabilities are there. People are demanding change thus what needs to be done is the creation of an enabling environment for participation of all residents.

PRESENTATION BY MR. HAMISI MBOGA - THE TOWN CLERK MOMBASA MUNICIPAL COUNCIL

Mr. Mboga began by giving a brief background on himself and his involvement in urban governance issues emphasizing his education at Leeds University and Kings College for a Masters in Education Science. He had the opportunity to study at Birmingham University where he studied Local governance and Public Administration and during this time had the opportunity to visit other cities - Manchester, Birmingham, Leeds, Cape Town, Torino, Amsterdam, The Hague, Dar es Salaam, Johannesburg where he experienced what he was learning being practiced. Back home in Kenya Mr. Mboga has been involved in education development, social services and has been Assistant Town Clerk the past seven years now. His presentation was divided into two parts one facts about Mombasa Municipal Council and then his own thoughts on how to make Mombasa work better.

History of Mombasa Municipal Council

It was established in 1928 as a Board and later became a Municipality in 1959. The area of authority and operation of Mombasa Municipal Council are in tandem with the boundaries of the district, which makes it the only Municipal Council in the country to have this. The Council has 25 wards with 33 Councilors 8 of whom are nominated. Incidentally, there has been the feeling that some of the wards need to be divided and there are already some proposals on this. The population trends of Mombasa Municipality continues to exhibit a very high rate of population growth and the Council is having to struggle tremendously to cope with regard to service delivery. In 1962 population was 179, 575 in 1969 247, 073 and by 1989 461, 753. It is approximated that the by the year 2000 the population should have clocked 900, 000. Indeed when one looks at areas such as Mtwapa, Diani, Mazeras to name but a few, one can see how the planning and service delivery of the Council has been

surpassed by the population rise. In fact, in the near future a place like Malindi will be "next door" to Mombasa.

With regard to services this is provided for according to the power and provisions of the Local Government Act CAP 265 Section 143-200. Examples of these services include Primary health, cleansing of parks and general environment, infrastructure, housing & education, markets, welfare, fire and ambulance.

The challenges are also immense and include mushrooming of informal settlements, inadequate land and water, street children phenomena, high levels of unemployment, hawkers, inadequate skilled human resource, high community demands for service delivery & enforcement of laws, inadequate health, education housing and social facilities, inadequate funding (in 1977 a stop was put on central government funding then 1980s a stop in service charge so the council income now remains land rates and licensing). The Local Authority Transfer Fund (LATF) was a big relief for the councils but of course the accountability conditionalities themselves are also challenges.

The MMC also has a low revenue base, large working force and overheads - scenario is 4500 workers (top thin and bottom heavy i.e. less managers & more workers) MMC feels the need to change this to maybe more managers & less workers. The greatest overhead remains the staff although there is the issue of electricity where the MMC has no system of discussing with KPLC. Maybe in the spirit of corporate social responsibility, MMC could get some contribution from KPLC with regard to power services.

According to Mr. Mboga, **the emerging issues** for MMC are as follows;

1. Poverty
2. Management systems - (not conducive to good/efficient/effective management)
3. Political issues - affect management of council
4. Various National developmental initiatives e.g. PRSP, PAMNUP
5. The by laws - outdated e.g. no by law on hawking thus the initiatives to change this through KIPRA
6. The Local Authority Development Program - in the next 5 years
7. Partnerships - the Council is now reaching out to other players toward developing partnerships e.g. MCTA, KNCCI, KPA, Bamburi Portland Cement, Kenya Ferry Services
8. On hawking - establish container transformation of kiosks so as to organize hawking among other initiatives

With regard to **management at the Council** the old system at the local authority has a lot of assumptions that residents are passive and have no contribution to make. This prerogative is only with the councilors yet in practice we know they are not truly representative of the residents. The structures of the committees have no place for citizens' participation and professional culture is glaringly absent with heavy beauracracy. It is not people friendly and lacking in customer care relations.

Mr. Mboga thus proposed;

A New thinking - thinking total - interaction between procedures, processes, structures, knowledge, behaviour, skills, attitudes and most importantly the people. Further recognize

the need to get closer to the people, indeed they know what they want at MMC must listen to them. Work toward creating partnerships with learning institutions to build capacities and importantly the need for Strategic Management and Policy Formulation - the council has never done this! MMC needs to develop responsibility and sharpen accountability and emphasize on the importance of people, who they are and their capacities to make a contribution to making Mombasa work better.

New ways of working – with devolution of power, residents participation, decentralization of power, cooperation and collaboration

New role of Local Authority – he sees MMC as;

1. Facilitating service delivery
2. Enforcing community programs and agreements
3. Monitoring to ensure what is to be done happens, supervise & evaluate
4. Providing Guidance - in providing leadership

In **conclusion,** Mr. Mboga believes MMC needs new managers - creative, innovative, visionary, and missionary with good sound leadership.

Open Forum/Discussion

During this session concern was raised on the issue of political will toward putting all these beautiful thoughts from the Town Clerk into action and also the fact that the message being shared was actually not new but the challenge being its actualization albeit within the current systems and laws.

Mr. Mboga responded by emphasizing that it all begins with personal commitment giving rise to a multiplier effect. Most important though is the goodwill from the people since it is also where the political will comes from. The new Local Government Reform Program he believed should address the deficiencies of the current systems and laws.

There was another query on the whole issue of accounting and finances of the council and what the Council was doing in this regard to which Mr. Mboga responded by saying the Council was trying to put in new systems of financial management with great challenges in regard to Income Generating Activities and MMC payments. MMC is also trying to establish new formats of revenue collection and the relevant notices have already been sent out within.

It was suggested from the floor that MMC seek to publicize some of its information for citizens to access and possibly make contributions toward solutions. An example of KPA with regard to good/sound management was shared as an experience that MMC could borrow from. Another query on accounting was in regard to what mechanisms the Town Clerk has put in place in relation to the citizens taking care of their responsibilities to which Mr. Mboga emphasized that MMC was experiencing change of attitudes (which needs also to be coming from without). They have also lined up programs of courtesy calls toward building bridges and partnerships. Mr. Mboga added that MMC needed to develop new system of budgeting to put an end to over-budgeting. MMC also needed to get the housing rents up to market rates toward increasing their revenue base.

