THIS. IS. KISENYI.
ACKNOWLEDGEMENTS

This book would not have been possible without the generous assistance of so many people, whose expertise, knowledge, passion and stories taught us so much. To the Kisenyi community: we are forever grateful for your hospitality and warmth. This book is yours.

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Umeme to all of you!

¹The information found in this book was mainly sourced from discussions with community members in Kisenyi. While every effort was made to cross-check information, the possibility that some inaccuracies exist cannot be entirely dismissed.
THIS.IS.KISENYI.

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FOREWORD

This book on Kisenyi comes at time of critical importance in the discussion of urban policies in Uganda and the debate about what type of city we would like its capital, Kampala, to be. There is an urgent need for all urban development stakeholders to be brought on board to determine the vision and strategies required to craft an inclusive and vibrant Kampala.

The purpose of this book is to expose the richness of life in large informal settlements as well as the severe challenges faced by their residents. In particular, this book examines the current situation in Kisenyi, a slum located in a prime area of central Kampala. In the pages that follow, the energy found on the streets of Kisenyi will be unveiled and the necessity for urban development strategies that recognize the contribution of informal settlement residents becomes self-evident. Harnessing that energy and supporting it will be the key to creating an inclusive Kampala.

The Uganda Slum Dwellers Federation has, with support from ACTogether, been working with Kisenyi residents for many years. The Federation, mobilized around daily savings, is striving to realize its right to the city and its right to participate in the democratic process to determine their city’s future.

ACTogether believes understanding the dynamics of life in informal settlements is a prerequisite for effective and sustainable urban development initiatives and is confident this book will contribute to that understanding.

Sarah Ibanda

Director, ACTogether Uganda
A WORD FROM THE FEDERATION

As the chairman of the Uganda Slum Dwellers Federation – and a Kisenyi III resident – I invite all who come across this book to read it carefully, to understand it, and to learn about our communities and the work we are doing to improve life in our settlements. Should anyone fail to understand any part of this book, he should come to the community for clarification.

Although we live in slums and are poor, this book is a testament to the fact that we are not hopeless, but have a tremendous amount of information to share. We can produce things of great use to our nation and the world at large as it grapples with rapid urban growth.

Since joining the Federation in 2002, I have witnessed the organization grow and strengthen incredibly. This book will help you, the reader, to understand how we started, how we have grown, and how we manage our own affairs. In particular, it will help you to understand the work we do in Kisenyi, a slum in the heart of our nation’s capital. This will provide an insight into the work we are doing throughout the country, with the help of over 38,000 members.

It will become clear that the Federation community is empowered and frequently negotiates with higher authorities. It will also be shown that we can confidently identify and articulate our collective priorities - something of paramount importance for effective and sustainable development.

Hassan Kiberu

Chairman, Uganda Slum Dwellers Federation
WHERE IS KISENYI?

The purpose of this section is to situate Kisenyi within Kampala, the capital city of Uganda. As can be seen below, Kisenyi is a large informal settlement in the heart of Kampala. The settlement is located in the south-western part of Kampala’s Central Division. It is situated amongst the key productive areas of downtown Kampala: east of Mngo, south of Old Kampala, and adjoining the Central Business District. Kisenyi is comprised of 3 parishes, namely: Kisenyi I, Kisenyi II and Kisenyi III.

Figure 1: Kisenyi: In the heart of Kampala

A BRIEF HISTORY

Kampala is the economic and political capital of Uganda. It serves as the seat of the Buganda throne and it was as the capital of the Buganda Kingdom that the city first grew to a position of great strength and affluence. Kabaka Mutesa I of Buganda moved to Mngo Hill in 1885 and established the area as the hub of his kingdom. It is said that the Kabaka wished to occupy this specific hill because it was his favorite hunting ground.
Most of the area’s inhabitants processed millet with large grinding stones called “mengo.” This explains the name given to the Buganda capital. As the Buganda capital grew, many of Mengo Hill’s inhabitants moved to nearby areas, including the neighboring wetland known today as Kisenyi (Kisenyi being the Luganda word for wetland).

Kisenyi grew rapidly with the influx of new settlers. In 1912, the first planning scheme of Kampala was implemented and commissioned the reclamation of the wetland around Kampala Township to remedy the problem of rodents and mosquitoes in and around Kisenyi. The scheme had little impact, however, as the area was largely an open swamp, with scattered houses and crop fields.

Edward Mutesa II took the throne in 1924 and ruled the Buganda Kingdom until 1969 – becoming the Republic of Uganda’s first president in 1962. During his long reign, the residents of Kisenyi lived peacefully, farming crops such as beans, coffee, maize, yams, bananas and cotton. Many worked at the Kabaka’s palace, while others worked for European and Asian entrepreneurs. After the 1930s, many international migrant workers and tradesmen came to settle in Kisenyi, including fishmongers from Kenya and timber merchants from India.

In 1966, Milton Obote suspended the constitution and declared himself President. Shortly thereafter he attacked Kabaka Mutesa’s palace on Mengo Hill. The Kabaka fled into exile and the surrounding areas experienced a period of great insecurity and uncertainty. The reign of President Obote was a troubling time for Kisenyi residents, many whom were Baganda and thus loyal to the Kabaka. Many were afraid to leave their homes because it was not uncommon for residents to be detained, killed and persecuted because of their Buganda heritage. During these years many residents tried to sell their land and flee to the bush to escape the violence.
A semblance of security returned in Kisenyi when President Idi Amin overthrew Obote in 1971. Though Amin’s regime was associated with great hardship for many Ugandans, his commitment to development projects around Kampala contributed to a more prosperous and secure era for many in Kisenyi. Under his regime, a health center was constructed for the community in the area now known as Kisenyi II.

As Kampala attracted more and more people, the number of residents in Kisenyi grew. Migrants were attracted to the available land and safe places to do business. Following almost a decade of steady development, the swamps of Kisenyi had all but disappeared. Over the decade, Kisenyi witnessed an influx of individuals who built houses, businesses, and pathways throughout the settlement. Without guidance from any formalized central planning authority, the settlement took on the haphazard patterns evident today. The variety of enterprises that sprung up at this time kick started Kisenyi’s reputation for producing an impressively diverse array of goods. Service provision was by no means extensive, but a few water taps and sewer lines were established during the period.

