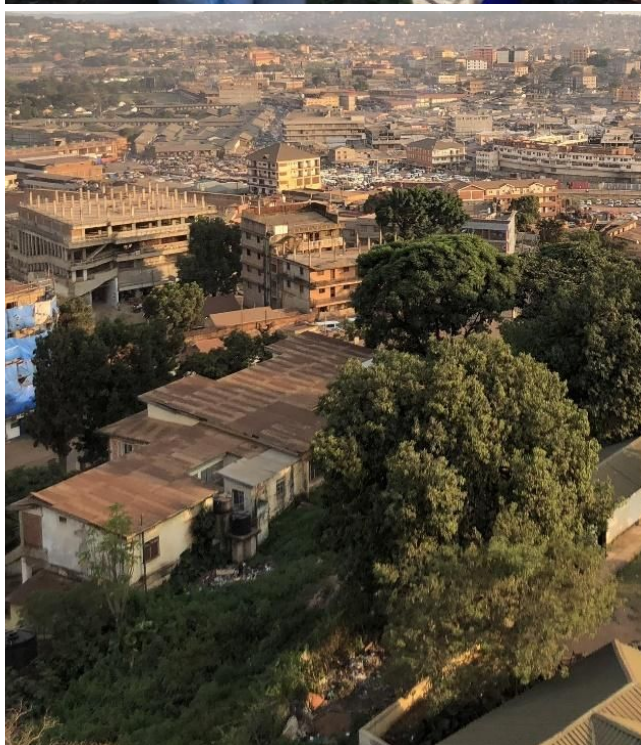


# les ateliers

maîtrise d'œuvre urbaine



## **CALL FOR APPLICATIONS**

*for the International Professional Urban Workshop*

### **Green and innovative Kampala**

*Generate Synergies and Join Forces for an Urban Transition to face Climate Change*

*26 October 2019 - 8 November 2019*

*Kampala, Uganda*



# PREAMBLE

Climate change is a main concern to be addressed with specific policies at local, national and international levels. The Paris Agreement was the first worldwide agreement, in which all countries should determine their contribution to mitigate global warming.

In this context arose the Kampala Climate Change Action Strategy, KCCA's roadmap to ensure the development of the city follows a low carbon emissions approach, to build resilience and to maximize the co-benefits of efficiency, economic diversity and human wellbeing. The initiative is supported by the French Government through Expertise France, French Development Agency (AFD), French Global Environment Facility (FFEM) & the European Union through the Covenant of Mayors in Sub-Saharan Africa.

In order to complete these actions and to bring a more strategic and transdisciplinary approach, the KCCA and the AFD have jointly agreed on bringing in Les Ateliers de Cergy to organize an international urban planning workshop with the Kampala authorities in November 2019.

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Les Ateliers de Cergy is a non-profit association created in 1982 at the behest of the urban planners involved in the creation of the New Town of Cergy-Pontoise. Today, it is an international network of professionals, academics and decision-makers tied to the field of urban planning. Focused on the practice of urban development, the association organizes workshops envisaged as spaces for collective design and creativity. In France and elsewhere, these workshops provide project managers with an international perspective and illustrated proposals highlighting territorial strategies and urban development projects. By bringing together different professions and cultures, they also offer the opportunity to exchange at the highest levels.

## **Workshop Pilots :**

Jean Grébert, mobility expert and architect, France

Blanca Calvo, urban planner and architect, Spain / South Africa

## **Exploratory mission expert :**

Bathilde Millet, urban planner and architect, France

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***“Nsologumba, kanpitepite kunyanja***