A question was raised on whether MMC was taking advantage of Information Technology in its operations to which the Town Clerk responded by saying the Council did have a website but currently not working apart from his e-mail. He put a request to the CFT Founder Trustee to pursue this matter for the public good.

It was observed that MMC needed to direct some thinking with regard to the issue of population increase that was quite high. Further thoughts needed to be put on what MMC is going to do so as to effectively communicate with all residents of Mombasa- *ordinary mwanachi.* Mr. Mboga admitted that MMC has always been left behind in regard to planning for the population (residents) but through the local government authority reform, they intend to change this. He also said MMC recognized the need to have multi-media approach, soliciting ideas on publications. There was also the suggestion that MMC borrow a leaf from KRA/KPA where the management ensures that one is served there and then (who to see/where to go) quite promptly.

The Moderator made the following observations/reflections with regard to the presentation by the Town Clerk, that: -

1.   There should be a head count, job descriptions at MMC
2.   Financial management- cost analysis of each section to cover loopholes, change attitude of staff, and get rid of duplication of documents that creates authenticity suspicions.
3.   On the initiative to have MMC get US $ 1 per tonne for them so as to target infrastructural development which KPA required. This apparently didn't take off due to MMC wanting to divert the fund to paying salaries!
4.   The importance of positive relationship with utility organizations to ensure proper planning and operations e.g. as a case in point of bad relations, KPLC have overhead wires all over in the CBD instead of underground.
5.   On Public access to bylaws, how do we organize genuine/thorough consultations e.g. on parking fees- call public forum on such an issue rather than giving pronouncements
6.   Why not launch a MMC newsletter
7.   Ensure trimming of staff – currently doesn't exist, no induction of councilors

It was observed that goodwill comes by being cultivated by way of getting people involved and MMC should do more than courtesy calls. The Moderator sought to know what budget MMC had visa vis what they would need to run Mombasa effectively. Mr. Mboga put this figure at Kshs 1.5 billion and 2.5 to 3 billion respectively.

Mr. Mboga assured participants that MMC would move to cultivate political goodwill and that it had already moved beyond a newsletter to a magazine publication. MMC was also partnering with Investment Promotion Center (IPC) toward more investment opportunities and indeed MMC was going back to the drawing board with regard to privatization so as to streamline this process. A vote of thanks was given to the Town Clerk for his visionary presentation and the belief in the urgent need to catalyze residents toward participation

EXPERIENCES OF PARTICIPATORY URBAN GOVERNANCE

There was a brief session of presentation of experiences in participatory urban governance by the various Mayors present at the meeting.

Mayor Gideon Mungaro - the Malindi experience

Mayor Mungaro shared his experience in Malindi which began with the realization that Malindi needed to do more action than talk. Mayor Mungaro also decided not to follow to the letter of, the Local Government Act, as it was too restrictive. He had been elected in 1998 and in April of the same year his council had a series of Government Training Institute lecturers on Local Government culminating in a consultative meeting in Malindi towards a way forward in September of 1998. He then organized meeting with potential partners to a roundtable on improving local governance and service delivery where they developed 22 priorities on how to make Malindi better. They also selected a Mayor's Advisory Committee that meets once every 3 months on advisory issues to the Mayor. The Municipality today has various Associations in policing (through police as well as private sector), the work together for Malindi association, Watamu residents Association (much like Karengata) which is invaluable such that the council has now opened a sub office in Watamu for the council. The council does also have a town planner seconded to the town from Germany.

Indeed the Malindi local authority has even completed its LAPD through a consultation process of stakeholders in the town. The council now uses its own facilities for workshops with the Malindi Green Town Movement in charge of cleanups. The council is involved in various collaborative efforts with local Chamber.

To ensure communication to all residents, a vehicle goes round making announcements through PA systems on various issues of importance to the residents. They now have a major Habitat project - Integrated Solid Waste Management - as a result of the Cleanliness Award given to Malindi. The project is only found in three African cities of which Malindi, Kenya is now one. In addition to the various suggestions for Mombasa, Mayor Mungaro proposed a Manual for the Councilors to help them know and understand their roles. He concluded by posing a question; *If we all dropped dead today, what will we have left in place for our children?*

Mayor Shakeel Shabir – the Kisumu experience

Mayor Shabir put our sharing of information as the purpose of presentation since he had initially sought to share experiences of others. Mayor Shabir was saddened that the Kisumu Municipality was losing staff through HIV/AIDS although they were now going on with a headcount.

Mayor Shabir believes that it is not so important where one is but more of what direction one is going. The Kisumu council has been networking and trying to listen to the people while taking care of the initial job that was to change the image of the Council. They are also searching out for possible partners and trying to put their finances in reasonable order. Mayor Shabir emphasized that when finances are misused, the Council should not penalize the residents as has been the practice but the councilors responsible.
They have also focussed on quite a few workshops especially on HIV/AIDS and poverty with a general hands on approach to running of things. On Tuesdays and Thursdays, anybody can see the Mayor without appointment and the Council budgeting is based on Income vs. expenditure. They are also focusing/hammering on core activities (what should the council do). Mayor Shabir shared his belief that there were different levels and values of governance that were specific to different contexts.

PRESENTATION ON KENYA LOCAL GOVERNMENT REFORM PROGRAMME BY ROSE OKOTH, MINISTRY OF LOCAL GOVERNMENT

Mrs. Okoth shared that the Kenya Local Government Reform Program (KLGRP) was geared towards the country's socio-economic development whose objectives includes improved sustainable service delivery, enhance social governance and alleviate poverty.

