





**NTNU Urban Ecological Planning Course AAR4525- Year 2009**





# Ideas for Acholi Quarters

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# Preface

This report is the result of the practical work in Kireka Banda zone 1 commonly known as “Acholi Quarters, a low income slum settlement Kampala, Uganda. It is done by a group of students from different nationalities and academic backgrounds, who were presented with the challenging task to delve into a vastly different environment, unlikely to be found in their home countries and to develop strategies for the improvement of Acholi Quarters and put their academic theories into practice.

For outsiders to blend into this new environment was not automatic, nor easy. It was an incremental and delicate process, which required a gradual and mutual build-up of trust and familiarity. Only the incremental intimacy with the place was able to yield the desired outcomes.

The original task was per definition to “jump into cold water” and not necessarily to act according to some strict prescribed “recipes”. In this exercise, it was a big privilege and an advantage to be in a group of students, free to think outside the box. Undoubtedly, this also brought about additional challenges and frustrations, but notwithstanding it was a very efficient way to get to the desired result. It was a truly genuine hands-on planning experience. While Acholi Quarters acted as a typical empirical example representing the challenges in the “Global South”, its uniqueness will never be forgotten.

In this report, we will go through the entire process of how we managed to familiarize ourselves with the place and how we got about to define our goals and strategies, while pointing out the challenges faced at every stage. Both the unique and also the more global aspects of our findings will be presented and connected to the broader theoretical frameworks.

We would like to extend our thanks & acknowledgments to the people who were critical to our success in the project:

A special thanks to Norwegian University of Science and Technology, Prof. Hans Skotte and his team for inputs and guidance! It is a great privilege to be able to participate in this unique program. Makerere University for its support and valuable insights into local context of our study in Uganda

Thanks to our fellow students from Makerere University Fiona Myriad Nshemerirwe and William Matovu for being a very valuable part of our group working in Acholi Quarters.

Thanks Nilusima Catherine and Medie Lutwama Mohammed and the team at Actogether and Slum Dwellers Federation for all their help and time.

We would like to thank Dr. Shuaib Lwasa, Head of the Urban and Regional Planning Unit at Makerere University, for his extraordinary institutional backing. We could always count on him to open closed doors of government and municipal offices. His contribution was crucial to link us with certain key resource persons.

Ms. Wakoli Beatrice and Mr. Owan Steven, our local interpreters, were indispensable in all stages of our interaction with the local residents of Acholi, Quarters. They acted as gateway persons, while Mrs. Teddy Bongomin and Mr. Gabriel Bongomin, the community leaders of Acholi Quarters helped us to get important insights and information throughout our stay.

The community center erected by “Meeting Point International”, headed by Mrs. Busingye Rose, was intensively used by us in all our visits in the neighborhood. Without this vital infrastructure, our interaction with the people would have been severed greatly. We are very grateful for that we always were welcome and free to use the place as we wished.

Without the participants in the workshops and the competition, this whole report would have been empty. Their participation was in their free time and not connected to any compensation. With some we were able to develop something beyond a mere working relationship. They invited us to their homes and made us feel at ease and safe at all times. In addition, many other Acholi residents contributed to the success of our project in one or another way, either by offering their time for an interview, to guide us around or to help us in other ways.

We extend our appreciation to the interviews from Government/Municipal offices and NGOs who provided us with the relevant background information so vital for a thorough understanding. In additions, the lecturers from Makerere University and Government/Municipal posts gave us the necessary knowledge to understand the framework within which we were acting. The representatives of ActTogether and Slum Dwellers International were supportive and interested in our endeavor and were readily available for the linkup with Acholi Quarters.

Thanks to Pasi Aalto for his photographs that wonderfully capture life in Acholi Quarters.

Thanks to our fellow students from the Kivulu group offered us important inputs throughout our study and great fun time in the evenings.





# Acronyms

CBO	Community Based organization
KCC	Kampala City Council
LRA	Lord's Resistance Army
MLHUD	Ministry of Land, Housing and Urban Development
MWT	Ministry of Works and Transport
NGO	Non Governmental Organization
NHCC	National Housing and Construction Company Limited
NSUSP	National Slum Upgrading Strategy and Action Plan(Dec. 2008)
IDP	Internally displaced person
SDA	Seventh Day Adventist (church)
SDF	Slum Dwellers Federation
SDI	Slum Dwellers International

# 001 executive summary

There are about 923 million people living in slums globally. Of these 270 million are in Africa, 2.4 million in Uganda and 60% of them reside in Kampala City(NSUSP). Acholi quarters in Kampala accounts for roughly 5000 of these people. Our two months of field work in Acholi Quarters introduced us to the people behind these statistics. It became our exploration into what planning can be beyond what planners say and what they do.

The unprecedented growth of the urban “Global South” has seen a parallel development in research on the field. In a bid to understand and meet the constantly evolving, seemingly insurmountable challenges of this rapid urbanization there is a growing global network of individuals and organizations engaged in various studies that advocate various theories. But somehow the global pool of intellect and good intentions has so far fallen short of arresting the negative fallout of the urban population explosion. For more than 50 per cent of the urban population in developing countries, life in the city is characterized by little or no access to shelter, water, and sanitation, education or health services (UN Habitat Mission Statement). The fallout for us as urban planners, is that we are stuck in a curious paradox of planning ahead for future while falling spectacularly short of coping with the present realities.

At the onset, as an international group of students of planning on field study in Kampala the it was important to understand the significance of our work felt in this overwhelming context. Critically we knew in advance that the research work would interact directly with its context in two ways: Firstly, the Kampala City Council is in the process of creating the new Master Plan for the city. In this scenario our research could root itself to an ongoing planning process and our inputs could be potentially valuable to the municipal bodies. Our experience at Acholi Quarters could gather some relevant insights for the integrated planning of informal settlements in Kampala City. Secondly, a small fund made available by UN-Habitat was to be utilized towards a community development project. But the process to arrive at these outcomes was uncharted and therein lay our challenge. We grappled continuously with how and where all the information we were generating could be relevantly applied in order to contribute to positive change in the community. The question that kept arising was - what is our role as planners in this context?

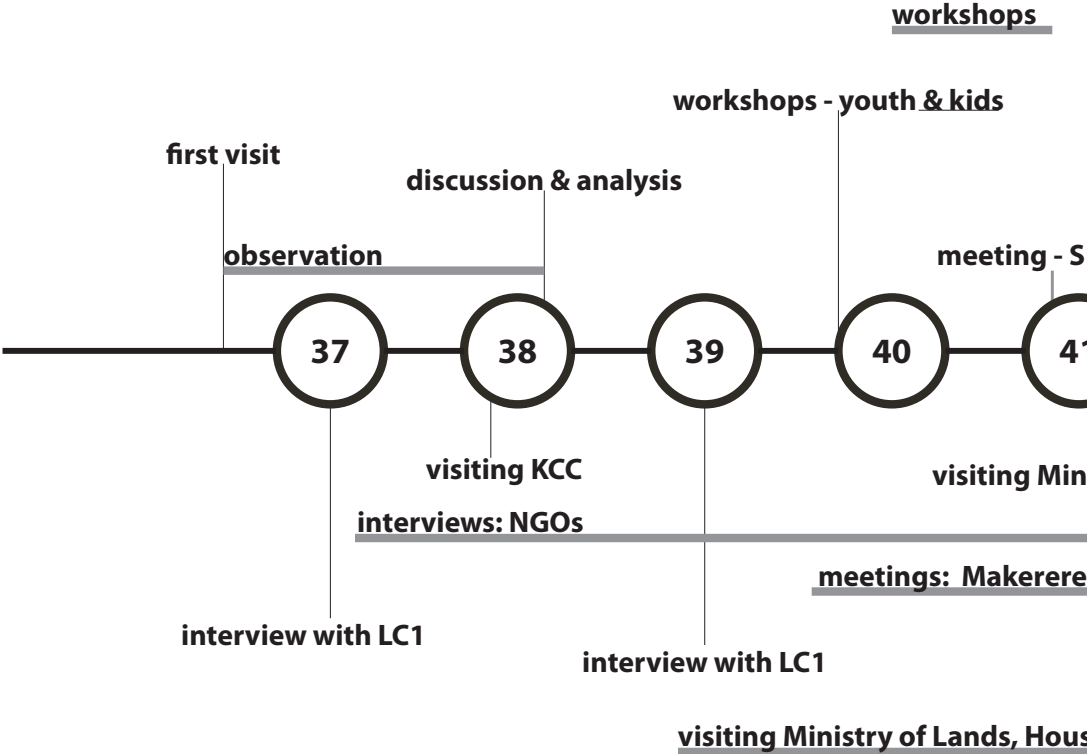
As the process evolved, it taught us some crucial lessons. Through our interactions with the community, our teachers, various stakeholders and with each other, the intent of our interventions was established in principles of inclusion and participation; while the content got derived from the process itself. This helped ensure that the objectives that were set were not static and prescriptive. For example, our initial objective was to find the most appropriate process that could find the most appropriate intervention. “Appropriate” was based on the principles that the intervention, as well the process, should be rooted in the community; it should optimize the use of existing resources and be self-generating. Relying solely on single informal interviews did not generate the desired results nor much potential to develop into it. The need for using collective perspectives and providing incentives morphed into a ‘Competition of Ideas’ where people from a wide cross section of the community were invited to take part in an organised process of creating innovative interventions for the settlement. Through working closely with the same group of participants over a period of two months an iterative and incremental process got created. A process which gradually generated multiple interventions rooted in various existing networks within the community.

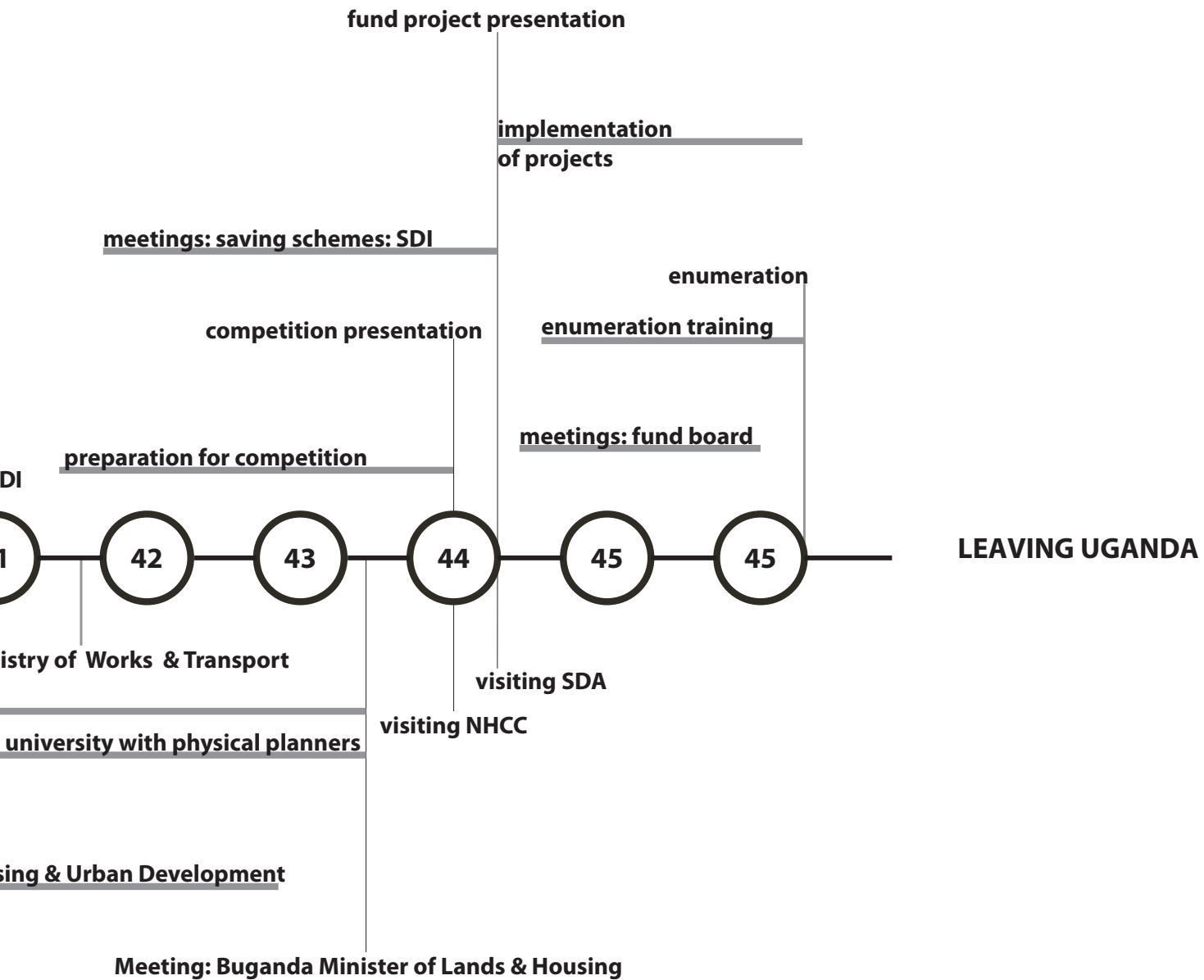
This process developed because, as the collective got stronger, it compensated for individual deficiencies and built on existing strengths. It gave room for individual aspirations to expand and include the community as a resource as well as beneficiary. This made the eventual contribution of the process more than a sum of its parts. The more the distinctions dissolved and roles blended, the more productive the process became. And isn't increasing the efficiency of resources and processes the key to a successful intervention? This flexibility encouraged lateral thinking and unconventional solutions which resulted in a shift of perceptions leading to recognition of latent resources. When the time came to implement interventions through the UN Habitat fund, the process itself had generated networks that became the social capital for the interventions. This enabled us to enhance and safeguard this external investment into the community through a community managed fund. Due to the multiplicity of interpretations of roles and capacities, it became possible to find the most efficient combination of people and organisations to deliver on specific interventions. For example the fund board included representatives of the local administration, community members as well as Slum Dwellers International (SDI) which gave it credibility, community ownership as well as access to external knowledge sources and networks. Throughout our project we were approaching possible institutions, looking for information and cooperation. The SDI, through the Actogether, proved to be a key institution on organising communities and creating linkages between the community and the administration.

With certain stakeholders, strict definitions and a narrow understanding of their 'roles' limited the potential of our interactions. This was more evident in interactions with organizations rather than with individuals. Through this process the lack of coordination between various community development projects in Acholi Quarters became clear. This was indicative of how organizational structures accord low priority to collaborative processes. The lack of government mechanisms to include community resources to make delivery models more flexible and efficient was another symptom of this attitude. This kept increasing as we went up the 'formality' graph. Our research on existing formal delivery mechanisms showed that they tended to be top down, cost intensive, resource inefficient and inflexible.

Two months of research into Acholi Quarters, its internal issues and external context clarified for us to some degree the question – 'what is the role of the planner?' Because there may be no answer to a general question on The Role of The Planner – a question that promotes the traditional top-down assumption in the role of a planner. But this is true as much of the following questions- What is the role of the government? What is the role of the NGOs? What is the role of an urban citizen in a particular urban context? Every organization and individual is a potential resource. Sometimes these resources might get activated or achieve their full potential only through forming links between different players. Inasmuch, every interaction has a latent possibility to affect change. Choices are embedded in the course of interactions that result in the nature and the degree of the change. Therefore it might be imperative that the processes that address specific urban issues are flexible, inclusive, incremental and aimed at generating working partnerships. These partnerships should enable and empower participants to pool resources and skills and seamlessly deliver, not according their specific 'roles' but as per the specific 'goals' of the given context.

**COMING TO UGANDA**







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100 introduction

# 101 scope & objective

**The overall aim was to investigate how (external) professionals, e.g. Architects, may assist marginalised citizens in their claim for a more dignified life and prosperous future**

## **General Objectives**

To understand the principles and process for arriving at relevant interventions in informal settlements with student field research as a direct participant in the action planning process. More specifically, we want to:

1. Understand the urban asset base and dynamics of a territorially defined area e.g. a neighborhood, through interacting with its inhabitants, local authorities and other stakeholders.
2. Be able to propose a physical or organisational intervention based on the acquired understanding of the dynamics of the community in question and do it in such a way that it will generate subsequent benefits.

## **Background**

We were eight students from five nationalities and two universities, namely, NTNU, Norway and Makerere University, Uganda who were in Kampala conducting field research for two months, from September to November 2009. In these two months we were to gain understanding the various aspects of informal settlements through the in depth study of Acholi quarters with an objective of proposing relevant interventions. A 5000 dollar fund allocated by UN Habitat for implementation of interventions changed the nature of the field work from an observational research to a direct agent of change in the settlement. It was imperative that a balance be achieved between time for the necessary understanding of issues and time for exploring interventions and their mechanism of implementation.

## **Scope**

**Area Scope:** Banda Zone 1, commonly known as “Acholi Quarters” an informal settlement in Kampala, Uganda. The external areas were studied to establish context.

**Time Scope:** Two Months

**Resources for implementation:** UN Habitat Fund for 5000 dollars

## **Methodology**

Evolving the appropriate methodology for observation, information generation, interaction and intervention for Acholi quarters was in itself the primary focus of the research. Using the general principles of Action Planning process as a basis the field work process adapted itself specifically to the conditions at Acholi quarters as they emerged. It was imperative therefore that the process be flexible within a broad framework.

Dancing, shouting  
People jumping, animals: everywhere  
Funky smells and mellow vibes  
There is activity everywhere

The streets are narrow  
A few walls are sticks and mud  
it's mostly bricks

Kids in ripped clothes  
they're calling for me: Muzungu!  
They want to touch my hand!  
Are they missing a hand to hold,  
or is white skin fun to touch?

So much activity and it's so difficult to understand  
Should I do something. Where do I even start?  
People are surviving by crushing stone, all manual!  
My poor brain can't the grip!

Some where afraid to meet my eyes, but still smiling.  
I was afraid to meet other's eyes.  
But I felt very welcome



*What is truer than the truth?  
Answer - the story*

An old jewish saying, or so the story goes...

## **102 prologue**

On our first day at Acholi Quarters we felt we met almost every one and got to know no one. To our pleasant surprise and simultaneous discomfort we were welcomed and shown around the settlement with whoops of joy, drum beats, songs, dance followed by children from the community everywhere we went. After this rousing reception Rose Busingye, the director of Meeting Point which is an NGO working at Acholi quarters for the last 15 years candidly admitted that the community was not really sure why we were there but nevertheless in her words 'we were welcome'! Her statement captured the essence of our first interactions with Acholi quarters. People were friendly, people wanted to tell us their stories and they seemed to be used to having listeners for their stories. People like us, from a bewildering variety of nations did not seem to surprise them. Over the next two months we tried to unravel these stories and to understand what lay behind them. From initially feeling frustrated at getting stories instead of facts we slowly learnt to appreciate the wealth of information these stories carried. We understood that the stories communicated a lot about the storytellers - in what they chose to include, exclude or distort. Our understanding of the settlement therefore was grounded as much in the facts that we could gather as in the various common threads we could find in the different stories.

Physically, the settlement itself had strongly defined, easily identifiable features. It sits on Kireka hill in Nakawa Division in the eastern fringe of Kampala enjoying great views of the surrounding area. It can be seen for miles around, a cluster of huts ranging from single storey mud and wattle to brick structures. A potholed dirt road leads up from the main Kireka road to the settlement. Two deep gorges on the east and west define the two outer extents of the settlement. These gorges are not natural but created out of the manual labour of stone quarry workers over the years. While the settlement is visually prominent, the quarries at the two ends and the terrible condition of the access roads make it feel physically removed from its surroundings. A dirt road spanning between these two quarries is the main road around which the settlement is organized. Its built density is lower than many slums in Kampala with quite a few undeveloped empty plots.

# 103 context

The primary aim of our practical work in Kampala was to get a hands-on-experience on the challenges facing the so called “Global South”. This chapter will highlight some few – but important - aspects of these challenges.

The main underlying challenge of the developing countries is the demographic development taking place. Uganda, used to have both high death rates and high birth rates. However, due to improved health care, the death rates have staggered, while the fertility rate has remained high at 6.46 (some sources cite an even higher number). This has caused the population to grow at an incredible rate of 3.24%, ranking Uganda on the top 10 of the fastest growing countries. (United Nations Organisation, 2007)

Acholi Quarters is a good example of this population explosion: while we can assume that health services have decreased the death rates, albeit not massively, birth rates are still exceedingly high. The issue of family planning is not rooted deeply and awareness of it is low. In another context, we can observe many NGO and government programs geared towards overcoming the disease burden (HIV, TB, malaria) addressing demographically speaking the death rate, yet little effort is made to tackle the high fertility rates through family planning campaigns.

This demographic setting has major consequences on the evolution of developing countries. On the economic side, any macro-economic growth is “eaten away” by the massive population growth on the per capita level. On the family scale, a large number of children constitutes an economic burden for the parents, which are not able to cope with their offsprings educational and health needs.

The other major outcome of such demographic growth is an uncontrolled urbanization process. It is important to take into account that many developing countries have a very weak government, if not a failing one. The result is an urban development out of control. On the regional level, it creates oversized primate cities, with a very different rank-size from developed countries (Puga, 1996). On the urban level, it leads to a massive development of informal settlements. Considering that urbanization levels are still comparatively low in most developing countries, the potential future problems are overwhelming (United Nations Human Settlements Programme (UN-HABITAT), 2008). Uganda exemplifies this extraordinarily: On the urban level, we can observe a slum prevalence of 50-70% in Kampala (depending on the source).

The informal settlements are problematic in the sense that they have a tendency to perpetuate poverty. For example, studies show a strong inverse correlation between the level of education/women empowerment and fertility rates (Rindfuss, Bumpass, & St. John, 1980). Yet poor communities have a low ability to improve levels of education without massive government intervention, in particular because of the high levels of fertility. Thus, it is a vicious circle hard to break.

De Soto (2000) has brilliantly pointed out the shortcomings and problems of the land tenure and legal systems in many developing countries, which create “dead capital” – property and land assets which cannot be mobilized to

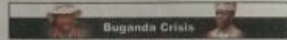
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- 64 arrested, 58 injured, 30 cars burnt
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Kampala is the capital of Uganda but its origins were as the capital of the Buganda Kingdom. Buganda constituting 18% of Ugandas total population of 30.7 million are one of the 54 ethnic groups in Uganda. Since Uganda is a nation state with a centralized elected government, constitution and rule of law. But traditional kingdoms of various ethnic groups still have political aspirations and visible influence on their community. In some cases they also have control over traditional resources like community land. As roles are not clearly defined or adhered to this creates grounds for frequent confrontation. Large tracts of land in Kampala are the resources of the Buganda Kingdom and the extent of their holdings is frequently contended. Acholi Quarters sits on a hill that is part of the Buganda land though now parts are leased or sold to various parties. We realized the extent to which this clash of overlapping authority could paralyze the nation when a day after we arrived in Kampala riots erupted between the supporters of the central government and the Kabaka, the head of the Buganda Kingdom.

create more capital. Acholi is a shining empirical example of his theory: the lack of clarity and uncertainties in the land titles are among the main reasons the neighborhood is well within the vicious circle of poverty. Theoretically, if land titles were unequivocally clear and legally uncontested, the inhabitants could mobilize their properties to create wealth, e.g. as collateral for a credit or by selling them at a fair market price.

As a very general conclusion, the main challenges of the “Global South” are based in the demographic dynamics, the governance system and the legal system and the connections between those.

## **Kampala**

In order to understand Acholi Quarters it is necessary to know the Kampala City and its place in present day Uganda. A dynamic, growing, bustling, chaotic city, Kampala is the capital of Uganda by far its prime urban centre bearing most of the burden of urbanization in the country. Kampala is characterized by many features which are in common to the fast expanding or literally exploding cities of the Global South. It has a population of 1,480,200 ((2002) (2008) Uganda Bureau of Statistics (web). By comparison, Kira Town Council the second largest city has a population of 158,300. This has resulted in the oft documented problems of unplanned growth, proliferation of informal settlements, and decline in living conditions. Kampala has had a master plan since the 1960s, and the recently of 1994, but it is rarely implemented due to lack of resources, complicated land ownership structures and pressures of rapid urban growth.

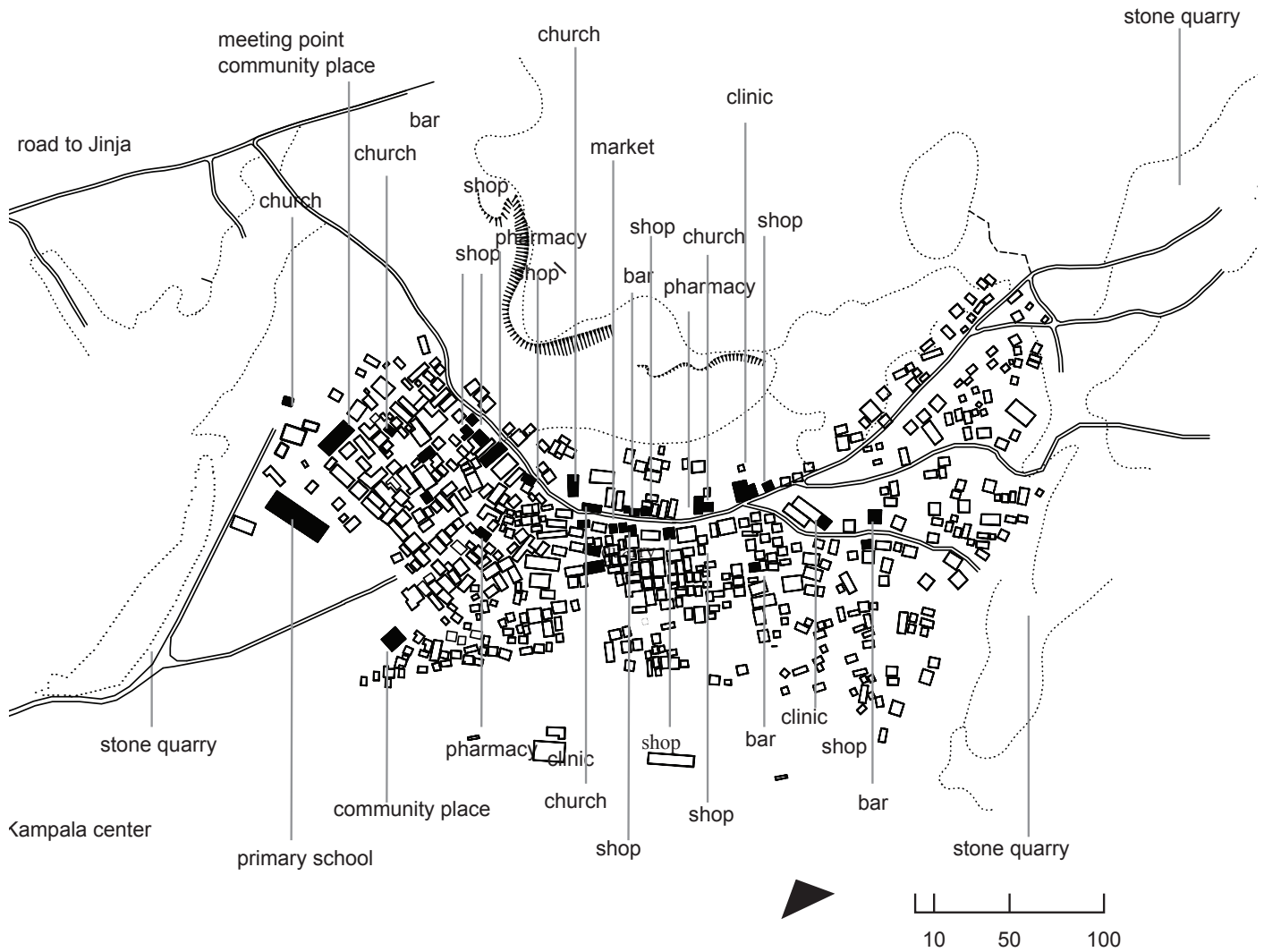
“All developments in city of Kampala like elsewhere take place on land- the most basic resource. In Uganda, according to the 1995 Constitution, land is vested in private citizens who may own it either under mailo, customary, leasehold and/or freehold tenures. The government of Uganda recently put in place a commission of inquiry on sale and/or allocation of land in the city of Kampala following allegations of corruption in the allocation and approving of land developments by Kampala City Council” However, our first interactions with Acholi Quarters seemed to have dramatic and complex land tenure. It remained unclear at the on set of our intervention.

