

Cities Alliance

Cities Without Slums



Kick-off Workshop Report

8 December 2016

The Dove's Nest Hotel, Gulu, Uganda

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ABBREVIATIONS

DFID	Department for International Development
DLB	District Land Board
IEER	Institutional Enabling Environment Report
JWP	Joint Work Programme
LAR	Local Assessment Report
LED	Local Economic Development
LG	Local Government
MDF	Municipal Development Forum
MDS	Municipal Development Strategy
MoLHUD	Ministry of Lands, Housing and Urban Development
MoWE	Ministry of Water and Environment
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NWSC	National Water and Sewerage Corporation
SMEs	Small and Medium-sized Enterprises
TSUPU	Transforming Settlements of the Urban Poor in Uganda
UBOS	Uganda Bureau of Statistics
ULC	Uganda land Commission
UNCDF	United Nations Capital Development Fund

1. Background

Over the past decade, the statement that “cities are the engines of economic growth” has been often repeated. Yet, nothing is certain about the growth trajectories of cities. Many struggle to increase productivity and provide basic economic opportunities to growing populations, often resulting in stark unemployment challenges and widespread informality. In all cities, high inequality threatens economic growth and human development. In an increasingly urban world, cities – those who govern, live and work in them – have an important role to play in fostering equitable economic growth.

The Cities Alliance has established a Joint Work Programme (JWP) to respond to the equitable economic growth challenge. The JWP aims to support growth trajectories characterised by inclusion, equity and environmental sustainability in cities. It works with local governments, city stakeholders and development partners to produce global knowledge, facilitate policy dialogues and support city-level diagnostics and policy recommendations. Recognising the instruments available at the local level, the JWP focuses on supporting equitable access to public goods and services by all citizens as well as formal and informal businesses in cities. The JWP is funded and chaired by the UK Department for International Development (DFID).

1.2. The Campaign City Initiative in Uganda

In line with its objective to support growth trajectories characterised by incisivness, equity and environmental sustainability in cities through promoting improved access to local public goods and services, the JWP is initiating an Equitable Growth City Campaign in two secondary cities in Uganda (Mbale and Gulu). The campaign complements the JWP’s globally oriented components by producing evidence-based policy recommendations through a locally driven process, building on existing city-level partnerships to engage local authorities and stakeholders in setting priorities and recommending actions necessary to foster equitable economic growth in the city. The United Nations Capital Development Fund (UNCDF) is the JWP lead member for the Uganda city campaign.

The initiative will support the promotion of equitable access to public goods and services through focus areas adapted to the specific needs and context as defined by city stakeholders in Mbale and Gulu respectively. It will produce an Institutional Enabling Environment Report, a Local Assessment Report, and city-level, evidence based policy briefs and recommendations.

1.3 The Gulu City Campaign Kick-off Workshop

The Kick-off Workshop constituted the first gathering and launch of the Campaign City partnership in Gulu. It took place on 8 December 2016 at The Dove’s Nest in Gulu, Uganda. The workshop had three main objectives, including to launch of the city partnership, to present and validate the draft Institutional Enabling Environment Report (IEER) and to identify priority issues to be elaborated on in the Local Assessment Report (LAR). The workshop participants, constituting the campaign city partnership, represents city stakeholders in Gulu municipality, including public, private and civil society actors. The partnership is based on the membership and convening power of the Gulu Municipal Development Forum (MDF).

1.4 Structure of the report

This first chapter is followed by an overview of the workshop agenda. Chapter 3 provides accounts of the introductory and opening remarks, including a presentation of the Cities Alliance, the JWP and the workshop objectives. Chapter 4 includes two key input presentations, on the Institutional Enabling Environment Report and the Municipal Development Strategy. Chapter 5 captures the process of defining issues and setting priorities for the Local Assessment Report, as well as provides the outcome

of the prioritization excesses. Chapter 6 recaps the final remark by the Deputy Town Clerk and outlines the next steps in the JWP City Campaign.

2. Workshop Agenda



1. OPENING AND INTRODUCTIONS

Facilitator: Samuel Mabala, Cities Alliance

09:00 – 09:30

Opening prayer

Round of Introductions and sharing of Expectations

Welcoming remarks: Ms. Sarah Apio, Statistics Officer, Gulu Municipal Council and JWP Focal Point

Opening address: Ms. Pauline Lukwiya – Deputy Mayor, Gulu Municipality

Welcoming remarks: Dmitry Pozhidaev, Regional Technical Advisor, UNCDF

09:30 – 09:45

Presentation of the JWP, the City Campaign and structure of the Kick-off Workshop

Rene Peter Hohmann, Cities Alliance

09:45 – 10:00

Discussion, Questions & Answers

10:00 – 10:15 Tea Break

2. INPUT PRESENTATIONS – THE STATE OF PLAY

Facilitator: Samuel Mabala, Cities Alliance

10:15 – 10:45

What powers does Gulu assume to create public services - Preliminary Results of the Institutional Enabling Environment Report Gulu

Ronard Mukuye, Cities Alliance

10:45 – 11:00

Discussion, Questions & Answers

11:00– 11:30

Gulu Municipal Development Strategy

Sarah Apio, Statistics Officer, Gulu Municipal Council

11:30 – 12:00

Discussion, Questions & Answers

12:00 – 12:15

Introduction to the World Café Format

Fredrik Bruhn, Cities Alliance

12:15 - 12:30

Group Photo and handover of city campaign mission statement

12:30 – 13:30 Lunch

3. DEFINING THE ISSUES

Facilitator: Rene Hohmann, Cities Alliance

13:30 - 13:45

What information do we need to take strategic action to foster Equitable Economic Growth in Gulu - Introduction to the Local Assessment Report

Dmitry Pozhidaev, UNCDF

13:45 – 14:15

Discussion, Questions & Answers

4. WORLD CAFÉ SESSION

Facilitator: Rene Hohmann, Cities Alliance

14:15-14:45

World Café Breakout session 1: What is the information gap to address this strategic action?

14:45-15:15

World Café Breakout session 2: How can we fill this information gap and what partners need to be involved?

15:15-15:30 Tea Break

15:30-16:00

Presentation of the Group Results to the Plenary and discussion

16:00-16:30

Prioritisation exercise

5. CLOSING AND EVALUATION

Facilitator: Samuel Mabala, Cities Alliance

16:30 – 17:00

Next steps in the JWP Campaign, evaluation
Dmitry Pozhidaev, UNCDF



3. Opening and Introductions

The opening session was facilitated by Samuel Mabala, Cities Alliance Country Representative in Uganda. Mr Mabala welcomed all participants and invited to a round of introductions along with brief statements of individual expectations for the workshop. He emphasised the key theme of the workshop: How to foster equitable economic growth in Gulu. The workshop is intended to provide a forum in which participants can provide input, ideas and guidance. As such, it is also the start of a process, to define issues and priorities, and to ultimately address key knowledge gaps in order to better understand and approach that fundamental key question.

The opening prayer and round of introductions were followed by opening statements by representatives of Gulu Municipal Council, the United Nations Capital Development Fund (UNCDF) and Cities Alliance Secretariat.