The program which is a culmination of the five year old reforms initiative aims at increasing efficiency, transparency, accountability and citizen ownership which is hindered greatly by ignorance brought about by high illiteracy levels that limits stakeholders' input. Stakeholders were unaware of their rights.

On Challenges facing Local Authorities

Mrs. Okoth observed that the local authorities were facing financial constraints arising out of a thin revenue base with earnings expected from the single business permit and Local Authority Transfer Fund (LATF) as a part of the financial reforms. LATF allocations this financial year amounted to only five per cent of the income tax revenue which totaled to Kshs. 3 billion.

She emphasized that financial reforms were now ongoing and were intended to provide resources directly to local authorities, incentives to improve local service delivery, financial management and debt resolution particularly unremitted statutory deductions. Other targets include infrastructure and administrative systems improvement, strengthening of local public and private sector capacity to deliver services and implement capital project initiatives as well as enhancing stakeholder participation in identification, development and implementation of the same.

A mandatory participatory planning and budgeting initiative, which is poverty focused, effective next year onwards with LATF funds partially intended for capital projects was unveiled. This is aimed at increasing access of the urban poor to essential services and promotes private sector growth.

Critical Considerations

The process intends to promote participatory urban governance, enabling environment, policy and legal framework for partnerships with the private sector players. Besides, it involves documentation and dissemination of lessons learnt as well as the changing role of the ministry of local authorities to a facilitator with citizens choice of resource utilization and planning prioritization.

Open Forum/Discussions

It was observed that Mombasa was indeed experiencing change, much of which is externally driven and we need to know how is it taking place and establish how to capitalize on it while taking cognisance of the contradictions of a centralized local government that is spending less money on basic services (how do we reconcile this). We need also to remain alive to the dangers of concepts (words) formerly used by CSOs are now being used by government. Can we internalize these concepts as we use them?

There was a question on what was being done with regard to points on restructuring of local authorities in KLGRP process. There was also the concern on getting citizens participation in developing resource use and not only getting information on the same. There was another concern on harmonization of all the various Acts i.e. on Water, Children, and Environment.

There was a proposal on affirmative action through adopting 30% as the minimum level of women councilors along with set education standards for Mayors and Councilors and direct election of Mayors

Mrs. Okoth in her response observed that unfortunately historical changes in Kenya seem to happen under pressures from without, but the need to take advantage of these opportunities all the same and that it was imperative that we keep to this reality. Thus against a background of lack of vision there was the need to get visionaries in government. She shared that LGRP recommends the Mayor as chief executive and election by universal suffrage i.e. direct election. They also incorporate in the Act seeing the authorities as an economic entity and not just a political one while observing the need to build common understanding and vision. They currently have a drafting team to look at harmonizing the proposals.

Mrs. Okoth observed that the Ministry had abolished service charge so as to do away with the taxes that don't benefit the local authority and now needed to rid itself of the contradictions of decentralizing structures yet centralizing resources. Vote of thanks was given to Mrs. Okoth for her very thorough presentation and the hope expressed that the program would create the necessary reforms to create an enabling environment for participatory local governance.

WORKING GROUPS

Participants went into working groups with each group working on a question as follows;

1. How to enhance participation of Citizens in Urban Governance and Service Delivery
2. List the services provided by the Mombasa Municipal Council and suggest how they can be improved
3. Identify other service providers and the services they provide to citizens
4. What reforms do you propose to enhance service delivery and better Urban Governance and Management

1. HOW TO ENHANCE PARTICIPATION OF CITIZENS IN URBAN GOVERNANCE AND SERVICE DELIVERY

By Citizens the group understood it to mean Women / Youth / Petty Traders/ Cos; Professionals / Institutions / Residents and the Disabled. To enhance service delivery the following proposals were made, that:

❑ Sub-location and Location Chiefs be elected by citizens
❑ Mayors and Councilors be elected directly by the citizens
❑ The criteria of nominated councilors to take cognizance of minority groups (disabled, women, youth and key economic/business organizations within that urban setting, i.e. various associations)

- ❑ Ensure constant sensitizing and educating citizens (civic education) on ensuring proper representation as one way of enhancing capacity of community level institutions in participating in governance
- ❑ Sensitize citizens in creating civil society institutions that can check on accountability at ward level e.g. advisory committees at ward level
- ❑ Ensuring every transaction of the council is open to public scrutiny, e.g. an end to "confidential" minutes, public hearing on council issues etc
- ❑ Ensure Mayors are vested with powers to guarantee security issues for citizens in the Municipality
- ❑ Create citizens' involvement in service issues and planning solutions for the same e.g. communities should be made to see that they can participate in some of the service delivery
- ❑ The Council should identify and concentrate on what they can do best (core services) and prioritize non-core services
- ❑ The Council should provide incentives to partners providing services e.g. NGO's/CBO's etc.
- ❑ Sensitize /educate the citizens to elect right candidates
- ❑ Strengthen citizen participation through enhancing the capacity of community level institutions
- ❑ Enhance civic education at all levels possible forums
- ❑ Sensitize / educate citizens to create viable ward level institutions for accountability (e.g. advisory committee)
- ❑ Mayors to be vested with powers to reinforce security for their citizens
- ❑ Enhance participation of stakeholders through public hearings.
- ❑ Creating responsibilities for citizens involvement in services delivery i.e. cleanliness (environment, security in their neighbourhood).