*“A man without sons, let me go up and down the lake.*

***Nsologumba, leka npitepite kunyanja”***

*A helpless man, let me pass up and down the lake”*

***Senzige zirya ebiyalo zabiryanga***

*The locusts have eaten up the gardens, they have eaten all them up*

***Muzewa muleke nezerira kazita***

*Let me go to the railway, let me reach where it stops,*

***Leka ntuke kugadi, ntuke wekoma***

*Let me reach where it stops; let me reach where it rests*

***Leka ntuke wekoma ntuke wesula***

***Abatalina nte mulinywaki***

*You who have not cows, what will you drink?*

***Mulimu atasiba nte***

*There are some who have no cows, what will they drink?*

***Balinywaki?***

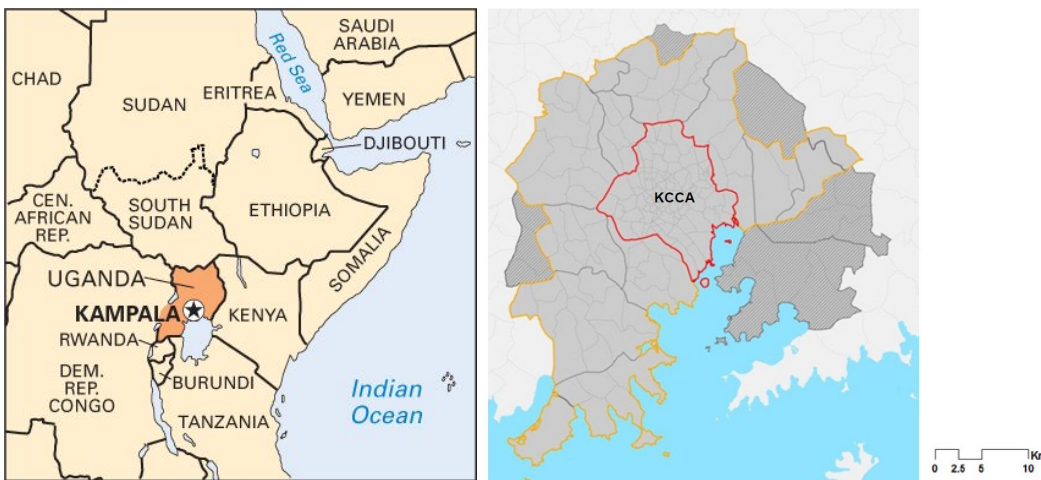
Extract from “Tom Burnaby, A Story of Uganda and Great Congo Forest”, (songs of Uganda), author George Herbert, pseudonym Herbert Strang (1866-1958)

# BRIEF OVERVIEW OF KAMPALA

Kampala is the capital city of Uganda, in East Africa. Uganda is home of 40 million inhabitants, and Kampala is the only big metropolis of this country.. It has a very important population growth rate: in the last five years, the country has gained about 5 million inhabitants. As a result, Uganda's median age of 15 years is the lowest in the world.

The city of Kampala finds its origin 200 years ago when the Buganda Kingdom established its capital in a number of the present city's hilltops. The Kibuga (city) was a relatively sophisticated urban settlement when the British established in the area in 1890. The British called the area "Hills of the Impala" a term that the locals adopted in Luganda language as "Ka'mpala". The city served as a political and administrative capital until 1893, when the British declared Uganda their protectorate and transferred the capital to Entebbe. With Uganda's independence, Kampala returned as a capital city in 1962.

The Greater Kampala Metropolitan Area is defined as Kampala City (with its five divisions: Nakawa, Kawempe, Makindye, Rugaga and Central), with the municipalities and town councils in the neighbouring vicinity and sub-national governments of Mukono, Entebbe, Kiira, Nansana and Wakiso municipalities.



The KCCA boundaries (in red) and the GKMA boundaries (in yellow)

KCCA key data :

Area : 189 km<sup>2</sup> (including 13 km<sup>2</sup> on the water)  
Population : 1,507,080  
Population density : 7,928 p/km<sup>2</sup>  
% of the national GDP : about 32 %

GKMA :

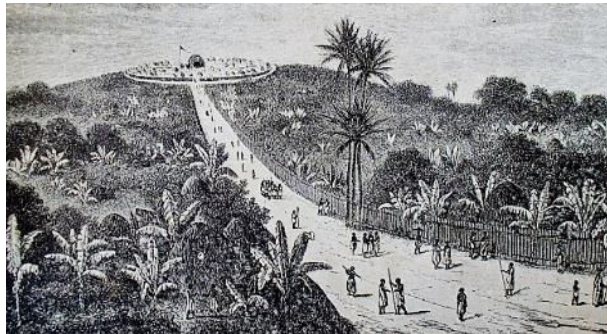
Population : about 4 millions  
Population density : 4,727 p/km<sup>2</sup>

In 2009 the government tabled the Kampala Capital City Bill, which was passed on November 2010 with some amendments and has ushered in a radical restructuring of formal city governance. The major innovation was that it created a new Kampala Capital City Authority (KCCA) headed by an Executive Director to govern the city on behalf of the central government. The elected Lord Mayor of Kampala City and the Minister for Kampala Capital City and Metropolitan Affairs work alongside the Executive Director of KCCA for the active day-to-day running of Kampala city.

# 1. KAMPALA, AN URBAN ECOSYSTEM

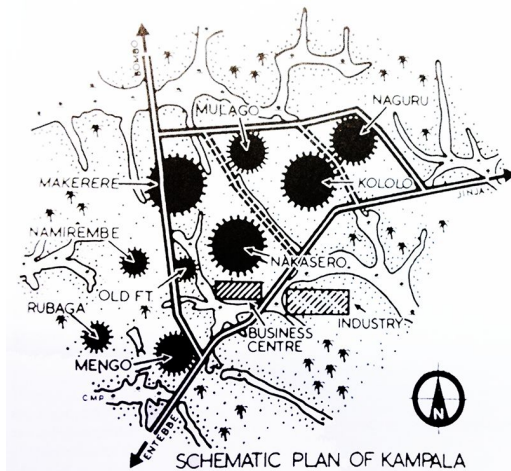
## 1.1. Archipelagos / A city of hills and wetland valleys

Kampala is located in a land characterised by its multiple hills and wetland valleys. According to historical accounts, Kampala is said to have been originally built in seven hills that operated as mobile capitals of the Buganda Kingdom. Upon the death of one king, his palace became his tomb and the new king had to establish a new capital elsewhere. Agriculture was integrated in the urban and socioeconomic structure of the city.