## **Informal Settlements in Kampala**

According to National Slum Upgrading Strategy and Action Plan Dec (NSUSP) 2008 60% of Kampala citizens live in unplanned and under serviced slums of Kampala. Only 17% have access to piped water according to UN Habitat. The population in these areas is affected by sanitation-related diseases and polluted water sources which often have devastating social, economic, and environmental effects. The lack of access to dependable and affordable medical facilities makes even easily treatable disease potentially life threatening. We witnessed this at close quarters where one of the people we were closely working with at Acholi Quarters tragically lost his son to malaria in a span of two days. It brought home to us the fragility of the existence of the people living in Acholi Quarters and similar settlements through out Kampala. The fact that most of these areas are not recognized by formal administrative structures reduces accountability, breeds corruption and increases the vulnerability of the inhabitants. Since the last few years National Slum Upgrading Strategy and Action Plan has been in place with varying degree of success. But there is an absence of a holistic integration of the planning challenges of low income informal settlements into formal city planning mechanisms. This has resulted in failure by the planning authorities to deliver physical and social infrastructure across the economic spectrum. But all this hardship does not seem to stem the steady stream of migrants coming into Kampala from all corners of the country in search of opportunities.







## Facts & figures

<b>Location:</b>	Zone 1, Banda Parish, Nakawa Division, Kampala City, Uganda
<b>Description:</b>	Informal low income settlement
<b>Area:</b>	Approximately 106 000 m <sup>2</sup>
<b>Population:</b>	No exact census data. ~5000 people
<b>Origin:</b>	Tenatively 1950s

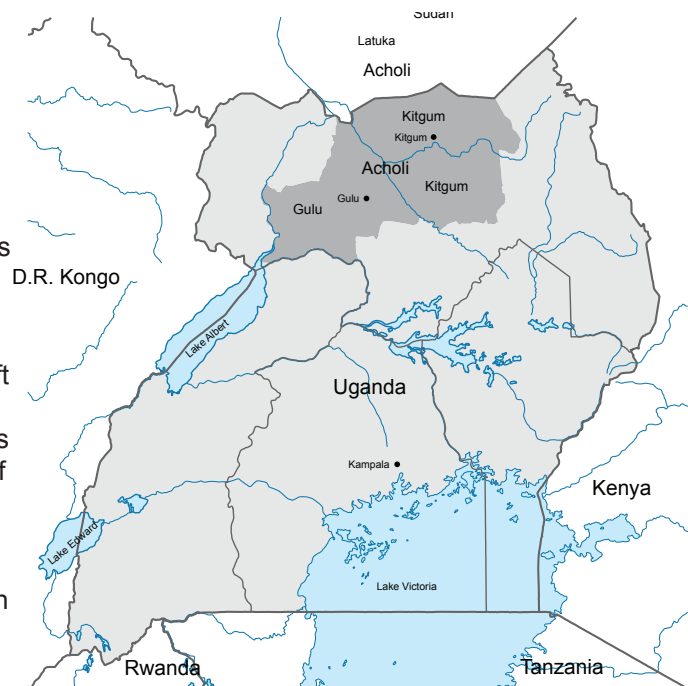
# 104 acholi quarters

The growth of Acholi Quarters is rooted in migration of settlers from the North of Uganda. “My father and mother first came to here in the 1950s from Northern part due to the insurgencies from the southern Sudan They were one of the first to arrive here and worked in the Indie (Indian) factory in Kireka” says Paul Ulumu (55).

There seemed to be varying versions of the exact years of arrival and eventual occupation of the area at Banda Zone 1. But it was generally agreed that the area first drew settlers in search of the employment opportunities in the Kireka. These early settlers were Acholis who like the Buganda are one of the many ethnic groups in Uganda. Around this nucleus more people were attracted, drawn to economic opportunities in Kampala. These were mostly linked to the first settlers through family or community ties. In the 1980s the civil strife in Northern Uganda lead to a great increase in the number of migrants. Therefore Acholi quarters growth is perceived more closely with this phase by the Kampala citizens, especially in the neighboring areas of Acholi Quarters. While there are members from different ethnicities in Acholi quarters, it is largely dominated and identified by a particular ethnic community i.e the Acholi people. This is a departure from other settlements in Kampala which are usually perceived as ethnically diverse.

## Origins

The Acholi ethnic groups, belong to the western Nilotic people in Uganda. Their society is predominantly agrarian and land is managed as a community resource. The Acholi native land in Northern Uganda is some of the most fertile land in Eastern Africa. The community is characterized by social cohesion and they have a rich and diverse tradition of music, dance and oral history. Acholis came into international attention during the 1980s when civil unrest in Northern Uganda caused great suffering to the community. Hundreds of people were killed in the rebellion against the Ugandan government and an estimated four hundred thousand people were left homeless. The two main rebel groups were the Lord's Resistance Army (LRA) and the Allied Democratic Forces (ADF). The Acholi people were one of the main targets of the rebel activity. As the conflict grew the military began encouraging rural people in affected areas to move into protective camps, known as Internally Displaced People ( IDP ) Camps. Since 2003 relative peace has returned in the area with the LRA declaring cease fire.





### Adong Katty

-Here I came as an Ex-abductee from LRA rebel group and now I am an IDP.

*Tell us how this came about?*

...Ha ha ha..., *Ketty's lips and face smiles and she laughs.* ...Well its not easy to forget though, I had tried to do so. The truth is, I was captured by the LRA rebels and taken to the bush, and got trained how to use guns and shooting enemies or wrong dowers... Yes, indeed, I killed many and I was a given title of a younger commander. The reason as to why I'm still alive is based on my obedience. When ever my boss commanded me to do, I killed many even if it were a friend, I could kill to survive death... I think God was on my side because, whenever, an abductee or even a soldier failed to walk any further, he or she was put to rest (*sic. put to mean death*). Contrary to this, my case was different: when I failed to walk any more instead of killing me, they just left me in hundreds on miles in a thick bush so that I can die, either of hunger or wild animals could kill me other than them killing some one who had done them great job. It was a thank you for the good work..which meant I killed many people.

## **Links of Acholi Quarters, Kampala, with Acholi Lands in the North**

The links have remained strong even after members of the community leave their native land. We got a sense of this when on one day we unexpectedly met three Acholi chiefs at the home of Gabriel Bongomin ( LC1 Acholi Quarters ), the local council leader. They were travelling throughout the country meeting Acholis settled in various parts in relation to a development project on a large tract of community land near Gulu. They had been gathering everyone's opinions before taking the final decision. The day we met them they were discussing the various options with Bongomin over some beers after a day full of meetings. Amongst the community the links to home are tied to feeling of alienation in Kampala. As Richard Obua says "this place is not ours, every body here belongs some where that he/she is expected to go back. This is more or less an IDP camp, where most of us do not own land, property or buildings. We are here to earn a living, make some money and whoever gets well builds a house at home and leaves thereafter. Now that the civil war in north has ended what we need is the support in areas of capacity building and materials such as hoes, pagers, iron sheets and seed, then majority of us will go back home voluntarily." But things might be slowly changing at least for the youngest, relatively more affluent members of the community. Gabriel Bongomin said this about his youngest daughter "Every time I take her through the pot holed road into our land in the bush she thinks her father has gone crazy. If I tell her I want to settle in the North she gets very angry, for her Kampala is home."

## **Social Cohesion**

The shared history and ethnic background was evident in the strong social links and networks within the community. From children to the elderly each group seemed to be organized around various organizations and activities. They were engaged in activities ranging from religious, cultural, leisure, income generating to community welfare. For example once every few weeks members from the community gathered to clear the garbage from around the settlement. There were three churches, innumerable projects run by NGOs, football clubs, women's sports clubs, savings schemes, revolving funds. As we interacted with more people we found many amongst new comers especially from other ethnicities that felt excluded. But by and large the community feeling was far more ingrained than witnessed in other similar urban settlements. Access this social capital was a very important resource that drew even distant family and friends of the inhabitants into the settlement.

## **Livelihoods**

The settlements main natural resource was the land around it which could be quarried for construction aggregate. The stone quarries were owned by residents of Acholi Quarters, mostly the early settlers. They hired labour on daily wages to both quarry the rock and crush it manually into aggregate. The work was risky and people were known to die due to accidents and landslides at the quarry. The men almost exclusively did the quarry work it while the women crushed these into smaller pieces. The tools used for this process were the very basic and the work was very labour intensive in harsh conditions. This seemed to be the entry level employment for most newcomers as well as a fall back for people faced with financial difficulties and hard times. The other prominent activity across the settlement was the making of bead necklaces from recycled paper. Mostly women and children but often even men were engaged in this activity throughout the settlement. They sold these either at weekly markets in Kampala or usually to people sourcing them directly from the community for selling in foreign market, individually or through organizations. Within the settlement trade in food items, fuel and other commodities was common. There was a profusion of small shops selling these items. The women rarely worked outside the settlement though they sourced many items outside for selling in Acholi quarters. As we walked around we saw many buildings under construction and learning building skills seemed to be one important source of income. Acholis have long been one of the dominant ethnic groups constituting



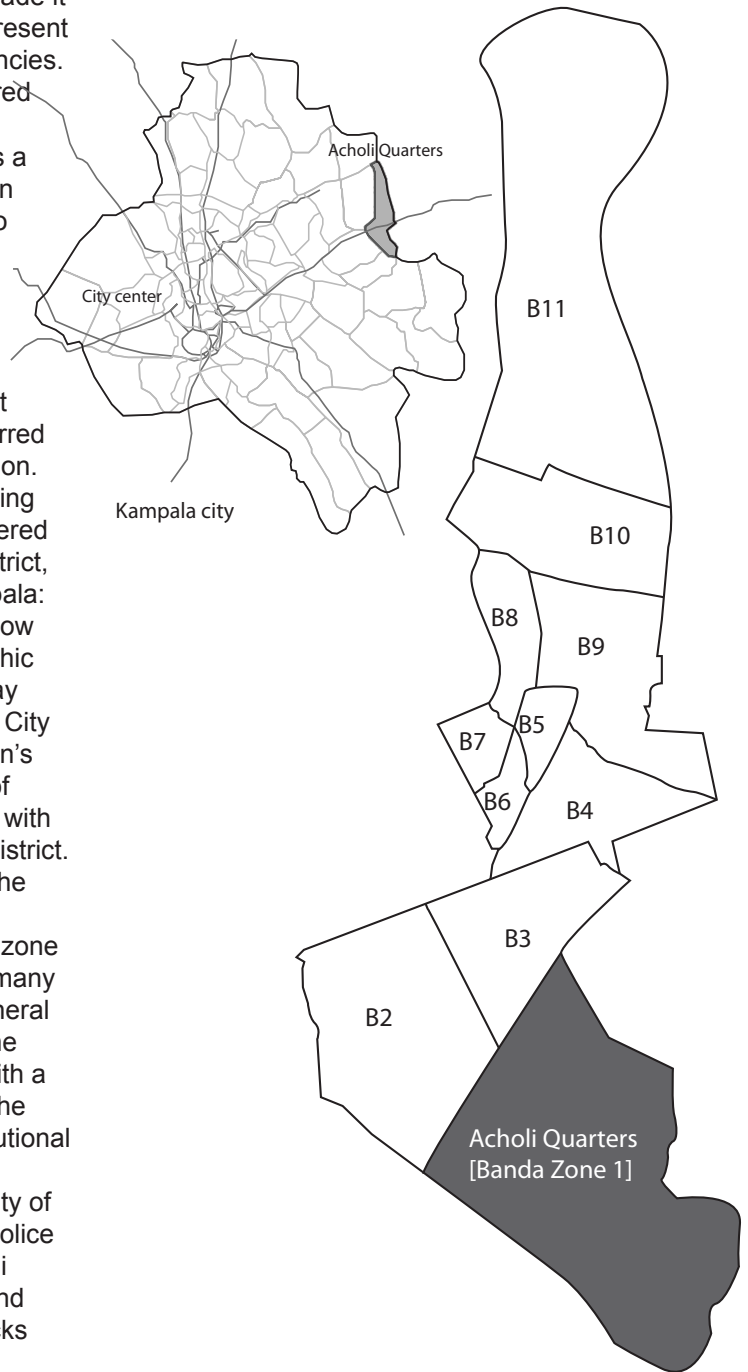
*Stone quarrying and bead making are the main sources of income in Acholi Quarters*



the Uganda military. The years of civil rebellion has made it politically difficult for them to get jobs in the army at present but many men were employed in private security agencies. The ideal entry into the formal economy was considered through formal education. High rate of unemployment coupled with the high expense of education made this a distant dream for most. For example Steven had taken a break from studies for a year while his family tried to accumulate money to continue his education

### Integration with Urban Fabric

According to Mr. Mugalya David, Chairperson Kireka zone D. (commonly: Kiganda zone), this place was not part of Kampala city till 1996 when many people preferred voting for the former Minister for Local Government, Hon. Bidandi Ssali as their member of parliament representing Nakawa division. Since a majority of voters had registered themselves in Nakawa division rather than Wakiso district, politically the area curved off Wakiso and joined Kampala: “Geographically Acholi Quarters fits into Wakiso and now is looked at as a lost sheep, I mean, its a lost geographic piece of space of Wakiso and one day it will find its way back home since ,neither Wakiso district nor Kampala City Council cares about them. Anyway it became a no man’s land”. Administratively, with exception of a small part of Kinawataka wetland Acholi Quarters shares boundary with Kampala, all neighboring zones are found in Wakiso district. The area is accessible by Kireka road running below the hill. The area, apart from different common languages used, shares most of the characteristics with Kiganda zone “which almost engulfs Acholi Quarters borders from many directions” in terms of livelihood, crowded houses, general inaccessible settlements and other informalities. On the top of the hill, there is a different form of urban form with a few settlements. This is because, there exists one of the Kabaka’s’ palaces called “Kireka Kings’ Palace”, institutional development belonging to SDA church and a few low density high income residences. However, in the vicinity of south and south western parts of the settlement, the police barracks and Kinawataka wetlands have helped Acholi Quarters survival by providing jobs: Kinawataka wetland provides water for car washing while the Police barracks provides part time and non-skilled jobs.





2004





2008

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## Issues

Acholi quarters struggled with many of the poverty linked physical, social and environmental deprivations that are endemic to urban slums in the south. There is a high prevalence of sanitation related diseases such as diarrhoea, worm infestations and malaria is also endemic. Infant mortality and maternal deaths are also prevalent. Illiteracy and high rates of unemployment have resulted in social problems like substance abuse, domestic violence and HIV has ravaged the society further leaving many AIDS orphaned families. Their plight is aggravated by the fact that a large percentage of the population has suffered traumatic experiences during the civil war and survived its ravages without almost any counselling. When we walked around the settlement we found it intriguing that in spite of these hardships that they dealt with almost on a daily basis the community was vibrant, productive and positive at large. After our interactions we gathered various reasons for this. The strong sense community and the bonds that it fostered was one critical advantage. Secondly the constant threat of eviction or at least a perception of this is missing in Banda Zone which is at the outer periphery of Kampala when compared to Kivulu for example which is at the city centre. The third critical observation was that in Acholi Quarters, largely due to the global attention on the plight of the war victims many Non Governmental Organizations had stepped into the void left by the state authorities in providing social and physical infrastructure. It was impossible to walk around Acholi quarters and not see someone wearing t-shirts of one funding organization or the other, or attending various meetings related to these organizations. Very often people belonged to multiple organizations hoping for multiple benefits.

## Aid

At first count we found four main organizations in Acholi Quarters; Meeting Point International, Have Hope, Reach Out, Kids Inspire Kids. Between them they provided counselling for AIDS victims, trained people in livelihood skills, and provided scholarships to students. This was just the initial impression. Through out our stay in Acholi Quarters there was steady stream of individuals and organizations providing aid of different nature at Acholi. The sheer number of these organisations made us wonder about the long term sustainability and overlapping mandates of these aid agencies. There were also the issues of excessive aid dependency being a corrosive influence on the community's ability to harness and manage its own resources. This has been brought into focus globally by Dambisa Moyo's recent book on aid in Africa- Dead Aid. Moyo illuminates the way in which overreliance on aid has trapped developing nations in a vicious circle of aid dependency, corruption, market distortion and further poverty, leaving them with nothing but the "need" for more aid. This struck us in every conversation in Acholi Quarters that became a litany of woes with the objective of gaining some support from us. Mzungus (white people) translated into opportunity. The other observation was that aid seemed to flow through the same networks. Often outsiders and non Acholis felt left out of these networks.

# 105 first impressions and beyond

*“By coincidence or by capability I find myself where I am today”*

Gabriel Bongomin. Ex – stone quarry worker & LRA abductee, Today- LC1 Chairperson, Banda Zone 1 & Civil Engineer

We commenced field work by conducting extensive interviews with the two of the influential people in the community. Teddy Bongomin who is a long time resident and an active member of 'Meeting Point International' and Gabriel Bongomin who is the Local Council 1 (LC1) chairperson. They both recounted the settlements evolution through their personal histories: Mr. Bongomin had survived abduction by the LRA before reaching Acholi quarters. Here he started, from scratch, with stone quarrying. With great efforts and thoughtful saving, he went on to finish his high school and finally finished his university diploma in Civil Engineering. The conversation took place in the community hall that had been built by him. In a way, the positive growth in his life had left a positive mark on the settlement, being an example of someone who can break the cycle of poverty through his own efforts. They both gave us a good overview of the settlement of its potential and its problems. We felt we needed to get access to people who were less influential or prominent in the neighborhood to get a more complete picture. Since we had started our interactions with Meeting Point, initially we kept meeting people connected to the community network of the organization. We realized our interactions were dominated by a single, however influential, network within the community. As outsiders it would give us a biased, incomplete understanding of the settlement. To avoid this, we started walking to peripheral ends of the settlement, especially the quarry areas. Here we interacted with many people who had no connections to any community development project, as the better organized segments of the community mostly appropriated external aid initiatives.

At this stage we wanted to initiate contacts with people on equal footing as far as possible. The idea was to build personal equations. For this we needed to overcome the baggage and biases of being viewed as outsiders and be accepted as individuals. After our very conspicuous entry into Acholi Quarters we felt we needed to underplay our presence. After a couple of days of walking around, drinking many sodas and just observing we started attracting less and less attention. We completely avoided taking photographs, taking notes and other such activities which would disturb the level of comfort we wished to create at this stage. Next, we attempted get familiar with some people through informal conversations to know the settlement through their life stories. This task was made easier through the two interpreters that our coordinator Andrew Were had arranged for us; Wakoli Beatrice and Owan Steven. Steven and Beatrice were young, enthusiastic people who had grown up in the settlement and had an intimate knowledge of it. Their inputs were invaluable to us throughout the process. They also became our window to the youth of the settlement. Most importantly, they were able to open the doors of many households for us, generating many spontaneous home visits. They soon went from being interpreters to friends and important team players in our process.

Establishing contacts initially seemed misleadingly simple. People were accessible but the common refrain of aid seeking in the interactions troubled us. We slowly realized that as outsiders we were constantly viewed as a resource in some manner even when we stressed we were students. This sense of expectation colored all our interactions.



The youth group settled down to talk to us only after the elicited a promise from us for joining them for a football match post discussion

This created issues for us on multiple levels. Firstly, it made us feel extremely wary of approaching people due to the fear of building up their expectations with a risk of disappointment. Secondly, it made us doubt the accuracy of the information generated through these interactions as it was biased by certain perceived expectations. Nevertheless at this stage we met many people from different walks of life. We hoped a larger number of interactions would yield information through overlapping narratives. As the picture of the settlement slowly got clearer a complicated network of relationships and hierarchies emerged. The lack of any dependable factual information made it difficult draw tangible conclusions. For example a query about ownership of the same plot of land from different individuals could elicit any or many of the following responses: “ I own it, my neighbor owns it, the Kabaka owns it, the SDA owns it, the Government owns it”, etc.

An insight that we gained at this point was that it was more educative to have discussions in groups, such that the community members themselves acted as a check on the stories and ensured some facts were arrived at by consensus. To develop this approach we interacted with some the youth over one afternoon in a group discussion. We had learned from many sources that people under 35 comprised the largest percentage of the population and we were curious to know what their lives and goals for the future were like. Almost all of them had received some education but it seemed that it was a yearly decision to continue education based on the families financial condition. Having sponsors from abroad was a means to a complete education for a lucky few. We realized the community had many children’s education sponsored through foreign donors. The high rate of unemployment in Uganda was a barrier to better lives even for those who were educated. Many of them pointed out that however many years they spent at school would have been better utilized had they learnt vocational skills alongside the conventional education they received. Sports were a favored leisure activity and the community space for outdoor sports was treasured. They

seemed to share the love for football and a nostalgia for their homeland in the north. While quite a few of them went to school and were hoping to pursue careers in Kampala their 'home' was pointed out to us on the map in various parts of Northern Uganda. Kampala and Acholi Quarters was for them a transitory base even if they had spent their entire lives there. They felt this feeling was reciprocated as they were perceived as 'outsiders' in Kampala which is dominated by Buganda people and that this curtailed their opportunities in Kampala. We had a tremendously fun session where everyone, including many younger children, drew out their homes generating some very delightful and insightful illustrations

Another group interaction was with stone crushing ladies. As they are paid daily wages according to how much stone they crushed we did not want to keep them away for a longer interaction. We spoke mostly as they continued crushing and graciously tolerated our clumsy attempts to help them. The women informed us that working long hours in the sun often made them susceptible to other disease like malaria or flu by bringing down their immunity in general. This also affected their children who had no other place to go while their mothers worked. They earned around 2,000 Ug. shillings per 20 liter jerrycan of aggregate and managed to crush around 5-6 such cans everyday. They women mostly seemed to be new to the settlement, non Acholi members of the community or both. They repeatedly mentioned how the donors aid into the community never trickled down to benefit them. In fact some said they were excluded as the same recipients monopolized the aid entering the community. When we expressed a desire to see their houses, the rumor spread that we were somehow related an NGO and might help improve on their houses. There was rush as everyone jostled to show us their houses in spite of our repeated explanation that we were just students. This experience was very awkward but educative at the same time.

#### **The milestones at this stage were**

- In depth interviews with Gabriel. Bongomin (LC1), Teddy Bongomin, (Active Member of Meeting Point), Adong Katty (LRA Abductee)
- Meeting and interacting with our interpreters Beatrice and Steven
- Orienting ourselves around the settlement, trying to blend in.
- Conducting informal interviews.
- Trying to correlate findings from various informal interviews.
- Familiarizing ourselves with the larger context in Uganda through the local students.
- Investigating if any demographic, physical or other formal data sources exist about the settlement.
- Having group interactions with youth, children, bead making ladies, stone crushers and vegetable market ladies.





These are some of the drawings from the workshop we had with kids drawing their impression of Acholi Quarters

# 106 looking back and looking ahead

At this point we felt we had gathered enough impressions on Acholi Quarters to try to put our role into some kind of perspective. At this stage we felt we had more questions than answers but the questions indicated the direction that our inquiry needed to take. Engaging with these questions between ourselves and with the people we met in relation to the field work became a means of arriving at the underlying principles that informed our process. The points that we deliberated on intensively at this stage and constantly touched upon during the course of the study had a lot to do with the nature of various roles in the context of the field study– of students, of the formal structure, of the aid organizations, of the community in the urban framework and the interplay between the various roles. The main deliberations can thematically be split into the following:

**On being Students:** We understood that we needed to be aware of and constantly challenge our own subjective filters and prejudices. It was important for us to collectively understand what drove our personal curiosity about the study and what thought processes the initial interaction with the settlement had triggered in us. We felt the tone for our collective study would be set from an interaction of various personal viewpoints.

**On being Outsiders:** It was clear that the community viewed us as a resource. Interacting with outsiders seemed to be interpreted as direct access to opportunity by the community. We were uncertain how we best could contribute, but it was important to us that this potential contribution came through a process of sustained dialogue and that we explored checks and balances that could mitigate any negative fallout of our involvement at Acholi Quarters.

**On the internal context of Acholi Quarters:** We needed a process that identified the strengths and resources alongside the problems and issues of Acholi Quarters. For this, we needed to forge connections within the community on equal footing and find a means to access and authenticate information.

**On the external context of Acholi Quarters:** The external context seems to have a huge impact on life at Acholi Quarters. Externalities interact with the settlement by virtue of neglect (as seen in the case of the formal administrative system) or through their focused attention (as in the case of the foreign aid agencies) on the settlement. Their role and the fallout of their actions were crucial to anticipate the long term scenarios for Acholi Quarters.

We felt that, in comparison to the degradation which we had seen in other slums in Kampala for example in Kivulu, Acholi Quarters enjoyed much better living conditions. The community has strong social cohesion; the settlement is spatially, less dense than comparable settlements and has access to certain resources through various agencies working on community development projects. There are also certain factors, such as a relatively low threat perception of eviction and a peripheral location in relation to the city center which protects it from land speculation to some degree. But we felt that if long term issues were not addressed at this stage the settlement could easily degenerate due to pressures of densification and unplanned growth. On the other hand, if a serious attempt were to be made to address its issues at present, it could build on the existing strength of its social, economic and physical characteristics.



My first observations explored different aspects of life and highlight issues of concern in contemporary Acholi Quarters. A settlement of hard working women and men, crushing stones manually while seated in open hot sun of around 28 degrees all day long! This vividly illustrates the courage and endurance of Ugandans in the face of hardships and social injustices in a bid to earn a living.

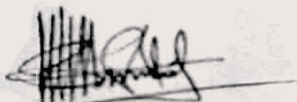
All way long from NTNU, Trondheim, Norway, we came a cross a happy community “Achoil quarters”, people singing in many languages (English, French, Portuguese, Italian and many Local Languages), dancing in modern and traditional styles. This gave our study a great welcome and impressive field study.

Paper bead making and stone crushing, a job indiscriminately for all, no matter gender, size, age every body is involved. This is what I thought “community with a sense of social-economic unity and working together like this, is not easy to find in urban centers”

A story of experiences that reflect the pain and courage of a young women who narrated a story about her being an Ex-abductee by names of Adong Ketty. She talked about how violently she was forced into rebel group of LRA, IDPs stories of child orphans. How she witnessed rape and defilement of her fellow women in the bush; My interaction with her provoked my saddest moment in our field work. Such responses; “ I was forced to kill, and indeed I killed many!” points out the cancerous effects of war in her long story.

Many questions passed into me (may be because I was black amidst many white students) such as; “Are you part of them? Are you a Ugandan or a black American? Those were some of my welcoming words. Besides, walking with whites on black mans' country Uganda; to some “White people mean million dollars” does not matter whether a white is young, man or woman, professor or students as we were, as many were heard calling “ Muzungu (A Swahili word commonly used to mean white person)” Give me money or my money!! Every where you would find kids playing many games while bare footed. This reminded me of my childhood way back in in late 1980s in my village, Mityana district Uganda.

Above all, was meeting community with its people used to foreigners but who are perceived to be either investors or donors. My interaction with people, I had many questions to answer such as ; Which NGO are you working with, What kind of aid have you brought to us? Are you people going to start another NGO here or you are just students?



Matia Bisirikirwa

# 200 Approach

## 201 findings and approach

In various lectures and discussions initiating this field work, it was stressed that the traditional planning methods in Kampala were not efficient enough to handle the complexity and continuously evolving issues of the fast growing city. Our approach to the field work at Acholi quarters was therefore based on the idea of Action Planning. The method consists of using simple, but well thought through, interventions as generators for continuous development. Crucial for the success are the participation, the feeling of ownership and the will to sustain the project by the local population. To obtain this as planners we had to enter and work in the field.

The people in Acholi Quarters were used to visitors from the outside. Due to the presence of a large number of foreign aid organisations most people had learned to associate a group of foreigners with the possibility of support. Therefore, they were keen to interact with them. Whereas - as a comparison - in Kivulu (a slum in Kagugube parish, Kampala) area some people were almost aggressive when we entered, wondering if we were investors speculating on their eviction. But this receptiveness to outsiders in Acholi Quarters had its own set of problems as most interactions with us were prompted by the expectation of some returns or benefits.