3.1 Opening remarks

Ms. Sarah Apio – Statistician, Gulu Municipal Council and JWP Focal Point

Thank you all participants for honouring the invitation to join the workshop and the Joint Work Programme Campaign to promote equitable economic growth in Gulu.

You are all encouraged to stay committed and active throughout the workshop. If we stay committed and ensure that we share and exchange ideas, this day will be successful. We need to stay committed to arrive at new ideas and insights that can benefit us all. We also need to bring these new ideas back to our communities. Only this way will this programme be a success. If we do this, I am sure we will all have important knowledge and ideas to report and spread in our communities as we strive towards city status.



Ms. Pauline Lukwiya – *Deputy Mayor, Gulu Municipality*

First of all, I would like to emphasise that the Mayor of Gulu Municipality is fully committed to the Joint Work Programme City Campaign in Gulu. He would have liked to attend the workshop but unfortunately were not able to do so.

This kick-off workshop, which has been organised by the Joint Work Programme for Equitable Economic Growth, is for our own benefit. You have been invited – selected among the many – to participate in this workshop and it is a great pleasure to see you all here. However, I would like to emphasise that what we will do here requires serious work. I would therefore like to urge you all to be committed and attentive. We are striving towards city status and this, the work we will do here together, can help us get there. With the help of Cities Alliance, we can bring forward the ideas required to build the city that we want. My appeal to you is therefore to be attentive and active – discuss and do not be afraid to ask questions when you do not understand. I want to welcome all the participant as well as the organisers to this workshop. And with that, allow me to officially declare this Kick-off Workshop open.



Dmitry Pozhidaev – *Regional Technical Advisor, United Nations Capital Development Fund (UNCDF)*

It is a great pleasure to be here. As UNCDF will be implementing this programme in Gulu, our interactions will become more frequent in the future.

UNCDF looks forward to working with Gulu Municipality and the municipal council, but also with all other actors, such as the Municipal Development Forum, representatives from civil society and the private sector, on the implementation of this programme. The JWP city campaign is an extensive and important initiative. But it constitutes one element in the larger support that has been and will be provided to Gulu municipality. There will be many other interventions, centred around the JWP campaign, as well as standalone interventions to address issues and challenges facing the municipality. Some of them will be mentioned here today, and they are all vital to the development of Gulu as a town and an organisation.



The event today marks an important milestone in the implementation of the JWP and will enable us to move to the next step. This means identifying key themes and issues as well as to engage a broader range of stakeholders to support Gulu, address its challenges and eventually transform it into a city.

Thank you and we look forward to working with you.

3.2 Presentation of the JWP City Campaign and the structure of the Kick-off Workshop

Rene Hohmann – JWP Manager, Cities Alliance Secretariat

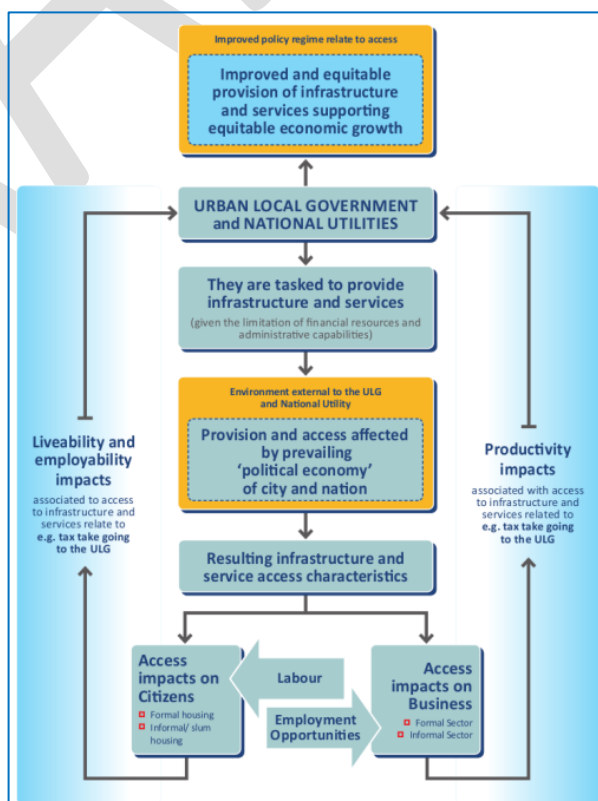
The Cities Alliance believes in partnerships. Through partnerships at the global level, we have worked to map and understand issues and needs of cities around the world to foster equitable economic growth. Over the coming two years we want to work with stakeholders in Gulu to do something similar: to define the needs and priorities of Gulu, as perceived by the citizens of Gulu, derived through a local partnership. It is the objective of this campaign to arrive at a set of actions that can be undertaken to ensure Gulu is characterised by inclusive and equitable economic growth.



The Cities Alliance is a global partnership for poverty reduction and promoting the role of cities in sustainable development. The partnership aim to contribute to Improved quality of life, socio-economic conditions and inclusion of the urban poor through making cities more effective, citizens more active and assisting partners to deliver improved and responsive services to the urban poor. Cities alliance is a membership-based organisation with members from six constituencies:

- Local Authorities;
- National Governments;
- Non-Governmental Organisations;
- Multilateral Organisations;
- Private Sector and Foundations;
- Knowledge institutions.

The work of the Cities Alliance is undertaken through four business lines. Country Programmes, such as TSUPU in Uganda, are longer-term programmatic approaches to addressing the specific urban development needs of a selected country or region in the context of rapid urbanisation and the growth of urban poverty. The Catalytic Fund involves grants that support interventions to catalyse city transformation and activities that enhance learning and innovation. Communications and Advocacy activities promote the Cities Alliance’s key messages. Lastly, Joint Work Programmes, such as the one on Equitable Economic Growth, are member led analytic and strategic activities



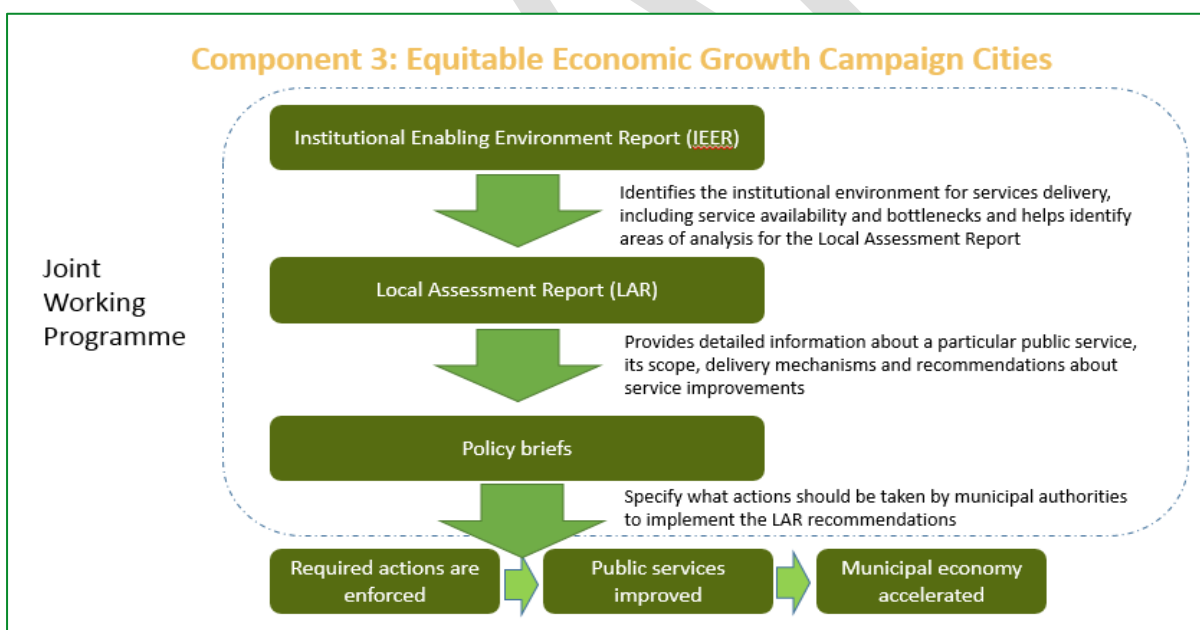
The links between public goods and services and equitable economic growth