Map of the hills of Kampala-Mengo, including the boundaries of the Kibuga and colonial township. Source: Southall, 'Kampala-Mengo', 298

During the colonial era (1894--1962), the British Colonial government planned a new commercial center adjacent to the old capital, transforming it in a dual city. In 1945, Ernst May was then hired to work on an urban plan for the rapidly growing Kampala. Highly influenced by the garden-city movement, May conceptualized Kampala as nine different settlements, each on its own hill and surrounded by nature. These "satellite-cities" were connected but independent, and were used to host different racial groups. The main ideas of his work were incorporated in the 1951's urban plan.

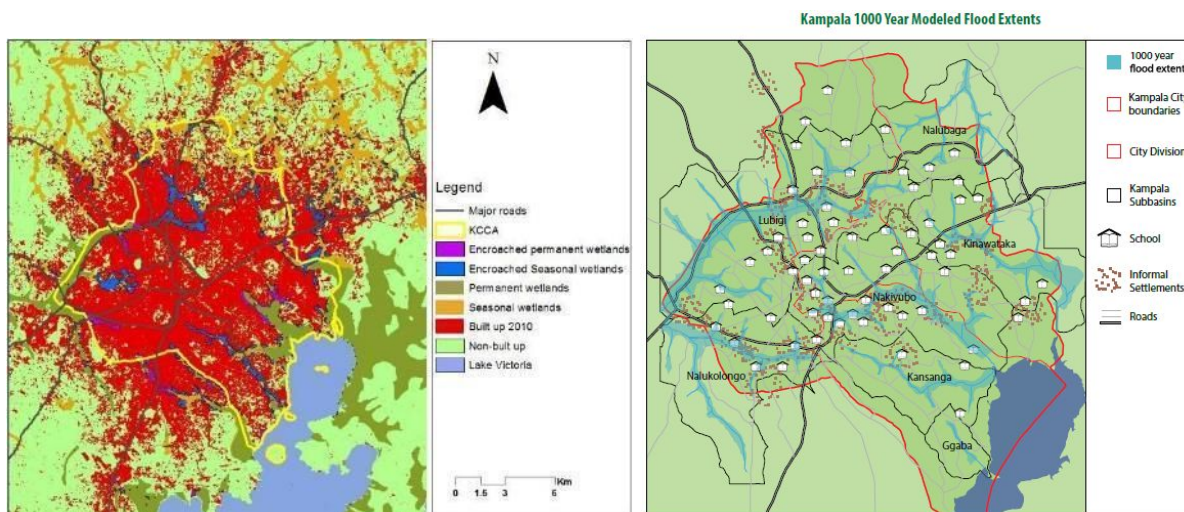


Ernst May's diagrammatic plan for Kampala as a multi-centered 'satellite city'





Modern Kampala occupies 21-24 hills and a number of permanent and seasonal wetlands. The modern city has developed ignoring the urban logic that guided urban development during the Buganda Kingdom and many valleys have been built up. The encroachment on wetlands which are meant to be catching areas, is one of the main reasons for the regular flooding events that the city faces. Wetland degradation has been worsened through brick making, sand and clay extraction and waste dumping. Besides the obvious impact on the landscape, degradation of the wetlands is a drain on district resources for instance, higher incidences of diseases like cholera and diarrhoea, washed out roads and bridges.



Maps of the wetlands and built-up areas, and Map of the 1000 Year modeled flood extents

This unique topography shapes Kampala's city structure. Since the city started to grow ignoring the natural topography, accessibility to the hills and between hills became a challenge. More responsive urban planning practises might improve accessibility and reveal the unique nature of Kampala's topography emphasising these natural archipelagos.

## 1.2. Lake Victoria and blue corridors

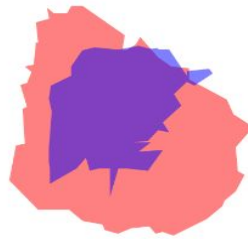
Lake Victoria, also known as Nyanza, is located about 10 km far from Central Kampala. Covering a surface of 68, 100 km<sup>2</sup>, Lake Victoria is the largest lake in Africa and the second largest in the world. It is a fragile ecosystem that provides the city and the region with abundant natural outputs. Its attractiveness holds great potential for fish farming and eco-tourism activities. Nevertheless the lake should be protected from potential dangers related to urban development such as deforestation, sewage outflow, and shore erosion. Negative impacts can already be seen: screening on the water surface, photosynthesis attenuation, animals and plant species threat, etc.



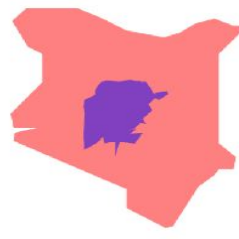
South Korea



Benelux



Uruguay



Kenya

Comparison of Lake Victoria (blue) size with different countries (pink)



In direct relationship with the lake, wetlands, river system, and watercourse constitute a common thread of the city's landscape and its infrastructure. There is an opportunity to emphasize a local identity based on blue corridors, and to be part of a productive strategy, especially for tourism and energy.