The growth of Kisenyi continued into Museveni’s administration, which began in 1986. Services like water and sewerage began to reach more residents and electricity was extended to certain segments of the population in the early years of Museveni’s presidency. In the ensuing years, the individuals and businesses entering Kisenyi diversified and grew. To accommodate this growth, the area was subdivided into parishes. Collectively the parishes are still known as Kisenyi and together they constitute Kampala’s largest informal settlement, which, despite tremendous hardship, is a vibrant hub of social, political, and economic activity.

Meet Rehma Nanjawule

Local historian, Rehma Nanjawule, recounts her life in Kisenyi. Once a farmer of coffee and beans, she now uses the skills passed down to her from her grandmother to care for the sick. Rehma is known for her generosity and hospitality. She has seen her community change drastically over the years and while it does not resemble the home she was born into, she feels at home in her present community. Reflecting on the years that have passed, she admires key moments of history that brought her joy: for instance, the return of exiled Kabaka Mutesa and his joyful marriage. She values more than anything her own ability, along with the community’s, to live freely.
KISENYI TODAY

Realities of life in Kisenyi vary from parish-to-parish and home-to-home, but many of the communities share challenges. Throughout the settlement, residents live in extremely close quarters, with sub-standard services, and pronounced threats to health and hygiene. Many of these threats result from pervasive flooding and poor sanitation - which touches the lives of virtually all Kisenyi residents. Tenure insecurity is also a collective concern owing to the settlement’s proximity to the central business district and resultant high land values.

The vast majority of Kisenyi residents are tenants. Enumeration conducted by the Uganda Slum Dwellers Federation suggests 83% of residents are tenants; 5% are subtenants; 7% are structure owners; and only 4% own both their land and structure. Land in Kisenyi is held under a variety of tenure arrangements including private (mailo and freehold) and leasehold.

The Uganda Slum Dwellers Federation enumeration revealed that rent expenditure varies widely in the settlement. Half of Kisenyi’s residents pay less than 50,000 shillings per month for rent (< $19), 25% pay between 50,000 and 10,000 ($19-38); and 15% pay over 100,000 each month (> $38). Few residents own their home and owing to pervasive commercial interest in the land, most live with a constant threat of eviction.

---

2 All data in this section was collected by the Uganda Slum Dwellers Federation during their 2010 enumeration.
3 Conversion based on July 2011 rates.
Most Kisenyi residents live in homes constructed of brick, with cement floors and iron sheet roofs. Others, however, live in homes constructed of less sturdy and more hazardous materials. For instance, nearly 10% homes are constructed with wood and 5% with mud and wattle. Most settlements are extremely congested, leaving little free land and creating an environment where a neighbor’s reality is one’s own reality.
The congestion of Kisenyi is well-captured by the following maps, compiled by the Uganda Slum Dwellers Federation as part of their mapping work. Each and every structure in Kisenyi was visited and numbered by teams of Federation members. Community members took segments of satellite images with them and edited the outlines of structures to reflect present-day realities.

Mapping such a congested settlement from the ground is no easy task. Federation members had to literally crawl and shimmy between structures for days on end. The end result, however, was well worth it as the community now has a powerful source of information about their settlement. What makes these maps so powerful is the fact that they are linked with enumeration data (household survey data) that was also collected by the Federation.

The Federation’s mapping and enumeration work will be explained further later in the book.

**Figure 4: Kisenyi II: Structure map**
Figure 5: Kisenyi II: Structure map

Figure 6: Kisenyi III: Structure map
As mentioned, homes are serviced at disparate levels. Most homes have access to electricity (almost 70%) but far fewer have toilets inside the home. In Kisenyi I, for instance, only 16% of households have toilets. The high numbers of households with toilets in Kisenyi II and III represent major improvements in sanitation over the past decade. In 2002, Federation chairperson, Hassan Kiberu, reports there were only 14 toilets in Kisenyi III. However, thanks to the pressure placed on local authorities by the Federation and its partners in the Slum Dwellers International network, this figure rose dramatically. With continued efforts, the Federation is sure it can initiate similar transformations in Kisenyi I in the coming years.

Figure 7: Households with a toilet in the house, Kisenyi I, II, III

Less than half of Kisenyi’s residents have access to water in their home, and the few public water resources are overburdened leaving many to rely on contaminated water sources.

Additionally, the vast majority of homes do not have access to dumping grounds. As such, they often use streets and drains for waste disposal. This cripples an already inadequate drainage system and dramatically increases the incidence of flooding in Kisenyi. Flooding in the settlement is severe, with homes and businesses damaged whenever there are heavy rains. Beyond the structural damage incurred, flooding facilitates the spread of disease and sickness.

It is clear that the challenges faced by the residents of Kisenyi are grave. However, Kisenyi is well-situated within Kampala and, as will be shown, its residents contribute to the vibrancy of the larger city despite the many obstacles they face.
While a neighbor’s problem is shared in these tight quarters, a neighbor’s success is also shared. This provides an incentive and a space for collective action and spirit. Through this, the community has made tremendous strides in eliminating their shared problems and celebrating in their subsequent shared successes.

**GOVERNANCE**

Kisenyi is comprised of three parishes: Kisenyi I, II, and III. The Uganda Slum Dwellers Federation’s enumeration exercise revealed there are 23,662 people living in Kisenyi: 6,700 in Kisenyi I; 8168 in Kisenyi II; and 8,794 in Kisenyi III. The three parishes are further broken down into the zones shown below.

**Figure 8: Zones of Kisenyi**

As a settlement in Kampala, Kisenyi falls under the jurisdiction of the newly formed Kampala Capital City Authority (KCCA). Kampala is governed under special conditions as it plays the unique role as the capital city of Uganda.

The KCCA is an amalgamation of locally appointed leaders as well as individuals selected by the President. It replaced the former Kampala City Council (KCC) in 2010 with the enactment of the Kampala Capital City Act 2010.
KCCA’s Executive Director, Ms. Jennifer Semakula Musisi, is charged with managing the city on behalf of the central government. The new Kampala governance structure is captured in the following diagram.

**Figure 9: KCCA Governance Structure**

```
KAMPALA CAPITAL CITY AUTHORITY (KCCA)
  LORD MAYOR
  DEPUTY LORD MAYOR
  EXECUTIVE DIRECTOR

30 COUNCILORS

KAMPALA MUNICIPALITY

MAYORS: RUBAGA, KAMPALA CENTRAL, KAWEMPE, NAKAWA, MAKINDYE

36 COUNCILORS

PARISH

PARISH CHAIRPERSONS: KISENYI I, KISENYI II, KISENYI III

6 COUNCILORS

20 LOCAL COUNCIL CHAIRPERSONS
```

**HOUSING TYPOLOGY**

Examination of the existing housing stock in Kisenyi reveals the dearth of adequate and affordable options. The dual problems of inadequate quality and insufficient quantity are inextricably linked. When the supply of affordable housing is insufficient, the impoverished build in dangerous and insecure areas with impermanent, and often unsafe, building materials.