2. LIST THE SERVICES PROVIDED BY MUNICIPAL COUNCIL AND SUGGEST HOW THEY CAN BE IMPROVED

The group listed them as follows;

a) Education

- ❑ Primary / Pre–primary
- ❑ Non-formal schools/formal schools
- ❑ Youth polytechnics (Basic skills)

b) Infrastructure

- ❑ Non classified roads (estates/island)
- ❑ Sanitation (sewage drainage/ refuse collection and disposal)
- ❑ Planning and town development
- ❑ Enforcement of by-laws and street lighting

c) Health

- ❑ Clinics/hospitals/ maternity homes/ Bamako initiatives
- ❑ Public health inspectorate (immunizations, mosquito control, kiosks, slaughterhouses)

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d) Social Services

☐ Services and Welfare Halls / Cemetery, utility of public land (Trustees)
☐ Markets, old age & children homes
☐ Mortuary / Fire & ambulance services
☐ Extension social workers e.g. women & youth groups and AIDs campaigns

e) Disaster Management

☐ Fire, earthquakes, floods etc.

f) Environment

☐ Cleaning and sweeping of roads
☐ Beautification of gardens

With regard to how to improve on these services the group proposes that:

☐ MMC identify core services and concentrate on them while privatizing others by way of conducting key skilled manpower and training on these core activities and shedding off some services that it can't officially provide though privatization e.g. garbage, parking
☐ MMC increase and diversify its resource base e.g. vary fee on land charge to that of development value rather than site value
☐ MMC should restructure current setup e.g. decentralize power to wards from the center while building in transparency and accountability on one hand and citizens participation on the other e.g. through public hearings, resident associations and devolution of power
☐ MMC should provide opportunities for citizen participation e.g. in planning and budgeting alongside civic education
☐ MMC needs to set up minimum qualifications for Mayor and Councilors
☐ MMC to take up a general security role possibly even create Municipal Council police
☐ Integrate poverty reduction strategies in MMC planning and budgeting and in a special way provide special facilities for people with disability
☐ To give up some services which it cannot provide efficiently and to privatize it e.g. garbage collection, (systematically, in a pro-poor manner and transparently)
☐ Re-structure its set-up (Decentralise – boroughs etc)
☐ Be transparent and accountable and publish accounts / cross cutting
☐ Citizens participating e.g. Citizens Baraza, Nyali Residents etc.
☐ Devolution of power from Town Hall to Wards – unit of planning
☐ Minimum qualifications for Mayors, councillors etc
☐ Provide opportunities for citizen's participation in Municipal programmes e.g. planning, budgeting and implementations.
☐ Civic education, Publicity and Debate (criticize and praise)
☐ General security for disaster management, policing, hotline, etc
☐ Municipal enforcements units' compliance/ civic responsibility

3. IDENTIFY OTHER SERVICE PROVIDERS AND THE SERVICES THEY PROVIDE TO THE CITIZENS.

This working group identified the following services and their providers;

- Energy services where we have KPLC, Ken-Gen, Kenya Pipeline, Illegal petroleum dealers, Private/Independent power producers e.g. Westmont
- Financial services that include Banks, Parastatals, private companies, cooperative, central government, insurance companies and micro financing
- Housing services including private housing developers, national housing corporation and informed settlements landlords
- Tourism Services including MCTA, Kenya Association of Hotel Keepers and Caterers, KATO and other entertainment providers
- Transport Services such as Matatu association, bus companies, long distance hauliers and airline companies
- Health Services from government hospitals, private hospitals
- Education services from government, private, NGOs
- Food Providers including Parastatals and private entities
- Communication service through print media, electronic media
- Water services through the national water corporation
- Security services by central government, private companies and community vigilant groups
- Waste management done by private companies and NGOs
- Environmental Services by Parastatals e.g. Kenya Marine and Fishers Institute, National Museums of Kenya
- Recreation Services by central government e.g. stadiums, parks and private concerns
- Judiciary services through the law courts

(i) Energy services

- KPLC / KENGEN (Parastatals), Kenya Pipeline, WESTMONT
- Private petroleum dealers
- Illegal dealers

(ii) Financial service providers

a) Banks
- Parastatals
- Private
- Cooperative / Micro finances
- Central government

b) Insurance

(iii) Housing Providers
- Private Housing developers
- National Housing Corporation
- Informal Settlements landlords

(iv) Tourism Services
- MCTA
- KAHC
- KATO
- OTHER entertainment providers

(v) Transport providers
- Matatu association
- Bus companies
- Long Distance Hauliers
- Airline companies
- Kenya Railways corporation
- Taxis
- Boats & Dhows

(vi) Healthcare providers
- Government Hospitals
- Private hospitals
- Private hospitals
- Health Education Providers (NGOs)

(vii) Education
- Government
- Private Sector
- NGOs

(viii) Food Providers
a) Parastatals
- Horticultural crop development Authority

b) Private millers and sellers (formal & informal)

(ix) Communication service providers
- Parastatals e.g. KBC, Telkom and Posta
- Private Radio & TV Stations
- Print Media
- Electronic media

(x) Water provision services
- National Water Corporation
- Private vendors

(xi) Security Services
- Central Government (Kenya Police / AP's)
- Private Companies
- Community Vigilant groups

(xii) Waste Management Services
- Private Companies
- NGOs

(xiii) Environmental services
- Parastatals e.g. KMFRI & National Museums of Kenya
- NGO's

(xiv) Recreation services

- ☐ Central government
- ☐ Private

(xv) Jua Kali Sector
(xvi) Judiciary Services

4. WHAT REFORMS DO YOU PROPOSE TO ENHANCE SERVICE DELIVERY AND BETTER URBAN GOVERNANCE AND MANAGEMENT

In this regard the group proposed the following as critical;

- ☐ Restructuring by way of develop Vision and Mission statement along with the developing of core objectives
- ☐ Develop core activities through autonomy, commercialization and privatization
- ☐ Decentralize not only to local authority level but further to Ward level
- ☐ Seek to have a non-aligned Executive Mayor in a city
- ☐ Establish Cost Centers per service departments
- ☐ Ensure nomination of councilors does actually add value and penalties of abuse of office are put into place
- ☐ Provide checks and balances (impeachment)
- ☐ Runner up to be deputy mayor in mayoral elections
- ☐ Secure adequate representation of Municipal workers
- ☐ Taking consultations to the Ward level
- ☐ Set up a local authority training institute and possibly a training levy set up to fund training programs
- ☐ Introduce Municipal policing
- ☐ Establish viable partnerships with private sector players
- ☐ Set up a service care institute
- ☐ Make the focus the urban poor/informal sector
- ☐ Nominations have value added requirement (affirmative action (WYSG)
- ☐ Staffers to be nominated to represent local authority workers interest
- ☐ Establishment ward level consultations (planning, resource utilization, decision making)
- ☐ Set up a local authority training institute with clear TOR/ Policy makers
- ☐ Training levy to fund education programmes

Plenary Contributions I

The contributions focussed and adding value to the group report with a clarification that the Minister no longer nominated councilors but the political parties. Mrs. Okoth clarified that documents of the council were largely public documents i.e. finances/budgets, minutes and statement of accounts. It was highly probable that people are not aware of this and thus need to sensitize people on this. It was added that there was the need to develop mechanisms of public access to such critical documents e.g. in Kisumu they made their budget presentation public and invite people to it, one can also pay Kshs. 100/= and get the minutes (they are now looking at the possibility of putting up a library).