designed to tackle major policy challenges affecting cities and sustainable development.

In other words, JWPs attempt to address problems to which no one has yet found a solution. The JWP on Equitable Economic Growth in Cities aim to help cities meet the “equitable economic growth challenge”: increasing productivity while lowering inequality and providing economic opportunity for all. It does so by supporting improved access to public goods and services. The focus on local public goods and services is based on the fact that widespread access to public good and services is a fundamental prerequisite for inclusive economic growth and, equality important, often lies within the control of local governments and city authorities themselves. The JWP is a four-year programme, funded and Chaired by the UK Department for International Development (DFID).

To explore and support the link between access to public goods and services and equitable economic growth, the JWP operates through three components: (1) Organising global policy dialogues, (2) producing globally relevant knowledge products and (3) facilitating local partnerships in the form of Equitable Economic Growth Campaign Cities.

Gulu is one of two city campaigns to be launched in Uganda under the JWP (with Mbale being the other one). The primary purpose of the campaign is to facilitate and inform a dialogue with local authorities and stakeholders on how to foster equitable economic growth in Gulu, through improved access to public goods and services. During the course of the two-year campaign, three workshops will be organised with the purpose of initiating, informing and reviewing three distinct products: an Institutional Enabling Environment Report, a Local Assessment Report, and city-level, evidence based policy briefs and recommendations. The campaign will be led by UNCDF, as the JWP lead member in Uganda.



The City Campaign process and products

The Kick-off Workshop, which constitutes the first gathering and launch of the city campaign in Gulu, has the main objective of specifying priority issues for the Local Assessment Report (LAR). In order to realize its objective, the workshop will commence with two presentations concerning the current situation regarding access to public goods and services in Gulu. The presentation of the draft IEER provides an answer to the vital question regarding the current configuration of powers and responsibilities exercised by Gulu Municipal Council visavi other stakeholders.

It will be followed by a presentation of the Municipal Development Strategy, to provide a basis for the deliberations on what specific themes and issues to be pursued in the LAR. Once identified, the themes will be elaborated upon, by applying a participatory world café format, leading to detailed guidance on knowledge gaps, potential activities and relevant stakeholders. The themes will then be internally prioritized. The resulting information, arrived at through the deliberations of the workshop, will form the basis for the LAR, which will in turn ultimately inform the policy recommendations.



4. Public goods and Service Access and Equitable Economic Growth in Gulu

In order to set the stage and inform the discussion on thematic areas to be included in the Local Assessment Report, two input presentations were held. The draft Institutional Enabling Environment Report (IEER) details the national enabling environment under which Gulu Municipal Council operates, as well as its powers and responsibilities to deliver public goods and services. The report, currently in draft form, was presented to the workshops and handed over to the JWP focal point in Gulu for validation and feedback. The final version will be delivered in March/April 2017. The second input presentation provided a summary of the Gulu Municipal Development Strategy (MDS), developed in cooperation between the Municipal Council, the MDF and the Ministry of Land, Housing and Urban Development under the Transforming Settlements of the Urban Poor in Uganda programme (TSUPU). The locally defined priorities of the MDS will form the basis for deriving priority areas to be addressed in the LAR.

4.1 Institutional Enabling Environment Report

Ronard Mukuye – Urban Specialist, Cities Alliance

The Institutional Enabling Environment Report (IEER) describes the functional and fiscal arrangements under which Gulu Municipal Council plans, designs, finances and pays for the creation, maintenance and replacement of public goods and services mandated by the national law. The report assesses five key areas: political and governance framework, responsibilities and powers of municipalities, the municipal fiscal framework, changing management capacity and regulations for allocation and usage of public space.

The purpose of the IEER is to assess the extent to which the city government is empowered to; (i) plan and design public goods within the city, (ii) leverage its own resources with private sources of finance to improve accessibility, and (iii) manage change as the city and its suburbs expand,



Political and Governance Framework

In general, the process of decentralization from the regulatory perspective has been stable, encouraging local leadership to plan and finance public goods on a demand driven basis. In some cases, notable that of Kampala there have been reversals and greater tendency for centralisation. Gulu municipality has the legal structures as provided in the constitution and LG Act. It also uses powers as provided for including financial, legislative, procurement and planning powers.

There is a strong legal and policy framework on women's participation in local governance. Given that a greater percentage of informal sector workers are women, representing their views across different local governance levels is significant in enabling their voices to be heard and ensuring gender-sensitive decision making.

Responsibilities and Powers: Assessing Functional Capacity

Gulu Municipality has clear structures in place with mandates for planning and ensuring effective service delivery. These include: Municipal Council (and its committees), Municipal Council technical departments and committees (such as contracts, physical planning, municipal and divisional technical planning committees). Although service mandates of the Municipal Council are clear in the LG Act, most services are not reflected in Municipal Council priorities and budgeting while others are lumped and hence given limited attention.

The working relationship between the Municipal Council and the utility entities is a key determinant for effective service delivery. Water and electricity are critical for the functioning of the municipal economy and the welfare of citizens, hence the key role of NWSC and UMEME to deliver these services respectively. The mutual support is significant not only for service provision but also for strategic investments in public goods and services. The water crisis that the municipality suffered revealed the unsustainable capacity of NWSC and the need for a strategic direction and active participation of key stakeholders such as the Municipal Council and the central government.

Outside the legal and policy framework-related Municipal structures, there are opportunities for improved service provision that should be harnessed and sustained. For the case of Gulu, this is evident in the USMID programme and the MDF work. With diverse representation, the MDF fosters community participation in planning and providing public goods and services. However, by remaining outside the formal structures of local governments and working mainly on voluntary basis, the contribution of such a forum is undermined.

Municipal Finance Framework: Assessing Fiscal Capacity

In general, given the large share of conditional grants in the fiscal system, the scope for demand driven municipal infrastructure planning is limited, including the capability to leverage untied funds. Further, most environmental public goods, that need longer term financing, such as water and sanitation are not local government responsibilities, and these functional assignments too limit leverage.