The KCCA is a new body and its governance structures are not yet fully understood. The authors made every effort to verify this governance structure, but recognize it may not be set in stone at this early stage of the KCCA’s existence.
The use of impermanent housing materials is in many respects a consequence of the high and rapidly rising price tag for permanent materials. Permanent building material production costs have risen sharply in recent years on the back of rising energy costs and in light of a spike in international commodities demand – particularly for steel and cement.

In Kisenyi, iron sheets are the main roofing material used. Indeed, the Federation’s enumeration revealed 90% of structures use this material, followed by wood and cement, which are only used in about 2.-3% of structures. Other materials like bricks, mud, wattle, plastic and tiles are used in less than 1% of structures. Bricks, however, are the most commonly used material for wall construction in Kisenyi, with 64% of settlement structures using this material. Cement is used for wall construction in 9.7% of the structures, while iron sheets are used in 5.3% of the housing structures, and mud and wattle in 5.1% of structures. Glass, plastic, and tiles are used to make walls in less than 1% of cases.

Cement is the most common material for housing floors in Kisenyi. The enumeration revealed that 76.7% of the structures have cement floors. Mud and wattle is also a common floor material, with 12% of houses having this type of floor. Iron sheets and wood are rarely used for floor construction (<2%).
KISENYI’S ECONOMY

Lively, active, fruitful and colorful are but a few adjectives to describe the hustle and bustle of Kisenyi’s economy. It is impossible to enter the settlement without stumbling upon the many businesses that thrive in the community. The economic activity takes many forms and serves many purposes: informal and formal, stationary and mobile, the web of enterprises is impressive to behold. Timber and furniture are best located in Kisenyi I; Kisenyi II is known for its maize mills and rearing the best goats in Kampala; while Kisenyi III is the place to go for all metal works. Let’s take a closer look at some of Kisenyi’s economic activities.

FOOD

Kisenyi’s streets are lined with vendors selling fresh vegetables and fruits. Colorful tomatoes, onions, avocados, potatoes, bananas, pineapples, passion fruit and more are plentiful and sold along roadsides in containers and other informal placements. Readily available too are prepared local dishes and snacks like samosa, chapatti, and posho.

Known for its goat-rearing, Kisenyi not only sells livestock, but is also home to many butchers who carve their clients the finest cuts of goat, beef, and lamb.

KISENYI.IS.DELICIOUS.
The maize mills of Kisenyi II produce enormous amounts of posho for the community. This is staple in the Ugandan diet is in high demand from individuals and businesses alike. The mills stretch for blocks and blocks in Kisenyi, easily identifiable thanks to the large white sacks and hundreds of men covered head-to-toe in flour.

Upon arrival in Kisenyi, it becomes clear that one needn’t leave Kisenyi to find the freshest foods.

**COMMUNICATION**

Communication is essential, both globally and locally and Kisenyi’s entrepreneurs have embraced this business opportunity. Cell phone distribution and repair is widespread in the community. Often encased in an informal structure, and painted the bright color of its sponsoring service provider, cell phone services constitute an active and prevalent business presence in the community.

**KISENYI.IS.INDUSTRIOUS.**
METAL WORKS

A locally abundant skill in Kisenyi is metal-working. Welding is a highly specialized skill and it is in high demand. Many simple household products like irons, pots, pans, and trunks are designed and prepared with these metal-working skills. Larger items like doors, windows and gates are equally well prepared. Additionally, garages are prevalent in the community and attend to repairs of all types of machinery including automobiles and bodabodas (motorcycle taxis.)

APPAREL

Clothing and shoes are available in formal establishments, from mobile salesmen, and even along the roadside. The largest market involves the sale of second hand items, but local tailors also make original clothing out of the abundant fabric available in nearby Owino Market. Local shoes are produced from leather and cowhide, while secondhand shoes flood the market. Cobblers can be found on every other corner, busily working on piles of shoes that need to be repaired. Other related fashion items such as sunglasses, caps, and belts are also readily available.
ARTISINAL SERVICES

Specialized services are abundant in the community and cater to household needs and aesthetic pleasure. Jewelry making is a common activity, often featuring the use of brightly colored recycled paper. Candle making is a useful occupation that caters immensely to the sensitive electric grid and the many households living without connection in the area. Even carefully designed boda boda seat covers are specially crafted in Kisenyi.

HOMEGOODS

Kisenyi hosts many businesses that furnish homes with the production and sale of beds, wardrobes, drawers and dressers. Complementing these businesses are those selling household appliances, particularly electric ones, which have been produced elsewhere, but are in high demand. One can easily find items like fans, electric irons, and water heaters that make life more manageable for those fortunate enough to have electricity.

AND SO MUCH MORE

The diversity in the Kisenyi marketplace is vast and is not limited to essential items like food, clothing, and charcoal. One can also purchase flowers, sweets, and other treats in small roadside kiosks. Furthermore, there are car washes, places to repair watches, and salons for men and women alike. There is even a vibrant recycling business in the settlement.

KISENYI.IS.INNOVATION.
It should be clear from the proceeding account that the Kisenyi economy is not one to be overlooked. Instead, its contribution to Kampala’s larger economy must be recognized and appreciated.

In an effort to appreciate the diversity of businesses within Kisenyi, community members walked the boundaries of Kisenyi I, II, and II to map a sample of each parish’s informal businesses. Their findings are displayed below.

**Figure 10: Kisenyi I: Informal business map**
Figure 11: Kisenyi II: Informal business map
THE FEDERATION: IMPACTS AND STRIDES

UGANDA SLUM DWELLERS FEDERATION

The Uganda Slum Dwellers Federation is the national slum dwellers federation of Uganda. The Federation is a member of the Shack/Slum Dwellers International (SDI) network and currently boasts approximately 38,000 members in six urban centers across the country.