### 1.3. A green city

Luxuriant green spaces with luscious vegetation cover large parts of the city. These green spaces are essential "public infrastructure" of the city that absorbs heavy rains, mitigates heat island effect, accommodates urban farming and open public spaces, provides recreational areas, and offers an opportunity for natural resources in the city.





Uganda is also the African Champion for local organic markets, before Tanzania and Ethiopia. The country has 241, 150 ha of certified land for organic farming (2017). There are 190, 670 certified producers exporting around 50 million euros of organic agriculture products.

Urban agriculture and small stock breeding are extended practices in the city. It is estimated that 40% of unbuilt areas in Kampala are used as agrarian land. Urban crops penetrate all sorts of spaces in the city such as backyards, abandoned areas, and schools. While urban agriculture is mostly a self-employed subsistence, farming activity to supplement household income, it is a strategic growing sector that involves about half of the households in the city.

The agriculture activity is organised in hierarchical thresholds, building a complex professional sector. The KCCA is planning to enhance agricultural productivity to reduce malnutrition and to create new jobs. The current rural-urban migration that brings agriculture skilled people into the city is a great opportunity to develop the sector. The over-production of perishable food combined with the lack of storage facilities in most of Kampala's dwelling results in high food wastage.



Kyanja agriculture experimental farm of KCCA

These valuable urban green spaces however contribute to the land scarcity issue that the city faces. The Uganda Green Growth Development Strategy 2017-2031 has identified urban development as one of the most important factors that threatens green spaces in the country. Kampala is no exception to this. Many of the city's green spaces have been built up and/or they are used for activities, such as brick-making and illegal waste dumping, that endanger sensitive environmental areas.

## 1.4. A latent potential to be exploited

The city's unique geography, its spectacular vegetation, the proximity with Lake Victoria, together with the architectural and cultural heritage that the city reveals, such as the 65 tribes community, a hub of colonial history, and multiple and diverse religious buildings and practices, could become the pillars on which to build a strong identity, city branding and the tourism industry.



The tourism industry grew from 1.3 million visitors in 2016 to 1.8 million in 2018. In the 2016/2017 financial year tourism industry contributed about 10% to Uganda's GDP. However, most of the tourism industry in the country is developed around the natural landscapes and wildlife and tourists spend little time in the capital city. There is a need for Kampala to develop its attractiveness and to improve tourism infrastructures to benefit from the tourism economy.

## 2. KAMPALA, A RAPIDLY GROWING CITY

With an estimated growth rate of about 4% Kampala is one of the fastest growing cities in the world. Uganda is also experiencing a fast urban growth. The country's population is expected to raise from 35 million people to 50 million by 2030. Taking into account that 83.56% of Uganda's population was estimated to live in rural areas in 2015, it is to be expected that Kampala will continue to grow as a result of the rural-urban migration. This rapid population increase represents both challenges and opportunities.

### 2.1. A young and growing population

As other rapidly growing countries, Uganda's population is young. Whereas 52% of the population is below 15 years, 22% are between 18-30 years, and only 4,5% are above 60 years old. Nationally, about 380 000 young people (18-30) join the labor market each year to compete for an estimated 90 000 available jobs. This is leading to increasingly high levels of unemployment and frustration among the youth. Uganda's youth face numerous and multidimensional challenges such as the persistence of inadequate employable skills, limited access to assets and other means of production, and limited access to basic and critical health services, including sexual and reproductive health services.



The city focuses on green economy to generate income, create jobs and have more impact on the development trend.

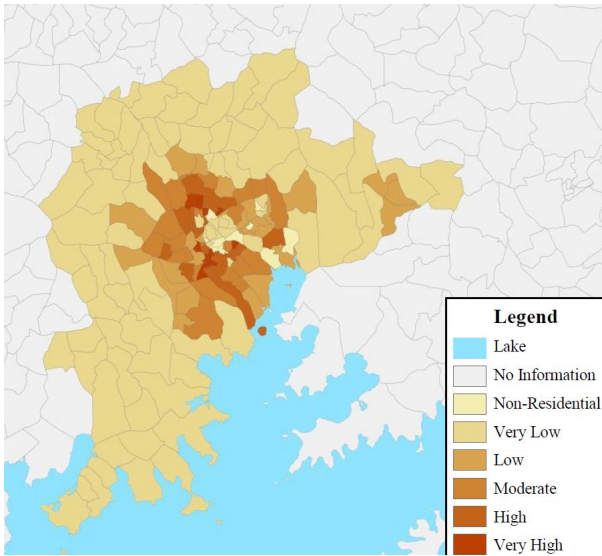
### 2.2. Unplanned development and urban sprawl that results in an inefficient urban structure

The rate at which the city is developing is higher than the capacity of KCCA to adequately plan and implement plans. As result, a lot of unplanned developments are coming up with many of them taking place in prohibited areas such as wetlands. The increasing population does not only require housing. Job provision, social infrastructure, roads, open public spaces and other services must also be provided to ensure sustainable development and a good quality of life. This is a challenge in a city like Kampala where 70% of the land is privately owned and where a large portion of the land are environmental sensitive areas.