The steady increase in own source revenue collection for Gulu Municipality shows that with targeted support municipalities can leverage external support (such as USMID) to strengthen its fiscal capacity. With most local governments relying on central government transfers, municipal increase in own source revenue has the potential of strengthening Municipal council spending discretion, which is critical for services such as solid waste management. The effectiveness of discretionary spending depends much on the focus and strategic direction of the Municipal Council and the strengthening of the fiscal transfer system by way of reduced conditionalities and more punctual, rule-based transfers.

Governance and Administrative Framework: Assessing Change Management Capacity

The administrative structures of Gulu Municipality have been relatively intact for a long time. There has been no evidence of new entities (such as wards, parishes and villages) created by the Municipal Council despite the continued population growth. Engagements started with neighboring sub counties for city expansion is a positive sign of Municipal council change management capacity in response to rapid population growth and the national focus of making Gulu a strategic city of northern Uganda.

Regulations for Allocation and Usage of Public Space

Clear ownership and effective management of municipal land is critical for production and delivery of public goods and services especially for long term investments in infrastructure. The current mechanisms of land management disempower the Municipal Council and its capacity to utilize land. As a planning authority, the Municipal council ought to have full powers of land in its areas of

jurisdiction rather than constantly conflicting with the District Land Board (DLB) over issues of land allocation.

There are no regulations available to the Municipal Council for the use of public/open space and no proposal has been fronted to address this issue despite the continued growth of informal sector businesses in Gulu Municipality. Without adequate gazetted spaces and incentives to occupy them, many informal business operators are likely to be adversely affected.

Tentative Conclusions

A limited survey of the enabling environment for the production and distribution of public goods would suggest the following tentative conclusions:

- Process of Empowerment of local governments underway, but subject to reversals
- Functional fragmentation in service delivery, diffusing accountability and limiting the size of the market
- Large share of conditional grants, limiting the ability to leverage and hence the ability to invest on a scale needed.
- Strengthening own source revenue for municipalities is critical for increasing the spending discretion of Municipal councils especially on services whose financing is not from the centre, such as solid waste management.
- There is inflexibility in operationalizing rules for municipalisation and hence reducing the capacity to handle change.
- Limited control and ownership of land by cities constrains their capacity to undertake and attract long term investments for the delivery of public goods and services.
- Construction of key infrastructure facilities like markets is critical for supporting informal sector businesses. It should however be supplemented with regular, affordable and reliable supply of services such as water, sanitation and electricity.

5.1 Gulu Municipal Development Strategy (MDS)

Sara Apio – Statistics Officer, Gulu Municipal Council and JWP Focal Point

The Municipal Development Strategy (MDS), produced by Gulu Municipal Council in collaboration with the Ministry of Land Housing and Urban Development and Cities Alliance, represents an effort to include all relevant stakeholders in the strategic planning process, to guide the strategic physical and economic development of Gulu Municipality. MDSs have been developed in 14 secondary cities in Uganda under the Transforming Settlements of the Urban Poor in Uganda (TSUPU) programme.

The strategy represents a long-term planning instrument to complement existing municipal and national planning frameworks. Recognising some limitations of the existing development and planning frameworks, the MDS responds to the need to adopt a new planning approach that identifies critical priorities and outcomes to be achieved over a strategic time horizon, flexible enough to ensure progress for Gulu Municipality towards its long-term vision, and aligned to national development priorities set-out in Uganda's National Development Planning Framework (Vision 2040). The key guiding objectives of the MDS strategic planning framework include:

- Engaging in strategic, proactive and long-term planning;
- Addressing the needs of urban dwellers and the urban poor in particular;
- Increasing the overall municipal stakeholders' social responsibility;

➤ Strengthening the urban economy.

Derived from a situational SWOT analysis and extensive deliberations among stakeholders, the vision of the MDS is for Gulu to become “a transformed, Industrial, hospital and sustainable city of Northern Uganda”. The mission statement is for the municipality “to provide holistic and quality services to the citizenry through adequate infrastructure, public safety, appropriate technologies and effective leadership for sustainable development”.

The strategic plan was informed by a SWOT analysis – identifying strengths, weaknesses, opportunities and threats – and completed through a stakeholder engagement process in which the MDF played a key role. The process and the development of the strategic plan was based on an analytical framework outlining five key dimensions representing critical areas for sustainable urban development: governance, economy, citizenship, services and environment. The five dimensions are based on the normative framework developed under the Cities Alliance Future Cities Africa project. The normative framework was used to complete a situational analysis of the municipality, reflecting the findings of the SWOT analysis.

Based on the SWOT and the emerging development priorities identified by the stakeholders, five broad strategic objectives were formulated corresponding to the themes of the analytic framework, displayed in the table below.

Broad Strategic Objectives				
Governance:	Citizenship:	Economy:	Services:	Environment:
<ol style="list-style-type: none"> To enhance active citizen participation and engagement. Promotion of good governance. 	<ol style="list-style-type: none"> To strengthen Human rights and civic participation. To promote skills and human capital development 	<ol style="list-style-type: none"> To promote Local Economic Development. To reduce poverty and income inequality. 	To improve community access to sustainable basic infrastructure and social services	To protect and conserve the environment

The strategic plan details actions required to achieve the broad strategic objectives listed above. Specifically, the plan identifies strategies under each objective along with strategic actions, activities, target indicators, performance indicators, relevant actors and a timeframe. The table below summarises the strategic actions identified under each dimension and objective. In addition to the action plan, a strategic investment plan was created, relating directly to the activities set out in the plan.

DIMENSION/OBJECTIVE	STRATEGIC ACTION
GOVERNANCE – BROAD OBJECTIVE 1: To enhance active citizen participation and engagement	Sensitization of citizen’s roles, responsibilities, rights, functions and obligations
	Create good working relationship with local Leaders and stakeholders
	Strengthen planning processes and systems
	Strengthen and facilitate the Municipal Development Forum
GOVERNANCE – BROAD OBJECTIVE 2: Promotion of good governance	Strengthen the policy, legal and regulatory framework
ECONOMY: BROAD OBJECTIVE 1:	Expand the Local Economic infrastructure

To promote Local Economic Development	Produce a LED Strategy/ Plan
	Promote partnerships for LED Implementation
	Create a conducive environment for investments.
	Support entrepreneurship and skills development
	Strengthen mechanism for efficient resolution of commercial disputes
ECONOMY – BROAD OBJECTIVE 2: To reduce poverty and income inequality	Increase households' productivity and income.
	Promote community access to livelihood support programmes
	Promote urban agriculture
	Promote access to social protection systems
	Reduce unemployment among the youth population
	Promote talent development and skills trainings
CITIZENSHIP – BROAD OBJECTIVE 1: To strengthen Human rights and civic participation	Promote and protect human rights and rule of law
	Increase citizen participation in electoral and political processes
CITIZENSHIP – BROAD OBJECTIVE 2: To promote skills and human capital development	To build human resource capacity and development (improve quality and quantity)
	Create an environment to attract and retain a high performing work force with the technical and professional skills
SERVICES – BROAD OBJECTIVE 1: To improve community access to sustainable basic infrastructure and social services	Increase supply of safe water and sanitation services to the community
	Support use of alternative water sources e.g. rain water harvesting
	Protect water springs
	Increase community access to affordable and sustainable power supply
	Promote use of alternative sources of energy
	Increase access to quality & sustainable health services
	Improve security of land tenure
ENVIRONMENT – BROAD OBJECTIVE 1: To protect and conserve the environment	To reduce deforestation and wetlands degradation
	To support detailed Physical planning and implementation of the Physical Development Plans

The objectives, strategic actions and activities set in the MDS will form a key element to identify priority themes to address in the JWP Campaign – to investigate further and provide an improved evidence base in the LAR, from which to ultimately derive policy recommendations to support equitable economic growth in Gulu.