Another clarification was sought with regard to what the group meant by Mayors having power to protect citizens' security to which Prof. Mohiddin put across a caution how this is

done as it did touch on issues of sovereignty e.g. the Canadian experience was shared where there exists defined levels of policing. Other examples shared were those of the port police at KPA, railway police and airport police. Above all there it remained imperative that this security arrangement was in harmony with other national security agents.

Plenary Contributions II

An addition was made with regard to varying the land value charged to development value with concern as to who's perspective it was being proposed, that of the poor or that of the elite/economic movers. It was importantly noted that we needed to ensure that the perspectives on the development value remains an integrated one to address the needs of the poor as well as that of the elite, not one over the other. It was observed that non-motorized transport should be taken account of when talking of roads and so on as this was glaringly evident.

Plenary Contribution III

In addition to the thoughts shared by the group, the plenary also felt the need to highlight and underscore the importance of the NGO sector to these processes. Additions were made with regard to services such as solar and wind energy as well as HFCK as a substantial provider of housing services.

It was observed too that the Informal Sector was not recognized partly due to the challenge of standards and seeking to integrate them into mainstream. It was felt that there was the urgent need to address the issue of standards of this sector as a legitimate service provider (the issues here need to be integrated and not setting them aside). It was nevertheless admitted that this was a critical sector that at the moment could not be treated similarly to mainstream formal sectors.

Plenary Contribution IV

Evidently low staff morale because of low pay is a contributing factor to the way things are happening at MMC. Through privatization of some services then councils can then be able to pay their staff in line with current market rates.

A note of caution was shared on privatization so as to ensure that whatever is privatized does not exploit the poor to whom services are most needed. The powers of hiring and firing for mayors should be accorded with cognizance of the need for continuity/security of tenure. The issue of cabinet system came up and emphasis was placed on the need to be cautious lest we are in conflict with national/central government structures.

DAY II

Recap: Professor Mohiddin

The following emerging issues needed further emphasis:

1. The whole issue of governance, what is it? And what are the facts of and principles of government (this is universal but local manifestations must be found)
2. The glimpses of local government reform the program by the government

3. The perspectives of sitting mayors who shared their experiences of good governance
4. The crucial insights from the stakeholders in the about good urban governance
5. The detailed inventory of services, principles of services and summarily the issues of accountability and transparency

The deliberations were vigorous, participatory and open-minded. The Town Clerk's contribution (making Mombasa work better) raised all the basic issues: what needs to be done? Who does it? How is it done and who ensures it is done? The authority is about people and institutions but people are ultimate. The issues facing us are:

❑ How to make those responsible fulfill their responsibilities (deliver on their mandates) questions of traditions/institutions

❑ How to make a government take/make those in power accountable in terms of knowledge/temperament through empowerment, civic education

This is exactly what Baraza seeks to do. The role of NGOs and civil society is important but most NGOs in Africa are supply driven instead of demand driven. Sometimes a one man/woman show. This has implications for sustainability of NGOs; independence of NGOs. How do we tackle this? Elkana/Sunita/Prof. asked to reflect on this as key players.

PRESENTATION ON PARTNERSHIP APPROACH TO MEETING THE NEEDS OF THE URBAN POOR - J.M. MUSAU PROJECT COORDINATOR

This is a DFID project that was to start in different towns but settled on Mombasa as the pilot project. Mombasa demonstrated goodwill to partnership approaches. Thus PAMNUP is working in five selected settlements distributed in four divisions:

❑ 2 Likoni
❑ 1 Kisauni
❑ 1 Mombasa West
❑ 1 Mombasa Island

the main criteria for selection was the land issue and the issue of security of tenure. The project is in two phases an inception phase- 24 months- that sought to learn lessons and a main phase- 36 months- dependent on lessons learnt from inception.

Main characteristics of partnership approach:
❑ locally driven
❑ intersectional
❑ collaborative- strengths of each
    a) primary stakeholders-community
    b) secondary stakeholders-others
❑ participatory
❑ inclusive- giving voice to minorities
❑ facilitative- enabling rather than controlling

PAMNUP structure: set up within Mombasa council (not in any way an attempt at replacing the council)

Steering Committee

(Chief officers from main departments of council in steering committee together with the project coordination team)

Project Team Coordination

- Assitant Project Coordinator
- Other Team Members
- NGO Representative

Settlement Team
(Settlement committee- settlement based organization)

Inputs of Inception phase

1. Capacity building
- steering committee
- project coordination team
- settlement team
- MCM staff

2. Settlement Level Activities
- community entry
- establish community groups
- establishment of area level committees
- facilitation of issue resolution through issue committee with project coordination team, team members, village elders, chiefs

3. Scheduled Activities
- leadership training
- participatory urban appraisal and community action planning
- settlement based organization- constitution making, registration and formal election of leaders
- implementation of community action plan

This aimed at developing community ownership of the process

What are some of the Key Challenges?

- Community understanding of their roles and responsibilities in relation to that of other stakeholders
- Lack of feedback mechanism of community activities to their elected representatives
- Limited understanding on linkages between good governance, policy and poverty sustainability of proposed interventions in relation to land tenure systems where most of the targeted communities in the settlements are tenants (how do we get the tenants to own the process?)