The Federation consists of 343 community groups that save daily and meet at least once per week to discuss community issues and coordinate programs and projects to build upon their strengths and combat their concerns. The savings schemes are networked at the regional and national level with their fellow savers. In addition, the groups are networked internationally with savers in over thirty countries.
ACTogether is the national support NGO charged with providing technical and financial assistance to the Ugandan Slum Dwellers Federation. ACTogether, established in 2006, facilitates processes that develop organizational capacity at the local level and promote pro-poor policy and practice in Uganda's urban development arena. In partnership with organized communities of urban poor, ACTogether strives to increase access to secure tenure, adequate shelter, basic services, information, and many of the other building blocks required for healthy communities. The primary strategy for achieving these aims is to support the development of a strong and active urban poor Federation.

The Uganda Federation has mobilized savings schemes in Kampala, Arua, Jinja, Kabale, Mbale, and Mbarara.

Figure 13: Savings schemes in the Uganda Federation

<table>
<thead>
<tr>
<th></th>
<th>Kampala</th>
<th>Arua</th>
<th>Jina</th>
<th>Kabale</th>
<th>Mbale</th>
<th>Mbarara</th>
</tr>
</thead>
<tbody>
<tr>
<td>savings</td>
<td>89</td>
<td>104</td>
<td>44</td>
<td>27</td>
<td>30</td>
<td>61</td>
</tr>
<tr>
<td>schemes</td>
<td>schemes</td>
<td>schemes</td>
<td>schemes</td>
<td>schemes</td>
<td>schemes</td>
<td>schemes</td>
</tr>
</tbody>
</table>
WE.

ARE.
The Federation is facilitated by a Chairperson, Vice Chairperson, Secretary and Treasurer at the National level. These positions were filled by those who exemplify the values of the Federation, and possess a demonstrable ability to mobilize and organize the community to work together. Leaders in the Federation must lead by example and seek community transformation rather than personal power or privilege. This governing body supports the work conducted by the Federation’s 9 committees. These communities are shown in the figure below.

**Figure 15: Federation committees**

- **SAVINGS**
- **PROJECTS**
- **LOANING**
- **AUDITING**
- **MAPPING & ENUMERATION**
- **EXCHANGE**
- **SUUBI**
- **NEGOTIATION**
- **HEALTH & HYGIENE**

The Uganda Slum Dwellers Federation is governed by the National Executive Council (NEC). Representatives from each region sit on the NEC and meet once every month. Information travels to and from the NEC through Regional Coordinators. These coordinators report to their respective networks. Each network also has its coordinator who reports to the multiple savings schemes that constitute the network. The nine
committees shown above are found at the savings scheme, network, regional, and national level to ensure maximum lesson sharing. All leaders in the Federation are slum dwellers.

THE FEDERATION IN KAMPALA

The Federation has been active in Kampala since 2002. Today it is home to 89 savings schemes spread across five regions: Makindye, Kawempe, Nakawa, Rubaga, and Central Region. The Kampala savings schemes boast 6,796 member savers; over 70% are whom are women.

Figure 16: Federation regions in Kampala

<table>
<thead>
<tr>
<th>Region</th>
<th>Savings Schemes</th>
<th>Male Savers</th>
<th>Female Savers</th>
<th>Total Savers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Makindye</td>
<td>9</td>
<td>50</td>
<td>250</td>
<td>300</td>
</tr>
<tr>
<td>Kawempe</td>
<td>18</td>
<td>483</td>
<td>1833</td>
<td>2316</td>
</tr>
<tr>
<td>Nakawa</td>
<td>21</td>
<td>218</td>
<td>740</td>
<td>958</td>
</tr>
<tr>
<td>Rubaga</td>
<td>18</td>
<td>200</td>
<td>500</td>
<td>700</td>
</tr>
<tr>
<td>Central</td>
<td>23</td>
<td>992</td>
<td>1530</td>
<td>2522</td>
</tr>
</tbody>
</table>

SAVINGS AND LOANS

Daily savings is the primary activity around which the Uganda Slum Dwellers Federation in Kisenyi has mobilized. Savings schemes began in 2002 when the Federation first reached Kisenyi. Savings serve the function of protecting Kisenyi communities from income shocks and of assisting them to develop their businesses, improve their homes, and enhance their livelihoods.

Importantly – if seemingly paradoxically – the function of savings in the Federations is not principally monetary. In the federations, collecting savings is seen as a tool for “collecting people” – a strategy for forging community cohesion and collective efficacy. As Appadurai (2001) surmises, the concept of savings in the federation, “has a profound ideological, even salvational status ... a moral discipline ... which builds a certain kind of political fortitude and commitment to the collective and creates persons who can manage their affairs in many other ways as well.” This goes beyond mere
financial literacy. The true value of savings in the federations is their role in cultivating trust, commitment, shared goals, and organizational capacity.

Savings are collected by Federation leadership and tracked in each saver’s own savings book. Depending on an individual’s earnings, savings vary, but the Federation encourages all members to contribute at least 100 shillings per day. Day-by-day the number of savers and the amount of Federation savings grows. The culture and spirit of savings has even reached Kisenyi’s youth. Nearly 100 children are now members of youth savings schemes in Kisenyi. They, like their adult counterparts, strive to save at least 100 shillings daily.

As collective savings have grown and faith in the Federation’s systems deepened, the community has begun to issue loans to its members. Members can access small loans – for things like school fees, medical bills, and income generating purposes – from their savings scheme, while larger loans – for things like home improvements and/or construction and community enterprises – can be accessed from the Federation’s Urban Poor Fund, Suubi. Whether the loan comes from the savings scheme or Suubi, the borrower is responsible for having a certain percentage of the loan already banked and recorded in their savings book. The loans are administered with an interest rate of approximately 10%. Most Kisenyi residents are able to repay their loans in the determined repayment period, but when a borrower struggles it is up to the savings
scheme as a whole to assist the defaulter to restructure their loan and continue with repayments. It is the savings scheme’s collective responsibility to ensure borrowers repay.

Meet Fatuma Kagoro

Fatuma Kagoro is the Federation’s Loan Chairperson in Kisenyi. Fatuma was one of the first Federation members in Kisenyi. In 2002, she began working as a Savings Collector – a position she held for 2 years. As the Federation’s savings grew and the desire to begin loan schemes spread, she became the person in charge of administering and monitoring Federation loans. Fatuma firmly believes in the importance of issuing loans from within the Federation but she also recognizes the shortfalls associated with relying solely on community savings.

