

Stakeholder Engagement and Partnership Building in
the Lake Victoria Region Water and Sanitation Initiative

How to Set Up and Manage a Town-Level Multistakeholder Forum

A Step-by-Step Guide



Abbreviations and Acronyms

BNWPP	Bank Netherlands Water Partnership Program
BPD	Business Partners for Development
BQ	Bill of Quantities
CDS	City Development Strategy
CRC	Citizen Report Card
ESMAP	Joint UNDP/World Bank Energy Sector Management Assistance Programme
FGD	Focus Group Discussion
ICLEI	International Council for Local Environmental Initiatives
IIED	International Institute for Environment and Development
LAVRLAC	Lake Victoria Region Local Authorities Co-operation
NWASCO	National Water Supply and Sanitation Council, Zambia
OFWAT	U.K. Office of Water Services
PAC	Public Affairs Centre
PIU	Project Implementation Unit
PMU	Project Management Unit
ULB	Urban Local Body
UMP	Urban Management Programme
UN-HABITAT	United Nations Human Settlements Programme

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Foreword

The Lake Victoria Region Water and Sanitation Initiative is one of the concrete steps taken by UN-HABITAT in association with the Governments of Tanzania, Kenya and Uganda, and the Secretariat of the East African Community to support small towns in the region to attain the water and sanitation targets of the Millennium Development Goals. Following the admission of Rwanda and Burundi as members of the East African Community, UN-HABITAT has partnered with the African Development Bank to expand the programme to the two countries.

The Initiative is designed to demonstrate that the water and sanitation target could be met in these towns with modest investments targeted primarily to rehabilitation of existing infrastructure, with due emphasis on capacity building at local level to ensure the sustainability of these services. It is expected that demonstrating an integrated approach to the provision of basic services in these towns and creating management capacity at local level would provide a model for national authorities and donors, including international financing institutions, to replicate this approach in other towns in the region.

I am glad to note that considerable progress has been achieved in programme implementation in the towns covered in the first stage of the Initiative. These include Kisii and Homa Bay in Kenya, Masaka and Kyotera in Uganda, Bukoba and Muleba in Tanzania and the border town of Mutukula.

To ensure local ownership of the programme, multistakeholder forums have been set up in each project town. The forums bring together representatives of women and youth groups, orphan-headed households and other vulnerable groups, community-based organizations, faith-based groups, non-governmental organizations, local government, local media and the private sector, among others.

The rationale for setting up these forums is to ensure that the interventions under the Lake Victoria Initiative are developed and implemented in a manner that is informed by and responds to the needs of the local stakeholders. Through regular communication and feedback, the forums also ensure that stakeholders understand and support the achievement of the goals and objectives of the Initiative.

It is worth noting that since their formation, the forums have continued to create a meaningful space for town residents, especially the urban poor, to engage with service providers and the local government on a number of service-related issues.



This Step-by-Step Guide is part of a series of publications to be released by UN-HABITAT to document experiences and lessons learned in the implementation of the Lake Victoria Initiative. It outlines the process of setting up and managing a town-level multistakeholder forum. It also proposes some areas where the forums can effectively be used as platforms for involving town residents in dealing with citywide issues such as participatory planning and budgeting, preparation of citizen report cards, strengthening of consumer voice in utilities and preparation and implementation of city development strategies.

I extend my sincerest gratitude to the Government of The Netherlands for the valuable financial support to this programme. I am also grateful to the Governments of Kenya, Uganda and Tanzania and the Secretariat of the East African Community for their continued support and guidance in its implementation.

A handwritten signature in black ink, reading "Anna Tibaijuka".

Anna Tibaijuka
Executive Director

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Executive Summary

There is no one best way to set up and manage a town-level multistakeholder forum. The composition of the multistakeholder forum and issues to be addressed will differ from one town to another. This *Step-by-Step Guide* has been developed with the understanding that one-size-does-not-fit-all. The users of the Guide are, therefore, encouraged to be flexible in developing multistakeholder partnerships in line with their local needs and resources.

A substantial part of the Guide is based on UN-HABITAT's own learning and experiences gained in the first phase of the Lake Victoria Region Water and Sanitation Initiative¹. Current thinking on multistakeholder partnerships and the experiences and practices of other development partners are also used to illustrate some points.

The Guide is intended to help new towns in the second phase of the Lake Victoria Initiative to get started in developing and managing effective multistakeholder partnerships. The town-level multistakeholder forum is also designed to involve town residents in citywide issues, including the improvement of municipal governance.

Rationale for Multistakeholder Partnerships

Multistakeholder partnership has become a common phrase in recent development discourse. In the water and sanitation sector, a number of factors explain the emerging prominence of multistakeholder partnerships:

- i. Considering that the provision of water supply and sanitation services increasingly involves numerous stakeholder groups, coordination of effort towards a more holistic approach through multistakeholder partnerships makes good sense.
- ii. There is increasing consensus that projects are much more likely to

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