Change in Focus - other national poverty related initiatives such as Local Government reform Program, PRSP have necessitated this change on the part of PAMNUP because it was futile seeking to implement a micro program at a time when there was a national agenda on poverty.

Scaling up the Intervention –

Short-term role of PAMNUP should be in the areas of institutional change & resource assistance (with conditionalites of course)

THE WAY FORWARD

1. Scale up the PAMNUP intervention to city wide approach with specific cognisance to PRSP priorities in the areas of

   ❑ Primary Education
   ❑ Primary & Community health care etc

2. Focus on all 55 informal settlements in Mombasa

   ❑ Establish ward level consultations teams
   ❑ Networks & Collaborative service delivery ventures etc

3. Mainstreaming of poverty reduction within and across the Municipal Council Committees & Departments

   ❑ Pro-poor budgeting
   ❑ Review & amend the municipal Council by-laws
   ❑ Restructure PAMNUP Steering Committee to ensure civic education & accountability to stakeholders

THE CITIZEN MANUAL RESEARCH PROCESS BY TONY GETAMBU, CONSULTANT

The researcher's main brief was to highlight the functions of this research not the fairly academic component of a research process. The critical question is, what is the purpose of research in our case; mainly the aim was to develop a Citizens Manual – with citizen friendly output

He emphasized that the research process begins at this point i.e. the workshop

1. Research is a systematic, vigorous inquiry/investigation that enables us understand the nature of problematic events/phenomena
2. Primary purpose of research – description, prediction, improvement, explanation (in our case we seek improvement)

Framework for the Research on the Role of Mombasa Municipal in Urban Governance

1. Determine the Focus – critical to the whole process (what would be the participant's views on this?)
2. Identify key research issues

3. Determine suitable research methodologies to address the key issues – each issue may call for different methodology) in our case, likely to use questionnaires & focus group
4. Determine the source of information to address each key research issue (identify stakeholders & involve them in the process especially in action oriented research)
5. Collect & analyze data
6. Write Report (Manual)

Possible Research Issues

- ❑ Municipal Council Governance
- ❑ Services mandated to council by law
- ❑ Other services the Municipal Council is providing
- ❑ Level at which it is providing services
- ❑ Resources available
- ❑ Constraints of the council
- ❑ Ways of minimizing constraints
- ❑ Level of citizen involvement

Concerns/Observations

- ❑ Change on focus by PAMNUP is premised on the PRSP yet PRSP process itself is surrounded by controversies, lack of recognition in some quarters, was this taken account of?
- ❑ Need for PAMNUP in its program to take cognisance of – provision of jobs, regeneration of local industries, investment opportunities, revival of certain industries, why? We must be wary of dependency on foreign donors
- ❑ A similar experience like PAMNUP was shared only that they do not have a full kitty nevertheless it was important to recognise that communities have been disenfranchised for so long that even getting them to organise is difficult. A case therefore for provision of incentives (not necessarily monetary) was crucial.
- ❑ It was noted that Baraza is currently working with 7 groups on mainly advisory (not funding) and technical support but ownership issues remains to the group e.g. Zingaro
- ❑ On change of focus the reality dictates that we remain aware of other initiatives and how to harmonize our processes with theirs/others. We need to agree on communities avoiding rigidity.
- ❑ What is in the research for communities?
- ❑ Will the process open the opportunity for citizen mobilization?

Responses/Discussions

- ❑ There is need to recognise multi-stakeholders
- ❑ By focussing on accessibility you are opening barriers to citizens
- ❑ The need for participatory urban governance goes without saying
- ❑ Different objectives of the process – (short-term; strengthening Local Authority, generate quality debate on urban governance (long-term; this process/conversation should remain permanent, the guide as a good resource for citizens to generate engagement with the council.

On Incentives to the poor

- Why should we attend meetings/participate because of "brown envelopes" yet we are talking about self-reliance? Do we even need to give incentives?

- Relating all this to the issue of spirituality visa vis the issue of incentives to the people
- Acknowledge the individual differences with regard to the above
- This also is in regard to the NGOs and one man/woman NGOs
- Motivation: what is it? Self-interest of altruism? In every situation there are interests at play so if you can capture this...
- People actually unaware of their apathy and its contribution to their situation of poverty
- People discovering that their opinions matter and that they matter, they have the power through giving space/time/quality time and value to their experiences. People Intensive

Components:
- information
- access
- take action
- interest- down on the ground
- the interest of the people in local government as the focus for their issues

Suggestion
- Baraza to share model constitution to neighborhood groups towards the establishment
- Baraza to make use of training materials through habitat

Observations:
The experience of residents groups in Mombasa and their similarity with global trends, we don't need to reinvent the wheel

WORKING GROUPS

Participants went into working groups with each group working on a question as follows;

1. How do we get the voices of the poor people heard at the ward level and how do we get them to participate in the implementation of their priority needs identified at the ward level through the Municipal service delivery plans?
2. What institutional framework do we need at the ward level which are inclusive of all stakeholders and who takes lead in these frameworks? What linkages should these have with Town Hall?
3. Suggest possible Research issues for other stakeholders and questions to research the issues.
4. Suggest possible questions for citizens to guide the research and possible content page of the Citizens Manual.