As slum residents, the capacity to accumulate savings has its limits. In order to extend loans to more members the Federation and its partners began the process of launching the Kampala Development Fund. This Fund is designed to supplement the contributions of communities with donor and government funds. Fatuma is instrumental in the process of sensitizing and mobilizing members to begin issuing loans. The mobilization process must be thorough. Before introducing loan programs, it is essential that the Federation prepares its members for the responsibilities loans entail and ensures the necessary systems of accountability are in place. Fatuma looks forward to seeing loaning programs and their associated benefits spread throughout Kisenyi.

Meet Mariam Namirumu

Mariam Namirumu, a lifelong resident of Kisenyi, is also one of the Federation’s many loan recipients. Mariam received a loan for 200,000 shillings from the Federation to help her buy more second-hand clothing to sell in in Kampala’s Omino Market. The loan helped Mariam to expand her business tremendously and she now reports increased profits. Needless to say, she is able to pay back her loan and is extremely grateful for Federation’s loan program and the impact it has had on her livelihood.
HEALTH AND HYGIENE

The Federation’s Health and Hygiene committees play a vital role in combating the pronounced sanitation challenges facing Kisenyi. Sensitization workshops, health service provision, and sanitation programs and projects are the core priorities of the committee. The committees are present in every savings scheme and are represented at the regional and national leadership-level. They are responsible for generating strong work plans for their programs and activities and accounting for any funds used for their execution. Over the years, Kisenyi’s Health and Hygiene committees have increased their capacity to make meaningful improvements to the health of their fellow residents.

KICHWA (Kisenyi Community Health Workers Association) has been providing health and hygiene services for slum dwellers in Kisenyi for the past two decades. The organization focused on attending to clogged drainage systems, sensitizing the community about family planning, HIV and other diseases, as well as implementing blood testing programs for community members.

When the Federation arrived in 2002, it joined forces with KICHWA on these necessary initiatives. This collaboration served to strengthen both parties. The Federation’s Health and Hygiene committees learned much from KICHWA’s experience and strategies, while KICHWA benefited from the Federation’s ability to mobilize communities and build cohesion and organizational capacity.

Over the years, Kisenyi’s Health and Hygiene committees have continued to focus on maintaining drainage systems. It mobilizes teams of Federation members to keep drains free of rubbish, allowing proper water flow and reducing the incidence of flooding.
The community seeks partnerships with local authorities to scale up these initiatives and reach the many neighborhoods of Kisenyi where blocked drains create pools of stagnant—mosquito filled—water and cause excessive flooding. Indeed, heavy rains almost always result in devastating floods in Kisenyi. During such downpours, most Kisenyi residents vacate the area, fearful that flash floods will overcome them. Those who do remain often put themselves in grave danger as roads become rivers and homes and businesses are inundated with water. In such an environment it should not be surprising that disease spreads wildly, with cholera, diarrhea, and malaria affecting many.

The leaders of the Health and Hygiene committee are ever aware of these most pressing needs. The capacity from within is certainly available, but creative partnerships with other urban health stakeholders will be necessary to reach more slum dwellers. In the meantime, the Health and Hygiene committees continue to do as much as they can with their limited resources. Sensitization efforts never end as new migrants arrive daily.

Despite their challenges, the community has made tremendous strides in securing their health and hygiene rights. A sanitation unit at the Federation headquarters represents one such success. Many residents use the unit daily, with both the toilets and showers frequented often.

Another success story involved negotiation with local authorities and donors for the installation of metered water stand posts in Kisenyi. These posts are important for providing clean, safe drinking water in a community with little other access. They also eliminate the need for more expensive and often exploitive water services. Embracing these successes and focusing on continued challenges, the Health and Hygiene committees continue to work toward a healthier Kisenyi.
Sensitization remains a constant necessity with the constant flow of migrants into Kisenyi. In the absence of regular and/or large programs, the committee and its informed community members do their best to informally sensitize their neighbors about these pressing issues. It is clear they have truly internalized the value of their work.

Meet Joweria Kizito

Joweria Kizito is a long time social worker who now heads a Health and Hygiene Committee in Kisenyi. She worked with KICHWA for many years and helped facilitate the relationship with the Federation. Joweria has led many workshops in her time, prioritizing the importance of information reaching her fellow community members. She still works hard on an ambitious and comprehensive work plan even though funds are lacking. She seeks opportunities to sensitize her communities and hopes to develop sanitation services in the settlement. Joweria takes pride in seeing that many of her community members are well versed in important health and hygiene practices. This strong woman is a shining example of the capacity of Kisenyi’s community members to determine its fate.

Meet Saada Mohammed

Saada Mohammed, a resident of Kisenyi in Kiguli zone, is a Federation member and saver. For many years, Saada has attended various sensitization workshops like those on topics such as cholera, malaria, and HIV prevention. The knowledge she gained has helped improve her own health and hygiene, while also motivating her to be a leader in her community. She has internalized the value of health and hygiene and as such shares her knowledge with her neighbors. If she sees a home whose activities breed mosquitoes, she knocks on their door and runs her own sensitization campaign, informing her fellow community members of the threats they have the capacity to evade.
THE FEDERATION’S SANITATION UNIT

At the Federation headquarters in Kisenyi III, there stands a vital service and a proud symbol of Federation success: The sanitation unit. This unit houses separate male and female quarters with bathing and toilet services.

The fee for using these services is 100 shillings. This helps to maintain the facilities while also generating a small income for the Federation.

The building was constructed in 2003, spearheaded by the Federation’s initiative and supported by Slum Dwellers International, Kampala City Council, and the Ministry of Housing and Urban Development.

The unit is active throughout the day and particularly active in the morning when residents come to prepare for the day ahead. This unit is symbolically valuable in that it marks a functional Federation milestone in efforts to combat one of the gravest challenges facing the Kisenyi community: sanitation. It also represents a milestone in terms of the Federation’s ability to negotiate with government.

In addition to sanitation services, the building serves a community center. Above the sanitation unit large assembly rooms were constructed with support from CONCERN Worldwide. These are used for church assemblies, Federation meetings, income generating activities, and adult education courses.
ENUMERATION AND MAPPING

To combat the invisibility of slums, ACTogether supports the Uganda Slum Dwellers Federation to enumerate and map the informal settlements in which they live. Enumerations are a key component of the Federation toolkit. Essentially, enumerations are community-conducted censuses that collect data on urban attributes such as: a) physical shelter characteristics; b) land tenure arrangements; c) occupant information; d) commercial spaces; e) household income and expenditures; and f) available services.