Voices from the floor

“The issue we are considering today – how services can be improved to promote sustainable economic growth – is very important. In particular, linking land-related issues to the aspect of production and a growing economy should be a priority. This will be key for the Municipal Council to be able to provide opportunities and to empower for investment.”



5. Defining issues and setting priorities

The purpose of the session was to identify issues and priority areas to inform the production of the Local Assessment Report (LAR) and, subsequently, the policy recommendations. Three criteria were set to guide the identification and selection of priority issues (goods/service delivery areas): (1) Alignment to locally set priorities, derived from the Municipal Development Strategy and deliberations of the Kick-off Workshop, (2) the level of control and influence asserted by city authorities in general and Gulu Municipal Council in particular, derived from the IEER, and (3) alignment to the broad objectives of the JWP City Campaign, e.g. of relevance to the promotion of increased productivity and the fostering of equitable economic growth in Gulu.

To facilitate the identification and prioritisation of issues, the session included a presentation of the LAR structure and purpose as well as potential themes identified based on the MDS; and an interactive session to identify knowledge gaps, activities and relevant actors using a World Café methodology.

5.2 Identifying Themes for the Local Assessment Report (LAR)

Presenter/Facilitator: Dmitry Pozhidaev, Regional Technical Advisor, UNCDF

The Local Assessment Report (LAR) consists of a diagnostic assessment of a specific public good or service within the sphere of influence of the city. It includes a situational analysis and mapping of the city economy in a specific service delivery area, in terms of factors, systems and structures, related to the provision of and access to public goods, resulting in a clearly documented evidence base. The LAR will serve as the evidence base upon which policy recommendations will be based. It will map the access conditions to public goods and services in the context of both the geographic access (wards or zones) as well as the relative contribution to economic output and productivity at city level.

The identification of goods/service area(s) to be covered in the LAR will be guided primarily by its alignment to locally set priorities, derived from the Municipal Development Strategy and deliberations of the Kick-off Workshop, the level of control and influence asserted by city authorities in general and Gulu Municipal Council in particular, and its envisaged relevance to and impact on equitable economic growth in the city.

Based on the above criteria, three potential good/service themes were presented to the workshop:

1. **Land management** – How can we make land management more effective and efficient?
Addressing aspects such as land registration, land allocation, the use of land for public and private purposes, land value capture, efficient public land utilisation.
2. **Water and waste management** – How can water and waste management be improved?
Addressing issues such as behaviour change to reduce health hazards, collection, management and service coverage, and the division of labour/partnerships.
3. **Local Economic Development (LED)**
Including aspects such as information systems, business development services, planning, and coordination mechanisms.

In the following plenary deliberation, the workshop participants were asked to endorse, revise, reject or complement the suggested themes. The workshop participants were also invited to suggest an additional – forth – theme to be included in the subsequent prioritisation session.

The workshop deliberations resulted in a broad endorsement of the three suggested themes, with no forth themes suggested. However, two qualifications were agreed upon. First, a focus on provision of roads within the municipality should be included under the land management theme. Second, education – and more specifically vocational education and skills training – should be considered under the LED theme.

The three identified themes were carried over to the subsequent session, in order to elaborate on existing knowledge gaps, potential activities to address the knowledge gaps, and relevant actors/stakeholder to be involved.

5.3 World café: Setting Priorities

Facilitator: Rene Hohmann, JWP Manager, Cities Alliance

The purpose of the session was twofold:

1. Based on the identified themes, to produce and capture ideas on existing knowledge gaps (what), potential activities (how) and relevant stakeholders (who) to inform the production of the LAR;
2. Prioritise among the four themes to derive 1-2 themes to address in the LAR.

A World Café methodology was applied to elaborate on the four themes and to identify knowledge gaps, activities and actors. The exercise was divided into two sessions (45 minutes each), guided by the following questions respectively:

- What information is needed to address the identified priority areas?
- How can the information gap be filled and who needs to be involved?

Each theme was assigned a permanent rapporteur (Cities Alliance and UNCDF staff) with participants rotating to visit all stations or “cafés”. In other words, all participants had the opportunity to contribute to all themes and each of the key questions. The ideas provided by participants were captured by the rapporteurs and presented to the plenary.

The results of the session are presented in the tables below.

WHAT IS A WORLD CAFÉ?

The World Café is an easy-to-use method for creating a living network of collaborative dialogue around questions that matter in service to real work. Cafés in different contexts have been named in many ways to meet specific goals; for example: Creative Cafés, Strategy Cafés, Leadership Cafés, and Community Cafés. World Café conversations are based on the principles and format developed by the World Café, a global movement to support conversations that matter in corporate, government, and community settings around the world.

No.	Information Gap	Activities	Actors
1	Limited awareness of land policy, land regulations, guidelines and standards	-Sensitize the public about land policies, laws, regulations, guidelines and standards	-GMC -DLC -MDF -DLB -Religious leaders -Cultural leaders -MoLHUD -Communities
2	No Information about wetlands, forest reserves, game reserves, open space	-Mapping all land, gazette wetlands and demarcate areas designated for specific purpose	-NEMA -NFA -GMC -MoLHUD
3	No information about land status, and land not being surveyed and registered	-Survey Government land -Register public space -Create land registry -Computerized land information system -Survey land	-MoLHUD -GMC -Land Owners
4	Inadequate information about land use and value	-Print and distribute plans to communities -Prepare plans for unplanned areas	-GMC -MoLHUD -Land owners

Water and Waste Management			
No.	Information gaps	Activities	Actors
1	Costs and procedures for water installation	Community sensitisation about roles of actors in water and waste management, water tariffs and procedures for installation	NWSC
2	Water tariffs		MC
3	Roles and responsibilities of key actors in water and solid waste		MDF
4	Current and potential water sources for the city, water demand and supply	Conduct a baseline survey on water sources	UBOS MoWE
			NWSC MC MDF UBOS MoWE

5	Alternative uses of solid waste	Education of the community on uses and value addition to solid waste	MC NGOs Municipal Division councils MDF
6	Water quality variations in water supplied	Water testing and regular inspection	Uganda Bureau of Standards Water management committees NWSC MC
7	Community practices related to solid waste management	Conduct a Knowledge, Attitudes and Practices study	Religious institutions MC MDF UBOS MoWE

Local Economic Development

No.	Issue/Info gap	Activities	Actors
1.	Number and type of MSMEs by sector	Business survey	- Municipality as a source of data and facilitator
2	Capacity needs of MSMEs (incl. use of technology, business management and marketing skills, etc.)		- Chamber of Commerce (data) - Small Industries Association (data) - Uganda Revenue Authority (data) - Ministry of Trade, Industry and Cooperatives (data) - External consultants/local colleges for survey
3	Access to finance for MSMEs (financing requirements, sources of finance, cost of capital, capacity to contract debt, etc.)		- Municipality as a facilitator - MFIs and other lenders to MSMEs - Ministry of Finance - Small Industries Association
4	Availability of market information and other information for business establishment and development (including price information)		- External consultants - Local colleges - UMEME
5	Availability of facilities for business establishment and operation		- Municipality as a source of data - Ministry of Trade, Industry and Cooperatives

			<ul style="list-style-type: none"> - Chamber of Commerce - Small Industries Association
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Following the completion of the world café, participants were asked to prioritise among the four themes by placing sticker dots on the themes in correspondence to their individual prioritisation. Each participant received 3 dots to be placed freely across the themes.