Only 20% of the existing city has been planned. This possibly explains the poor urban hierarchy and inefficient urban fabric that the city seems to exhibit. Most of the city appears to have a very uniform urban grain.

In terms of jobs, Kampala has a very concentrated nucleus but the rest of the city is characterised by mixed land use. The CBD accounts for 11% of manufacturing jobs and 18.5% of services employment. The CBD and most of its adjacent areas, where the highest concentration of jobs is located, have some of the lowest population densities in the city.





GKMA population density (2012) and GKMA job density (2016)

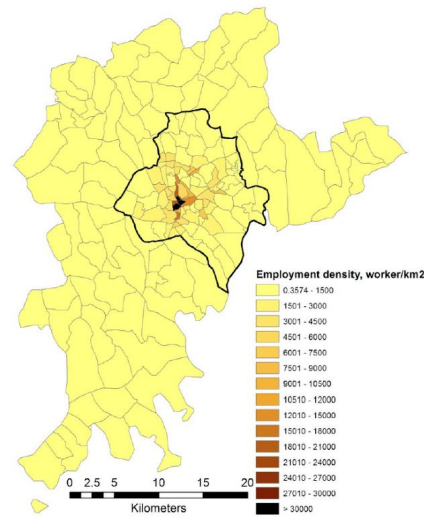
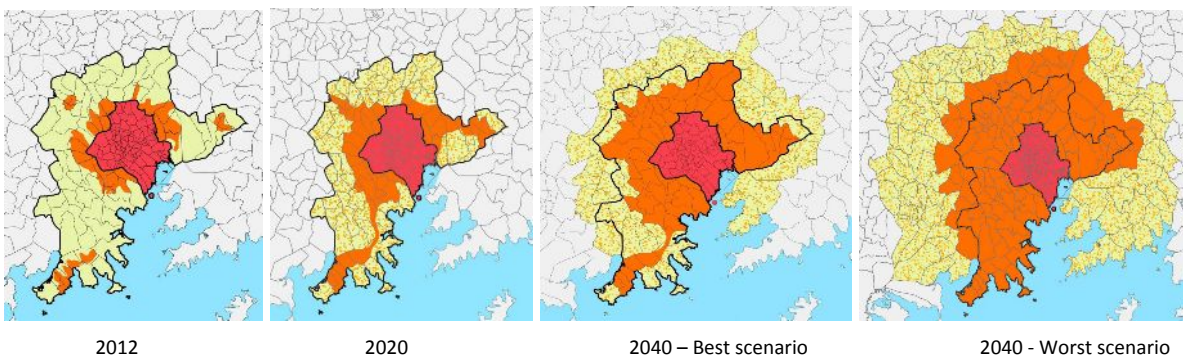


Figure 3: Employment Density

In recent years, developers have found a solution to the land scarcity issue in Kampala by developing middle-class estates on cheaper land outside the urban boundary of the city increasing the mismatch between population and employment density. Hundreds of thousands residents of these areas commute in and out of Kampala every day. This situation does not only aggravate tremendously the congestion in the city but it also puts strain in KCCA which has to maintain the urban infrastructure without benefiting from the rates and taxes paid by the residents of this urban estates.

The uniform nature of the city also makes it challenging for the city to efficiently implement public transportation systems. According to a recent report published by the World Bank, the city should invest in coordinated transport and economic infrastructure – such as roads, public transport, markets and vending locations - to improve mobility and increase access to markets, and strengthen land use management and access to serviced premises – such as parks for micro-enterprises and cottage industries - in partnership with large landowners.

The greater Kampala area was home to 3,15 million residents in 2012, and its population is expected to reach 10 million inhabitants by 2040 (World Bank 2015).



The peripheral urban development has also been adopted by the Ugandan national government. Nakigalala area along the Kampala-Entebbe Expressway has been earmarked for the establishment of a satellite city that is expected to decongest Kampala. According to the State Minister for Urban Development, Mr. Isaac Musumba, Nakigalala will be the first ultra-modern city in Uganda with three more to follow. The actual development of the 1200 hectares land will be done by the private sector.



Computer graphics representation of the Nakigalala satellite city

Population growth coupled with an increasing poverty rate, failure to enforce laws aimed at ensuring progressive and planned development, political interference with planning processes and KCCA budget constraints, have resulted in the development of informal settlements. It is estimated that 60% of Kampala's population live in informal settlements predominately developed near wetlands throughout the city, without basic infrastructure such as water services, storm drainage, sewage treatment and solid waste collection. Kampala's slum upgrading project identified a total of 62 informal settlements with 560 000 families.

Slums of diverse nature have appeared in close proximity to wealthy neighbourhoods as domestic service providers. They structurally rely on each other for daily life. While the residents' resourcefulness to take the development of the city on their hands alleviates pressure on government to deliver, it also poses serious challenges on the city. Encroachment on wetlands is blocking rainwater catchment areas increasing risk of flooding, causing environmental degradation and endangering open green public spaces in the city.