There is an acute dearth of such information. Government censuses rarely capture the diversity of conditions within the nation’s slums and frequently rely on unrepresentative samples. Over the last nine years, the Federation has earned the trust of the community, enabling it to gather and verify information that outsiders could not. Moreover, the Federation has a unique sense of ownership of the information collected due to the fact that community members collect the information themselves. Ownership of such knowledge means that communities have a powerful negotiating tool to ensure that they become equal partners in determining development strategies.

The Federation engages in a series of steps to conduct enumerations. They include:
1) Preparation meetings with local authorities and the community
2) Mobilization and sensitization of local authorities and communities
3) Identification of enumeration teams
4) Training of the enumeration teams
5) Developing rough maps of the settlement
6) Numbering of all structures in the settlement
7) Administering of the questionnaires

Once the enumeration exercise is complete, the mapping process can begin. In March 2011, the Uganda Slum Dwellers Federation began the mapping process in Kisenyi. Federation members from across the country came to Kisenyi to conduct a test mapping exercise and practice the skills they would need to conduct citywide informal settlement mapping across the country. As the first mapping exercise of its kind in Uganda, assistance was necessary. As opposed to typical International Development Assistance,
it was not technocrats, but fellow slum dweller federation members from the SDI network that came to teach. Kenyan and Zimbabwean Federation members have been instrumental in transferring the enumeration and mapping skills to members of the Ugandan Federation.

It was not long before the students became the teachers – representing a key achievement in efforts to find scalable and sustainable solutions to urban poverty. These Ugandan slum dwellers now conduct their own enumeration and mapping training and invite less experienced Federations to learn from them.

Wearing bright orange t-shirts with the words “Count me in: Information is power” printed on them, the teams became a familiar sight in the country’s slums. As the teams moved from house-to-house, word spread about the work of the Federation and the how the information being collected would strengthen the residents’ case for increased services and recognition of their tenure. The products of the enumeration and mapping exercise in Kisenyi were shown in the introduction section of this book. The information collected will assist the community of Kisenyi to resist eviction, negotiate for services, and initiate targeted urban development strategies.
NEGOTIATION WITH GOVERNMENT

Through small incremental gains, they are also able to insinuate themselves into the governance process of the cities where the operate ... [and] over time the remit of their influence and engagement spreads, and soon linkages are drawn between the immediate needs of their members in a particular quarter of the city and the long-term strategy and investment programme for the territory (Pieterse, 2010 on the role of Slum Dweller Federations).

Kisenyi Federation members actively participate in their local government structures in order to seek better service delivery and greater levels of representation. This participation has been an essential component of the Federation’s approach to the development of Kisenyi. In the past, government would issue directives that were implemented without the input of community members. As a result, many of the related projects did not address the real concerns of residents. In addition, they were often poorly implemented and thus rarely supported by local residents. Over the years, community members have organized themselves within the Federation and as an organized body they have partnered with the government for more relevant and sustainable initiatives.

The area in which community and government partnerships have had the greatest impact in Kisenyi surrounds sanitation. In 2005, residents of Kisenyi reached out to government officials to construct more toilets in the Kisenyi area. Pit latrines were problematic as they often overflowed during heavy rains, exacerbating public health problems. Federation members rallied the community and then surveyed all the zones of Kisenyi to assess which areas were in greatest need of additional toilet facilities. Such efforts demonstrated the community’s organizational capacity and viability as a partner to government and landlords.

After selecting the sites to be prioritized, the Federation approached the respective landlords requesting land be gifted to the community in order to build the necessary toilets. In these negotiations, it was decided that participating landlords would acquire the rights to one stance, while the community would acquire the rights to the others. A small fee would be charged to use the sanitation facilities in order to support maintenance costs. Having earned the landlords’ support and cooperation, over one hundred community members met with local government leaders in a series of
meetings. The purpose of the meetings was to negotiate how their plans could be realized.

The local government was impressed by the efforts of the community and the partnership forged with landlords. As a result of these successful negotiations and partnerships, toilet blocks were constructed in the Soboba, Luzige, Kiguli, Kasato and Central zones of Kisenyi.

Three years later, the Federation engaged the government once again. This time they sought to install pre-paid water taps and construct new drainage systems. Much like the toilet initiative, community members first identified key areas conducive to servicing those in greatest need and subsequently negotiated with landowners. The community then took their proposals to government authorities.

These negotiations lead to the installation of eight water taps in Kisenyi III. The effectiveness of these negotiations is derived in large part from the community harnessing the power of collective action and information. Federation members have gained strength from their ability to quickly mobilize hundreds of their neighbors around specific community issues. As such, it has become extremely difficult for government officials to ignore this strong and vocal constituency. Kisenyi’s voice comes not only from its ability to assemble and coordinate effectively, but also from its ability to collect relevant information and selectively use it to defend their efforts. This information is invaluable in slums like Kisenyi, where numbers and services are hard to determine and are frequently unknown to the government. Conducting enumeration and mapping exercises allow the community to generate this information for itself, giving it tremendous credibility and leverage with the government.

There is a special committee in the Federation charged with handling negotiations with government. These individuals are the point people to address any issues that arise in the community, where other stakeholders could play a role. In order to foster a positive working relationship with government, Federation leaders and the negotiations committee aim to meet regularly with their local representatives. As stated by the Uganda Slum Dwellers Federation chairman: “Communities should be involved in decision making... they shouldn’t wait for the government to work for them. Something made only by the government will never last but something initiated by the community- they will own it and it will succeed.”- Hassan Kiberu.
The following interview with the Commissioner for Urban Development in Uganda, Mr. Samuel Mabala highlights the respect the Federation has garnered from the Government.

What is MoLHUD's position on the role of organized slum dweller communities in the urban development agenda?
Slum dweller communities constitute 60% of the urban population in Uganda, and cannot therefore be ignored. The Ministry recognizes these communities as key partners in the realization of the goal of livable cities: they are a very critical ingredient in the solution to the problem of slum improvement. They represent an urban informal sector which has emerged in response to the needs of the urban poor. The Ministry is aware of the latent potential of the slum dweller communities, which if well harnessed, can enhance the transformation of their settlements as well as stimulate the urban economy. The Ministry therefore encourages efforts to mobilize the urban poor into organized slum dweller federations as an empowerment mechanism to position them as strong partners with a voice and ability to lobby, advocate and negotiate for their rights. The Ministry of Lands, Housing and Urban Development believes in eradicating slums by empowering the slum dweller communities through: organizing them into Slum Dweller Federations, encouraging savings mobilization, developing skills for gainful employment, and promoting income generating activities operated at a scale to harness the economies of scale.