One way of understanding a community like this is to do semi-structured interviews. This way you get to know the place, gather information and start making contacts. Even though everyone wanted to speak to us at Acholi Quarters it was very difficult to actually have real communication with people and trust the authenticity of the information generated through this method. The chances of the right planning interventions coming out of this method felt remote. It seemed like there were just too many filters between us. At one point, it felt like no matter what we asked people about we ended up getting the same stories. Stories with the intention of getting us to instantly help him or her instead of the next person we happened to talk to. One may speculate on how much this was a result of all the different organizations that have initiated various schemes at different times in Acholi Quarters. Maybe, it is just a necessary effect of people coming together from such different worlds. Perhaps, it is connected to our lack of experience. At least keeping in mind the limited time we had at hand this did not seem the most efficient means of generating specific information in the community. We had to come up with better alternatives. At the same time we continued with this method as a means to interact with people and creating some contacts. The semi structured interviews was also the main form of interaction with the formal stakeholders like the various governments and non governmental agencies.

If we were to achieve the all important aspects of real participation, feeling of ownership and will to sustain the project, we needed to build dialogues and process over time. It was an advantage that it was relatively easy to mobilise people in Acholi Quarters. What we needed were better ways of gathering information and engaging people over time to actually participate with something personal. If we were to come up with a proposal for intervention then we needed people to work with us on the way there. It was also clear that to get a clearer picture of Acholi Quarter and the large scale, long term issues affecting it required us to trace out various different sources of information. In addition, it seemed that a lot of information was actually lacking on the ground. This led to great ambiguity on various important issues concerning governance, legal status, population figures, maps, area boundaries, geographical area coverage, future plans and different land matters. In this uncertain scenario planning for future interventions would prove difficult.

Out of this, two primary focus areas for the further process emerged. To understand the external context of Acholi Quarters there was a need to talk to the different administration offices, organizations, landowners and other stakeholders of the area. Through approaching the Central Government departments, the Buganda Government, relevant NGO's and churches, we hoped to bridge some of the information gap. The goal was to gather information, both on the area and on the different policies that had impact on it. We wanted to know if there was a way that links could be established between Acholi Quarters and the formal sector in a way that could be mutually beneficial. Our initial understanding of the governance system in Kampala had lead us to believe that informal settlements like Acholi Quarters usually fell outside the purview of most formal organisations. Thus part of the research was to discover possible key institutions that could foster links between the community and the administration. A key organisation proved to be Slum Dwellers Federation, the Ugandan member of Slum Dwellers International (SDI) whose work was introduced to us in a lecture by their representative Lutwama Muhammed during our first week in Kampala.

The other area of focus was to be within the settlement. In a bid to start a continuous process of dialogue we were to start organizing selected people from the community that we felt could contribute towards both generating information and interventions. To be able to get people's involvement, ideas, time and feeling of responsibility, we had to create a group of people that we would follow throughout the process. This way we hoped to overcome being viewed as intruding newcomers every day by building relationships that became more involved and more equal over time. As we got to know more about them we hoped just as importantly, they got to know more about us. This way we could also discuss different subjects and start thinking about solutions, not only problems. The idea of working in a group like this was not so much to remove subjectivity from the participants but to ensure that certain opinions do not dominate the discourse without being challenged adequately. For this, we needed a process which encouraged as much public debate and discussion. In this way, the multiplicity of narratives would themselves act as the mutual checks and balances and thus ensure a greater degree of authenticity. We wanted to shift the focus in both threads of our research from enumerating problems to finding solutions. Based on our discussions and observations so far we were working on a premise that in the light of limited resources the best solutions would come from innovative use of existing resources rather than the hope of injecting new resources to solve problems. Small but critical observations had triggered this thread of thought. For example, we noticed that there was a very small variety of bead styles, even though it was known that the market was oversaturated with the common beads. Additionally, we observed and were told that changes mainly occur when induced from the outside, for example through NGO's (like "Beads for Life"). This could be interpreted as: "A different style of beads will only be produced if the NGO will introduce it and train people to produce it." We wondered how it would be to have a competition for innovation.

These observations lead to a lot of debate on the role of innovation in the development of communities, especially in the context of poor communities. We wanted to understand how the vulnerabilities of poverty could effect perceptions of resources and whether innovation was perceived as risk taking. We felt examples of lacking individual innovation may symbolize how poverty is perpetuated through certain mindsets. It seemed our possible intervention could emerge from a process focused on identifying existing resources innovatively optimising them with the community. We felt a workshop model would be a good idea as it was easy to mobilise people to gather for a while in the community. The problem was how to sustain enthusiasm for the process over time. We wanted the community to drive this process as much as possible through their own initiative. This would require incentives and motivation. A combination of the competition idea and workshop model seemed like an effective way to incentivise innovation and build on ideas over time.

## 202 workshops and competition

In the last chapter we described our initial findings and how they led to a decision on our approach. Out of this we started to develop the competition. Selected resourceful people from a cross section of the community were therefore invited to a innovation competition. The task of the competition was to work together and generate feasible proposals for solutions for the community of Acholi Quarters. From the initial seed of the idea, the competition had to be structured enough to build on itself and create a frame of progression and at the same time to be flexible enough to generate multiple processes. For us the competition was the start of the intervention in itself. The goals to generate a mind of innovation, strengthen community identity, generate a forum for discussion, gather information on the settlement and explore possible follow-up projects.

### Finding the participants

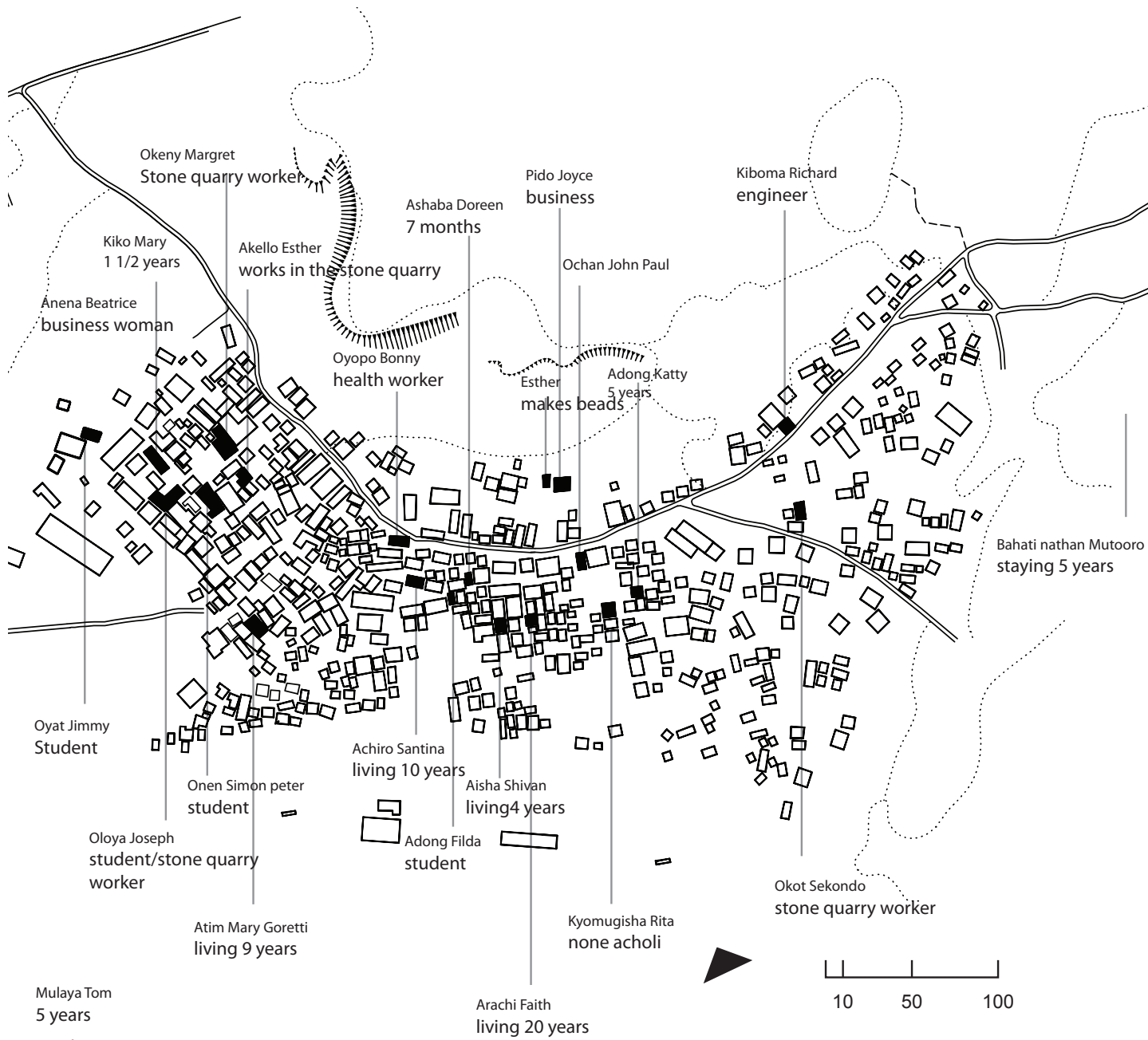
**Objective:** To get 32 resourceful participants from a cross section of the people in the settlement. This ought to be people with the time, capacity and interest to take part in a process lasting at least the next four weeks.

**Description:** Simultaneously with developing the idea of the competition we started finding and selecting participants. The first days of getting some inside contacts was rewarded, and we started with talking to them about the idea. Then we needed to meet the challenges of not just getting the friends of the people we first meet, but get people from a cross section of the people in the settlement. To ensure this we made a list of relevant hypothetical participants and tried to find real persons who fitted the spots. This included people of different ages, who had moved in at different times, with different jobs, different education level, different family status, different housing standards etc. When a person we found interesting was invited, we checked the list, and started looking for a person with different qualities.

We also made the decision that as long as we covered these spots, we could demand a minimum of ability to communicate in English.

**Outcome:** To find people who fitted these criteria was not as difficult as one may think, since many in Acholi Quarters got several multiple roles. We believe we managed to find a resourceful and quite representative group of people. Still of course there might be connections between people within the selected group that we were not aware of. We never found it a problem. Other criteria we thought about during the selection, was that we tried to find participants suitable for the workshop topics in the first week of the competition.

Trough this process we invited 32 persons to take part in the competition group. At this point we asked each of them to come to a full day workshop considering challenges and possibilities in the settlement. We also told that we were planning an idea competition, to come out of the workshops, and asked if they would be able to have some time to spare the next four weeks. We had at this point not done much motivational work and at the end we knew we had still a job to do when it came to getting people really involved.



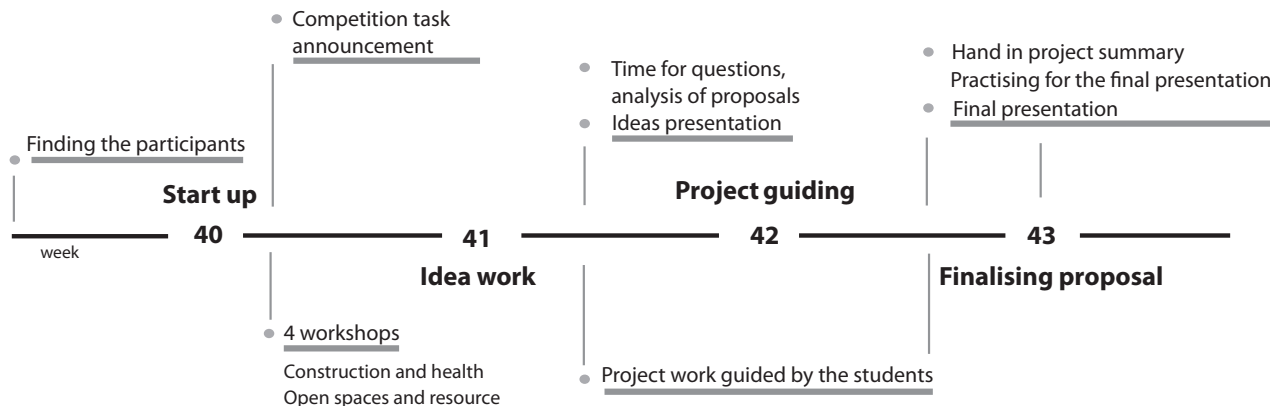


From the top left: Aicha Shivan, Mulaya Tom, Ochora Robert, Akello Margret, Okeny Margret, Okot Sekondo, Adung Filda, Aporo Beatrice, Anena Christine, Okot Moses, Akello Esther, Kiko Mary, Oyat Jimmy, Anena Beatrice, Achiro Santina, Onen Simon Peter, "Grandma" Esther, Kyomugisha Rita, Atim Mary Goretti, Oyugi George, Ashaba Doreen, Ochan John Paul, Arachi Faith, Oyopo Bonny, Ouma Bosco, Oloya Joseph, Adung Katty, Kiboma Richard, Pido Joyce, Bahati Nathan, Bwambale Moses, Akol Helen



## Structure

After deciding to start the competition, finding the right participants took about a week. After this the initial process of the competition was planned, and it followed a four week time schedule. The structural frame consisted of three main phases and the final presentation. Around this linear structure we were working for many multiple, creative, challenging, unexpected and fun processes to develop.



## Workshops - Announcement

**Objective:** This phase was to prepare us and the 32 participants for the competition. It was to discuss important aspects in the livelihood in Acholi Quarters, for us to learn and get information, and for them to get prepared for an open, innovative and solution focused process. We wanted a discussion that was, down to earth, and simple for everyone to relate to and broad to secure a certain width in the scope of the competition. It should also be an opportunity for us to gain experience for the further development of the overall project. When it came to the point of announcing the competition we needed people to be ready, well informed and motivated.

**Description:** Therefore all the 32 participants were invited to take part in an initial workshop. We knew we wanted the competition to be very open ended, and would demand brainstorming and innovative idea development. To introduce this way of working still within safe frames we decided to make relatively small and topic specific workshops, closely lead by us students. We held four of these workshops having eight participants and two students on each.

The four workshops were about open spaces, construction and housing, health care and sanitation and the use of internal resources. These were topics we found important, that we wanted to get more information about and that we felt fitted the objective of being simple enough for everyone to relate to. They were also good because we could find people especially suited for the topics within the community. We found people so that for example a carpenter, landlord and a tenant participated in the construction and housing Workshop. The same way an elderly woman, a single parent and a nurse attended the health and sanitation workshop, and etc. We managed to fill the workshop this way and keeping our demands for the cross section of the population. It was important to give the participants the feeling that they had something to contribute with so that the open competition task would not seem demotivating. The participants and the workshop topics were selected to fit that everyone should have an interest in the workshop. Two workshops ran simultaneously and we had two full workshop days. It was important to start quite intensive to make sure we had everyone onboard from the beginning.



### **Healthcare and sanitation**

For the healthcare and sanitation workshop we had two nurses among the eight competition participants. In addition we had a doctor owning a clinic in Acholi Quarter participating only for this day. The meeting was split into two parts. First we mapped out some of the problems related to health and then they were to discuss solutions. It seemed everyone were quite aware of health risks. The main problem was having money to go to a clinic. Money donated by a NGO was the expected solution for this. Several persons proposed getting a hospital in the settlement. The health care workers raised family planning as a important issue, and emphasized that understanding and awareness about it was massively lacking. The workshop also highlighted that there is a vicious circle going. Bad health care often leads to lowerd ability to work, which leads to lack of money. This again lead to lack of access to health services, which again leads to bad health care.

### **Construction and housing**

It was easy to find people of interest for the construction and housing workshop. We had both an old and a newly educated carpenter, an engineer, a man who had just constructed his mud and wattle house a woman who owned an empty plot and generally people living in different standards of houses. Mostly there are two kinds of houses in Acholi Quarter, the single stretch brick house and the mud and wattle house. They can come with tin or papyrus roof. Together we sat down and discussed the typical process of building the two kinds. They seemed aware of the costs down to the last nail it seemed. After looking at this we took a walk and looked at different houses and details. Many houses had never been finished. After the walk we split in two. One group looked at possible improvements in brick houses the other in mud houses. Afterwards they presented to each other. For them everything except the price was wrong with the mud house while they mostly saw no problems with the brick house. Since so many houses never got finished we discussed how to prioritize money. Mainly they felt you should spend as little money as possible on a mud house and rather save for a brick house.

### **Use of internal resources**

In this workshop we had all kinds of people doing different kinds of businesses. We had a shopkeeper, market ladies, unemployed and youth in education. We wanted to discover if people used all resources available. In the workshop we walked around the settlement and looked at what was considered resources and what was considered garbage. Could people find uses for useless stuff? That the stone quarry is a good resource was something that everybody could agree on. We tried to ask them what they could do after the quarry was empty. Many seemed unaware of recycling and how most materials can be reused. A big exception to this is of course paper, which is rolled into paper beads. The knowledge of this, however, came from the outside. The discussion on if it is possible to come up with new kinds of “beads” became many. Many talked about that they could reuse a lot of fabric if they had sewing machines and we discussed if it would work if several persons bought one together.

### **Open spaces**

In this workshop we had mainly youth and people which seemed to have influence in the community. First we studied satellite pictures of the settlement, they had never seen this before. Then we began mapping out the different empty plots and public spaces. Then they marked out which ones they felt were most important and discussed what was threatening them and how they could be improved. This ended up in looking especially at the football field, the market and the netball pitch. All the children uses the sport areas, but they are very basic. There is a big tennis court being constructed in a part of the settlement by a NGO. Mainly NGOs were left the responsibility for these things. Many of the participants showed special interest in the local marked area, the problems with it and how it can be developed.

After each workshop we took the opportunity to inform more about how we pictured the competition and invited them for the announcement. It seemed many people were expecting to get something more direct from us and ones more we described our role their as students and that they should know that we were not going to pay them for their work. Despite this everyone came back on the day of announcement. Actually we had to disappoint some new people who also showed up hoping to join in.

The day after the last workshops we sat down with all the participants and announced the new teams and the competition task. The first thing we did was to split the four workshop groups of eight into eight teams of four. Each team being put together with one person from each workshop. The idea was that this mix of people would help the process of the team. It should give everyone the feeling of having something to contribute with, and secure a broad scope in their discussions.

We also read and handed out the competition announcement for the competition IDEAS FOR ACHOLI QUARTERS. This included an introduction, detailed description of their first week and a time schedule for the entire four weeks leading up to the final presentation.

The introduction read as follows:

*IDEAS for ACHOLI QUARTERS aims at generating proposals for the improvement of conditions at Acholi Quarters through innovation, teamwork and competition using the talent and skills of the people of Acholi Quarters.*

*This exercise is part of the study being conducted by planning and architecture students at The Norwegian University of Science and Technology and Makerere University. The objective of this exercise is to generate information and interventions for Acholi Quarters for Kampala Planning Authorities using inputs from the residents of the community.*

*There are 8 invited teams from Acholi Quarters competing in the contest. Each team will come up with a feasible and practical proposal that improves life in Acholi quarter, whether physically, culturally, economically or socially.*

We spent much time on clarifications, making them just as informed about the program as we were. The only aspect we did not introduce were the UN-habitat support. We did not want it to influence the process, nor to be bound to the results of the competition. What we did do were to inform about the prizes of the competition. Each member of the team finally being awarded first prize would get 30000,- UShs. Each member of the team finally awarded second prize would get 15000,- UShs. In addition all participants were promised a certificate and a non cash token of appreciation.

**Outcome:** The experience from this were that when you manage to get people to participate, they know a lot about how different things are being done and what is possible to do with specific problems. Crucial information for our further work. On the other side it proved difficult for them to come up with their own ideas where they are lacking references. If they have not seen it somewhere else before it is a lot more difficult to come up with something. In many ways this is how we all work, and what we can read out of it is a lack of references.

The idea of organising and plan for endogenous development seemed also far. At this point all the participants felt

the need for external funding for any improvement. The discovery of that it seems difficult for them to see what is more probable than something else was interesting. This is shown in the example that they at one point want a sewing machine and at another point want a hospital. This was also important for our understanding of how we would have to follow them later, and on what we could expect from the competition.

## Idea work - Idea presentation

**Objective:** During this idea week we wanted the teams to come up with ideas that they wanted to continue working on. To build ownership of their own proposal was an important aspect.

**Description:** The first assignment became to come up with between one and three initial ideas. They had one week to come up with this on their own. We would not be around to guide them during this week. In advance we had went through our idea of the process closely with our interpreters Steven and Beatrice. We also discussed with them how to managed possible difficulties that may occur. During this first idea week, any questions from the participants were to be directed to either Steven or Beatrice. We followed the process only through them as well.

The following Monday we had a debrief about what had happened, and the teams presented their proposals to the rest of the participants and us students. After each presentation we took the time to discuss the ideas.

**Outcome:** This way we secured their initial ownership to the ideas that we would later work on together. It was also to secure that they thought up something on their own, and avoid to much speculation on what we would prefer. Steven and Beatrice both reported that the main question everyone asked were, what ideas they thought we would like. For us it was also a risky, but necessary test of what would happened when we were not there. After all the success of the entire intervention is depended on the continuity of processes after we finally leave.



We were positively surprised by the fact that all teams had come up with and presented ideas. There were big differences in how much they had worked on the ideas though. Often it seemed few or only one of the team members had had inputs. Many of the projects seemed undefined, and were more general ideas than actual projects. Every group had a lot in writing, but most of it was good intentions and few solutions. This was in many ways what we were expecting when we planned for us to take a much bigger part in developing the ideas into feasible projects. The important aspect from the past week were that the teams had identified topics that they believed in, and were still interested in continuing to work on. During the presentation the discussion needed to be calmed down several times due to teams arguing hard for how their project was better than other. The tension of the competition was strong, and it seemed like we had managed to create a very strong ownership feeling on all the teams. This being done there were still a far way to go. We had several rounds discussing the necessity for the projects to be specific and they needed to describe the planned process. We also had to stress that they could not base them self on external resources.

G1

- Community computer training centre
- Acholi carpentry project

G5

- Savings and credit scheme
- Something to improve sanitation

G2

- ATEK-KI-LWAK Training Centre (Together we are strong)
- Mega Health Centre (HIV/AIDS Awareness)
- Water is life Project

G6

- Lacked project ideas, spoke about resources problems in general. They wanted to generate resources and work for youth.

G3

- Poultry keeping, farming in general, craft workshop/ craft market

G7

- Acholi Community Market
- Acholi Hospital
- Acholi Community School

G4

- De-congestion of settlement
- Micro finance (Loan Project)
- Physical / Urban planning of the settlement

G8

- Oil factory in various ways

## Project work - Project summary

**Objective:** To explore and release the potential of their ideas and turn them into feasible projects. For us to have a fruitful developing process with the teams without taking away their initiative and ownership.

**Description:** This were the objectives when us students after the idea presentation entered the teams as advisers. The eight students were divided over the eight teams. Two and two students were responsible for following two teams each. Throughout the following two weeks we meet and guided each our teams individually and as pairs. We always tried to guide without at any point take the initiative away from them. On the day of the final presentation the teams would present on their own. Nor would we be part of the judgement of the competition. That we left to a external jury. We informed that the jury were to reward the first and second winner on their proposals ability to be feasible, innovative, specific, measurable, strategic and self sustainable. Until the final presentation the teams had to choose one of their ideas and develop it to meet these criteria.

All the teams had to prepare a short project summary. This should present the project and why it was right in Acholi Quarter. The summaries were to be given to the jury for their preparation purposes. On the following pages is a presentation of the original project summaries:



## **Group 1: Youth, Women and Needed's Computer School**

This will be the first computer school of the Banda, Kireka and Nakawa division and will train people from the community and grand certificates at computer skills such as:

- word and spreadsheet processing
- databases
- web publishing
- web design and graphics
- programming

The center will also give the people in the community access to the information available on the Internet and the possibility to communicate through it. Through the skills acquired at this center, the women, youth and needy at the Acholi quarters can acquire skills that can open opportunities of earning a better living and improving their conditions.

The center will be giving access to storing important data for the community. This may be data such as statistics and historical data, and pictures from the community. The center will ease accounting and budgeting for businesses in the community.

### **Strategy for generating resources:**

The project needs to join hands and work together to contribute money into the project. They will open and account together and the community will receive a monthly update on the financial standings. Access to electricity and water is already present at the planned location, but the service needs to be paid for. The students at the center will pay a small fee to finance the daily operation. The money will be directly to the center's bank account. In addition to this, the center will also generate money as an Internet Café when classes are not being taught. The center can also generate money through services such as printing, photocopying and CD writing.

The managing persons will work on a contract from the community for 3-6 months at a time

## **Group 2: Watek-Ki-Lwak Community Training and Awareness Center**

Watek-Ki-Lwak Community Training and Awareness Center is a project whose idea was brought up by four people in group two (2). Its aim is to train the community with technical and educational skills such as carpentry work, computers, eradication of illiteracy, etc.

- to raise awareness of health and sanitation issues affecting the community
- to use the community's own resources, whenever possible
- to be a platform for all kinds of community development initiatives
- to include community saving schemes
- to engage in sports and MDD as a means of cultural development

### **How it shall work?**

Skills taught for free shall be payed back by voluntary community work (e.g. a health awareness campaigns)

If possible, programs shall be for free. If impossible, a minimal course fee shall be requested.

Resources shall ideally come from within the community and the members. Trained members shall train other members. The organization shall finance itself primarily through a yearly membership fee. All the members have to become part of a saving scheme. Members of the executive committee shall be elected by the registered members

Phase I: Founding members announce the project and register members

Phase II: The registered members elect the executive committee and decide on the first project to implement. Start of the saving schemes

Phase III: Center engages in constant assessment to define development directions and priorities

## **Group 3: Acholi quarters poultry farmers cooperative**

Poultry farming is the keeping of domestic birds for commercial use and home consumption. This project involves cooperative investment in a poultry farm for egg laying hens, and the selling of the eggs at the market.

The aim of the project is to empower people to overcome poverty and provide financial opportunities within Acholi quarters. The members of the cooperative invest to raise income for them selves and creating their own jobs. The project also provides work and skill training.

The implementation is divided into two main phases. The first phase starts now and involves organizing the investors in the cooperative and start up the poultry farm in the rented shelter. According to the budget the investment needed for the first year is calculated to 2749000,- This includes equipping the shelter, rent, salaries, food and the buying of 500 egg laying hens. The members may invest differently and will earn back according to their investment. When the activity has started, in the rented shelter, the calculated daily income will be 61000,- This will be the foundation for a reinvestment in the second phase.

The second phase involves building a bigger and more suitable shelter and moving the activities to the new facility. The proposed plot will fit a shelter for around 1000 hens.

The project will generate income and employment; important aspects to improve the living standards in Acholi quarters.

## Group 4: Decongestion and Prosperity

The project addresses the problem of over population, poor standard of living and poor planning in Acholi Quarters. The aim of the project is to improve lively hood of the community and the living standard through decongestion and Micro Financing and Saving Schemes.

### Key persons involved

- The community (through resource mobilization and human labor)
- The community leader (LCs, opinion leaders etc)
- Government ministries e.g. Ministry of Disasters and preparedness
- NGO'S and other institutions like Makerere and NTNU Universities

### Groups benefiting from the project

- The community through improved living standard and savings, proper infrastructural planning.
- The state/Government through having informed and manageable citizens.
- Widening Tax basis through small scale businesses from Micro Finance initiatives.
- Employee to the project ideas.

### Strategy for generating resources

- Use of skill in the community members
- Acquiring the consensus of the community
- Locating feasible materials e.g. stone quarry, stream water and land spaces
- Continuous consultation and meeting with parties involved i.e. voluntary and payable personnel
- Establishing offices for the project

**Budget:** All in all in case of reparation and facilitation for the projection for 1,000 people

Total cost 50,000,000/=ushs, Community contribution 30 %, External contribution 70 %

PHASES	ACTIVITIES
1	Mobilizing community for the ideas
2	Consultation with the Authority i.e. Kampala city council
3	Counseling of the community which involve both external and internal counselor
4	Generating income individually
5	Sending delegation to the village
6	Arrangement for transportation
7	Creation of group for financing
8	Arranging for necessary material for the ideas.
9	Land lord to be brought together for common infrastructural development.