## 2.3. Growing too fast for the city to catch up with the demand for services

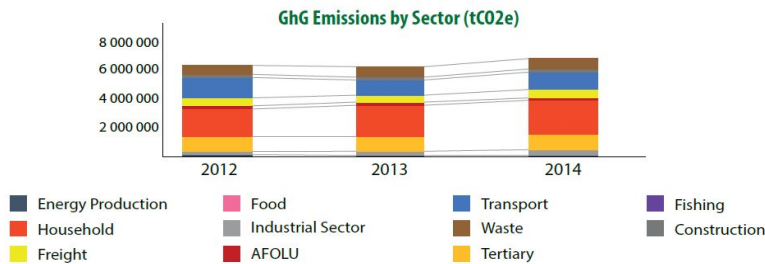
### Sanitation, storm water and waste management

The current sewerage network system covers only 10% of the city and most households rely on pit latrines. Only 30% of the garbage is collected in Kampala. As a result, residents have resorted to burn their waste or to dump it in illegal dumping sites. Industrial waste is also not adequately collected. The waste collects in the low-laying swampy areas, where food gardens are polluted with human, household and industrial waste. The increase in heavy rainfall caused by climate change is exceeding the city's infrastructure capacity, exacerbating chronic flooding and the spread of pollution, which is further degrading the natural environment. Waste dumping has been identified as one of the main causes of flooding.



## Energy

Household energy consumption and transport are the two main contributors to greenhouse gas (GhG) emissions and the two highest sectors in energy demands. Most households use a combination of different energy sources in their everyday life. Biomass (charcoal and wood) is most commonly used for cooking and it contributes 50% to the energy mix. Petroleum is the second most commonly used source of energy (42% of the energy mix). Electricity, which mostly comes from hydropower (90.5%), represents only 7% of the energy mix.



## Road and transport infrastructure

Kampala's road network is an inheritance from the 1960s. Afterwards, road infrastructure has been expanded to accommodate 100 000 cars, an insufficient figure to meet the motor vehicle fleet growth. It is estimated that 400 000 cars over-use the infrastructure capacity. The under-capacity of the road infrastructure does not only refer to the number of vehicles, it also is underdeveloped in terms of urban coverage. Going from a point to another in the city can easily take 3 hours. Traffic jams are unpredictable and cost the economy UGX500 million (€150K) every day. The Ministry of Transport estimates that 40% of journey times within the city during rush hour are spent at standstill. The primary network is tarred, the secondary and tertiary ones are unpaved roads difficult to use during rainy seasons.

Infrastructure investments take place where economic levers are present, such as a service corridor that connects colleges, markets, industries, etc. on the eastern side of the city and tarred roads towards the northern part of the country where the oil fields are located. Several new major road infrastructure projects have been implemented in the last years, such as the Entebbe - Kampala highway and the Northern bypass. Many new transportation networks should appear in the coming years.

Motorbike taxis locally known as *boda-bodas* cover 42% of motorised trips, 37% are covered by private cars, and 21% by privately operated 14 seaters minibus locally known as *Matatus*. SafeBodas bring more safety and fairness to informal habits thanks to digitization of the service.

There is a significant lack of hubs or intermodal points. The Horizon 2040 Multimodal Transportation Scheme, which was completed in 2018, highlights impressive sustainable mode share to be maintained in future scenarios, and the need for Mass Rapid Transit with different backbone LRT or metro scenarios. The new transport plan intends to phase out taxis and Boda bodas, replace them with BRT and to develop non-motorised corridors. This vision needs a strong political support and the creation of a Transport public authority at the metropolitan level.

Nine priority BRT routes have been identified based on a pre-feasibility study achieved by the World Bank multi-criteria analysis. The selected Pilot BRT Project Route spans from the northern bypass on Bombo Road to Jinja Road through Kampala Road. The funding round is not completely settled yet.





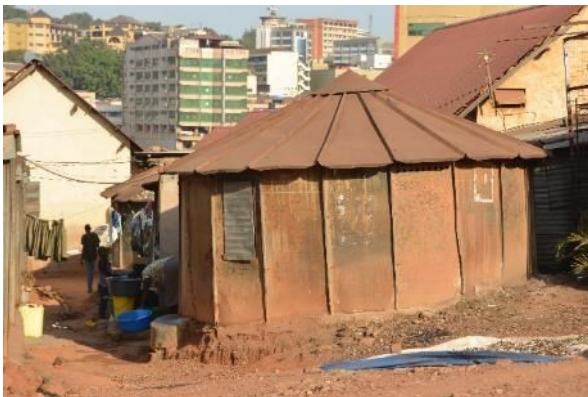
According to a study conducted in 2012, 60% of the trips in the city are done by foot. However, the city has not been designed for cyclists and pedestrians, who have slalom between street vendors and open manholes on the little space left by motorised vehicles. Pedestrians' fatality rate is high.



Kampala is an East-African regional hub, and dispatches goods containers arriving to Mombasa harbour (Kenya) through Jinja, to the Democratic Republic of Congo or South Sudan. The fluxes of goods transportation are highly significant in the region.