The result of the prioritisation exercise was as follows:

Theme	Score (number of dots)	Ranking
Land management	37	1
Water and waste management	22	2
Local Economic Development	21	3

Voices from the floor

“If the municipality would have a land board, they would be able to allocate land for themselves. And investors would not have to go to the District Land Board. A Municipal land Board would enable a great deal of progress in terms of business and investment.”

“Judging from the way the discussion is going, it seems clear that the three areas of Local Economic Development, land and water management needs to be discussed in detail. If anything is to be added it should be added within any of the three.”



6. Closing and Next Steps

6.1 Closing remark

Olaa John Omona – Deputy Town Clerk, Gulu Municipal Council

I would like to take the opportunity to thank all of you who have participated in this workshop. And I would like to thank Cities Alliance for making it happen. Thank you for this great turnout. Sometime ago, the Cities Alliance met us and a number of other stakeholders to discuss the prospects of initiating this campaign in Gulu. We share with them many of the issues, challenges, opportunities facing Gulu, and we got the impression they left being very satisfied with the discussion.

Members – take note. We are one of only two municipalities in Uganda chosen to be part of the programme, and this is something we should be proud about. It shows that people have confidence in us, and that we can deliver. Whatever we do, we should promote that spirit that made them believe in us.

We will follow this journey to the end. I want to apologise on behalf of myself and the Town Clerk for not being here from the start today. Unfortunately we had another very important engagement. But rest assured, we are with you. We are fully here and we shall give our full support to make sure this programme is a success.

I also want to inform the members that just a few days ago, we were at the National Commerce Leaders Centre, where UNCDF presented another programme, their local finance initiative. Under the programme they invite us to generate business proposals for financing and I would therefore like to urge us all to put our heads together – the MDF and the leadership to come up with viable bankable projects. We have markets, a bus park and other facilities but they are not all in good shape. Your participation today has been very good and it shows our commitment and willingness to engage for change. I want to ensure you that Gulu Municipal Council shall give you all the support.

6.2 Next steps

The Kick-off Workshop delivered on its two key objectives: to launch the city campaign in Gulu and arrive at locally set priority areas upon which the continued campaign will be built.

The identification of priority themes and issues for the Local Assessment Report forms a key step in the Campaign City initiative. The themes identified at the kick-off workshop will be reviewed and validated in a process led by the Cities Alliance and the JWP focal point in Gulu, representing Gulu Municipal Council and the campaign city partnership. Once the suggested themes have been reviewed and agreed upon, UNCDF will initiate the work on the Local Assessment Report.

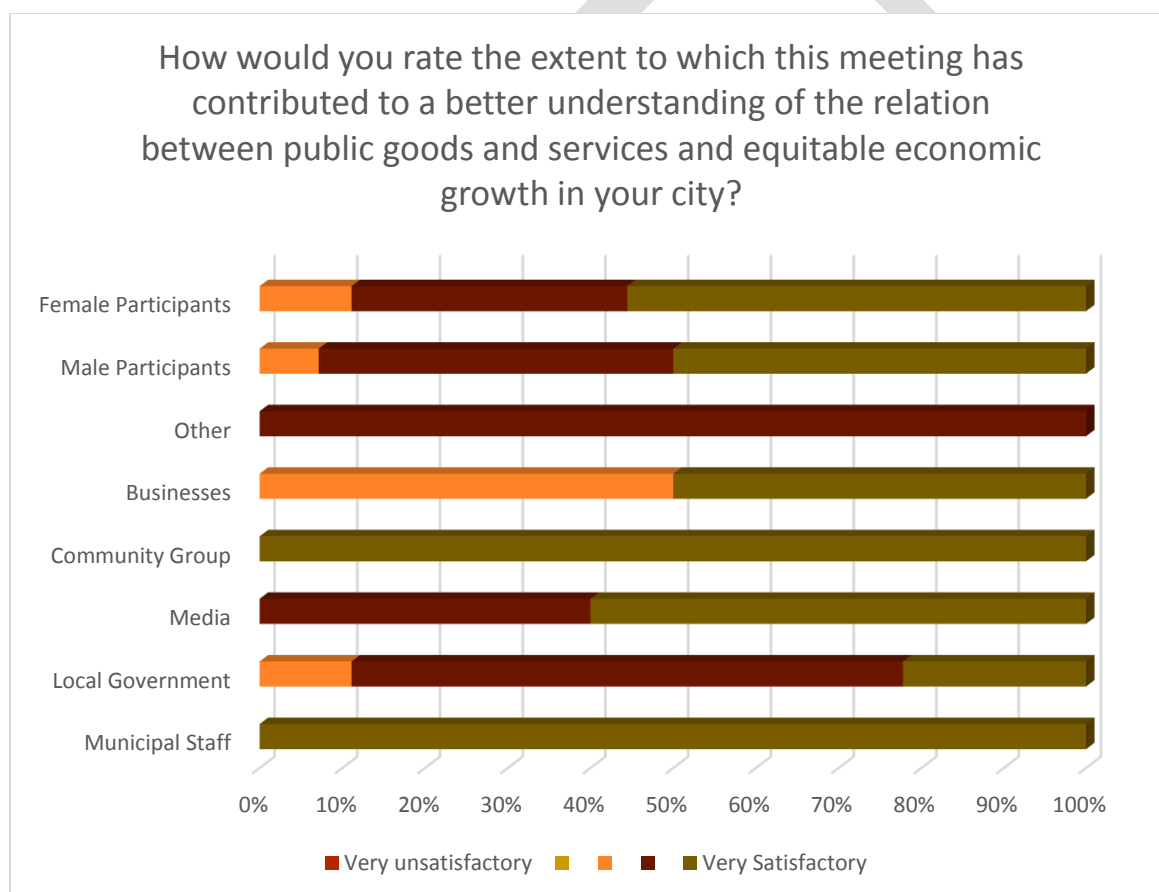
The continued city campaign will include the following steps.

- **January – December 2017:** Initiation of the Local Assessment Report (LAR), following the completion of the review and validation of the suggested thematic areas derived from the Kick-off Workshop. Finalisation of IEER, based on feedback from JWP focal point in Gulu.