## Group 5: Saving and credit scheme

The project is organised by members in form of circling. It is done by contributing 5000 US\$ (or any other amount agreed upon) per person every one and a half months.

Detailed plan for the first phase

- Mobilization of willing members
- Introduction of proposed scheme to the members
- Reactions from the members

Strategy for generating resources to start the project

- capital resources
- skilled labourers on how to manage the project
- co-operation among the group
- one project must have its project account

Strategy for generating resources for sustaining the project

- the account book must be balanced
- screening must be held once a week or once a month
- Recruitment of other focused members in cycle

Key persons involved and their specific responsibilities

- Chairman: conduct group meeting, final approval of project documents, make the final amendment
- Vice chairman: help chairman, keep records, read the amendments to the members, takes seats if absent
- Treasurer: keep project books, records and files, responsible for accountability, keep project funds
- Mobilizer: spread information to members through door to door

Who does the project benefit in the community and how

- the members through withdrawals of money based (Loan)
- government benefits through tax
- community development
- financial bail-out assists in financial crisis
- development among members

How

- Through withdrawing the money saved/ banked
- Community development
- Through assisting the members



## Group 6: Acholi Quarters Youth Tree Nursery Bed Project

The project involves the buying tree seedlings of different types such as pine trees, eucalyptus, garden flowers, mangoes, avocados among others. These will be put in nursery beds and after a period of over three months can be set for sale. The project shall be located in Acholi Quarters Banda B in Nakawa division Kampala district.

### Project inputs

- Available Land
- Water source
- Seedlings
- Manure soils
- Hoes, spades, polythene bags, watering cans, pesticides, more
- Available labor
- Tree stands/poles

**Beneficiaries:** The project will mostly benefit the youth of Acholi Quarters as well as the elderly by providing employment to the unemployed

**Resources:** The resources will mobilized within the group through individual contribution and fund raising.

**Project management:** It will be managed by a committee of over ten youth that will be responsible for the daily supervision of the project.

**Project sustainability:** After the initial set up of the project, the income generated will be put into the project through setting up of more other branches. We also have plans of buying our own piece of land out of the profits made so as to start our tree planting project of pine trees and eucalyptus since they are on a high demand.

### Why this project?

- Easy to start since it requires less capital to set up. Resources are easily mobilized.
- High profits can be generated within a short period of time.
- Can employ quite a big proportion of the unemployed youth.
- In the long run it helps to protect the country of effects of climate change.
- Provide timber: fuel, wood, etc. In the long run it help to protect the country of effects of climate change

## **Group 7: Acholi quarters Community Market**

**Project location:** The project shall be located in Acholi Quarters in Nakawa division Kampala district.

### **The important of the market in Acholi quarter**

- It makes in making direct contact with customers.
- It makes easy business because it's within the Community.
- It makes the business person to know changes of prices.

### **Process**

- Project is planned to start with 30 members.
- Land acquisition from SDA at least 800square meters and construct will commence.The Community members will mobilize funds i.e. Ug shs. 1,000 per person in the community which can reach Ug. Shs 1,000,000, locals will also contribute buying land and construction of market
- Payment of membership registration 20,000 from 30 members at the start leading to Ug. Shs.600,000.
- Each of 30 members has to pay membership fee which is 50,000 leading to 1,500,000
- He who wants to join later he has to pay for joining the market; he will pay according to the kind of business
- Putting look up shop you pay everything needed plus paying ground rent monthly.
- Construct public toilet will be from internally realised funds and there will be payment of user fees of 200/= per each visit.
- 10 percent interest rate on savings loan money and with fine 5,000/= on each extra week from agreed date
- A market bank account will be opened
- Members of the market will form a saving group and offer loans amongst themselves to help in sustaining the business.
- When opened the market for culture which means we shall sell beads, plus organising for traditional dances and drummer every weekend.

### **People Benefitting**

- Members: earning better livelihood and enough income.
- The government-post taxes to the market.
- Nearby people benefit too-its near it saves transport
- Customers. They get what they want
- The business. They get more customers and shorter transport
- A market can attract foreigners to buy the products made in the community

All the above mentioned benefits which generates income to the community will improve the quality of life by enhancing infrastructure, education, health care and general standard of living.

## Group 8: Ribe Aye Teko - Cooking Oil Factory

The employment opportunities for people living in Acholi quarters are very limited and many remain unemployed. Because of this, the living conditions, including housing and infrastructure remains poor. This project addresses this problem by creating jobs the community members and an opportunity for the community to invest in a project which will pay off in the long run.

The process of making cooking oil is already known to several members of the community, including the people initiating this project. This projects aims at turning this knowledge into a source of income by scaling up the production.

**Strategy:** The first phase is to address the funding of the project. Members of the community should be invited to invest money into the project. The community already have saving schemes going so there should be available funds. The project will also seek support from higher authorities such as K.C.C.

The second phase is to plan for the construction and operation of the factory. Then the construction should start. The factory can either make use of manual methods of extracting the oil or acquiring machinery to speed up the process if the funding is sufficient. At the same time, the source of raw materials for the cooking oils should be fixed. These materials include sim-sim ground nuts and sun flower. These materials are grown in the Acholi region of Uganda.

**Key persons involved:** The local council, the group as mobilisers, three other community members have been identified who can work on getting the raw materials.

## Outcome

We divided us on the teams so that each of us students had one team that seemed well on their way, and one which seemed more difficult. At the beginning maybe the most important task was to get all the team together and get different and new inputs into the process. Still when we meet we had many fruitful guiding sessions, they having specific issues they wanted to discuses. It was very interesting to work on the projects people cared about ranging from the overall issue of resettlement to the closer, but still important, issue of tree planting. Besides it seemed the teams mostly kept ownership and responsibility for their project at this stage. Still the test for this would of course be after our departure.

When the deadline started to come closer the experience was that finally many of the teams worked hard also in our absent. We helped them typing out the summaries and looked at how to present the projects clear and convincing. The jury would base their judgement solely on the summaries and their oral presentations.

## Final preparation - Presentation

**Objective:** For these two days we wanted all the project to culminate and come out as good and worked through as possible. We wanted the teams to be proud of their work and to draw attention to it. We wanted the jury to add a serious and real aspect into their process. We wanted to create a fruitful forum to discuss their work and award the best ideas. After all their work towards this day, we needed a fruitful and professional day. This seemed crucial for the participants' views and judgement on the entire process.

**Description:** On the final presentation each team had to present their solution on posters, and make a maximum 10 minutes oral presentation. The last day before the final presentation we met our respective teams for last preparations and presentation rehearsal. The day before the jury had gotten the summaries to prepare themselves.

The jury consisted of 5 members. The idea was to root the jury both in the community of Acholi Quarters and in the academic context of our study.

- Professor Hans Skotte, NTNU
- Doreen Karungi, Makerere University
- Opio Welborn, The local council office
- Teddy Bongomin, the Meeting Point International
- Sibero Hassan, AcTogether Slum Dwellers International

After each 10 minutes presentation the jury had five minutes for questions and clarifications, before the next presentation began. When we had gone through all eight teams everyone except the jury left the classroom where the presentations were taking place. Thirty minutes later we were all called back. The jury seemed impressed by the width in projects and how far most of them had gotten. The Poultry farm cooperation and the Sim sim oil factory were awarded first and second prize. These two together with the Tree nursery project the jury liked especially due to their ability to start small, with a sound initial investment plan, and in time grow bigger and stronger.

**Outcome:** Overall the jury had many good questions and inputs that turned the final day into an interesting meeting. The day before with taking the time to actually rehearse with our teams was a very nice experience. To sit with a clock and time a ten minutes presentation was a very good way to discuss what was important in the project and what was not. This way the project moved a lot just over the day.

The jury also seemed impressed and they took long time to decide. Still it is clear that they prioritized down to earth and easy to start projects. This was fair since these are aspects we had always stressed. Some of the participants seemed not satisfied with the jury. They believed a lot more in the outsiders than in the local council and NGO representatives, which they felt were too biased. Since the jury in the end really did agree and there were three outsiders and two insiders we do not think it was a problem. Probably more a sign that people took it very serious, which is good. For the awarded winners it was a day of joy and thankfulness. It was really an occasion to remember.

## Insights and the way forward

We were impressed on how far many of the projects had gotten. From the first week to the last presentation there was a huge development. This was both in the projects and in the spirit of most of the participants. Initially we were afraid that some of our the objectives with the competition would be lost if the non awarded teams would feel the competition as a failure. This seemed not to be a problem. Many of the people were saying that they wanted to carry out their projects, even saying that they could find the founding to start. It is satisfying that we managed to create a process people found rewarding and were proud of. For the winners it was a joyful day, and people actually started to sign up for their cooperation. Still for many of the projects their belief in it may be stronger than the capacity to actually continue. The fact that the jury put this much weight into the ability to start up simple and small touched upon something crucial. Our work to get peoples involvement and believe succeeded. We wonder when this will be, and when it will not be enough?

From the beginning, our idea had been that the project were supposed to come from within, both in terms of initiative and in terms of labour and money. We were never looking for a winner. The competition was meant to create as many good projects as possible. If the projects succeeded in the competition they should be able to begin without support. The argument was that few will invest in a project before it has started. If the idea is sound and you can start it just on a small scale, then you may find people willing to invest.

The initial founding to start anything is an overall challenge. Projects started from within is connected to high risk, and most people search for fast earnings. Still we encouraged all the participants to over time look for possibilities to continue on one or more of the projects.

In The Fund chapter we will describe how we continued this process of generating entitlement to get interventions started.



## 203 NGO and church meetings

Simultaneously with developing the competition we started finding and contacting different NGOs working in the area. We wanted to find out which NGOs are active at Acholi Quarters still there and what their projects were. Through talking to them we wanted to understand their way of looking at the settlement and how they justified their projects. Finally we wanted to search for potential partners for any future intervention we might be involved in.

NAME	NUMBER COVERED	MAIN AREAS	YEARS WORKING	PROJECTS	PEOPLE ADRESSED
Meeting point international	800 women	HIV Testing, HIV drugs, paying school fees, workshops, adult education	15 years	Primary school, marketing beads in Italy	HIV infected & theirs orphans
Have Hope	100 women	Activities for Improving people livelihood	3 years	poultry farming and mushroom plantation. Also they get from organisation machine to grow nuts. They started also a giving loads, solid waste.	Everybody
<b>Reach out</b>	358 women	HIV testing scholar ships for HIV kids	9 years	HIV testing scholar ships for HIV kids and orphans	HIV and TB infected
<b>Kids Inspiring Kids</b>	500 families	Women & kids	3,5 years	Lunch for all people once a mouths, providing some food every week, missionary work.	Everybody who wants to join

### Reflections

Meeting Point is the NGO with most people involved in Acholi Quarters and seemed well rooted in the community. It felt natural for us to include this NGO in any interventions we would do. This was based on their rooting in the community, long time experience and general visibility to everyone. The community house really works as a meeting point in the settlement and was used by us as a access point and base by various people including us. Even though we understood early on that many people were not included in the Meeting Point activities we found them an important contact and information source. The extent of some peoples disbelief in them mainly came clear after the competition. For us Meeting Point was a valuable source for information even tough they did not have much time nor maybe interest in our work.

Amongst the various NGO and CBOs involved in the community it was a common refrain that there is a lack of co-ordination between the various projects initiated within the community. Since this seemed like a shared issue it was intriguing why it was not addressed directly by the organisations as part of their project strategy. From our interactions it seemed that coordination with other organisation was not prioritised.

**Meeting Point International:** We got introduced to the Meeting Point on our first day at Acholi Quarters. They have worked in Acholi Quarters for 15 years and more or less everyone knows of their activities. The Meeting Point International has helped put up the community house which is one of the first places you get to when you enter the settlement. Meeting Point International mostly aims at helping HIV victims and their orphans. They provide educational training and pays for school fees. Still their activity is not solely limited to this. "We can not be limited only on HIV. When others come we also often help. Most of them were people after the war and other conflicts areas, often single mothers of separated families. Some times you have to be humane. If a mother dies in war and the children are staying alone at home. Meeting Point is a meeting point for people who needs it." ( Rose Busingye, Director Meeting Point ) In 2009 Meeting Point described their main activity as mainly meeting and making paper beads to generate income. They have gotten an Italian organisation who wants to buy 20000 bead necklaces a year and are currently working on an agreement towards the same. This way they are hoping to include more people and aiming at participants getting more for their work. Every Thursday day are having meetings. On Sundays many of the women also get together to talk and make beads at the community house.

**Reach out:** Reach Out deals with HIV issues. They mostly do HIV testing and basic healthcare. They have been working in Acholi Quarters for nine years. Locally they mainly consist of nine external volunteers working together with people from the community. This way they are able to follow HIV and TB patients and often try to help with school fees for their children. They also have three reserved beds in the International Hospital in Kampala for patients.

Reach out is not very visible in the settlement the way Meeting Point is. Nor is it something many people talk about. No doubt both their work as well as Meeting Points work is important. The strange experience is how two organizations dealing with such closely connected aspects can function in the same area with seemingly no cooperation.

**Have hope:** In 2006 Project Have Hope was formed in Acholi Quarters by Ayaa Grace, from Boston. It began as a group of 55 women who wanted to be identified as the group that has hope. Now they are 100 members, but their impact reaches far more. Through these women PHH assists nearly 1500 people. Their main activity consist of making paper beads, knitting sweaters and blankets and different kind of small scale farming. Their activities are fast growing. Newly added activities includes a loaning system and a solid waste project.

**Kids Inspiring Kids:** Kids Inspiring Kids is a religious organisation who's vision is to change Nations one life at the time. Their idea is to establish a place of refuge for young war victims from the north and the Banda Ghetto. Hence their interest for children in Acholi Quarters. Their Place of Refuge Village is planned as a total self-sufficient village. They say they will provide and create jobs, vocational training, schools, churches and homes for the new settlements. "The war is over, but still millions of people have no place to go. After up to 20 years in IDP camps many people have acquired no skills to support themselves or their family." ( Rev Toni Mills, Founder) By this way the problems caused by the war can last generations after the war is over. Kids Inspire Kids teach IDPs skills before trying to relocate them. Orphans from the IDP camps and the Banda ghetto will be incorporated into the new village.

The church has already bought 5 acres of land which they plan to start progressing their new village. For us this project was visible trough an American reverend called Toni Mills coming every Saturday doing prayers and handing out sweets to local children.

## 204 land, administration and politics

Important facts about population figures, maps, area physical plans on infrastructure and utility, land use structure and layout plans “ master and Area action detail plans” topographic and cadastre maps among other things that would be relevant points of reference in justifying our project interventions, were unfortunately all lacking in Acholi Quarters. It became practically impossible to find these within our case study. Another challenge we faced was land dynamics; the initial stories told by dwellers seemed contradictory as to whom the land there in belonged too.

At this point, many reflections were drawn from a number of lectures we had had before which were pointing on the implications of land tenure and holding systems have on planning process and on plans’ implementations in Uganda. As planners, we thought it wise to stretch our interactions to outside Acholi Quarters towards government departments and some non-government organisations that we thought and with guidance from resources persons we had,we pointed out Kampala City Council, Ministry of Lands, Housing and Urban Development (MLHUD), SDA Church and Buganda Government. Another crucial issue came from our own curiosity to find out the legal status and position and level of Acholi Quarters in terms of administrative frame work.

Therefore, our decision to meet the government departments was to fit our project to the system of governance and planning process and to find out how Acholi Quarters fits into the entire governance system .Though, in our intervention principle aimed at achieving endogenous processes, within which, community development ideas were to be developed from within the heart of each society, it was thought important to reconcile the expected community strategies with the institutional frame works.

The objective of the process was to generate primary data about the facts and figures about Acholi Quarters. Key persons and offices were identified according to their nature of tasks and their implications to Acholi Quarters. These were chosen in way that they could link us to the authorities. Appointments were fixed prior to the meetings to give our respondents ample time to prepare themselves against the communicated purpose of our study. we kept on postponing as much as time could allow us the appointments that were being let down to ensure that our intended objectives were fulfilled. Interviews were informally conducted for a wider scope and open interactions.



Whereas, some officials meet their appointments as prompt and on time as possible, to others, disappointment is as easy as falling off a log. An example was drawn from one officer (meeting appointments down in some government) who let down three appointments with us

Corruption is a norm in Uganda. Despite the song of the day "Fight Corruption", in public speeches, news paper letter, lectures, tea rooms and everybody speaking about it, the more they talk about it, the more it is becoming a national social-economic cancer paralyzing the local and national initiatives to delivering services as expected. Whereas, Dr. Allan Kenneth Birabi a lecturer Makerere University Quotes; "Local governments in Uganda can better be referred to as "distribution of corruption"! and construction being the most corrupt industry". On the other hand Mr. Mugalya David, Chairperson of Kiganda Zone, commented that corruption is seen as a cherishing and commendable practice and also as;

- a new form / approach to quicker wealth accumulation
- a recompense to very low salary in the country
- the fastest means to avoid and evade bureaucratic formal processes and procedures
- 

However, others like Mr. <sup>Matia Bisirikirwa</sup> Mabala Shibusha Samuel, a Commissioner of Urban Development condemns corruption, since to him, it paralyzes institutional formal arrangements leading to income inequalities and slum development whose results might be irreversible in future.

I found that political influence in Uganda is very common and it's seen as both a blessing in disguise and a curse. As a blessing; an example is drawn from Acholi Quarters' illegal squatters who would have been evicted by the National Housing and Construction Company Ltd, but surviving eviction because the State House intervened and stopped eviction. On the other hand, government departments I visited pointed out political influence as a failing factor they encountered with, in a bid to executing their duties, roles and obligations.

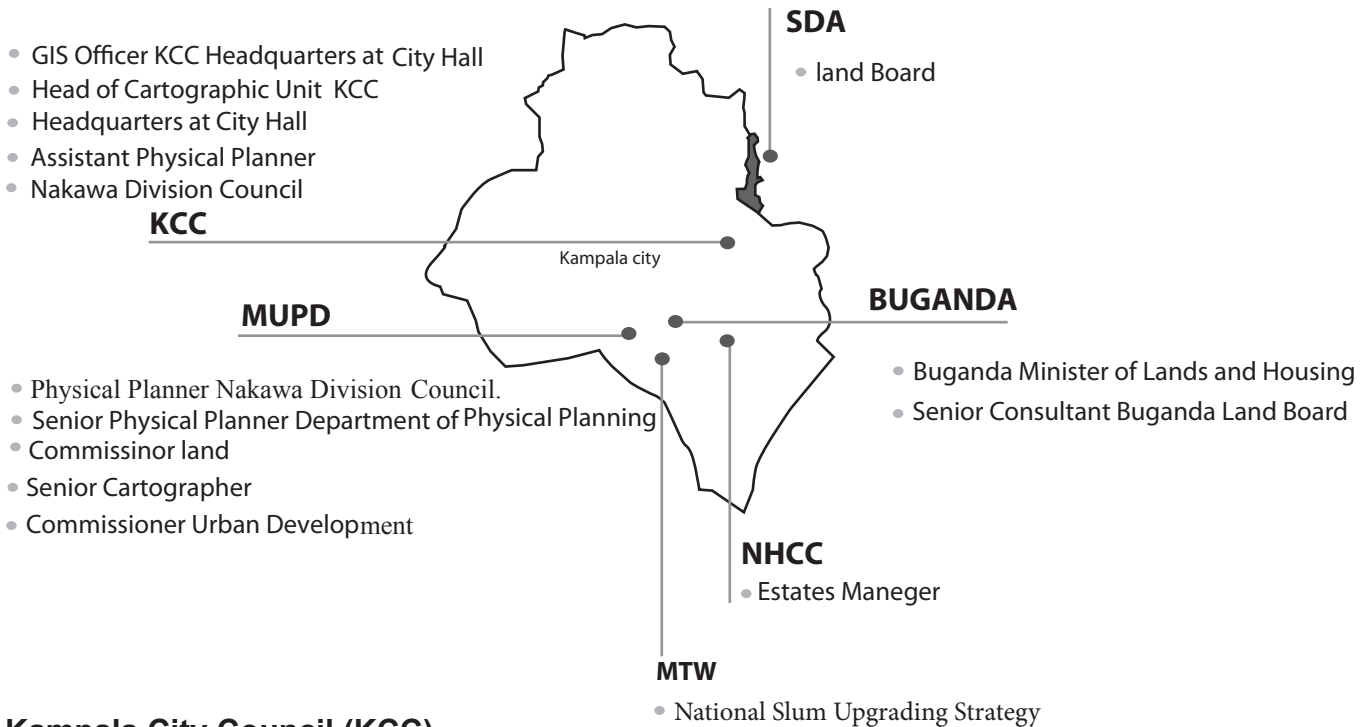
Simple to complex, local to national issues, are all connected to "orders from above". It seemed to me, that the independence of some government institutions is in doubt. I was left wondering; why some departments do exist if their decisions are challenged by orders from above ("order from above!") who or what is it giving those orders? I never discovered but probably it meant "orders from the State House".

Is local community participatory planning approaches as proclaimed by Local Government Act Cap 243 a norm or oddity in Uganda? If yes, why were Acholi Quarters settlements' views never found in Nakawa Division's three year Development Plan 2009/2010 – 2011/2012?

Is Acholi Quarters isolated from the government planning process? We were always referred forth and back (cyclic move) between different departments searching for facts and figures about the settlement., but and no single department could help! Land tenure in Uganda is probably the most complex issue and yet important factor, with strong implications on everything done spatially. Almost all possible practicalities of every proposal or question asked, were in one way or the other related to land ownership in Acholi Quarters.



Matia Bisirikirwa



## Kampala City Council (KCC)

Kampala City Council (KCC), Nakawa Division is the direct planning authority in which Acholi Quarters falls under administratively. It is responsible for preparing city and development plans, monitors and controls all physical developments. It prepares, coordinates and enforces all land use plans. It became imperative for us investigate KCCs' possible land use structure and detailed and development plans whether existing or in future plans and possibly their budgets specifically for Acholi Quarters.

## Ministry of Lands Housing and Urban Development.

This ministry is responsible for National lands, management, housing, physical planning as well as urban development issues. In general, it does similar tasks like those done by the Lands management and urban management by KCC but at National and Policy level. Where possible, it involves specific regions directly at any level if need be. Our KCC intervention ended by referring us to this ministry for further investigation into primary information concerning the land issues and future plans for Acholi Quarters. On the other hand Mr. Galiwango Hamzah had same view with KCC officials that, the evolution of the settlement was attributed to both the civil strife in native Acholi land in North Uganda as well as the socio-economic advantages of settling in Kampala in general and the Banda Zone 1 in particular. According to him stone quarrying is seen as an attractive livelihood attraction for new settlers. Mr. Galiwango Hamzah said that, since 1990, Acholi quarters has been one of the fastest growing slum in Uganda.

## Kampalas' situation in terms of city planning

To try to establish the planning situation in Acholi Quarters, we must first better understand the general planning situation in Kampala. From the general observations, Kampala looked unplanned, with poor accessibility, bad roads, open drainage channels which and mixed up uncoordinated land uses.

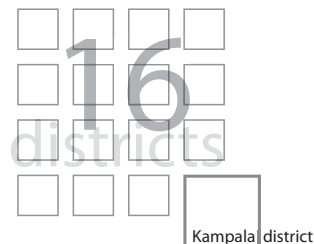
“The heavy population in Kampala city has been brought by a number of factors including inter alia; the post-colonial policy of concentrating the socio-economic opportunities in specific urban nuclei to the detriment of other areas. Kampala is typical of sprawling cities of the developing world with all the accompanying stress and strains of unplanned development, urban poverty, unemployment and environmental degradation. It still has the relics of a failed planning and development management system left behind by the colonial”<sup>1</sup>

“In 1972, the Town and Country Planning Board developed the ‘Kampala Development Plan’, which outlined a number of policies ranging from housing industry, city centre and local centre, water supply and sewerage, transport, land to future planning. This plan operated until 1994, when the new plan covering the period 1994-2000 was made. In the 1972 Structural Plan, the peri-urban areas of Kampala were considered in order to bring in the deteriorating unplanned peri-urban areas into the planning area, since it was apparently clear that the urban population of Kampala was growing very fast. Since 1979, Kampala has been a dedicated administrative entity becoming a district in 1997 under decentralization”<sup>2</sup>

Unfortunately, according to Mr. Mabala Shibuta Samuel the Commissioner Urban Development in the MLHUD, most of these plans remain only on paper and implementation is made impossible mainly due to the lack of political will, corruption, political influence, land dynamics and land tenure system, rapid urbanization and growth, low capacity at local government and out dated Town and Country Planning Act 1964. This has resulted into slum development within and around the city, Acholi Quarters inclusive.



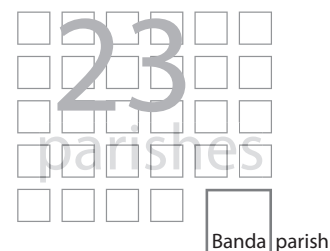
- ministers



- chairperson LC V



- chairperson LC 3

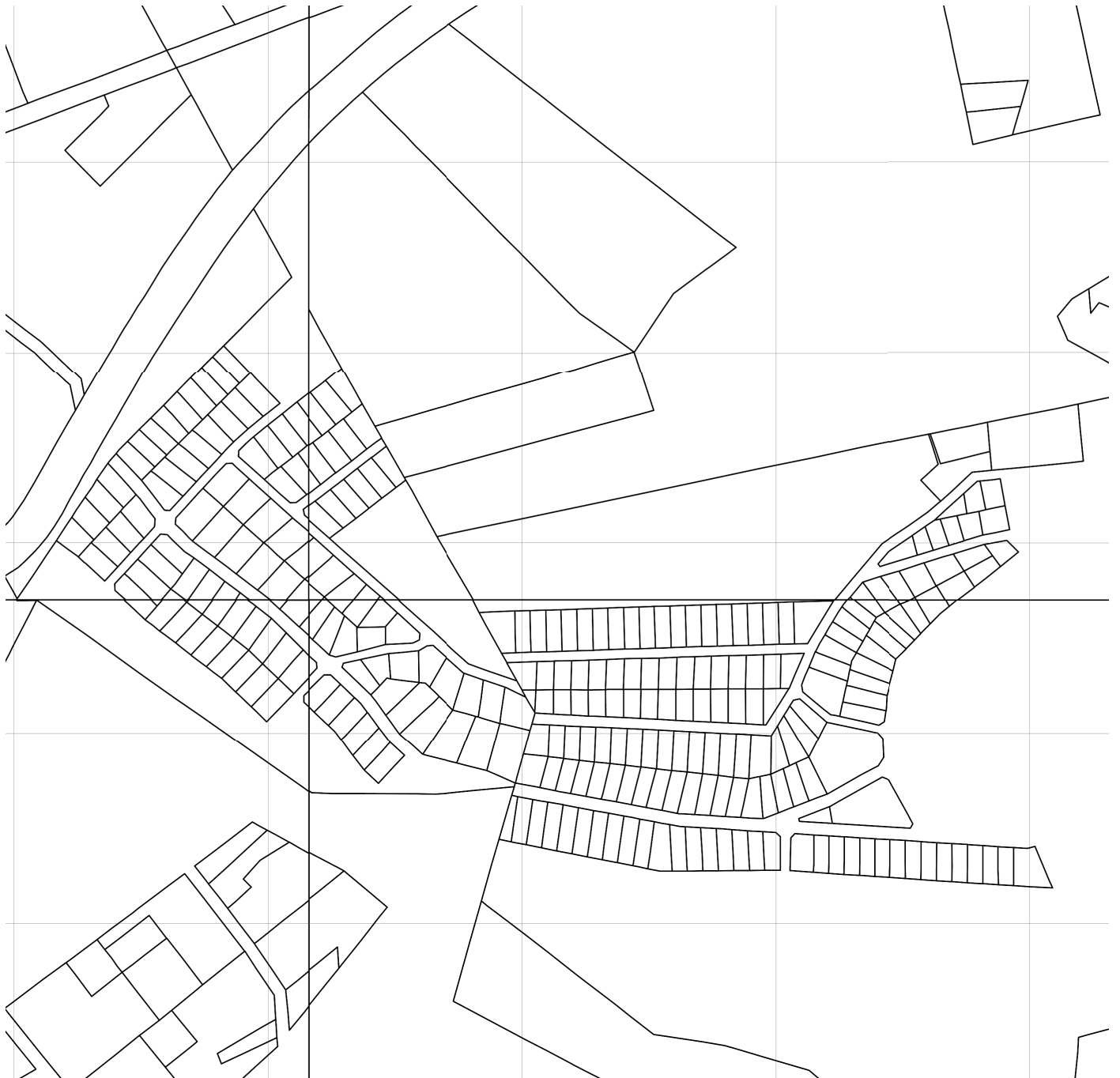


- chairperson LC 2



- chairperson LC 1

Political divisions of Uganda



Acholi Quarters, Cadaster of 1993 (GIS Unit KCC)

## **Buganda Government, Mengo**

The king of the Buganda government i.e the Kabaka is the biggest land lord in Uganda. Since most of our respondents claimed that land in Acholi Quarters belonged to the Kabaka often time we were referred to the Buganda land board, it became crucial to extend our interview scope to Buganda Ministry of Lands and Housing. Our interview rotated around land ownership and future plans of Acholi Quarters since other issues had been conclusively discussed with KCC and MLHUD.