How has MoLHUD worked with organized communities in Kampala's large informal settlements?
The Ministry has been cooperating with organized communities such as the Slum Dwellers Federation in providing technical support in construction of the Sanitation Unit, carrying out slum profiling, household enumeration surveys and slum mapping exercises in the slum settlements in Kampala. Through the Transformation of Settlements for the Urban Poor in Uganda project, it has attached technical staff to assist communities in various technical matters.

What form does MoLHUD envision future collaborations with urban poor organizations in Kampala will take?
Ultimately, the collaboration should facilitate empowerment of urban poor organizations to forge functional partnerships with the private sector including land owners, and the public sector for slum redevelopment into mixed development & high density settlements having better services, vibrant economy, better affordable homes for all, and a safe, attractive environment where all enjoy to live, work, and recreate.

Mabala Shibuta Samuel
Commissioner of Urban Development
Ministry of Lands, Housing and Urban Development
EVICATIONS: THREATS, RESISTANCE, AND THE WAY FORWARD

Owing to Kisenyi’s high land value, slum dwellers in the area live with an ever-present fear of eviction. It is not uncommon for a Kisenyi resident to be served an eviction notice, to be thrown from their home, or to return home to find their belongings removed from the house by eviction authorities.

Forced eviction refers to “the permanent or temporary removal against their will of individuals, families, and/or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection.” The UN Commission on Human Rights and the African Charter on Human and Peoples’ Rights affirm that forced evictions constitutes a gross violation of human rights.

For slum dwellers in Kisenyi, these international conventions have had little impact, as evictions have been an all too frequent occurrence. While evictions can sometimes be necessary in the name of infrastructural development and public safety, certain safeguards must be put in place to ensure adequate consultation, compensation and resettlement for affected persons.

For those living in absolute poverty, forced eviction represents an acute tragedy, often robbing evictees of their livelihoods and rendering families homeless and destitute. In the Federation, evictions can decimate saving scheme membership and place strains upon Federation institutions, eroding community social capital and breaking apart those social structures and organizational capacities that rely on proximity. Sometimes it is the threat of eviction, rather than eviction itself that impact communities. Often, an eviction threat is issued and communities are forced to live with uncertainty for protracted periods. During such liminal periods community development incentive structures are perverted.

Much of this vulnerability results from the high value of land in Kisenyi – rendering far beyond the financial reach of slum dwellers. The discrepancy between what land is worth and what the local community can afford often results in land being sold at market rates without the consultation of the communities residing there.

Indeed, this has been the reality in many part of Kampala. In July 2011, residents in Nakawa-Naguru, another Kampala settlement, experienced a massive eviction affecting
over 1,700 people. The land will be used to build modern satellite homes. Without the means to resist, residents watched their homes bulldozed and their belongings destroyed right before their very eyes. Worse, there were no provisions made to relocate the displaced. In 2010, Kisenyi III lost many residents following a large eviction in Luzigi zone. Its owner sold the land to an investor, rendering over 300 people homeless. All the structures in the area were destroyed. A year after their destruction, the rubble still remains leaving a daily reminder to Kisenyi’s residents that eviction is always looming.

Meet Nasulu Yayeera

Kisenyi resident Nasulu Yayeera was evicted from her home in June 2011. Without any forewarning, her landlord sold the house in which she resided. Following a short stay in hospital she returned sick and weak, only to find out that she would be evicted in 2 weeks. Nasulu sought help from local leaders and from the police, but she found that no one was willing to help. In fact, the leaders encouraged her to leave and it was the police who threw her belongings out of her home. Nasulu credits Federation membership with her ability to relocate quickly. Her savings cushioned the blow and enabled her to mobilize the deposit for a new place quickly. Nasulu is keenly aware of her and her family’s vulnerable position. As a result, she is searching for new business opportunities and is eager to get her family into a better home.

FEDERATION RESISTS EVICTION

The ever-present threat of eviction is an oppressive concern in the Kisenyi settlements. Compounding this threat are high levels of uncertainty. Land ownership and tenure arrangements are unclear and threats come without warning and unclear channels for verifying the validity of the claims being made or determining mechanisms for resistance. The dearth of information thus becomes an issue in and of itself.

Mindful of the centrality of information to issues of land tenure The Uganda Slum Dwellers Federation works to generate and disseminate such information and turn it into a source of strength for the urban poor. Mobilized and organized Federations are able to conduct large-scale enumerations (essentially community-run censuses) and
map each and every structure and its tenure arrangements. With this information in hand they can use information to back up their claims for just treatment.

In 2009, a landlord threatened over 26 households in Kisenyi III with eviction. Rather than accept the word of the evictor, the affected families and their fellow community members paid a visit to a former Member of Parliament requesting to see the title for the land upon which they resided.

The former MP responded positively to the group effort and advised them that the eviction threat was unfounded and they should organize a communal covenant on their right to the land. The community’s pressure and the publicity it garnered forced the evictor to withdraw his claim and the community’s tenure was protected. Similarly, in other parts of Uganda, the Federation has mobilized rapid enumerations to unveil the number of people and the length of time spent living in threatened settlements to convince municipalities to stop land being sold from under long-term residents.

These cases reaffirm the notion that a lack of information breeds conditions for eviction and, conversely, that those communities with ownership of knowledge about their settlements can often effectively resist and put a stop to it. Providing municipal authorities with such information compels them to assist the community to resist forced eviction.

LAND SHARING: A STRATEGY FOR SLUM UPGRADEING?

It is estimated that 85 percent of Kampala’s 1.8 million inhabitants live in slum areas. The city’s ability to house the influx of migrants remains a serious problem as they continue to stream into informal settlements that are already subjected to a crippling affordable housing deficit. The vast majority of new construction caters to a wealthy clientele and often contributes to additional affordable housing shortages as poorer residents are displaced to make way for expensive developments. Additionally, the lack of access to finance mechanisms greatly constrains the ability of ordinary Ugandans to

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buy or rent their own homes. According to the World Bank, Uganda ranks 122nd out of 183 countries in terms of access to credit. Furthermore, the prime lending rates of Ugandan banks average between 19% and 24%, making the option of obtaining a formal loan for housing an impractical option for the urban poor. These different factors together create a perfect environment for the growth of slums and informal settlements in Kampala.