7. Workshop Evaluation Results

	Total	Female	Male
Number of registered participants	31	13	18
Number of evaluation surveys received	24	13	11
<i>Local Government Representative</i>	9	5	4
<i>Municipal Staff</i>	3	3	0
<i>Community Group</i>	3	1	2
<i>Business Representative</i>	2	1	1
<i>Media</i>	5	2	3
<i>Other</i>	2	1	1



Comments:

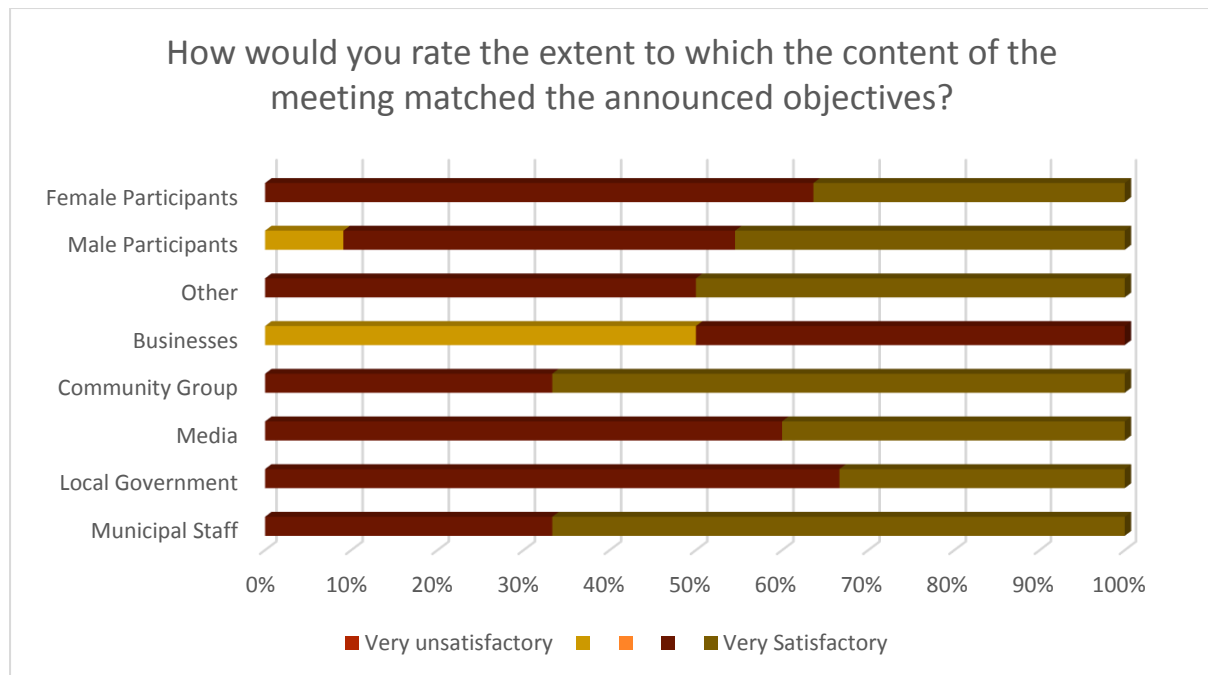
“It was really good and I hope this will go a long way in improving equitable economic growth”

“It has been a learning and knowledge enhancing session which was also participatory”

“There should have been more of this kind of meeting with the community, and also talked on the radio so villagers could listen”

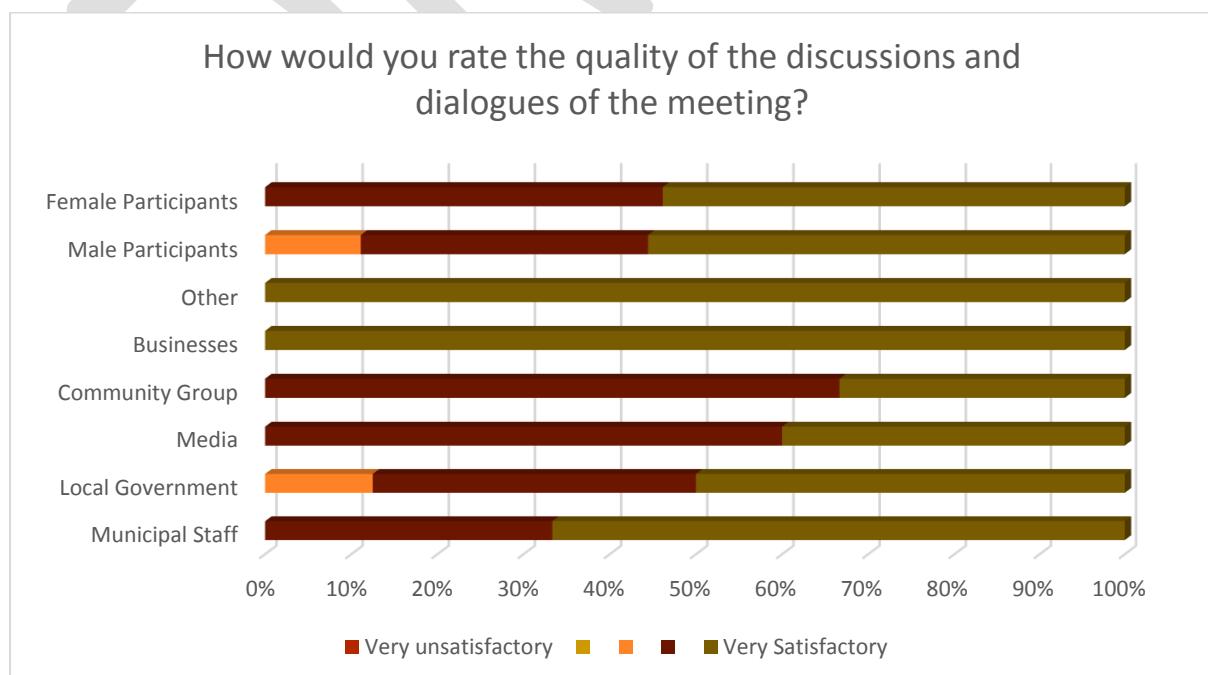
“I am very satisfied with the meeting and the facilitators”

“Good progression to city status, must be continued until we reached the desired goal”