## **National Housing and Construction Company (NHCC)**

NHCC Ltd leased the land called Acholi Quarters in 1964 for 99 years i.e. 220 acres on block number 132 from Kireka Holdings Ltd, who owns it in perpetuity. NHCC recognised the neighbouring land owners as SDA Church with 32 acres and Kabaka of Buganda where the Kireka King's Palace is situated.

NHCC is primarily a real estate developer and intends to evict all illegal squatters from their land. NHCC have already attempted to evict Acholi Quarters twice unsuccessfully. The latest plan to do so is pending presidential approval. NHCC's representative claimed it has presented its complaints to state house seeking permission to evict people from their land and redevelop its land profitably since the eviction plan was over due.

## **The Seventh Day Adventist Church (SDA)**

During the competition, some community proposals were linked to land ownership such as the community market proposal from Competition group seven, who proposed a market located on SDA Land while on the other hand, we were working on the issues of operationalisation of our project, it became important to approaching the church to have an interaction and to situate whether the church could probably allow a community market on its land.

## **General observations and implications for Acholi quarters**

- Acholi quarters evolved as a settlement illegally with most of its settlers coming from North as a result of civil wars since 1950s.
- The settlement became an Urban IDP Camp and was officially recognised by Former Minister for disaster preparedness Hon, Moses Ocheru in 2008.
- Acholi Quarters is one of the most well known IDP sites in Kampala and gets its name from its predominately Acholi population, who have been steadily migrating to this place since conflict and forced displacement began in northern Uganda in the mid 1980s. Many claim they were given this land on a hillside by the Kabaka of Buganda. Today, this IDP site is seen as a slum".<sup>3</sup>
- There is general lack of recognition of Acholi Quarters as a slum settlement that needs special attention
- The link between Acholi Quarters and the government is not clear.
- Dwellers are surviving eviction at the mercy of the head of state. Many external forces do exist towards the eviction of the Acholi Quarters mostly from National Housing and Construction Company (NHCC) which refers to the residents of Acholi Quarters as, by quoting Mr. Obillim Micheal, the Estates Manger NHCC; "illegal squatters.... who need no mercy in whatever form!" This was sad news to the people of Acholi Quarters.

## Future Plans

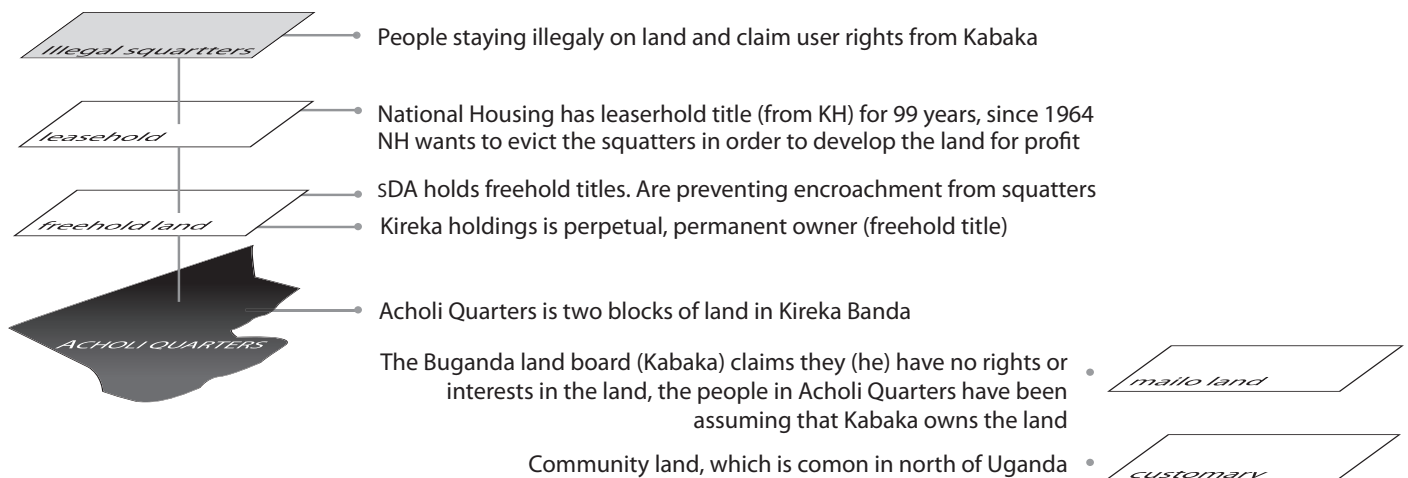
Samuel Mabala ( Commissioner, Ministry of Lands Housing and Urban Development ) disclosed that his ministry was working on the strategies below;

- Struggling to coming up with a five year plan under the national development plan to include all slums in the country with the assistance from National Planning Authority.
- National Urban Policy (NUP) to regulate all physical developments in urban centres
- National Slum Upgrading Strategy and Action Plan December 2008 designed as a direct response to the elven MDG 7 which recognises that slums are development issues, which needs to be faced and this calls for coordinated policies and actions related to slum upgrading.
- Kampala metropolitan planning approach. A new approach to improving services management, achieving coordinated land management and redevelopment of the inner city

From the Government Departments we interacted with we found no documented facts about this community. Concerns like demographic data, size of the settlement among other socio-economic facts were not readily available.

## Land dynamics in Acholi Quarters

Despite the fact that there has been much research carried out in the same settlement for several reasons each relates key issues to land ownership in one way or the other. Very little has been known about the true ownership of land in Acholi Quarters. Because of the importance of land that we had already identified in our initial findings, this study therefore, was a bid to identify key aspects in making the project more practical and feasible. However, our



there are multiple layers of ownership of the land and many have the false idea of who owns the land

findings were contrary to Masters Thesis of Andrew Gildert Were 2009 done in the same case study and the findings of Refugee Law Project by Faculty of Law Makerere University and Ministry of Relief and Disaster Preparedness ([www.refugeelawproject.org](http://www.refugeelawproject.org)) whose findings both of which concluded that land therein Acholi Quarters was owned by the residents having given to them by the Kabaka (King of Buganda). Our study identified two land lords with freehold titles which are ; the Kireka Holdings Ltd and SDA Church. On the other hand, NHCC got a ninety nine (99) years' leasehold title from Kireka Holdings Ltd in 1964.

## **The implications of land dynamics to Acholi Quarters**

- 1 There is an unacceptable lack of information on land tenure information in Uganda. This is because the authority lacked both the facts about the area as well as the record and the resources to generate them. This pointed on the need generate data through participatory mechanisms.
- 2 There are a lot of confusion about land tenure system in Acholi Quarters and in Kampala at large. This dynamic situation is brought about by multiple land tenure systems which result in the general lack of security of tenure as manifested in land ownership, occupancy, utilization and the resultant nature of development.
- 3 The failure of NSCC's two attempted evictions of Acholi Settlement implies a general strength of the community to work around the politics and power equations of land eviction Our findings revealed that the risk of eviction presently was low in the near future till year 2011 when the coming national elections are over. this creates a feeling that, even though Acholi in Acholi Quarters were few, they have have a lot of meaning to political north "Acholi sub region". The survival of eviction on the Mersey of the president without direct policy backing confirmed to us that social identity they do have mainly as exemplified in their social cohesion and network (the social norms, networks and organizations or in brief "Social Capital" endowment ) within community members themselves no matter where they are (original territorial bases), would probably help them to stand more firm and the eviction threats from NHCC will not affect them if they remained united.
- 4 The inadequate enforcement of the land laws existing land laws and regulations on government side and lack of security of tenure as its mentioned above on the citizen's side will, continue to contribute to the more urban informal settlement. this will result into short term gains for the illegal urban settlers and to the political harmony on governance side, but this will unfold its self in long run and we predict that it will result into long term dangers to government, social harmony and environment disrespect, damage and degradation at large.

## **Conclusions**

- There is no clear direct government interventions applying to Acholi Quarters. The ministry of MLHUD strategies are national and policy frame works to guide the general control of physical planning, housing development and lands management.
- KCC lacks enough finance and human capacity to extend services to village level such as Acholi Quarters. Implying that that Acholi Quarters will continue surviving on its own or external help from NGOs .
- The vast majority of land in Acholi Quarters belongs to Kireka Holdings Ltd but was leased to NHCC in 1964 for 99 years i.e. 220 acres on block number 132. Another piece of land totalling to 32 acres is owned by SDA Church. This means, the residents lack legality on land.
- NHCC is planning and determined to evict the people from Acholi Quarters, whereas SDA church do not want more encroachment on its land, Implying that the settlement will be seized at any time and replaced with commercial houses for the middle class.

## **Issues of Internally Displaced People ( IDPs )**

In many ways Acholi Quarters can be seen as an IDP Camp, The IDP phenomena was first heard in the first presentation of community idea completion when group four presented the idea of De-congestion and voluntary repatriation, that was based on the view that the settlement was full of mainly the IDPs from the North. Secondly, Mabala Shibuta Samuel the Commissioner Urban Development in the ministry of Lands, Housing and Urban Development who stresses the fact that Acholi Quarters evolved as an Urban IDP Camp.

Additionally, [www.refugeelawproject.org](http://www.refugeelawproject.org) in an article “Uganda’s Urban IDPs Risk Being Left Out Of Government’s Return Plans”. Puts it clear that; Urban IDPs “..Officials may conclude that they have integrated into the local communities and are no longer need help. Contrary to what one may think, urban IDPs often enjoy a lower standard of basic services such as health care and schooling than their counterparts in the camps since they are seldom targeted by humanitarian campaigns”. The same article continue to write; “Acholi Quarters’ is one of the most well known IDP sites in Kampala and gets its name from its predominately Acholi population, who have been steadily migrating to this place since conflict and forced displacement began in northern Uganda in the mid 1980s. Many claim they were given this land on a hillside by the Kabaka of Buganda. Today, this IDP site is seen as a slum”

To some, urban IDPs are sometimes grouped with ‘economic’ migrants; those that have willingly left their homes in hopes of better opportunities in the cities. In fact, they have taken refuge in towns and cities for a variety of reasons, including: lack of security in the camps, reluctance to be dependant of food rations, inability to establish new livelihoods or a wish to reunite with family members. The main obstacle to assisting IDPs who live outside protected camps is that they are not officially registered in the ordinary fashion. Rural IDPs are often issued food-ration cards which indicate their residence in IDP camps. Urban IDPs have no such documents to signify their displacement. The challenges that have come up in distinguishing urban IDPs from other urban migrants appear to have resulted in their exclusion from formal support. In practice, IDPs have been defined as those people who were displaced into rural IDP camps, a definition that undermines the protection and assistance they all need”.

The above facts made Acholi Quarters transition zone for many in the community who wished to go home to “ Acholi Land” voluntarily if any repatriation package support is given to them

## **The Way forward**

Since the government departments lacked the capacity, budget, priority and perhaps lacked coordination amongst themselves towards enabling Acholi Quarters to improve its living conditions (not even having any future interventions for the area), our project focus was now concentrated on building local community efforts to involve themselves in influencing their positive socio-economic changes. This triggered the need to organize the local community and build its capacity to participate directly into defining their community goals and identifying actions for development. Therefore, putting the idea competition as more relevant to achieving such . Better still, a mediator such as Actogether was important in linking up Acholi Quarters with key slum improvement players’ initiatives



**S.D.A LAND  
NOT FOR  
SALE**



## 205 the AcTogether

A critical area of our study was to investigate how a fruitful, sustained dialogue could be established between the community and the external formal administrative setup whose decisions had a direct bearing on it. It was also important that within the community the largest possible cross section of the society was invested in the process. We had received a presentation from Act Together on the Slum Dwellers Federations across the world and their activities seemed to have synergy with our findings. Our decision to explore the work of Slum Dwellers Federation in Uganda stemmed from the reputation that Slum Dwellers International enjoys globally as a facilitator for the poor and marginalized urban societies to mobilize themselves in order to participate directly and effectively in the formal decision making processes of the state and the economy as a collective. Very importantly the movement is sustained and managed by the communities themselves. As an organizational structure, SDI is a transnational network of local slum dweller organizations who have come together at the city and national level to form federations of the urban poor. Over the past 14 years, SDI has developed a set of developmental practises. These include community savings schemes, data collection and mapping, securing land tenure rights, providing access to shelter and credit to the urban poor. SDI affiliates at the city and country level are trained in these processes. They are also trained in transferring these skills to other community-based organisations within their own countries and beyond.<sup>1</sup>



In Uganda the Indian, South African and Kenyan Federations began to work with the Uganda Government in 2002 to design and implement citywide slum upgrading programmes. Since that time, the National Slum Dwellers Federation has grown to over 3,000 members in the cities of Kampala and Jinja and has successfully negotiated with the government to secure land for housing development and resettlement. Actogether Uganda was founded in September 2006 to provide continuous support and technical assistance to the Federation.<sup>2</sup>

## **Process of Engagement**

As we gained further insight into the work of the Federation, both internationally and in Uganda, it emerged that the federation could potentially be a key contributor in securing the future interests of Acholi Quarters. It also became clearer that the students' work in progress could act as a catalyzer for the federation to establish its presence in Acholi Quarters and in effect further its presence and work in Uganda.

## **Between Students and SDI**

The students and members from Act Together and the Federation constantly shared information and insights on Acholi quarters, meeting periodically to discuss the future course of action. The process evolved from a passive research based study to one of collaboration, where the field work findings were giving direction and impetus to the Federations' linkage with Acholi Quarters.

Milestones:

- Introductory Lecture to students by Lutwama Muhammed on the work of SDI, SDF Uganda and Act Together
- First interaction between students and members of the federation: The students discussed their work in Acholi Quarters and federation members shared their experiences and outcomes of being members of the Federation.
- Participants: Catherine Nimusiima ( Act Together ), From Slum Dwellers Federation Uganda - Baginda Edward, Zainabu Kagoro, Butainaziba Amir, Iga Matovu
- Periodic Assessment Meetings between various members of Act Together and NTNU students and Faculty
- Key Participants from Act Together: Medie, Catherine, Owaisua

## **Between SDI and Acholi Quarters**

While the field work by the students initiated the contact between Acholi quarters and the Federation, it was important that the Federation's work gained foothold in the community independently without being associated as an intervention supported by outsiders. After the initial meeting therefore, the members of the Federation interacted directly with the community and backed up by the research from the students. Due to its long association with NGO projects, the community was by and large inclined to viewing outside interventions positively as an opportunity rather than with hostility. But on the flip side this expectation had ingrained a sense of aid dependency in the community. As the entire basis and strength of the Federation work was of the community taking ownership of its own issues, it was a primary challenge for the federation to overcome these perceptions. The fact that the representatives of the federation themselves came from settlements very similar to Acholi quarters went a long way in establishing credibility and instant connections with their narratives. Their issues, struggles and triumphs were mirrored in their own communities. In a series of meetings, animated debates and discussions ensued.

## **Milestones**

- Introductory meeting between Community leaders in Acholi Quarters and members of the Federation. The idea of saving schemes as community mobilisation was introduced.
- wo existng informal savings schemes were formalised after training in book keeping and principles of the Federation Savings Schemes. They elected a chairperson, treasurer and secretary from amongst themselves.
- Meeting between the SDF Uganda Coordinator, LC2 Kisenyi, Mr Kiveru Hassan, LC1 Banda Zone1 Mr Bongomin. This meeting between the LC's focussed mainly on long term challenges for Acholi Quarters. What strategic interventions were necessary and how stakeholders, including the government, could be mobilised towards them. One important aspect that came up during discussion was the lack of formal, updated data on the settlement.
- After the competition we continued with initiating savings schemes with the competition groups. The competition had generated various schemes and a few of these had grown from the competition group itself to include various new members from the community. In various discussions, savings schemes were seen as a means to generate funds to implement these schemes. Hence, post the competition jury, the members who participated in the competition initiated the savings schemes book keeping training as followed by the federation.

## **Linking the community and the government**

In the context of the magnitude of the problems of urbanization that Kampala City Authorities have to deal with, Acholi Quarters in itself has little chance of being prioritized by the administration. The enormity and the futility of dealing with economically marginalized, informal settlements one at a time discourages authorities from a serious attempt at addressing the issue long term and holistically. By and large, authorities are not held accountable for the deterioration of conditions in such settlements. By linking Acholi Quarters to a network of communities sharing similar challenges and articulating these challenges to the government, the Federation commands increasing attention and engagement from the government: The relationship changes from patron and beneficiary to one of partnership. The fallout of this on public policy stands to benefit Acholi Quarters as well as other similar communities. An added benefit is that the network can use its standing within the government to intervene in order to address specific issues like eviction that communities like Acholi Quarters might be faced with.

## **Strengthening civil society**

Acholi quarters is a tightly knit community in many ways, but the lack of support from positive externalities of formal institutions severely restricts their capacity to capitalize on this social capital. In this vacuum, the various associations that exist within Acholi Quarters tend to focus less on addressing long term underlying issues and instead understandably focus on the dealing with the consequences of these issues. Thus the benefits incurred from them are often perceived and measured through individual gains rather than as community benefit. This is especially true of associations formed through various NGO's. While the strong social network keeps this from creating rifts within the society, those outside the ambit of the various projects in Acholi Quarters feel resentful of the exclusion. The Federation crucially links individual goals and aspirations to the political aspects of community rights and negotiation through organizational processes like Community Savings Schemes. These existing networks in Acholi quarters hold the potential to be mobilized into engaging with the external factors that affect them in a sustained manner.

## **Increasing access to knowledge and resources**

A critical insight we gained through the process and competition was on how and what the community viewed as a resource. This included both their acknowledgement of existing resources and their view on the accessibility to outside resources.

## **Decreasing vulnerabilities to external and internal shocks**

By virtue of its location away from the center of the city, it has an ambiguous status as a universally acknowledged but officially unrecognized settlement of internally displaced people.

## **Outcomes**

Community Mobilization, Awareness and Debate

Through the personal aspirations to be part of Act Together and the Federation, it was easy to achieve the initial contact, but there was a further need to consolidate the relation and align their aspirations within the federation's methods.

## **Savings Schemes**

“Daily savings is a ritual that is not just about collecting money, it is about collecting people, collecting information about their lives and learning how to best support them.”

All Federations in the SDI network are collectives of slum dwellers whose central activity is the operation of savings and credit schemes. As the basic unit of collective action, each savings and credit scheme is comprised of slum dwellers living on the same street. Leaders walk door-to-door gathering small change from neighbors, and conducting daily community needs assessments. Apart from encouraging savings, these collectives also offer access to cheap credit by issuing crisis, consumption and income generation loans. Offering cheap credit fulfils a critical need for the urban poor and is an important entry point for Federations to build united communities.<sup>3</sup>

The savings schemes found a ready entry in Acholi Quarters as there already existed some savings schemes ranging from 30 people to 100 people. These schemes had started under the patronage of existing organizations like Meeting Point or Have Hope and Kids Inspiring Kids.

## 206 securing continuity

The method of action planning calls for simple interventions which can have larger positive effects. For this to be obtained the interventions and the processes surrounding them must be allowed to develop over time. The interventions should not be planned to be done at a certain point. They should rather be planned as a continuous process with an accumulation of positive outcomes over time that self generates newer processes. The students and the different participants knew from the beginning that we were in Acholi Quarters for a mere two months. The challenge was always to come up with interventions that would not leave with us. We had heard too many stories of many NGO projects failing in exactly the same way. To ensure lasting effects out of our interventions, we planned for continuity on several levels. Firstly, we tried to keep our process transparent and participatory. Information we found out in different meetings was forwarded to the community, we involved Actogether in the process to provide organizational support in our absence and throughout the competition we always tried to let the participants take ownership of the process. The large number of informed people and organizations involved would create a net of links which would strengthen our interventions. Organizational and educational interventions are under considerable threat in the initial phase though. There was a need for securing and increasing the lasting effect.

One of these challenges was that generating initiative and ideas through the competition may not result in too much if there was no entitlement to actually start something new. This may even be connected to the reason that there is a lack of endogenous start-up projects. It seemed like there is a general gap between the time it would take to get a project running and the time within which an investor would like, or need, to see the results. To continue to support innovation, to bridge this gap and to make it worth more for people to cooperate, we started the process of The Idea Fund. Through the fund, the community would be given the opportunity to give loans to groups wanting to develop a project, but who were still lacking initial funding. According to our rationale, this would increase the opportunity for locally rooted projects to manage through the difficult initial phase. Another challenge in the continuity of development in Acholi Quarters aims at the presence of NGO's and government activity. The challenge is the general lack of factual information on the settlement. Proper information is necessary for the community to present their needs and for institutions to figure out how to help. From this came the idea of the enumeration. If the people in the settlement would collect data about themselves they would stand stronger when it comes to being heard. It also tackled our important point of helping the community to organize and be able to present itself with a stronger voice. This might become crucial if their fear of getting evicted comes true.

These two projects will both be linked to Actogether, who will follow it up after our departure. The tremendous progress we had made would not have been possible without the flexibility and accessible network of SDF-AcTogether. This was greatly enhanced by the drive, commitment and in depth insights of the members of the organization in accommodating projects that had not been part of their plans. This reflected a deep commitment to the objective of making the Federation grow and take root for the development of newer communities. We also chose to engage one of the local students who had been working with us in Kampala, Fiona Nshemerirwe, with Actogether. Her position within Actogether will be funded for one year out of the UN-Habitat support. This way we can pull out more gradually and have the opportunity to help if necessary before the projects have grown strong enough to sustain themselves.

## 207 enumeration

As our field work progressed it had been a revelation to discover how little data was available on Acholi Quarters. From population figures, demographic data to updated maps, umpteenth visits to various official departments yielded very little specific data. In the absence of such critical information any proposal for up-gradation of the settlement would be based on rumour based information rather than sound facts and figures. In many ways this lack of data makes communities from urban slums invisible in the formal bureaucratic administrative officialdom. If there isn't a file available on you for all practical purposes you do not exist. As non entities in the formal system these settlements lose out on rights and benefits that they otherwise might be entitled to.

When we discussed interventions that would have long term benefit for the community data generation and mapping exercises had come up in various discussions. We felt that while it will not be direct intervention in one sense it will be of tremendous value to any future interventions in Acholi Quarters. There were certain constraints in carrying out this exercise ourselves. Firstly, we had limited time and resources. Secondly, in the lack of any other data on the settlement the information generated by us would be used by everyone as a primary source of data. We had very little in depth knowledge of the overlapping land ownership and social networks therefore there was a real danger that the data we generate might be inaccurate and worse lead to confusion and contention between various parties. During the first meeting with Acholi Quarters Catherine mentioned a system of data collection developed by Slum Dwellers International called enumeration. This had been used recently in Jinja to collect data on a slum faced with eviction. This documentation helped the slum negotiate with the authorities for tenure rights on the land. The main advantage we saw to this approach was that the documentation is carried out by the community themselves. This means less recourse input coupled with greater accuracy and ownership of process. Over subsequent meetings with act together we understood that enumeration is a participatory research tool designed to enable Federations to develop detailed information about their communities, which can then be used to broker deals with formal institutions. Although there are no hard and fast rules, enumeration exercises tend to take the following form:

- **Building a Team:** This team is comprised of Federation leaders, members of the community, local authorities, academics, support professionals and members of the SDI network.
- **Rough Mapping:** The enumeration team meets with local community leaders and city officials to “rough map” the settlement, identifying toilets, water taps, public services, and transport systems. This exercise provides a general sense of issues to be addressed by the enumeration process, and informs the preparation of a questionnaire.
- **Training:** Community members build their skills and capacity to complete the survey form by conducting a trial-run in a sample section of the settlement.
- **Launch:** The enumeration exercise is launched at a public ceremony. Ministers, mayors and local leaders are often in attendance to add political credibility.

- Cadastral Survey: Armed with questionnaires, chalk, booklets and tape measures, enumerators create a qualitative and quantitative map of their settlement. Their work is twofold: (1) to survey each household, and (2) to number and measure every structure. This information-gathering underpins the development a physical and narrative picture of community-level challenges.
- Household Survey: The completed survey forms are conveyed to a central point for verification - staff members begin to assess and compile the data, returning incomplete or disputed forms to be redone. This verification process enables areas of disagreement to be identified and mediated by community members. Detailed documentation (graphs, charts and narratives) is prepared by the support organization and given to the community, city officials and other stakeholders. This data is then used by the settlement in future negotiations for resources.
- Women's Participation: While Federation members are enumerating, they are also mobilizing women into savings and credit schemes. With support of the Federation, these new groups develop the tools necessary to advocate for State services, redesign their homes and settlements, and manage their settlement upgrading or relocation process.

As we tried to get to know the process our parallel investigation on the land ownership revealed that the area was vulnerable to eviction as land owners had plans to develop the area. This made the enumeration exercise even more critical and urgent for Acholi quarters. Around mid October after deliberations with Act Together, the Prof Hans Skotte we decided to introduce the idea to community leaders with the intention of conducting the enumeration exercise as soon as possible. Kiveru Hasan, the LC2 chairperson of Kisenyi 1, co-ordinator Slum Dwellers Federation Uganda and Gabriel Bongomin, LC1 Chairperson of Banda Zone 1 had addressed the topic. Mr. Bongomin had agreed with the idea in principle. But he had since then left for his native lands in the North for harvests. He would be away the remainder of our stay at Acholi Quarters. In his absence the students met his representatives Geoffrey and Opio Welborn and explained the process to them. The information we gathered from the various authorities and land owners regarding the future vulnerabilities of Acholi Quarters was also communicated to them. They were very enthusiastic about the idea. On a query regarding possible volunteers for the process of enumeration Geoffrey replied "The competition members seem very active, enthusiastic and well informed. They would be perfect as volunteers. It was heartening to hear him say this because it reaffirmed that the community was noticing what we had ourselves observed. Many members of the community including Geoffrey to some extent seemed skeptical of the people actually getting involved wholeheartedly in the process. But we felt that this was an opportunity to expand on linkages and dialogue that we had been having through the competition process further within the community. We suggested that some members could be drawn from the competition group but that the rest should ideally be newer people in order to broaden the network.

This was followed by a meeting between Nilusima Catherine and ten community leaders representing the LC office, the senior citizens, members of community based projects like Have Hope and Meeting Point, active youth members as well as representatives from the community who worked in the health and education sectors. Catherine explained the process at length. The leaders were very positive to the idea. During the discussion a link was also made between the enumeration processes and resolving the ambiguity regarding its status as an IDP Camp. Many IDPs in Acholi Quarters cannot access the rehabilitation processes because Acholi Quarters is not officially recognised as an IDP camp. During the recently concluded international conference on IDPs in Kampala Wellborn mentioned that the



community had sent forward a request to resolve this issue. But in the absence of data the matter could not reach a conclusive end.

This link added further momentum to the process. Catherine had to stress on the fact that the process was voluntary. Our presence at that point as people who had studied the problems of the community at close quarters and the trust and relationship that we had built up enabled us underline the importance of this for safeguarding future interests of the community. It was decided that the next meeting would be held with the 30 volunteers needed for the process. Catherine distributed copies of the questionnaire that had been used for an enumeration at Kisenyi so that it could be discussed amongst the community and adapted for Acholi Quarters.