Kisenyi sits in the heart of Kampala. As discussed earlier, its prime location makes the land highly valuable and consequently very attractive to investors, developers and businesses. For the urban poor, however, the high value is a threat as landowners find it difficult to refuse the high sums they are offered by developers, despite the consequences for existing residents. In this situation, many stakeholders consider Kisenyi residents a barrier to development and the creation of a ‘modern’ Kampala.

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However, as this book shows, many Kisenyi residents have lived in the settlement their whole lives and are part of Kampala’s urban fabric. Displacing them to make room for up-market condos and malls is not a strategy for eradicating slums, but for creating larger and more troublesome ones on the city’s periphery.

Legally, evicting life-long Kisenyi residents is also unacceptable. According to the Land Acts of 1998 and 2004, tenants who have lived on land uncontested for more than 12 years hold a vested right to the land. The Acts require that land developers compensate and seek permission from every bonafide occupant before they develop the land.

While eviction and relocation destroys the rich and intricate networks that communities have established over decades, an agreement for land sharing has the potential to preserve them while also availing extra land to private interests. Through a mutual understanding of the legitimacy to use the land, the process may prove to be a beneficial option to both parties.

In land sharing agreements, developers often build multi-storey apartments to maximize utilization of the available land and cater for multiple interests. In congested settlements like Kisenyi, this option has proven successful. An innovative land-sharing strategy involves commercial spaces being constructed on the ground floor of a multi-story building and affordable housing units being constructed on the upper floors. Developers can sell the commercial spaces at market rates to maximize profits, while keeping some or all of the housing units below market rate for low-income earners.

The presence of slum dweller federations provides a great vehicle to mobilize community members, mobilize savings, monitor repayments, and reduce tensions during such initiatives.

The Federation is presently engaged in land-sharing negotiations in Kisenyi I and Kisenyi II. In order to ensure the urban poor community benefits from any proposed deal, the Federation is taking things slowly and exploring the expectations of all potential stakeholders very carefully.
The following schematic, adapted from d’Cruz & Satterthwaite (2005) provides a useful checklist for Federations wishing to pursue land-sharing as a strategy for slum upgrading.

**Figure 18: Land-sharing checklist**

Clearly land-sharing is not the only strategy for slum upgrading, however is is a very interesting option to explore in areas as densely populated and strategically located as Kisenyi. Development in situ is increasingly recognized as the most plausible and cost effective methodology for upgrading in communities of the urban poor. The fact that land-sharing is often also very attractive to land owners adds an extra layer of incentive and has the potential to create the harmonious and inclusive cities the Federation strives for.
KISENYI: THE NEXT THREE YEARS

ACTogether and the Uganda Slum Dwellers Federation will prioritize the following four strategic areas for action in the coming three years.

1. PARTNERSHIPS

ACTogether and the Uganda Slum Dwellers Federation will actively engage with government partners at the Ministry of Lands, Housing, and Urban Development as well as those in the new Kampala Capital City Authority. We will strive for partnerships that boost the capacity, while maintaining the autonomy of, the Federation. We will promote the comparative advantages of organized communities in urban development programs and identify strategic areas for collaboration with government projects and programs.

2. PILOT PROJECTS

ACTogether and the Uganda Slum Dwellers Federation will have access to seed capital from SDI that will be used to leverage the support and cooperation of other partners. Pilot projects will focus on demonstrating the capacity of the Uganda Slum Dwellers Federation to carry out projects that represent innovative and scalable solutions to the issue of large informal settlements.

Land-sharing negotiations are in progress that would see the Federation gain access to land by sharing and co-developing parcels. Piloting such projects will demonstrate the validity of urban strategies that do not involve the poor being pushed to slums on the periphery of the city, far from their sources of livelihood. Finding solutions for the severe lack of service provision in Kampala’s slums will also be a key focus for pilot projects. Water, sanitation, and waste collection pilot projects will be pursued.

3. ENUMERATION AND MAPPING

ACTogether and the Uganda Slum Dwellers Federation have commenced enumeration and mapping in Kampala. The Federation intends to enumerate and map each and every informal settlement in Kampala. Enumerations – Federation conducted censuses – are vital to city-wide upgrading strategies as they provide the necessary information for efficient and effective targeting. Mapping slums is also
critical to combating the invisibility that renders slum dwellers so vulnerable to eviction and utterly inadequate service provision.

4. FINANCE FACILITY

The Kampala Development Fund was registered in July 2011. It was modeled upon the very successful Urban Poor Funds that have been established in other countries to support organized communities of the urban poor. The Funds have proven a powerful development mechanism, building the financial and managerial capacity of the urban poor to manage and sustain the projects for which the loans are sought. ACTogether, The Uganda Slum Dwellers Federation, Slum Dwellers International, and the Ministry of Lands, Housing, and Urban Development are actively seeking additional partners to ensure the Fund is institutionalized as a part of Kampala’s urban development agenda. Projects eligible for Kampala Development Fund finance include: Solid waste management projects; sanitation projects, housing projects, and income generating projects.

The Kampala Development Fund will build upon the success of the Federation’s Suubi Development Initiative. This national-level fund was established in 2010 to support the work of the Federation to draw down resources for community-led development initiatives. When Kisenyi residents seek funds from the Kampala Development Fund they will need to mobilize a deposit using funds held in Suubi. Funds held in Suubi come from the daily savings of members throughout the country.
CLOSING

The Uganda Slum Dwellers Federation and ACTogether Uganda hope that this book will serve to lift the veil off large informal settlements like Kisenyi. They hope it has shown that the word ‘slum’ does nothing to capture the dynamism of such settlements and the contributions made therein to the urban fabric. Ultimately, it is only if one understands what Kisenyi is, that they can understand what it can be. While beset by harsh living conditions, rampant poverty, and its associated social ills, many residents of Kisenyi – as has been shown here – continue to find ways of pushing their development agenda forward as members of the Uganda Slum Dwellers Federation.

The clout of the Uganda Slum Dwellers Federation in Kisenyi, evidenced by its ability to: mobilize large numbers of people around savings; organize and aggregate their effort; and attract resources, has made it an increasingly powerful voice in urban governance and development initiatives. With encouragement from international donors, most urban development policies and programs in the country espouse a commitment to work with communities and encourage their participation. The Uganda Slum Dwellers Federation is ensuring these commitments are more than just platitudes. They are injecting meaning back into the word participation and demanding the right to define the form that participation takes. As a body of thousands, networked with federations across the country and throughout the world, the Federation brings tremendous energy to the Kisenyi settlement.
SOURCES