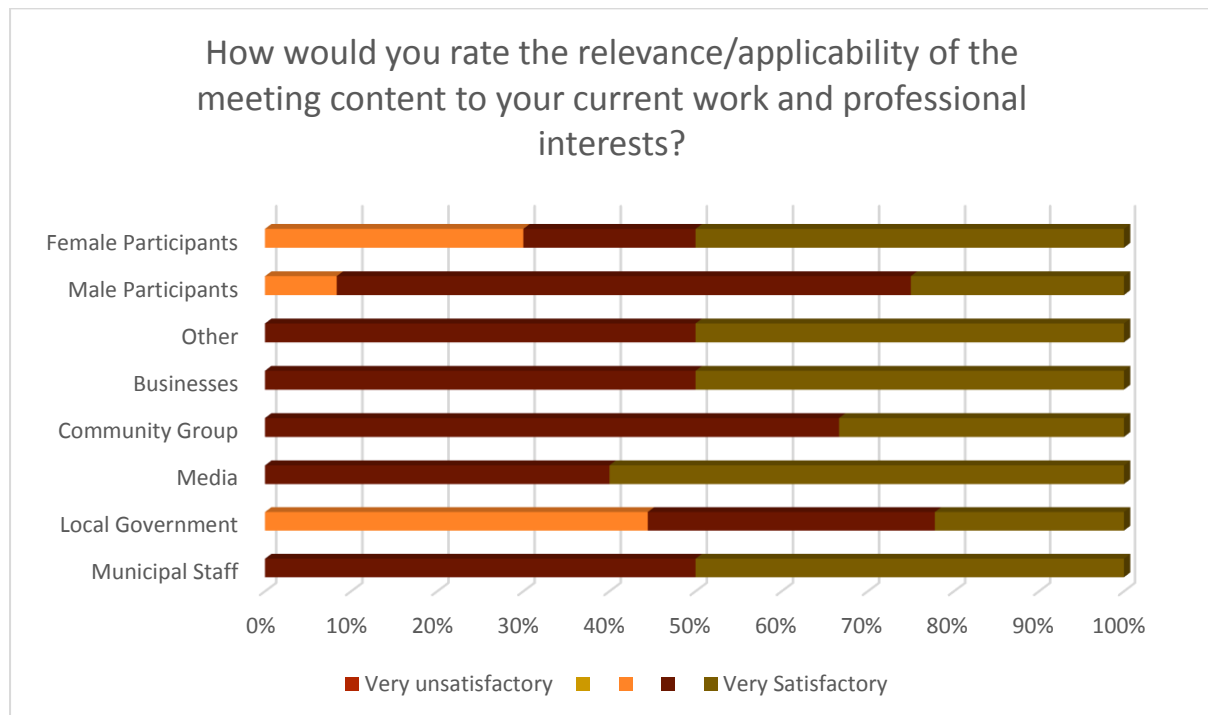
Comments:

“So informative”



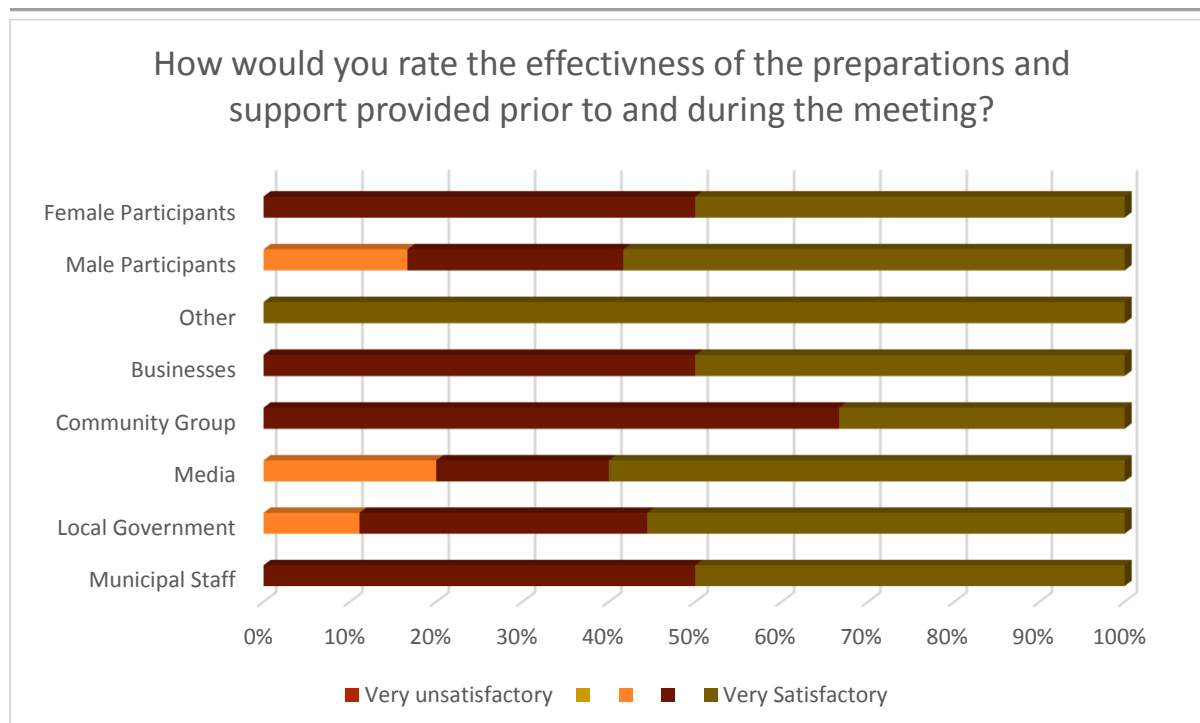
Comments:

- “The discussion have been engaging”
- “It was very interactive and participatory”
- “We all participated in the discussion and everybody learned a lot”
- “New methodologies to pass information was introduced”



Comments:

- “It has been very satisfactory to my current work”
- “The meeting will help me in informing the public about changes that are going to come up due to the equitable growth campaign”
- “Very relevant”



Comments:

“Well prepared for the meeting and support was good”

“I appreciate the organisation for good time management”

“The preparations were effective”

“Good presentations with practical examples related to our day to day life”

8. Participants

Name	Affiliation
Opwonya Ayubi	MDF
Sarah Apio	GMC
Ayiga Daniel	MDF Secretary
Adong Lilly	
Owiny Geoffrey	Vice Chairman Laroo Div.
O. Christopher	GMC, Engineer
Mukonyezi Evelyn	Physical planner
Pauline Lukwiya	Deputy Mayor, GMC
Cosmas Ojara	Mega FM
Oyella Agnes	GMC
Kevine Aleyo	
Aloyo L.	New Vision
Kwesa Peter	Speaker, GMC
Omany Geoffrey	Gulu main market
Otto Janet	MDF

Tooyeronyo Joel	MDF
Ouma Charles	MDF
Komakech Oginga Geoffrey	GMC
Patrick Lima	Gulu Fm
Kilenga Coney	GMC
Ocan Micheal	MDF
Amony Poline	GMC Councillor
Kukwiya Dennis	Pece Division
Carolyn Okwiera	Gulu market
Acaye Robert	GMC
Susab Lapat	GMC
Nyaoru Richard	GMC
Ocaya Denis Deo	GMC Councillor
Oola Patrick Lumumba	Chairman LC3
Okello Waffa Dan	
Olaa John Omona	Deputy Town Clerk





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About Cities Alliance

Cities Alliance is the global partnership for reducing poverty and promoting the role of cities in sustainable development.

Partnerships are critical to achieving the 2030 Agenda for Sustainable Development. At Cities Alliance, we bring together organisations with different perspectives and expertise on city issues around common goals: well-run, productive cities that provide opportunities for all residents. Our members include multilateral organisations, national governments, local government associations, international nongovernmental organisations, private sector, foundations and academia.

The United Nations Office for Project Services (UNOPS) hosts the Cities Alliance Secretariat, which is based in Brussels.

Connect with us

www.citiesalliance.org/equitable-econ-growth



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