By this time there were less than two weeks remaining for us in Kampala. While it seemed difficult for the Enumeration exercise itself to be held while we were present, we agreed that we should take the process as far as possible.

There were two reasons for this, firstly as Catherine shared with us the dialogues and discussions accompanying the competition and the students long involvement at Acholi Quarters had created the conditions and the momentum which would be lost if we were to create a gap in the process. If SDF got involved at this stage their work could seamlessly take on from where the students work left off without investing added time and resources into building a network and dialogue within the community. Secondly, as the SDF had not accounted for Acholi quarters in their annual planning they were stretched for time and resources. The students work in effect at this stage could directly participate in the field mobilisation during the time that they were there.

As the community leaders had given a go ahead for the enumeration project, it became imperative to plan cost and resource implications in relation to UN Habitat Funding define roles and responsibilities for Act Together and NTNU.

A budgetary analysis was carried out with the various milestones of the enumeration and their costs factored. We had a limited resources had had to fund both the community driven intervention as well as the enumeration process. We pooled our knowledge of the community and the process to make the process as cost efficient as possible.

The Training meeting with the volunteers was conducted next. Surprisingly instead of 30 as desired we had almost 50 volunteers! We stressed that this is a voluntary process with no compensation involved but everyone decided to stay. It was decided that everyone would participate in the discussion but eventually 30 people would be chosen by the community leaders due to logistical compulsions. Kiboma Richard and Wellborn from the community introduced the work that SDF has done and the need for the enumeration process. Catherine then explained the process in detail. The questionnaire was discussed and finalised making changes where required and clearing doubts. A mapping exercise of Acholi quarters done and the final map divided into five zones which were then to be divided between the 30volunteers. It was estimated that the enumeration exercise would take 3 days.

The challenge in this meeting was for the volunteers to understand the process and its implications such that they could deal with any queries or doubts in the course of the enumeration from the respondents. For this it was necessary that they take ownership of the process. Therefore the healthy debate that ensued throughout the meeting was extremely rewarding. Of the many points that were discussed one critical one was the issue of compensation. Catherine explained that the volunteers would get lunch money but it is important to see this as an investment into the community on the volunteer's part. The other important discussion was the need to see the process as one carried out by the community itself and not associate it as an Act Together or student initiative. We realized that the process so far had been successful as at the end everyone wanted to be part of the exercise and choosing the final 30 volunteers became difficult task for the community leaders. It was then decided after considering all viewpoints to hold the enumeration in two weeks time.

## 208 the fund

In order to sustain the process and initiatives that the competition had generated we had arrived at developing a fund through the UN Habitat Fund that would enable the community to support initiatives generated through a similar process in the future. Together with the participants of the competition, the local council office, ActTogether and other resource people from Acholi Quarters we were developing a micro-finance fund. The idea of the fund was to start a self sustainable organization, to create opportunities and support for innovative people within Acholi Quarter. The fund will be run and guarded by a board rooted in the community and linked with organizations linking the community both within and without. The primary custodians of the board were the 32 members of the competition had been through a intensive process of linking personal initiatives to community benefit to arrive at practically grounded initiatives. The other aspect was that as only members belonging to savings schemes would be eligible for the fund, it linked up the fund to another crucial ongoing process in the community, that of the SDF savings schemes. The fund therefore would foster both the development of networks, savings and innovative initiatives. Loans will be given as part of seed money to deserving projects. The board will consider applications based on community benefit and ability to pay back the loan. The fund will initially consist of 3 million Ugandan shilling, provided by UN-Habitat.



Through several meetings, the larger aspects and visions for the fund were agreed upon, and the first board was selected. The board will consist of nine members that got the right to vote over which projects are to be selected for loans. The nine members will be: one representative from the local council office, five of the competition participants, one from AcTogether and two nominated resource persons from the rest of the community. In addition, one of us students, who initiated the project, will be assigned as an observer and the board will report to us about important decisions. The board members are on the board for one year, and every six months half of the board will be changed.

The first board got the important job of creating the constitution, and securing endorsement and trust from the community. Until 15th of December 2009 the board has to have finished the constitution and gotten the approval of the majority of the 32 competition participants.

To secure community ownership and continuity it is important that this process is continuing after our departure.

As preparation for this, several aspects which the board has to consider during the development of the fund were discussed. Together with the competition participants several recommendations for the fund constitution were given to the board. This includes:

- The board should meet quarterly every year.
- No less than 7 out of the 9 members must be present for these meetings to take place
- Three of the five competition participants in the board should be randomly picked every six months. The other two should be elected by the remaining group
- Accounts should be published every six months
- Report of activities should be published every year
- No one scheme should get more than 30% of the total fund money
- One has to have participated in a saving scheme for a duration of a minimum three months to be eligible for getting a loan
- There should be no loans given to individuals, only to groups
- The minimum number of people in a group should be considered
- The persons within the group must be responsible for one another
- Present board members can not be part of a group applying for a loan
- At any time, the fund should not provide loan for more than 45% of the required seed investment.
- The remaining 55% of the investment money must be saved before the loan is given
- Interest is a fixed amount and is to be considered from project to project
- The duration of a loan should under normal circumstances be less than one year
- The board is responsible to check whether the schemes deserve and the investment plan is sound
- The board is the guardian of the community's money in the fund

If everything is in place by the 15th of December the fund money will be transferred into the funds account.

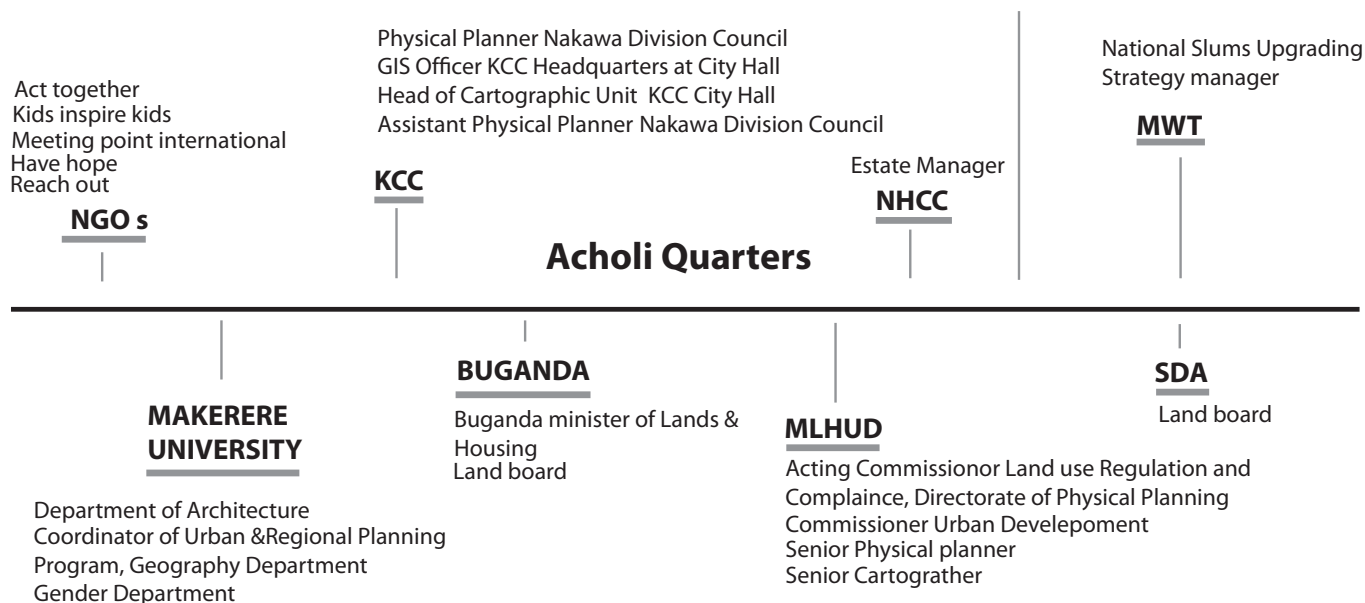


300 conclusion

# 301 basis for general approach

Different approaches culminated in our interventions which were multiple but linked together through their generating processes and a network of organisations and individuals. The various processes- the idea competition to generate interventions, approaching various government and non governmental organizations, involving the NGO Actgotho as mediator between the Acholi Quarters and Slum Dwellers Federation resulted in the community project fund, savings schemes, initiation of at least three of the competition entries into community initiatives and the enumeration mapping exercise. These approaches were initiated in a bid to find the possible interventions for creating positive socio-economic change in Acholi Quarters. The approaches were backed by supportive theories.

Our task was not to control or direct, but guide as well as work with the community towards identifying the means to the end - from scrap to a situation of being. In order to achieve this we thought of the community participation in the whole project. The results were expected to accrue to the community but also to us if the success of the project could stand a test of our approach and intervention. We never looked at community participation as “a means (to accomplish the aims of the project efficiently, effectively or cheaply) but we considered such participation as “an end (where the community or group sets up a process to control its own development)”.



Reflecting larger trends across Africa, NGOs were very important players in the community of Acholi Quarters. In fact in the absence of adequate support from the government NGOs seemed to be viewed as the primary agencies for delivering basic social and physical infrastructure and services. We thought it wise to find out the roles of NGOs, their contribution and operations. "NGOs are becoming an important factor in low-income housing and urban development. Their numbers are increasing. Government planning strategies increasingly recognize and promote the concept of involving them in planning and implementation of development. In recent years, multilateral and bilateral aid agencies have been seeking to involve them in their programmes as well. However, NGO involvement with development programmes is on very small scale. Every where such involvement exists, the NGOs are asked support government programmes on government terms. As a result, much NGO action that could be effective dissipates itself in uncoordinated and inefficient work...where NGOs have supported the informal sector and have forced government to support community initiated programmes, they have had considerable success". Hasan Arif (1996). Our findings indicated information gaps between the key NGOs as well as between the government and NGOs at Acholi Quarters. This exemplified the lack of co-ordination between various community development projects in Acholi Quarters and was indicative of how organizational structures accord low priority to collaborative processes. Hopefully, this gap is narrowed down to a certain extent by our interactions.

We had in mind that Government play a role of providing enabling environment, an example can be drawn by Christiaan Grootaert; "The high growth rates of the East Asia "miracle" economies, relative to other parts of the world, can be only in part be explained by conventional factors such as investment in human and physical capital and technology. Government policies provided an enabling environment, characterized by institutional arrangements and organizational design that enhanced efficiency, exchange of information, and cooperation between government and industry" (World Bank 1993; Stiglitz 1996). Keeping this in mind the legal frame work in planning, government departments were approached; firstly to bridge the information gaps that had been identified. Secondly to seek possible government interventions, current and future plans for the Acholi Quarters. Their implications were critical to the new interventions that would result from our project.

Though, "a clear break with the view of development as a predominantly evolutionary process, imminent in the national state or the world system, is necessary and that the future should be conceived of as much more open. This necessitates an analysis of actors and their strategies or social projects in long history perspective within a particular region". (Bjorn Hettne 1995). We concentrated on the necessity of finding out the roles of the government, its contribution to the Acholi Quarters through fitting it into its development programmes and planning process. As our findings indicated no direct government interventions in Acholi Quarters, it became the basis for a two pronged approach of generating initiatives that were self sustainable and at the same time becoming part of a larger mobilization process through the Slum Dwellers Federation for influencing government policy. "Planning can't be tidy or follow a linear process. You must be realistic regarding the nature of policies. Politics has to be part of the plan, not an obstacle Nambil Hamdi and Geothert, Reinhard (1997)

## **Social Capital and idea competition.**

At the on set of our intervention, it became important to find out the social systems and net works in the community which would participate and safeguard our proposals. According to Christiaan Grootaert; "social capital refers to the set of norms, networks and organization through which people gain access to power and resources, and through which decisions making and policy formulation occurs". Furthermore "all consist of some aspects of social structure and they facilitate certain actions of actors-whether personal or co-operate actors, within the structure" Coleman, p.598 (1988)and social and political environment that enable norms to develop and shape the social structure.

Social capital because that it encourages and enables a community sharing information which makes them to have coordinated activities and lastly helping the community to collectively make rational decision based on empirical evidence. Social capital also is an important input into the development process together with the other forms of capital which have implications to socio-economic growth and development. "...significant and growing evidence exists that local associations and networks have positive impact on local development and the well-being of households..." (Townsend 1994)

"From the general ideological issues we now turn to more specific ideas on development which are relevant in the development of an alternative theory. After searching for the roots of these ideas in the upsurge of normative thinking if the 1970s, specific attention will be given to the ecological imperative and to the critique coming from groups excluded from mainstream development".(Bjorn Hettne 1995). This helped us to search for the better community ideas that came from within the society itself. Thus, the completion was organized and ideas produced by the community members themselves.

On our way to successful action plans, the guidance from Nambil Hamdi and Geothert, Reinhard (1997), the theory described action planning as: a series of action plans controlled by a set of performance standards. This was suggested in 1964 by Otto Koeningsberger ... as response to ...orthodoxy in planning ...unresponsive to the needs of fast-changing cities and the failure (among planners) to recognize the urgency of the tasks involved in solving its problems and controlling it's development.. Planners should be equipped to guide (rather than control),-they should be able to map its spatial, social and economic process, -they needed to match people's needs closing to the goals of planning, -needed to speed up planning operations, planning needed to be based on action and experience rather than lengthy surveys or study". Role of the outsider: conveners (highest official of a group/organization), disseminators (one who spreads the word), catalyst (one who contributes to strengthen a process), facilitators (like Beatrice), and policy formulators,

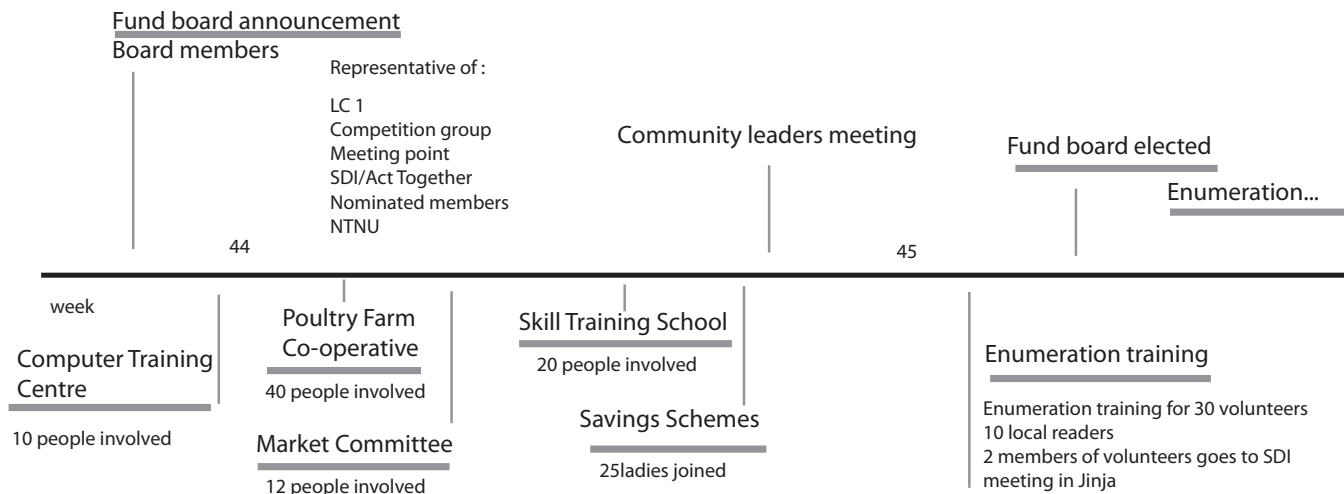
In all our endeavors, it was clear that the two months will have to pass. There fore in a bid to ensure sustainability of the project, the two important interventions were organized. First; the enumeration exercise that will result in the mapping of the community facts and figures on incomes of the people, education levels, NGOs, population figures among other socio-economic indicators will bridge the information gaps and form a basis for any other future interventions in the settlements. It shall make this enable community to better negotiate for their rights and stand against possible threats like eviction. Secondly; the community project fund will form a financial base and contribute to a savings culture, community ideas, goals formulation and project implementation.



# 302 analysis of process

- At the end of two months more than 100 members Acholi Quarters had through the savings schemes and enumeration exercises linked to a network of more than 3000 people in similar communities through Slum Dwellers Federation Uganda. Through them this linked Acholi Quarters further on one hand with almost two million slum dwellers through Slum Dwellers International in more than 20 countries
- The four members of Competition Group three had proposed a community managed Poultry Farm and won the competition. Their Poultry Farm cooperative now had close 40 Members
- The Ideas for Acholi Fund enabled the 32 original members of the competition to sustainably support community initiatives that could potentially involve and benefit any of the 5000 people in Acholi quarters

Every interaction has a latent possibility to affect change. Choices are embedded in the course of interactions that result in the nature and the degree of the change. Over sixty days the eight students interacted closely with almost 100 people and around 20 different organizations. These interactions included the community of Acholi Quarters, government and administrative frameworks, universities, international donor agencies, non governmental organizations and community based organizations. In the existing paradigm the opportunities for interaction between these entities are restricted by the formal and perceived definitions of their roles and scope. Therefore research process itself became a conduit for the free flow of ideas and information within as well as in between these entities. This process further identified resources and opportunities for change with possible approaches to operationalise these opportunities. In the normal course of the research it would have stopped at this observation and identification. In the present context the scope of our field work enabled us to observe as well as participate in the process of 'planning'. When the information and ideas that we gathered evolved into networks or processes that could be



operationalized to deliver change we had a choice to act on it. To act appropriately the process of defining the nature of positive change and its implementation had to be rooted in reality.

The conditions at Acholi Quarters are symptomatic failure of formal, conventional mechanism of planning to deliver on basic needs to economically and socially marginalized sections of the society. Acknowledging the need for a new paradigm of development Björn Hettne advocates a 'new development' that is;

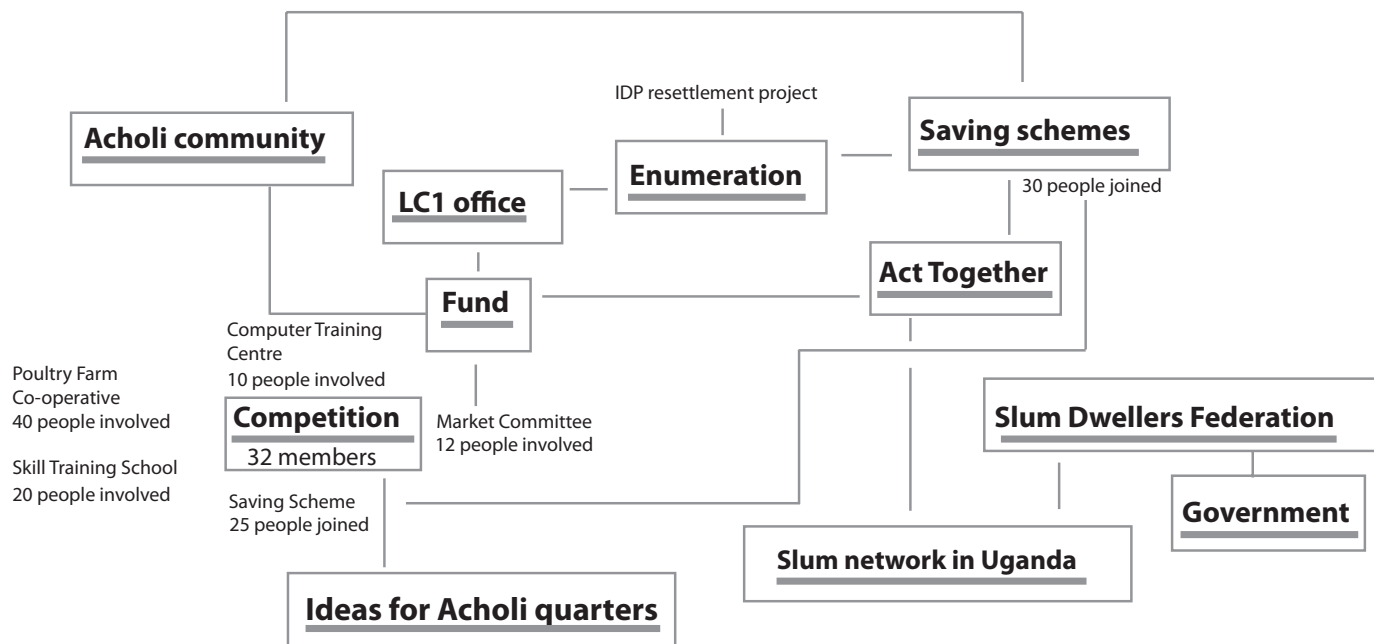
- need oriented (being geared to meeting the needs, both material and non material)
- endogenous (stemming from the heart of each society, which defines the sovereignty of value and vision for its future).
- self-reliant (implying that each society relies primarily on its own strength and resources in terms of its members' energies and its natural and cultural environment)
- ecologically sound (utilizing rationally the resources of biosphere in full awareness of the potential of the local ecosystems as well as the global and the outer local outer limits imposed on the present and the future generations) based on structure transformation.

The process of the competition helped enabled us to engage with the community simultaneously on these various strands of thought in order to arrive at suitable interventions. In essence it became an experimental ground for the community to test certain ideas, push boundaries. The process of interaction fostered new, real links and built new ones both within the group and with their advisors, friends and family outside. A critical freedom the process afforded was the freedom to fail and to learn from the failures. This was very important in the high degree vulnerability of their everyday lives which leaves very little room for the risks associated with experimentation and innovation. Therefore the competition process acted as an incubator for ideas that could then tentatively find their feet in real conditions.

There was also a shift towards viewing the 'outside resources' as potential partners rather than patrons. As the competition process clarified the opportunities as well as the constraints within the community it became more evident how externalities could contribute effectively and efficiently. Our own interactions with the teams through the process helped put this into perspective. Though we initiated certain processes in light of our temporary presence in Kampala our redundancy had to be factored into the process. It was very interesting to see that we did not have to push for this but that this emerged naturally through the process. During the initial workshops outside interventions were seen as a solution to almost every problem. As the process evolved the expressions of the need for outside support became more specific, more nuanced and more precise. This enabled us to see clearings where various external and internal agencies could contribute in a relevant manner pooling their resources with the communities own. Unfortunately government mechanisms are neither fast moving nor flexible enough to readily adapt to such capacity building from individual communities. Our research on existing formal delivery mechanisms showed that they tended to be top down, cost intensive, resource inefficient and inflexible. Besides sharing information with relevant authorities we were unable to find ways within the existing system where a fruitful collaboration could be initiated. A shift in attitude would require policy change which requires grass roots mobilisation on a much vaster scale. Alongside looking at their individual aspirations and short term goals, investing in this long term mobilisation seemed essential to securing the interests of Acholi Quarters. The work of the Slum Dwellers Federation covers both ends of this spectrum

working as an advisor to the Uganda Government and mobilizing communities through savings schemes and other processes. This created tremendous synergy between the work of the Federation and the needs of the settlement. The recognition within the settlement of the need to secure their long term interests was evident in the enthusiasm with which people volunteered their time for voluntary processes like enumeration. The fact that community ownership was integral to the working model of SDF made it integrate seamlessly into existing savings schemes as well as fund. It helped anchor the short term and long term, large scale and small scale community driven process.

It is daunting as students to come in and over two months presume to understand a place, its people, its problems enough to propose interventions for improvement. It gets far more daunting when the possibility to implement these interventions suddenly overturns the observer-object equation. Being a student participating in the planning process is different from being both a student studying the planning process and a professional engaged in the planning process. Being a student gives you greater access to key stakeholders and greater ability to interact laterally with the community. At the same time you are limited by time, knowledge and resources that define the scope of your involvement. Due to the built-in transient nature of our direct involvement it is imperative that checks and balances are integrated into our process of engagement. Working hand in hand with the community and with organizations such as Act Together in collaborative frameworks ensured that our deficiencies were complemented and our strengths capitalized on. Their questions, corrections, expectations and trust informed us as much as ours contributed to their work. Along the way we learnt that taking cognizance of our strengths, weaknesses and subjective prejudices, keeping an open mind and setting the direction instead of the destination was the best thing we did!



## 303 critique and reactions

Ownership and partnerships are instrumental to the success and sustainability of initiatives. Generating interventions through participation and building partnerships between stakeholders that sustain these interventions were integral to our process. The degree to which we could achieve this differed amongst the various players we interacted with. Acholi Quarters like any habitat has a complex web of relationships and interdependencies. This is reflected in the social, political as well as spatial hierarchies of the settlement within and without. Though the form and content of our interventions was not evident at the start of the process it was clear from the start that we would be interacting with this intricate network of people, organizations and their objectives, not just observing them. Our level of awareness of these intricacies affected the degree to which we could harness the full potential of the interventions that evolved from the process. Since we had all come in from vastly differing contexts our understanding depended largely on our level of accessibility to our stakeholders and the information they held. This differed greatly among different stakeholders.

When we left Acholi Quarters were optimistic but uncertain of the eventual fate of these interventions even though the process had ensured that the community was largely invested in it. We felt that the interventions would have had better odds of success if they had linked with existing community based organizations as well as with the administrative framework outside. The presence of SDF-Act Together and the LC's office in the fund and as well the enumeration process anchored the interventions to a large degree. The involvement of a CBO like Meeting Point with a long presence in Acholi quarters would have added value through its intimate knowledge and strong network of the community. The fact that this involvement did not materialise was a lost opportunity to build on the existing positive social capital and to strengthen it. A number of factors combined to result in this. Firstly as we did not come in with pre planned interventions or projects it was difficult to articulate the final goal of the process at the beginning and work towards it jointly. As we went through an iterative and incremental process it became difficult to keep individuals and organisations continuously updated. This was aggravated by the fact that there seemed to be gaps in communication within the organizations themselves. For example with Meeting Point at various times we interacted with various individuals and various critical points due to their individuals scheduling constraints. But there was very little communication between them on our work. We felt though that we might have better articulated the nature of our process and more importantly explored mutual benefits of their involvement in the process.

### **The issue of the money**

The community at Acholi Quarters needed to overcome the pressures of their everyday lives to devote time and energy into the process. We were unable to accommodate those with the most debilitating issues whether of poverty, health or of a domestic nature to the degree we would have liked. Social and economic hierarchies within the settlement too were too entrenched for us to work overcome entirely within the constraints of time of our process. Though, the team spirit built up tremendously in the course of the competitions the economic and social status of the participants reflected in their confidence to push their ideas through. During informal interviews with some of them the common refrain was that they were excluded from various development projects initiated by outsiders. Our

own experience in trying to include them over a sustained process gave us an insight into the logistical challenges needed for development initiatives to trickle down to the lowest level. It seemed that this rarely would happen by natural progression. Initiatives needed to be designed specifically to overcome the barriers to their inclusion. The SDF saving schemes became one avenue to be integrated into community mobilisation due to its flexible nature. But by and large most people we interacted with overcame multiple problems to participate and contribute. Over time as our relationship with them developed they were very forthcoming about their ideas and opinions.

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# 402 Photos

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# 501 Workshops and competition details

Our list of seats for the competition. We wanted to cover a cross section of the people. We wanted people who:

- moved in 2 years ago
- moved in 5 years ago
- moved in 10 years ago
- moved in 15 years ago
- moved in 20 years ago
- is owning a mud and wattle house
- is owning a brick house
- is renting a mud and wattle house
- is renting a brick house
- is a landlord
- is owning a quarry
- is working in the quarry
- is working as a stone crusher
- is a community leader
- is a health worker
- is a teacher
- is a pastor
- is a shop owner
- is involved in making beads
- is unemployed
- is involved in a NGO
- is HIV infected
- is a war displaced
- is unemployed
- is a young mother
- is a single parent
- is part of a family with more than five children
- is part of a family with less than five children
- got higher education
- is youth going to school
- is a youth not going to school
- is an elder
- is a non Acholi

As guidance during this week the teams were asked to come up with titles for their ideas and to think about these questions:

- What is the idea?
- What problem does it address?
- Who is involved in implementing the idea?
- Who does it benefit?
- How can it be done?
- What resources can Acholi quarters generate to make the idea ?
- All final presentations were to include:
- Project title
- Short description
- Simple time line with important phases
- More detailed plan for getting the project started ( first phase )
- Budget
- Strategy for generating resources to start the project
- Strategy for generating resources for sustaining the project
- Key persons involved in the project and their specific responsibilities
- Who does the project benefit in the community and how?