1. HOW DO WE GET THE VOICES OF THE POOR PEOPLE HEAD AT THE WARD LEVEL AND HOW DO WE GET THEM TO PARTICIPATE IN THE IMPLEMENTATION OF THEIR PRIORITY NEEDS

Acceptance of the existence of the poor

Identification of the poor people: -
- Unemployed
- Street families
- Persons with Disabilities
- AIDs Orphans
- AGED PERSONS
- Single parent families (Ex. Poor families)
- Slum dwellers (landless)

How the voices of the poor can be heard

i. Offer civic education to know their rights
- Public Barazas – (Chiefs)
- Media, Prints & Electronic
- Churches, mosques
- NGO's + CBO's
- Field Workers
- P/Address
- Schools
- Hospitals
- Post Offices
- Counseling centers
- Public Notices – Posters
- Special Workshops
- Cultural Festivities

ii. Initiation of contact dialogue
- Facilitate and identify leadership at the grass root level.
- Needs Assessment
- Prioritize Needs Based on available resources
- Strengthening leadership skills through TRAINING and WORKSHOPS
- Developed plans to be presented to council
- Reports jointly produced between council officers (community workers) and the community at the ward level.

iii. Send a Memorandum to the council directly for budgeting, resource use and planning via Councillor and Ward

iv. How they can participate in the implementation
- Low capital projects to be implemented by the locals/communities, Heavy investment.
- Projects to be contracted out but using local labour and participation
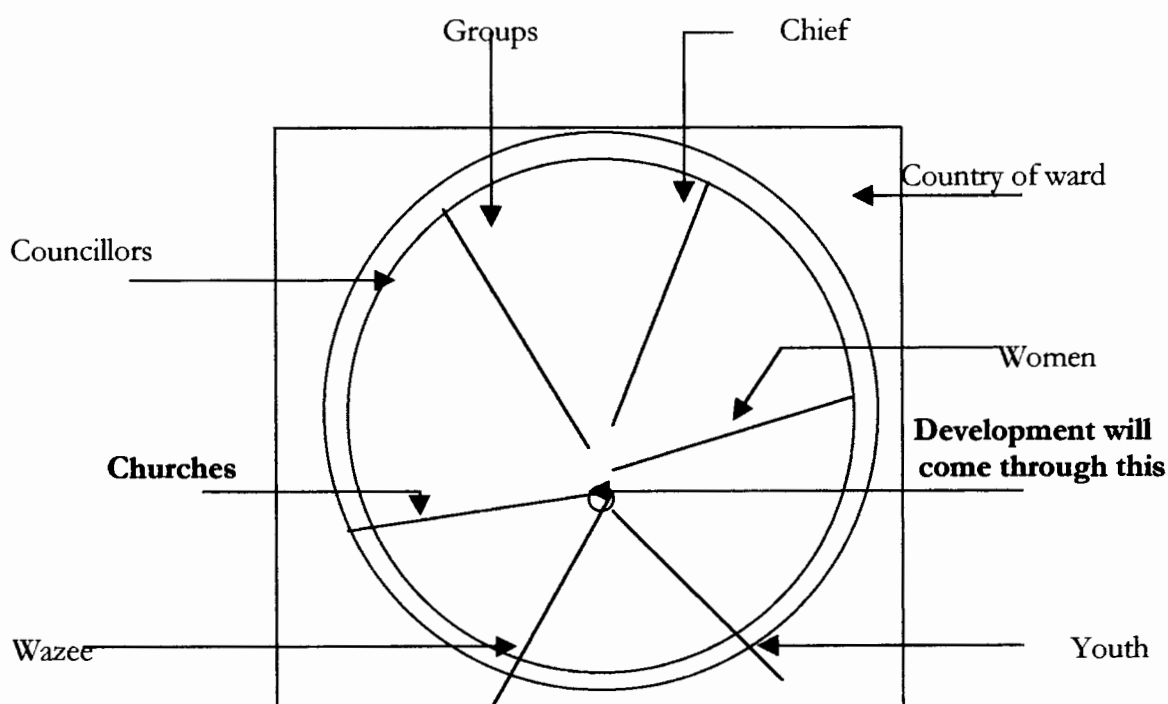
Levels of Poverty
- Lack of Access to Basic Needs (e.g. Food, shelter, Education, Medical Care, Clothing)
- Process of mobilization of the poor.

2. WHAT INSTITUTIONAL FRAMEWORK DO WE NEED AT THE WARD LEVEL WHICH ARE INCLUSIVE OF ALL STAKEHOLDERS AND WHO TAKES LEAD IN THESE FRAMEWORKS? WHAT LINKAGES SHOULD THESE HAVE WITH TOWN HALL?

Existing framework at ward level

HM

↓

Sub chief

↓

Chief

W A Z E E | C O U N C I L L O R S | W O M E N S G R O U P S | Y O U T H G R O U P S
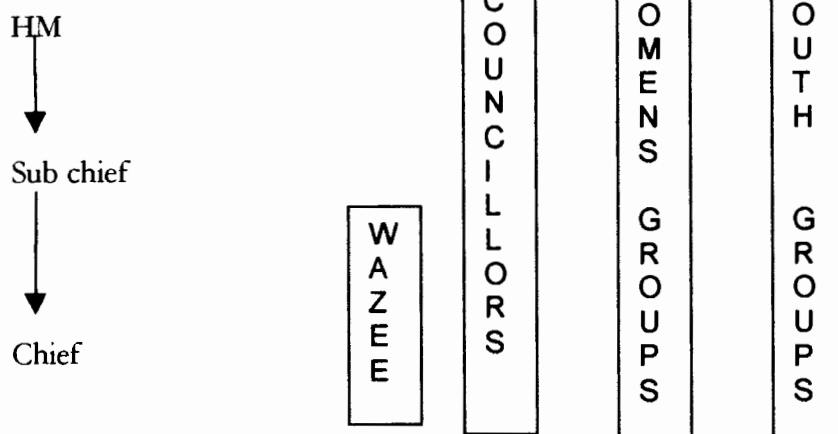
All these need to be connected at ward level for more effective participation like a wheel radiating outwards to the community with Councillors to taking the lead

Groups   Chief

Councillors

Country of ward

Women

Development will
come through this

Churches

Wazee   Youth

How can the stakeholders be brought together?

(i)   Citizens Baraza (ward level barazas)
(ii)   Citizens advice bureaus in all wards

(iii)   Councillor should have office with secretary and programme to call regular meetings to include all relevant groups and where stakeholders can meet with him.
(iv)   Councillors to have citizens Advisory Committee to assist him in raising relevant issue to town hall level.
(v)   Don't disturb the existing framework but work from within
(vi)   If the Councillor is unsatisfactory, one of the groups can choose a representative to take the matter to the attention of the Town Hall councillors should be indicted on a vote of no confidence.