## 2.4. A housing sector characterised by informality and overcrowding

Kampala's housing market is characterised by informality, its rental nature, poor level of services and single-room dwellings. 71% of Kampala's population live in rooms (instead of full houses or apartments). Many of these (54% of Kampala's population) stay in Muzigos, single storey tenement dwellings with rental rooms of about 10x10 feet in average where households of about 5-7 adults share a courtyard and ablutions (if any) with other tenants. Muzigos are the most common housing typology in unplanned areas. 12% of Kampala's population lives in stores or garages.



76% of Kampala's housing units are built with permanent materials. Burnt bricks are the most common low quality material for wall construction in low income housing.

## 3. KAMPALA, A CITY OF ENTREPRENEURSHIP AND INNOVATION

### 3.1. From “Survival” to a “Political matter”

In the early 1990s “survival” in Kampala meant turning to informal activities. Behind the scenes agreements with local authorities, enabled both informal economic actors and local officials to secure extra illicit income in the context of very low wages. Uganda’s changing political and institutional landscape has created new opportunities for urban informal groups to exert their influence. Through their sheer numbers, their centrality in the urban economy and their youth -which links to an underlying threat of potential of violence-these groups have made themselves politically “matter”. The new “politics of survival” are rather about attracting the attention of State House, and have become a central tactic in popular efforts to block the city government’s attempts to regulate and control urban space. The “politics of survival” in Kampala have therefore become “nationalised”. National-level politicians, and especially the President, regularly engage themselves at the local level and in ways that reinforce the acceptability rather than the illegality of informal economic activities. The *boda-bodas* illustrates the power that these groups hold and points out several issues: Motorcycle taxis or *boda-bodas* are very visible and numerous within Kampala. There are currently about 40 000 *boda-bodas* within the city and they represent a major means of transportation. Due to their large number, they constitute a potentially significant source of taxation. Despite years of attempts by KCCA, *boda-bodas* do not pay taxes to the City Council, and hardly follow any formal regulations.

### 3.2. The Informal Sector and Urban Markets

The informal economy accounts for 50% of total employment, employing an estimated 2,5 million people. Most of these work in the trading sector. Urban markets are very popular in Kampala. The market in Kyaliwajjala Namugongo Junction (Kira Municipality, in GKMA), where a network of informal transporters and vendors gather around the intersection, shows the idea of a rural market within the city. The market started in 2012 as an informal market, where informal traders tested the location’s suitability for trading activity against Ministry law-enforcement and land owners, and it was formalised after the successful negotiations between the market leader and the local council. Six years after it informally started, the market was formalised, plots turned into stores and wooden roof structure was built to provide shelter and 50-60 stores . The Kyaliwajjala Namugongo Junction market shows that informality can be an agile and adaptive way of experimenting new solutions. It can be applied to various fields: commercial activities, agriculture, environment, energy, transportation, and housing.



Roving markets are the preferred business option for most people who migrate from villages to towns. These markets are mobile, shifting from one town to another depending on the market day. KCCA has scheduled one of these markets along the central streets of Kampala every Sunday.

### 3.4. Innovation and circular economy

Innovation is one of the main keys to tackle social and environmental challenges. Uganda's young population is a potential for innovation development. Kampala aims at being a pioneer city, mostly supported by green growth.

Innovation in many cases is not finding a great idea but fixing a recurrent problem by a dedicated solution able to be replicated and scaled-up. It often hybridizes different existing solutions and available means to be combined together in a new peculiar way.

Mobile communications are a great potential for innovation. In 1990, Uganda became the first country of the continent where the number of mobile subscriptions surpassed land-lines. The expanding mobile infrastructure provides access to telecommunications to huge numbers of people for the first time. East Africa is becoming a global Tech Hub where regional innovation is simmering in diverse manners. Uganda is the second country in Africa, after Côte d'Ivoire, to get fully digital banking system, allowing customers to open-up an account using their phones or computers within a period of 15 minutes without stepping in a banking hall. Now that mobile phone technology is widespread in the country, there is high potential for other mobile phone-related innovations, such as the adoption of Blockchain technology, to succeed.



The arrival of mobile phone technologies also triggered bottom-up innovation and entrepreneurship. Mobile phone repair workshops bloomed with the sharp increase of mobile subscriptions in the early 2000s. While international investment funded the rollout of mobile masts across the country, these local entrepreneurs also contributed to making the adoption of mobile phone technology possible in Kampala. Technicians' practice in Central Kampala is characterised by its connection to trans-local repair knowledge bodies, largely accessible through internet.

Information based services can fill the gap of missing services, leverage funds and provide financial sustainability through innovative business models.



*A software repair tool assemblage, in Jason's workshop (© Photo: L. Houston), production of energy briquettes*

There are several bottom-up innovative initiatives that are finding a niche in the renewable energies market providing cleaner and more efficient energy products from waste recycling. These projects do not only help reduce GhG emissions and waste but they also diversify the economy and create new jobs. The waste to energy pilot project in Kasubi Kawala informal settlement, shows how a network of community actors overcame not only energy but also health and poverty-related challenges, through recycling waste materials for production of energy briquettes. Their experimentation is majorly driven by the desire to overcome confinement to services regulated by government and promoting alternative sources of cooking energy that stem from locally available technologies. While there are several initiatives of this type, they still remain small and account for a very small portion of the energy produced.