# **IDEAS for ACHOLI QUATERS**

## **Competition announcement October 1st 2009**

### **Introduction**

IDEAS for ACHOLI QUARTERS aims at generating proposals for the improvement of conditions at Acholi Quarters through innovation, teamwork and competition using the talent and skills of the people of Acholi Quarters.

This exercise is part of the study being conducted by planning and architecture students at The Norwegian University of Science and Technology and Makerere University. The objective of this exercise is generate information and interventions for Acholi Quarters for Kampala Planning Authorities using inputs from the residents of the community.

There are 8 invited teams from Acholi Quarters competing in the contest. Each team will come up with a , feasible and practical proposal that improves life in Acholi quarter, whether physically, culturally, economically or socially.

### **Time schedule**

#### **Week 1 - Start up**

Monday September 28th Construction and health meeting

Wednesday September 30th Open spaces and resource meeting

Thursday October 1st Competition announcement and clarifications

#### **Week 2 - idea work**

Meeting with Beatrice and Steven ( if needed )

#### **Week 3 - idea work**

Monday October 12th Presentation of and main idea

#### **Week 4 - Finalising proposal**

Friday October 23th 17:00 Hand in project summary

Saturday October 24th 11:00 Preparing and practising for the final presentation

October 25th 13:00 Final presentation

### **Idea presentation**

On October 12th all teams are to present one maximum three ideas. Each idea may be presented with a title and answer the following questions:

What is the idea?

What problem does it address?

Who is involved in implementing the idea?

Who does it benefit?

How it be done?

What resources can Acholi Quarters generate to make the idea ?

The ideas may be presented on the given posters.

## Finalising proposal

During the finalising weeks (week 3 and 4) each team will continue working on the projects from the idea presentation. The teams will work both on their own and together with the students.

### **Project summary**

On Friday October 23th 17:00 each team should prepare a short summary of their proposal for the jury. The summary should only include the most important aspects of the solution and not extend one A4 page. The summary should introduce your project for the Jury members such that they are able to have better understanding of it to judge well on the competition day.

The students will bring the 8 summaries to the respective jury members and the jury will have Saturday to read the summaries and prepare.

### **Preparing for the presentation**

On Saturday October 24th 11:00 the students and all the team members will go through the proposals and practise for the final presentation the following day.

### **Final presentation**

On Sunday October 25th 13:00 ( 1 P: M ) all teams are to present their final solution for a jury consisting of representatives from Acholi quarter, Makerere University and The Norwegian University of Sciences and Technology. The jury will discuss all proposals and award the first and second prize.

The jury will be asked to award the proposals based on their ability to be: feasible, innovative, specific, measurable, strategic and self sustainable.

Each team should present their solution in writing/drawing on posters and a maximum 10 minutes oral presentation.

The presentation should include:

Project title

Short description

Simple timeline with important phases

More detailed plan for getting the project started ( first phase )

### **Budget**

Strategy for generating resources to start the project

Strategy for generating resources for sustaining the project

Key persons involved in the project and their specific responsibilities

Who does the project benefit in the community and how?

Each member of the team awarded with first prize will be given 30000,- UShs.

Each member of the team awarded second prize will be given 15000,- UShs.

All participants will be given a certificate of participation and a token of appreciation (non cash).

### **Resource persons.-**

Teddy Bongomin 0782488156

Doctor Okello Frank 0777649880

Wakoli Beatrice 0784002800

Owan Steven 0777666440  
Amritha 0702633256  
Asbjørn 0702576517  
David 0756860632  
Elena 0702576295  
Fiona 0774643007  
Matia 0702438456  
Ola 0702582067  
William 0782831600

### **Rules and guidelines**

Prizes and certificates will only be given to preregistered participants of the competition.  
There will be no changes to the preregistered teams.  
All teams must present on both the idea and the final presentation.  
Each original member of the winning teams will be given an individual cash prize.  
The decision of the winning projects will be solely in the hands of the jury.  
The decision of the jury will purely be based on professional and academic criteria.  
Possible conflicts must be solved within each team.

### **Teams**

Each team needs to choose a team leader.  
The team leader has to make sure all team members views are being discussed.

1. Oyugi George, Kyomugisha Rita, Ochan John Paul, Akello Esther
2. Achiro Santina, Oloya Joseph, Anena Christina, Adong Ketty
3. Mulaya Tom, Aisha Shivan, Onen Simon Peter, Bahati Nathan Mutooro
4. Kiboma Richard, Oyopo Bonny, Okot Moses, Okeny Margaret
5. Kiko Mary, Akello Margreth Nalongo, Arach Faith, Atim Goretti Maria
6. Ouma Bosco, Esther, Adong Filda, Oyat Jimmy Okot
7. Okoth Sikondo, Akol Hellen, Ashaba Doreen, Pido Joyce
8. Bwambale Moses, Ochora Robert, Anena Beatrice, Aparo Beatrice

# 502 Interviews with NGOs

28/09/2009

## Respondent: Local NGO Meeting Point International director Rose Busingye

- Is this project reaching all people in Acholi Quarters? And how you manage information dissemination?

of course it is hard to reach everybody we do not have enough ability to reach all

the method what we use is we do home visits. At least you see what the person has in the house, how he is living is he sleeping without the blanket or not. That is how you discovered the needs. But doing home visits sometimes you find out that the child is not HIV positive if he is sick we also help. But mainly we help these who are HIV positive.

- How do you comment on the projects' successes?

Some time you see that the project do not what but I do not know why is it limited funds or limited hands. At least that people who are in the project at least with them you can see that had changed. You can see it in them houses n them house even the way they dresses. What can I say the projects is working. I think we need more project, but I am not criticise that what who come, but unless if I manage to help as pure as I am the kids go to school and you can see it, but there are other if I help 100 children and if they will help 100 maybe the children will be finished. May be the place will be better. Because my aim for these who come they help them self..... We put water we put the grenades but you see that we still need grenades we still need water. If other could start from where we stop may be it would be better. The problem of projects are always competition. And sometimes they may repeat what we are already doing, and it can t help the people.

- You said, you have many projects under one management, Is there coordination between them or not?

No, it would be nice then people come and ask what are meeting point are doing and what they can do something different that meeting point is not doing. For example there are d reneges but is enough so let as continue from there it is stop. The problem is that they do the same thing what we do it doesn't t work. They treat the patient you treat the same patient. They should know even the reason why they help person. What that person need and what could make him happy. Being happy that is listening to suffering. I treat the headache and it is OK. But a another comes and treats head ace, that person do not need any more treatment tomorrow.

Sometimes it even do not come in contact, you really do not know what they are doing. They do not what to success they come and repeat the same thing. If am helping patient with HIV and taking care of 2000 so you are looking for another 2000 with HIV that needs help or you are helping other with other problems, but not helping the same 2000 that I am helping.

- What does meeting point do to harmonize all these projects in one control office?

The meeting point helps people with HIV and theirs of ans. It is main idea it is mane objectives and so on. Though they are helping that one who are coming often of war. We can not be limited only on HIV then they come we also help. The last year 2008 it was then we took 800 they were not HIV they were people after the war and other conflicts

areas who come, also like separated families single mothers. Some time you also have to be humane. If mother dais in war and they are staying a lone at home. Meeting point is meeting point is for people who needs it.

- Brief us about Meeting Points planned activities in this calender year.

This year is going a lot of things like making beads. Now they have Italian organisation who ones to take 20000 per year the beads necklaces. There were visitor coming and so the necklaces ad they were buying it, so this project come by them. I t is just a starting point now but it would be wander fool if it will work out. Because you see that person is working and gaining money from it. Now somebody gone to town to see if there is new authorities fro the beads market how we can pass that neck less if we will manage to do it it would be a wonderful thing, the women can get 2 Euro for each neck less, it would be wonderful.

- Where and how do you get the funds to run Meeting Points Activities?

- We saw you collecting collecting money yesterday from women, For what purpose was it?

They are collection this money every meeting it is 100 coin for each week and they used it in between them groups for emergency purposes. They are divided in ten groups and each of them collects money, if one of them is in problem and we are not around they used that money. Especially they use it to the hospital if it is imitated needs. Some time there is no time and they need special heir sometime the person is dais on the rode to hospital. The money that they remain they use it for emergence cases. And sometimes if there is no drug and I am not around they use these money for that. And also then there is doctor in the room and he give them drugs completely free, that we are buying very expensive drugs,so then you give them freely they thing that you got it freely they do not get it the use for it. Sometime you go to there home you find the drugs that they did not took it, but then they contribute something, they understand that this again goes to them. Then they buy papers when they buy material for tailor, all is that is money, they see that they are contributing something. Something that is there and they protect it. That office in Kireka we built it together I brought the iron sheets they brought the sand I brought the cement they brought the stones. Something that they see that they are making and they see that something is also mine. So they respect it and clean it. So that is happening every Thursdays and it remain every Monday. Then you come they brought sodas and they see that projects are coming and they will do it. But then the visitor come also do something together. In fact I told them meeting point is yours, because I don't sleep in the office the water is there the electricity is there it is not mine I rent somewhere but this is theirs they protect it and they can go for life. Because it is something that is made for community. So if they begin to contribute something they help them but also they help them feel protagonist this project.

- Are they ready to go by themselves thereafter without external help?

I think they can do it when we are not around they can do it, they already have small funds. If this project with seed will go on, so it will help them and they no longer will depend on meeting point. Because if they see it, this paper with names and how much necklaces women give we will hang there and good thing we sell put this money each one will earn and they will see it, it will be a competition, if I work hard I can make it. And if it will continue they could put a part money for them home. And may be other groups can enter so they can develop and they can develop others. Even children they are helping their mothers. We didn't want to help the individual, because you come and see it is a chain of help and they are friends. Some of them being one some of them bring 15 necklaces so it is something that make solidarity among them self. And this is very important because and it is good at least this meeting point is more local. That you can keep and aye and see what is going. Because some comes it has program for 3 years and they go, but meeting point as it is local if the project has gone you still keep an eye and you see how it is going and what they are

doing.

- How many people these projects address, how you spread the information that everybody will know it?

It is some women that was in the course of suiting machine and know they can teach others. As we stay with them every Thursdays and Mondays so you see interest you see the talent. Some women in the year they have changed design of the neck less. These ones can be educated, but there are other who are so lazy, like yesterday they try to put together money but some of them were not paying. Because you leave them also free that they can express what they are thinking. So among them that group of 14 people reducing money to each other. To day I give you, tomorrow we shall give another one. But there are some who are lazy they never paid. So it happen a conflict yesterday, so then they come with conflict we are trying to solve the situation. And to use some other methods getting money. They do not listen the you say do like this or do not do like this they do not listen to commands. Leave them free and you look at them and see, how they do. This ones like this and an other likes that. Looking at them absorbing them even in the dance. You see this one can do this another can do that. The moment of dance singing and chatting together...

- What about time lines and planing of the projects and years?

Yes we have the budget and we plan the year by the budget. We usual have to apply there and here because the projects come and finished especially for drugs we need to look for a money. And sometime on thus who are taking drugs twice a year we give some food to the people who are taking HIV and TIBI drugs so at lease that you give a nought protein, become sometime food they eat is pure, so it is not good for them immunity. So one in the wile we see if them income is less we give them food , then we wait and see if there is rain we garage that to do them business because they could plan grow vegetables, when in dry season we give some bust like beans some soya. But all these have to be budgeted. We have to plan it and to see that they are there. Because those who are HIV positive. So our plan for the fund is every year. With the drugs we have project from Spain it has stop in July but we accumulated a bit of money, so it is enough for this year, and for next year in January we will apply for another one.

- Can you talk about the cons and dons of NGOs?

The bad things of NGO that I really don t like is that competition. Because if you really come and you want to help this human beings try to understand what other are doing so even though that you do not waste funds. Because we buy drugs you buy drugs were will we put the same drugs. If you I give food and you give foods it is OK people will eat but if you give hand and you combine two hands it is better then one hand. And competition is that they say that I am better but so what, if you tell me that you a good but how you will help me, but the kids from the street the last one they come 1 kg each and now they are smiling so I can smile also with them. If I see that you pick another kid also, and if the kid smile so we will smile together. We will see at least that we help the human being to smile.

- Did you try to sit together and speak about it with other NGOs?

Sometime we meet and sit together in the workshops, but what you usually here it is that I am doing this and that. You know the problem is that that we even do not know that this makes us grow and makes you even develop other ideas. Even then I see my mistakes I understand that I grow and next time I am not going to repeat it again. But the you talk each one is talking how good how beautiful, how they are helpful. So what. But if I see the kid the kid had finished the university he self sustain he can wok and gain his money so wonderful. And this person that I help had reused the people on the steer, I have read used the people who were in the query.

The workshops are full of what to do and what have you done that is all. But what cooperation have you done. Because in Uganda it is so many organisation that are working with HIV and orphans. If really we will put together hands probably we will finished them in Uganda. We will not see then n the streets. But were the funds are going,



because look if another organisation will do the same orphans in Uganda it is not so many we are too small. Now we have 2500 orphans that we are taking care. But if the other organisation will go and do the same I think we will finished the. I am not accusing any body but this not taking hand together.... If they look in to the internet and see that this kids are already ok they will go and start in Inbua or see who are the kids that are in acholi are not yet taken care, you will help them but not sponsoring the same people that meeting point already are sponsoring. To organise people it need a lot of time, so they go there things are already done. And there is that risk helping that people who are already helped.

- What do you thing Acholi people need now? Can they go a head without NGOs support? They learn how to purport then self. OK we are supporting kids, we are supporting people who are ill. To learn then something that could bring then income, money to them pockets. You give them food the food is finished and that is all. But also the parents of the kids need to be ok. They need know to work since the drugs are their kids have been sponsor. They need something to do, like necklaces really develop the women. The houses used to be papaya leaves roofs, now it is an iron sheet. If one of then incests the thing like working with hands. They can find them self. What were are making now we are teaching them how to read and write. Because if he knows one language it is not enough for work.. Even they used to feel small. But know you teach them hoe to speak and write and you see how they can express them selves and it is every important. And about know I am planing to make 40 seat primary examination, so that they know that also to believe them self.

**16th /09/2009**

**Respondent: Mrs. Bongomin Teddy. Wife to chairperson LCI Kireka Banda zone 1-therein called "Acholi Quarters"**

Q. Where do you hail?

Ans: Am a resident of Acholi Quarters but I and my husband also have a house in Acholi sub-region where we come from.

Q. How did you end up here in Acholi Quarters?

Ans. I and I guess majority here came as a result of war of LRA in Northern Uganda

Q. But the war started 23 year ago, do you think all the Acholi Tribe mates living here have been here for only 23 years and less?

Ans. No, some came as far back as 1950s.

Q. When do you think Acholi Quarters evolved as a settlement?

Ans. It was started by the Kabaka (King of Buganda) Late. Muteesa II who was also the first President of Republic of Uganda. He gave this land to Acholi IDPs from southern Sudan and northern parts of Uganda in 1962.

Q. Did Kabaka gave them land title and if so whose name is it registered?

Ans. I don't think he did, but its not necessary to have a land title since Kabaka does not evict his tenants.

Qn. What is the main source of livelihood here in Acholi Quarters?

Ans. Paper bid making, stone squaring, small scale businesses and external support fro NGOs like Meeting Point.

Qn. What are main challenges faced in this community?

Ans. Since many people are from war zone, they are poor, lack employment, lack of adequate housing and suffering from HIV/AIDS Virus. Secondary, men here are too lazy, they don't want to work and they grab even the little from the women and drink alcohol.

Qn. What do you have to say about this community in general?.

Ans. This community is good since people here are cooperative and love each other.

Qn. What do you think this community is lacking and need intervention?

Ans. People need good housing, income generating activities for employment and medical care for those who are infected with HIV/ AIDS.

Qn. What is your perception about the white people in your area?

Ans. They come with practical help, for example, the Italians funded the construction of the Meeting International. Which has helped people here to improve their well being through, beads making, living positive life for those who have HIV/AIDS.

Qn. How do you comment on this group from Norwegian University of Science and Technology, together with Makerere University of Uganda?

Ans. Though, they are students on their academic field work, they are expected to do something to change this place as you saw, the community gave them a warm welcome.

## **16th /09/2009**

### **Respondent: Adongo Ketty ( Ex- Lords Resistance Army(LRA) abducted)**

Qn. Where do you hail?

Ans: here in Acholi Quarters but I rent a house. I do not have mine.

Qn. How did you end up here in Acholi Quarters?

Ans. Here I came as an Ex-abducted from LRA. Therefore, Am here as an IDP.

Qn. Tell me, how it came about?

Ans. Hahahah.....and by a smiling lips and face together with laughters..., well its not easy to forget though, I had tried to do so, The truth is I was captured by the LRA rebels and took me to bush, trained me how to use guns and shooting enemies or wrong dowers.

Qn. Did you shoot to kill?

Ans. Yes, indeed I killed many and I was a title of a younger commander. The reason as to why I'm still alive was based on my obedience, whenever, my boss me commanded me to do I could do, I killed many even if it were a friend, I could kill to survive death if I could do otherwise to my boss' command.

Qn. How did you escape?

Ans. I think God was on my side. Because, whenever, an abducted or even a soldier failed to walk any further, he or she was put to rest ( which in LRA resting is used to mean death.). Contrary to that, my case was different: when I failed to walk any more instead of killing me , they just left me in hundreds on miles in a thick bush so that I can die, either of hunger or wild animals could kill me other than them killing some body who had done them great job (it was a thank you for the good work..which work: meant I killed many people)

Qn. How do you feel, when you remember such acts?

Ans. Of course bad, but since I came here I transformed positively. Except, when one shouts harasses me like my Indian bosses at my work, It reminds the war experience.

Qn. What do you do here now>

Ans. I crush stones, make beads and learning tailoring. I also part timely work in industrial zone in an Indian workshop.

Qn. What challenges are you facing here?

Ans. We rent small rooms for accommodation, which are so crowded but also very expensive.

Qn What about high rental fees, how much do you pay.

Ans. A single room of about 8m2 costs around 50,000 Ug Shs. per month.

Qn. When do you think Acholi Quarters was started?

Ans. I do not have any idea....may be you will ask the elderly people.

Qn. How did you come to know about the existence of Acholi Quarters?

Ans. Home (Acholi) and here (.Acholi Quarters) are like twins, every body knows about it through friends and relatives living here. My relative brought me.

Qn. What do you think about Acholi Quarters' future?

Ans. If we can get help from these white people you have brought here and construct us houses, then , it will become a good place to live in and work from.

Qn. How do you comment on this group from Norwegian University of Science and Technology, together with Makerere University of Uganda?. Do you have any ideal about what they are here for?

Ans. Yes, I think they are here to learn as they said but they can as well donate us some things like sawing machines, computers extra.

# 503 Interviews in neighbourhood Kireka Banda zone D

- Aimed at finding out the linkage between Acholi Quarters and its immediate neighbours – Are the two enemies or partners?. Can the two share a common cause as neighbours for development or not?

**17th /09/2009.**

## **At Kireka Banda zone D. (Commonly referred to as; Kiganda Zone)**

**Respondents in this interview:**

**Mr. Muglya David Chairperson Kireka Banda zone D.**

**Mr. Kayiira David Secretary for security Kireka Banda zone D.**

**Mr. Nsubuga Edrine Secretary for Community Development Kireka Bamba Zone D.**

- What is the name of this village?

Kayiira David: its Kireka Bamba Zone D, but commonly referred to as “Kiganda Zone”

Our reaction; its quite very rare to find two neighbouring villages both having names derived from different tribes and regions i.e. Kiganda from Buganda and Buganda region and Acholi Quarters from Acholi and Acholi sub region!!How comes?

Kayiira David;Yes, its true Matia, our village names are true reflections of our tribes and regions of origin. This came about like this, majority of people living in Acholi Quartres are Accholi who come from Acholi region in north. Its equally the same when it comes to Kiganda zone.

Mr. Nsubuga: Look young man and lady (he was referring to Matia and Elena respectively). This is Buganda kingdom, but we could not seat behind as if we were watching a movie that could result into all our land (Baganda land) being taken over by non-Baganda (the Acholi). To take you back a bit, the Acholi community was growing bigger day after the other. As more they grew up in bigger number, the more land they could grab. A point in time came in 2002 and we also named this village Kiganda zone to serve as a clear boundary between and to decide on which tribe owns which settlement. The Acholi had encroached too much on our land and they would have continued if it was not this trick of village naming. Therefore, Kiganda zone as a name was used to stop the growing influence of Acholi.

- Do you people have some differences?

Nsubuga; No and yes,

No, because there is no reason of having a difference since we are all Ugandans But,...

Yes, Because every tribe God gave it a specific geographic locality to live and dominate. Here is Buganda so, we never wanted Acholi rule us over in Buganda as we can not rule over them in Acholi land.

More still, Kiganda is found in Kira Town Council Wakiso District, whereas, Acholi Quarters located in Kampala City Council, that already a difference.

Nsubuga:

This place was not part of Kamapla city till 1996 when many people preferred to voting the former Minister for Local

Government, Hon. Bidandi Ssali as their member of parliament representing Nakawa division. As a result, since majority of voters had registered themselves in Nakawa division other than Wakiso district, politically the area curved off wakiso and joined Kampala....He added....Look, Geographically Acholi Quarters fits into Wakiso and now is looked at as a lost sheep, I mean, its a "lost geographic piece of space" of Wakiso and one day it will find its way back home since ,neither Wakiso district nor Kampala City Council cares about them. Anyway it became a no man's land! Since 1996 to date.

But some similarities do exist between the two; majority, the common feature is the fact that, in all villages, the land was given by Kabaka (the king ) of Buganda Ronald Muwenda Mutebi II. (This king was crowned to throne in 1993, he is the current King of Buganda).

Reaction; Not to cut you short of your story, but, did you say land was given to Acholi by the current King of Buganda or the late Muteesa II?.

Mr. Mugalya; Yes; that is true. The current King gave away that land to Acholi as recently as 1995 and to Baganda in Kiganda zone in 2002.

Kayiira: Because of the fear that non-Baganda were finishing our land, we mobilized Baganda to construct many houses as symbols of ownership of land that why our area is full of new houses yet a few houses here (about 2% existed for only four years and more! Yet about 80% of the Kiganda zone is built up!(serious construction began in 2005)

How do people in these two villages relate to each other?

Mugalya: well, people from Acholi come here for shopping because they do not have as bigger and organized market as we have in Kiganda Zone. Secondary, there is many cases of intermarriages between these two villages. Thirdly, we share the common activity, which is stone quarrying and crushing. (the rock units us)

If any difference happens to be there between Kiganda and Acholi zones, what could be the cause?

Kayiira: the differences lies between our culture and norms. Acholi are more united and cooperative than us. Secondary, Acholi get more external support than us (most of these come along with many NGOs working and operating in Acholi Quarters. That is why its common to find a child studying with four sponsors from different NGOs!, yet non (NGO) has ever existed in Kiganda zone. Thirdly, Acholi are more aggressive in nature.

- Do you have any problem with Acholi Quarters being your neighbours?

Mugalya: Not really, except. In past, we used to have thieves from Acholi Quarters.

Kayiira: Some Acholi do prevent project from Acholi Quarters be extended to Kiganda zone.

- what is the future plans of these two villages?

Mugalya: We depend on rock for stone quarrying and crushing and we do nt have control over nature, therefore if the rock gets finished, we will find out how to survive.

The end

# 504 Meetings with local planning authorities

16th 10/2009

## Meeting at MLHUD

**Respondent: Mrs. Mabala Shibuta Samuel, Commissioner Urban Development**

- What do you know about Acholi Quarters in terms of evolution & legal status of the settlement?

Mr. Mabala Shibuta Samuel: Acholi Quarters a place in city which is known for stone quarrying. Source of murrum for road construction and stone aggregates for housing construction crushed manually.

On evolution of the settlement : The beginning of this settlement lies between three versions Based on rumours that Kabaka gave land to the Acholi refugee as far back as 1950s.Secondary: war veterans from north used political influence to grab this land and eventually sold it to their fellow Acholi.Acholi Quarters became of recently, an urban IDP Camp around the year 2000.

On legal status: The settlement is an informal one , peoples' legality in Achoil Quarters is questionable since to my understanding, the National Housing and Construction Company Ltd would not have attempted twice to evict them if the land was not belonging to the company. KCC and National Environment Management Authority tried for several times to evict these people but failed on the grounds of weak law enforcement laws and pressure from political influence.

- In your view, do you think the concept of bona\_fide occupancy does not apply to Achoil Quarters?

Mabala Shibuta Samuel: I do not think so, to become a bona\_fide occupant on land, you must have stayed on land for a period not less than 12 years. This could grantee them this land since they have been there for more than 12 years but this only apply to those who the land owner knows. Contrary, to this, I do not think NHCC has ever known or registered them as its tenants.

- Who owns land in Acholi Quarters?

Mabala Shibuta Samuel: Its not very clear to me. In my understanding, land belongs to NHCC and Some part for Kabaka. You need to get confirmation from NHCC an Buganda Land Board.

- Does your ministry have any future plans for Achoil Quarters?

Mabala Shibuta Samuel: The ministry has several plans but not specifically for AchoilQuarters but policies and strategies for improvement of all urban centres in the country to mention but a few are; Struggling to coming up with a five year plan under the national development plan to include all slums in the country with the assistance from National Planning Authority. Was yet to come up with a National Urban Policy (NUP) to regulate all physical developments in urban centres The ministry had launched a National Slum Upgrading Strategy and Action Plan December 2008 designed as a direct response to the elven MDG 7 which recognises that slums are development issues, which needs

to be faced and this calls for coordinated policies and actions related to slum upgrading. Was working on the Kampala metropolitan planning approach. A new approach to improving services management, achieving coordinated land management and redevelopment of the inner city

Though, the three above, are not designed directly addressed Acholi Quarters settlement, if supported by enhancing the institutional capacity and carried out through participatory approach, its impacts might trickle down to it

- What do think can best be done to improving the living standards of Acholi Quarters?

Mabala Shibuta Samuel: The ministry is not directed concerned about planing for Acholi Quarters but KCC and mainly Nakawa division should have priorities for the area. Any usefully approach must be based on the private public partnership (PPP).

What is most important would be total commitment from the government side but also the participation by the community in defining the community goals. However the challenge today is poor leadership and corruption in the country.

The end of interview with Commissioner

**4th /11/2009**

### **Meeting with Estates Manger, NHCC**

**Respondent: Mr. Michael Oballim, Estates Manger, NHCC**

- What do you know about Acholi Quarters?

Mr. Michael Oballim: A place on Kireka Banda hill.

- Does NHCC owns land in Acholi Quarters?

Mr. Michael Oballim: Yes, NHCC owns 220 acres

- What type of land tenure is this land?

Mr. Michael Oballim: Lease hold with a land title.

- Who leased you this land and how long is your lease?

Mr. Michael Oballim: Kireka Holdings Ltd leased NHCC this land in 1964 for a period of 99 years.

- What is your future plan for this particular area?

Mr. Michael Oballim: we have the plan to evict illegal squatters from this land and redevelop it for better returns.

“people in this area are illegal squatters....who need no Mersey in whatever form!”

- When is the evict expected?

Mr. Michael Oballim:Its even over due. Any time, it may be today or tomorrow. If it were not the head of state to stop eviction, it would have happened long ago. This issue is in state house for debate.

- In case eviction occurs, will NHCC compensate the people?

Mr. Michael Oballim:NHCC does not know them as its tenants, they are there at their own risk and and it will be upon them and government to re-settle them but not the NHCC.

## 505 Interviews with participants in competition

### **Aporo Beatrice**

Picture number: 3969

Age: 17

Telephone: +256 0782978605

Email: -

Gender: f

Family status: single

Geographic origin: Kitgum

Occupation: Student

How long have you been staying in Acholi quarters: 15 years

How did you end up in Acholi quarters: Came as a baby with my parents during the war

What is your experience with the competition: I learnt a lot.