What linkages should there be with Town Hall?

(i)   Not only the councillors but every citizen has a right to come to the Town Hall and see the Mayor
(ii)   People should be educated in their civic rights so they understand this.
(iii)   Mayor **should** set aside special days to see his people
(iv)   Customer Relations Officer/service are desk to set up a the Town Hall
(v)   Suggestions Box at Town Hall and at other strategic points. There should be response.
(vi)   Newsletters / into on each ward

3. SUGGEST POSSIBLE ADDITIONAL RESEARCH ISSUES FOR THE STAKEHOLDERS AND FRAME QUESTIONS TO ASSIST RESEARCH ON THE ISSUES

The group grouped residents in three distinct categories for purposes of the research process.

(i)   Tax paying residents
(ii)   Non tax paying residents
(iii)   Workers within MCM

Taxpayers
❑   Individuals
❑   MCM Corporate entities
❑   Firms /Companies/ SME
❑   Unions/Associations

Non-Tax Payers – Youth
❑   Fishermen/ unregistered Small Enterprises
❑   Unemployed/ House helps
❑   Smugglers/ Water feeders
❑   Labourers (casual)
❑   CSW / Drug Peddlers

The Research Issues for Individuals
❑   Awareness of MCM and its role/services
❑   Their civic rights
❑   Utilization of Tax Revenue
❑   The Role of councillors
❑   Accountability of the councillors
❑   Accessibility to Authority and the mechanisms

- Service delivery
- Expectations from MCM
- Individual needs/responsibility
- What do you get/what would you miss without MCM
- Corporate Needs
- Their views on social responsibility
- Partnership opportunities
- Representation of private sector
- Views on performance of MMC and their suggestions
- Monitoring and evolution systems

Research Issues for MMC and its Workers
- Capacity
- Perceptions
- Job satisfaction
- Public facilities and their protection
- Urban land use
- Job descriptions
- Organisation Structure

Research Issues for Non-Tax Paying Residents
- Those eligible – why not pay
- Non official tax payments
- What suggestions they have
- Their responsibility
- Communication channels e.g. complaints/interests/suggestions
- Public facilities
- Tell some positive attribute

Research Issues for Unions/Associations
- Views of service delivery
- Expectations from MMC
- What they see as their role
- Partnership opportunities
- View for a better council
- What would you miss without on MMC?

4. SUGGEST POSSIBLE QUESTIONS FOR CITIZENS TO GUIDE THE RESEARCH AND POSSIBLE CONTENT PAGE OF THE CITIZENS MANUAL

POSSIBLE CONTENT PAGE OF THE CITIZENS GUIDE

(i) Introduction
- back ground
- brief history
- purpose
- target audience
- definitions/terms used

(ii) Municipal Council Governance and Management

- Description
- By laws
- Mission/Role and Mandate
- Structure and mandate
- Resources and Assets/Liabilities

(iii) A) Services offered by council
   B) Other Key service providers (CBOs, NGOs etc. by ward and their services)

(iv) Rights and entitlements of citizens and responsibilities and obligation of the MMC

Discussion and Contributions

Distinction was made between a manual and a guide, the former being a "how to" why and so on type of document while the latter is a factual lay out which is mainly descriptive. There was need to give life to the MMC structure by stating pictorially who the leaders are in the ultimate guide for citizens to be able to demand services. A chapter on recourse for citizens in the absence of services was also proposed.

DAY III

Prof. Mohiddin emphasized the need for all of us to internalize ideas about governance, democracy, and their limitations and down sides. The dynamics are difficult-how do we assuage losers? Governance is not mystical and is not imposed by donors. It is a collection of power from the household to church, business and any group. Lots of research has already been done we should not reinvent the wheel. Relate the results of this workshop with such information. The key expectations are to establish how tax revenues influence election of mayors and councilors. Find a way forward, the role of citizens and the workplan of Citizens Baraza. bottomline is how we can enhance citizen participation in governance.

The Case of Nyali Residents Association

Started in 1998 the association has recruited about 300 members. The membership fees at inception was 300/=. Through concerted efforts the group has been able to make impact by demanding for services through pressure and lobbying of the municipal council. They have avoided confrontation though the council views them as an opposition. Successful clean up projects has been initiated by the group through partnerships with garbage collectors. The association has a security committee and has sunk several boreholes including one for the police station, which has greatly boosted the morale of the police in Nyali. There is now one police hotline through efforts of the association that works. Paresh Shah encouraged other members to focus efforts on creating their neighborhood associations and network with those already established.

The UNHCS experience

Ms. Ulrike shared her recent experience following a consultancy partnership she was undertaking at UNCHS. There was a lot of research that had been done with several opportunities that we could tap into without necessarily coming up with new issues. The partnership approach has been explored sufficiently to cause action to be taken at local level by adapting what was in existence. The UN program library had training material that could

be useful for the council. She also noted the confusion that is evident at the UN due to issues of hierarchy. Elkana added that Poor management was cross cutting and even the private sector has problems. To reduce poverty there was similar need to create wealth and thus the responsibility of government was to create an enabling environment for both sectors to thrive. The governance debate was therefore one that affects all the three sectors. KISESHO, ETK and the District Youth Development Committee also shared with the meeting their projects and mission.

The Way Forward

The CFT clarified that the findings of this workshop would go into finalising the research tool after which five research assistants will be identified and trained to internalise the process before administering the tool. Once all the data has been gathered a camera ready manuscript will be prepared and disseminated in a similar workshop for critique. Following these discussions the manual will be produced with amendments and translated into Kiswahili. Most of the ward engagement will be in Focused Group discussions and will therefore act as centers of civic mobilisation to provoke action and formation of citizens structures for future engagement with the council. 10000 copies are projected and due attention will be given to literature that is already existing and experiences of other towns will be taken into account.

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