Faced a few challenges like addressing the congregation of people. It boosted my confidence.

### **Kiko Mary**

Picture number: 4005

Age: 21

Telephone: -

Email: -

Gender: f

Family status: married (1 child)

Geographic origin: Sudan

Occupation: not working

How long have you been staying in Acholi quarters: 1 1/2 years

How did you end up in Acholi quarters: Married a man from Acholi

What is your experience with the competition: I got to learn more than she knew before

### **Okeny Margret**

Picture number: 4002

Age: 43

Telephone: -

Email: -

Gender: f

Family status: single

Geographic origin: Gulu

Occupation: Stone quarry worker

How long have you been staying in Acholi quarters: 9 years

How did you end up in Acholi quarters: Came because of the northern war

What is your experience with the competition: I learned new things I didn't know before

### **Ochora Robert**

Picture number: 3979

Age: 31

Telephone: +256 0782276579

Email: -

Gender: m

Family status: married, 2 children

Geographic origin: Kitgum

Occupation: not working

How long have you been staying in Acholi quarters: 6 years

How did you end up in Acholi quarters: Came because of the northern war

What is your experience with the competition: I learned something

### **Ouma Bosco**

Picture number: 4182

Age: 23

Telephone: +256 0783184315

Email: -

Gender: m



Family status: single  
Geographic origin: Gulu  
Occupation: Builder  
How long have you been staying in Acholi quarters: 5 years  
How did you end up in Acholi quarters: Came because family is here  
What is your experience with the competition: The competition was ok because it gave us knowledge of how to develop the area

**Adong Katty**

Picture number: 4099  
Age: 27  
Telephone: +256 0782507178  
Email: -  
Gender: f  
Family status: single, 2 children  
Geographic origin: Lira  
Occupation: not working  
How long have you been staying in Acholi quarters: 5 years  
How did you end up in Acholi quarters: I came because I had been abducted by the rebels and I fell sick, so I ended up here.  
What is your experience with the competition: The competition was very good.

**“Grandma” Esther**

Picture number:  
Age: 51  
Telephone: -  
Email: -  
Gender: f  
Family status: single  
Geographic origin: Apac Aboke  
Occupation: makes beads  
How long have you been staying in Acholi quarters: 9 years  
How did you end up in Acholi quarters: I came to be close to the S.D.A. (Seventh day adventist) church  
What is your experience with the competition: I got to learn how to stay together with people and also plan for the future

**Okot Sekondo**

Picture number: 3955  
Age: 62  
Telephone: +256 0779916244  
Email: -  
Gender: m

Family status: married  
Geographic origin: Kitgum  
Occupation: stone quarry worker  
How long have you been staying in Acholi quarters: 15 years  
How did you end up in Acholi quarters: I came because of the war in the north  
What is your experience with the competition: It was a learning experience for me

**Ochan John Paul**

Picture number: 3966  
Age: 39  
Telephone: +256 777230870  
Email: jpocanmoro@yahoo.com  
Gender: m  
Family status: married, 7 children  
Geographic origin: Gulu  
Occupation: business man  
How long have you been staying in Acholi quarters: 16 years  
How did you end up in Acholi quarters: I am a refugee from the war in the north.  
What is your experience with the competition: It was good. We learned some skills and got ideas for what we can do. If implemented, it will be good for the next generations.

**Atim Mary Goretti**

Picture number: 3958  
Age: 24  
Telephone: +256 0712843356  
Email: -  
Gender: f  
Family status: divorced/single, 2 girls (9 & 7 years)  
Geographic origin: Gulu  
Occupation: runs a small business at the market, makes paper beads  
How long have you been staying in Acholi quarters: 9 years  
How did you end up in Acholi quarters: I came as a refugee from northern Uganda because I was very much affected by the L.R.A. insurgencies. My mother had been here before and she got to know the settlement through social network.  
What is your experience with the competition: It was very good and innovative experience. It commended the continuation of such exercises each year if it were possible.

**Kiboma Richard**

Picture number: 3959

Age: 43  
Telephone: +256 0774624580  
Email: -  
Gender: m  
Family status: 2 wives, 8 children  
Geographic origin: Kitgum district (Acholi)  
Occupation: engineer  
How long have you been staying in Acholi quarters: 10 years  
How did you end up in Acholi quarters: I was displaced from my origin, then went to work in Kampala  
What is your experience with the competition: People here need proper sensitization in every civic programme. The populace needs tentative counselling and awareness of their situation

### **Anena Beatrice**

Picture number: 4081  
Age: 40  
Telephone: -  
Email: -  
Gender: f  
Family status: widow, 6 children  
Geographic origin: Gulu  
Occupation: business woman  
How long have you been staying in Acholi quarters: 20 years  
How did you end up in Acholi quarters: I came because of the war in the north.  
What is your experience with the competition: I learnt how to work as a team, so it was really good.

### **Akello Margret**

Picture number: 4085  
Age: 50  
Telephone: +256 0782032968  
Email: -  
Gender: f  
Family status: widow, 6 children  
Geographic origin: Gulu  
Occupation: makes beads and works in the stone work  
How long have you been staying in Acholi quarters: 14 years  
How did you end up in Acholi quarters: I came because of the war  
What is your experience with the competition: I was a good experience. We learned a lot from other people's ideas as well.

### **Oyopo Bonny**

Picture number: 4095  
Age: 21  
Telephone: +256 0775482805  
Email: -  
Gender: m  
Family status: single  
Geographic origin: Apac  
Occupation: health worker  
How long have you been staying in Acholi quarters: 7 months  
How did you end up in Acholi quarters: I left because of the insurgency in the north, and decided to come to Kampala  
What is your experience with the competition: It was ok.

### **Arachi Faith**

Picture number: 4092  
Age: 23  
Telephone: +256 0774731897  
Email: -  
Gender: f  
Family status: single, 1 child  
Geographic origin: Gulu  
Occupation: student  
How long have you been staying in Acholi quarters: 20 years  
How did you end up in Acholi quarters: I came because of insecurity in the north  
What is your experience with the competition: I developed skills in many things

### **Oyat Jimmy**

Picture number: 4076  
Age: 24  
Telephone: +256 0773077536  
Email: jimoo@yahoo.com  
Gender: m  
Family status: single  
Geographic origin: Kitgum  
Occupation: Student  
How long have you been staying in Acholi quarters: 4 years  
How did you end up in Acholi quarters: I came here due to the Northern insurgency I ended up here.  
What is your experience with the competition: It was not so fair but like any competition, one team had to win. It was a very good experience though.

**Bahati Nathan Mutooro**

Picture number: 4072

Age: 32

Telephone: +256 0783767925

Email: nathanbahatimutooro@yahoo.com

Gender: m

Family status: single

Geographic origin: Kasese

Occupation: not employed

How long have you been staying in Acholi quarters: 5 years

How did you end up in Acholi quarters: I came to work with my brother to assist him with his work at the quarry.

What is your experience with the competition: It was the best. I learnt so many skills.

**Anena Christine**

Picture number: 3996

Age: 22

Telephone: +256 0773450482

Email: -

Gender: f

Family status: single, 4 children

Geographic origin: Pakwach

Occupation: makes beads

How long have you been staying in Acholi quarters: 20 years

How did you end up in Acholi quarters: I came with my parents

What is your experience with the competition: I learned much that I didn't know. I learned much about open spaces and how to save money through saving schemes.

**Achiro Santina**

Picture number: 4101

Age: 31

Telephone: +256 0774764938

Email: -

Gender: f

Family status: married, 3 children

Geographic origin: Sudan

Occupation: tailor

How long have you been staying in Acholi quarters: 10 years

How did you end up in Acholi quarters: I came because of the war

What is your experience with the competition: I was able to teach other people

**Ashaba Doreen**

Picture number: 3974

Age: 18

Telephone: -

Email: -

Gender: f

Family status: married

Geographic origin: Mbarara

Occupation: makes beads

How long have you been staying in Acholi quarters: 7 months

How did you end up in Acholi quarters: I am married here  
What is your experience with the competition: It was a good experience. I learnt a lot.

**Okot Moses**

Picture number: 4078

Age: 20

Telephone: +256 0784859624

Email: -

Gender: m

Family status: single

Geographic origin: Kitgum

Occupation: student

How long have you been staying in Acholi quarters: 20 years

How did you end up in Acholi quarters: I was born here  
What is your experience with the competition: It learnt a lot from it. It gave me more courage, determination to express my self in public.

**Akello Esther**

Picture number: 3953

Age: 48

Telephone: +256 0712858070

Email: -

Gender: f

Family status: married

Geographic origin: Kitgum

Occupation: works in the stone quarry

How long have you been staying in Acholi quarters: 17 years

How did you end up in Acholi quarters: I came because of the northern war.

What is your experience with the competition: It has brought new ideas to me where by there are many things I didn't know could work but now I know what can be done.

**Oyugi George**

Picture number: 3960

Age: 40

Telephone: -

Email: -

Gender: m

Family status: married, 5 children

Geographic origin: Pader

Occupation: carpenter

How long have you been staying in Acholi quarters: 15 years

How did you end up in Acholi quarters: I came here looking for work. I was unemployed

What is your experience with the competition: It was a fair competition.

**Oloya Joseph**

Picture number: 3951

Age: 25

Telephone: +256 0773333453

Email: -

Gender: m

Family status: married

Geographic origin: Pader

Occupation: student/stone quarry worker

How long have you been staying in Acholi quarters: 7 years

How did you end up in Acholi quarters: I came because of the war in the north. I ended up here. I didn't know anyone (here) at the time.

What is your experience with the competition: The competition showed that people have good ideas for Acholi and they were able to air them out in the competition e.g. computers lab, poultry farm, health care center etc. I realized that all these things are possible in this community since they came from within.

**Pido Joyce**

Picture number: 3957

Age: 29

Telephone: +256 0712528151 (brother's number)

Email: -

Gender: f

Family status: single, 3 children

Geographic origin: Gulu

Occupation: business

How long have you been staying in Acholi quarters: 29 years

How did you end up in Acholi quarters: I came because of

the war in the north

What is your experience with the competition: I know how to plan for Acholi quarters. It has also given me a challenge on what to develop in Acholi quarters.

**Akol Helen**

Picture number: 4184

Age: 25

Telephone: +256 0783836813

Email: -

Gender: f

Family status: married

Geographic origin: Kumi

Occupation: not working

How long have you been staying in Acholi quarters: 3 years

How did you end up in Acholi quarters: I just came to Kampala from Kumi

What is your experience with the competition: The competition was good. I learnt a lot about development and health.

**Mulaya Tom**

Picture number: 4292

Age: 27

Telephone: +256 0782702315

Email: -

Gender: m

Family status: married, 2 children

Geographic origin: Ngandho (Kamuli District)

Occupation: Not working

How long have you been staying in Acholi quarters: 5 years

How did you end up in Acholi quarters: I came to do business

What is your experience with the competition: I achieved new ideas which I will use to achieve more.

**Owan Steven**

Picture number: 4230

Age: 27

Telephone: +256 0777666440

Email: -

Gender: f

Family status: single

Geographic origin: Pader

Occupation: student

How long have you been staying in Acholi quarters: 17 years

How did you end up in Acholi quarters: I came due to political instability in the north  
What is your experience with the competition: As a guide, I learnt a lot of economic skills and ideas concerning saving.

#### **Wakoli Beatrice**

Picture number: -  
Age: 22  
Telephone: +256 0784002800  
Email: -  
Gender: f  
Family status: single  
Geographic origin: Mbale  
Occupation: student  
How long have you been staying in Acholi quarters: 16 years  
How did you end up in Acholi quarters: We were from the north and there was a war at the time.  
What is your experience with the competition: As a facilitator it was difficult dealing with people which I learned and I think in future it won't be as difficult to organize people.

#### **Kyomugisha Rita**

Picture number: 3994  
Age: 28  
Telephone: +256 0392838029  
Email: -  
Gender: f  
Family status: married, 1 child  
Geographic origin: Mbarara  
Occupation: laboratory technician  
How long have you been staying in Acholi quarters: 1 year  
How did you end up in Acholi quarters: I came for business  
What is your experience with the competition: I didn't participate to the end.

#### **Onen Simon peter**

Picture number: 4235  
Age: 13  
Telephone: -  
Email: -  
Gender: m  
Family status: single  
Geographic origin: Gulu  
Occupation: student  
How long have you been staying in Acholi quarters: 13 years  
How did you end up in Acholi quarters: I was born here

What is your experience with the competition: I was nice. I learnt how to budget.

#### **Adong Filda**

Picture number: 3975  
Age: 17  
Telephone: -  
Email: -  
Gender: f  
Family status: single  
Geographic origin: Gulu  
Occupation: Not working  
How long have you been staying in Acholi quarters: 17 years  
How did you end up in Acholi quarters: I came with my parents  
What is your experience with the competition: I understood how to research.

# 506 -ACHOLI QUATERS ENUMERATION FORM

## A. DEMOGRAPHIC DATA

- 1.Name of the enumerator
- 2.Date
- 3.Name of the settlement Zone
4. Cluster            2. House number
5. Name of the respondent
6. If not, what is your relation with the household head?
7. Who live in this house? Fill the table.
- 8.Who is responding?
  - a.Owner
  - b.Occupant of the house
  - c.Neighbour
  - d.Child
  - e.Relative
- 9.Are you a member of the Slum Dwellers Federation of Uganda?
  - a.        Yes

- b.        No
- 10.Which saving group do you belong to?

- 11.Type of structure
  - a.Residential
  - b.Business
  - c.Residential and business
  - d.Institute
  - e.Church,
  - f. CBO,NGO group
  - g.Public utility

- 12.Ownership status of the occupant
- a.Structure owner
  - b.Tenant
  - c.Sub tenant
  - d.Others

13. How much do you spend on rent each month?

- 14.Where does the owner live
- a.In this plot
  - b.In this village
  - c.In the neighbouring village
  - d.Not in this area
  - e.I don't know
  - f.Others

- 15.Where did you live before you came to this place?
- a.Was born here
  - b.In another slum in Kampala
  - c.In another settlement in Kampala
  - d.Out of Kampala
- 16.Where did you come from?

- 17.Why did you choose to live here?
- a.Eviction
  - b.To search for economic activity
  - c.Marriage
  - d.Affordable rent
  - e.Closeness to work

- 18.Where do you work?
- a.Unemployed
  - b.Causal labour
  - c.In this settlement

d.Outside Kampala

19.Type of house

- a.Polythene built house
- b.Iron sheets
- c.Wood/timber
- d.Mad and wattle
- e.Brick
- f.Cemented floor
- g.Grass thatched

- c.Wood/timber
- d.Mad and wattle
- e.Brick
- f.Cemented floor
- g.Grass thatched

#### B. SERVICES

20.Where do you get water for your house hold?

- a.From the tap
- b.Spring
- c.Open well

21.How many Jerricans of water do you use per day?

22.If you pay, how much do you pay 20 litre Jerri can?

- a.Ush50-75
- b.Ush100
- c.Ush150-200

18. Do you boil your house holds' drinking water?

- a.Yes
- b.No

19. Does this house has its own toilet/ latrine

- a.Yes
- b.No

20. If communal, how much do you pay visit?

21. Type of toilet

- a.Latrine
- b.Flash toilet
- c.Flying toilet
- d.Others specify

25. Where do you get health care?

a.Private clinic in this community

b.Government hospital

c.Herbal doctor

d.Witch doctor

e.Church/NGO based hospital/clinic

26. What sicknesses do your household members suffer most?

- a.Cholera
- b.Dysentery
- c.Malaria
- d.HIV/AIDS

27. Are there eviction threats in this community?

- a.Yes
- b.No

28. Are there any NGO/CBO working in this community?

- a.Yes
- b.No

29. If yes, name them and what they do

#### C. ENERGY

30. Does you house has electricity?

- a.Yes
- b.No

31. How do you pay for electricity?

- a.Direct to the company
- b.To the land lord
- c.I don't pay

32. How much do you pay for electricity per month? Ush

33. What kind of fuel do you use?

- a.Paraffin
- b.Charcoal
- c.Fire Wood
- d.Electricity

34. How much do you spend on fuel per month?

- a.Paraffin
- b.Charcoal
- c.Fire Wood

d.Electricity

#### D. WASTE DISPOSAL

35. What kind of waste comes from your house hold?

- a.Food stuff
- b.Plastic bags
- c.Normal paper
- d.Dirty water

36. How do you dispose wastes?

- a.Throw out of the house
- b.In a common garbage heap
- c.In the drainage channel
- d.Pay for waste collection service
- e.Others (specify)

37. How much do you pay for waste disposal?

- a.Per week
- b.Per month

38. How do you dispose used water?

- a.Throw out of the house
- b.In a common garbage heap
- c.In the drainage channel
- d.Into the latrine
- e.Other (specify)

39. How do you empty full toilets/ latrines?

- a.Hire toilet emptying services
- b.Empty it into the drainage channel.

#### E. HUMAN RIGHTS

40. Are children well and safe in this community?

- a.Yes
- b.No
- c.Not Sure

41. What problems do children face in this community?

- a.Child labour
- b.Child abuse
- c.Abduction
- d.Alcohol & drugs
- e.Pornography
- f.Sexual abuse
- g.Forced marriage
- h.Defilement

i.Incest

j.Ritual murder

k.Others (specify)

42. Do you know any human rights?

- a.Yes
- b.No
- c.Not Sure

43. Does this human rights obligation exist in your community?

A. Respect

- a.Yes
- b.No

B. Protection

- a.Yes
- b.No

#### SETTLEMENT BACKGROUND

44. Why did you come to live in this place?

- a.War
- b.To look for jobs
- c.To do business
- d.Others (name it)

45. When did you come to live in Kampala?

- a.2000 – 2009
- b.1990 – 2000
- c.1986 – 1990
- d.1980 - 1985

46. Do you plan to go back to your original home Village, Town or District?

- a.Yes
- b.No

If no, why are you not going back?

47. What major challenges do you face as a community?

Name 3 (three)

- a.
- b.
- c.

NAME OF THE SUPERVISOR

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# 507 Types of land tenure systems in Uganda

Basically four land tenure systems do exist; Mailo Land Tenure, Freehold Land Tenure, Leasehold Land Tenure and Customary Land Tenure:

**Mailo Land Tenure:** This form of tenure was created by the 1900 Buganda Agreement between Her Majesty's Government of Great Britain and the Kingdom of Buganda. By this agreement, chunks of land were given to some individuals to own in perpetuity. The royal family of Buganda received 958 sq miles as private Mailo, chiefs and other notables received 8 sq miles each. Local peasants previously on the land were not recognized and became tenants on land and had to pay rent to the Landlord commonly known as "Busulu." The owner of Mailo land was and is entitled to a certificate of title.

**Freehold Land Tenure:** This form of tenure also existed in Uganda especially in the Western part of the Country. This is a system of owning land in Perpetuity and was set up by agreement between the Kingdoms and the British Government. Grants of land in freehold were made by the Crown and later by the Uganda Land Commission. The grantee of land in freehold was and is entitled to a certificate of title. Most of this land was issued to church missionaries and academic Institutions.

**Leasehold Land Tenure:** This is a system of owning land on contract. A grant of land can be made by an owner of freehold or Mailo or by the government or Uganda Land Commission to another person for a specified period of time and on certain conditions, which included but not limited to payment of rent. The grantee of a lease for a period of 3 years or more is entitled to a certificate of title.

**Customary Land Tenure:** Customary tenure is the first tenure category specified in the 1995 Constitution and the 1998 Land Act. It has two broad classifications; Communal customary tenure predominantly in Northern and parts of Eastern Uganda and individual/family/clan customary tenure prevalent in central, Western, parts of the North and south Western Uganda. Before 1995 customary tenure though not legally recognized continued to exist as a system of holding unregistered land by customary rules. Customary tenants could be in occupation of mailo-land, Freehold, Leasehold or Public land. They occupy such land by either growing various crops, exercising customary rights to look after animals thereon or by carrying out any other activity thereon as occupiers of such land. The term "Kibanja" became synonymous with occupants of land under customary tenure.

Land, which was not owned either in freehold or by way of mailo, was known as public land. Out of public land leases and freeholds can be granted. Public land is vested in Uganda Land Commission (ULC)

([www.ugpulse.com](http://www.ugpulse.com))Kampala City Council (KCC)

Kampala City Council (KCC), Nakawa Division is the direct planning authority in which Acholi Quarters falls under administratively. Its responsible for preparing city and development plans, monitors and controls all physical developments. It prepares, coordinates and enforces all land use plans. It became imperative for us investigate

# 508 interviews

## Kampala City Council (KCC)

Kampala City Council (KCC), Nakawa Division is the direct planning authority in which Acholi Quarters falls under administratively. It is responsible for preparing city and development plans, monitors and controls all physical developments. It prepares, coordinates and enforces all land use plans. It became imperative for us to investigate KCCs' possible land use structure and detailed and development plans whether existing or in future plans and possibly their budgets specifically for Acholi Quarters.

### Our key contact persons were

- Mr. Ssebaggala Joseph (Physical Planner Nakawa Division Council)
- Mrs. Suzan Mukisa (Assistant Physical Planner Nakawa Division Council)
- Mr. Ssemmambo Joseph, GIS Officer KCC Headquarters at City Hall
- Mrs. Nabirye Justine, Head of Cartographic Unit KCC Headquarters at City Hall

## Findings

The evolution of the settlement was attributed to both the civil strife in native Acholi land in North Uganda as well as the socio-economic advantages of settling in Kampala in general and the Banda Zone 1 in particular. According to Mr. Ssemmambo, Acholi Quarters evolved as a result of migration of the Acholi from war zone in north. Mrs. Suzan Mukisa, mentioned the stone quarrying as an attractive livelihood attraction for new settlers.

Legal status: Mr. Ssemmambo said that the settlement is informal and recognised as a slum that needed special and immediate attention. However, he clarified that it is Nakawa division and not the KCC headquarters to plan it.

Land Ownership: The understanding by and large was that the land was under the Kabaka Government authority but was not conclusive. Mr. Ssemmambo directed us to the Buganda Land Board for further clarification.

Plans and budgets: All the above officers agreed that current plans did not specifically address Acholi Quarters. Susan said that the land dynamics therein were obstacles to prioritise it in both plans and budgets. The Structure and Detailed plans (1994-2004) currently used by the division did not include Acholi Quarters, since plans were made in 1994 before Acholi Quarters was annexed to City Council in 1996.

Documentation and data: Some out dated cadastral and topographic information from Mr. Ssemmambo Joseph and Nabirye Justine i.e. of 1993. No population figure and other related demographic data was found in KCC. Nabirye Justine said that, Country wide, it is not easy to have population per village "LC1"

Planning process: The hierarchy in planning was discussed and all the respondents had the same hierarchy of planning in local governments in Uganda.

## Ministry of Lands Housing and Urban Development

This ministry is responsible for National lands, management, housing, Physical Planning as well as Urban development issues. In general, it does the similar tasks like those done by the Lands management and urban of KCC but at National and Policy level. Where possible, it involves directly to specific regions at any level given if need be. Our KCC intervention ended by suffering us to this ministry for further investigation into primary information concerning the land issues and future plans for Acholi Quarters

### Our key contact persons were

- Mr. Galiwango Hamzah, Senior Physical Planner Department of Physical Planning.
- Mrs. Mabala Samuel, Commissioner Urban Development
- Mr. Kagwisa James, Senior Cartographer
- Mr. Byendayimira Vicent, Acting Commissioner for Land use Regulation & Compliance under the Directorate of Physical Planning & Urban Development

### **Findings**

On the evolution of the settlement: Mr. Mabala gave three evaluationally views:

- First: Based on rumours that Kabaka gave land to the Acholi refugee as far back as 1950s to Acholi from Southern Sudan and northern Uganda.
- Secondary: The war veterans from north used political influence to grab this land and eventually sold it to their fellow Acholi.
- Thirdly: Acholi Quarters became of recently, an urban IDP Camp and thus attracted many external donors. Because of this, since 2005, many Acholi even those who are not affected by the war influxed into the area.

On the other hand Mr. Galiwango had same view with KCC officials that, the evolution of the settlement was attributed to both the civil strife in native Acholi land in North Uganda as well as the socio-economic advantages of settling in Kampala in general and the Banda Zone 1 in particular. According to him stone quarrying is seen as an attractive livelihood attraction for new settlers. Mr. Galiwango Hamzah said that, since 1990, Acholi quarters has been one of the fastest growing slum in Uganda.

Legal status: Mr. Mabala Samuel said that the settlement is informal and lacks recognition as a slum that needed special and immediate attention. He added that in his view, He added that, the name Acholi is used to represent the Acholi tribal dominance in the area but the legal administrative name of the area is "Kireka Banda zone I. Mabala Samuel expressed fears that the Acholi Quarters can be evicted by any time. That two attempted eviction by NHCC, KCC and National Environment Management Authority (NEMA) was only stopped by the Head of state.

## **Buganda Government, Mengo**

**Objective of the meeting:** The king of Buganda government is the biggest land lord in Uganda. Since most of our respondents claimed that land in Acholi Quarters belongs Kabaka often time we were referred us to Buganda land board, it became crucial to extend our interview scope to Buganda Ministry of Lands and Housing. Our interview rotated around land ownership and future plans of Acholi Quarters Since other issues had been conclusively discusses with KCC and MLHUD.

### Our key contact persons were

- Mr. Kiyimba Kaggwa , Minister of Lands and Housing, Buganda Government.
- Mrs. Kabonga S. Dethan, Senior Land Consultant Buganda Land Board.

### **Findings**

Land Ownership: The minister in consultation with the Buganda land board Secretary Mr. Kyewalabye Male denied the allegations that Buganda government or the king had land in Acholi Quarters To them, land belongs to NHCC and SDA Church of Kireka.

Plans and budgets: Mr. Kabonga S. Dethan said that they would have wanted this area to look better but since land was not for the kingdom, then the right office to approach would be NHCC. As the land lord, he had the full right to have the plans for his land.

## National Housing and Construction Company (NHCC)

### Key contact Person

- Mr. Micheal Oballim, Estates Manger NHCC.

Findings: On legal Status of Acholi Quarters: By quoting Mr. Obillim Micheal; “people in this area are illegal squatters....who need no Mersey in whatever form!”

Land Ownership: Mr. Micheal Oballim had this to say, NHCC Ltd leased the land called Acholi Quaters in 1964 for 99 years i.e. 220 acres on block number 132.by Kireka Holdings Ltd, who owns it in perpetuity. He recognised the neighbouring land owners as SDA Church with 32 acres and Kabaka of Buganda ( whose land is out side the settlement) with 41 acres where Kireka Kings Palace is situated.

Future Plans of the area: Mr. Micheal Oballim, explained that since NHCC is a real estate developer, caters the needs of the rapidly growing urban middle class. They attempted have the plan already to evict all illegal squatters from their land so as to have fastest investment and one that frequency gives the best returns. That NHCC attempted to evict them twice but the president pended the plan. However, he said that NHCC presented its complaints to state house seeking permission to evict people from their land and redevelop its land profitably since the eviction plan was over due.

Future plans for the settlers in case of eviction: Mr. Micheal Oballim said that its non of NHCC to care about the illegal squatters after eviction is done. For eviction related matters he referred us to the MLHUD.

## **The Seventh Day Adventist Church (SDA)**

During the competition, some community proposals were linked to land ownership such as the community market proposal from Competition group seven, who proposed a market located on SDA Land while on the other hand, we were working on the issues of operationalisation of the our project, it became important to approaching the church to have an interaction and to situate whether the church could probably allow a community market on its land.

### Our key contact person was

- Pastor Gaster Ndwula, Stewardship/Church Development/ Lands Central Uganda Field Kireka

### **Findings**

Legal Status of Acholi Quarters: He acknowledged the fact that most of the people in Kireka Banda Zone I are illegal Squatters. This forced the Church to put posters reading “ SDA land Not For sale” to stop further encroachment on its land on block 132.

Land Ownership: He said that the church owns 32 acres and the biggest part in this settlement belongs to NHCC. They own the land where and around the Meeting Point community center. It has be buildt illegally.

Future Plans of the area: The church is planning an international secondary and technical training school to the remaining space in one years' time. He added that its difficulty for the church to release any piece of land for any Acholi Quarters projects.



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