## 4. WORKSHOP TOPICS AND FOCUS AREA

### The Challenge for the workshop

The first exploratory mission of Les Ateliers in February 2019 unveiled a fragmented situation with both vulnerabilities and great potential. The challenge for the workshop is to find ways to aggregate scattered resources, connect people and proficiencies, assemble territories, to unify the physical and human assets for further urban development and city renewal.

Then outline the basis of a resilient ecosystem, able to serve the Kampala's communities building the transition to a green model to face climate challenges.

Participants will have diverse know-hows and various skills. Nevertheless they will have the ability to bring coherence and create synergies within a project in order to reach the target of re-defining a green Kampala.

Finally, the dream of the workshop would be to reveal the unique location of Kampala, bring the vastness of the scenery and the nature, and the character of the streetscape, the spirit of the place closer.

**How to turn constraints into opportunities? How to channel existing energies and generate synergies towards the construction of a resilient ecosystem?**

To answer those questions, the teams will take into consideration several major topics:

#### **Connect & strengthen Kampala's assets**

How to reconnect different entities and projects in the city and make them work in a complementary manner in order to lever up existing assets and preserve existing resources?

How can the formal and informal systems operate in a complementary manner, preserving know-how and employment opportunities?

How can the informal systems be connected to the administrative and financial systems and integrated into the city structure without losing their competitive advantage and their responsiveness to growing demands?

How can we look at the urban structure, transportation systems and environmental issues in a holistic manner, rebalancing different parts of the city and reducing the length and number of commuting trips?

#### **Optimize the natural resources for an attractive city**

How can the wetland valleys be integrated in the urban landscape in a way that they serve their function as green lungs and stormwater catchment areas while they accommodate another use that the residents see as a valuable enough to prevent them from squatting?

How to preserve the vulnerable equilibrium between mineral/vegetal areas? To what extent a city with the topography of Kampala can be redesigned by strata?

How can the relationship between the city and Lake Victoria be enhanced in a way that makes the city more attractive both for the locals and for the tourism industry?

## Adjusting to the population tsunami

How can the city accommodate an increasing population whilst protecting environmental sensitive areas and preventing urban sprawl?

How may the metropolis of tomorrow accommodate high migration volumes of people, goods, and cars?

How to deal with youth issues and Z generation features in a country where 70 % of the people are below 30 years old?

How to identify priority areas in providing and ensuring housing provision through self-building and consolidation of existing slums?

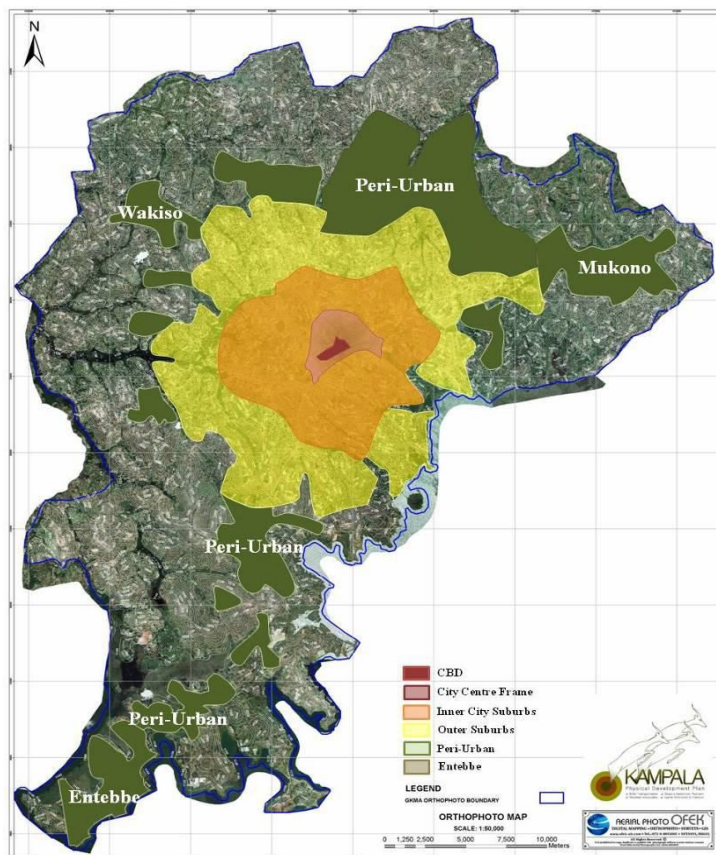
## Emphasize bottom-up initiatives for green growth and circular economy

How to better integrate bottom-up initiatives and outcomes of international cooperation work in a way that creates synergies between the different initiatives and multiplies the effect of their work?

How can the city support bottom-up innovation and help small enterprises scale-up green initiatives?

How to accommodate the specific requirements of these activities s in the living space of communities and in the urban fabric of Kampala?

**Les Ateliers understood that Kampala's stake is to implement transition smoothly and with gradual stages. The workshop may significantly contribute to bring further ideas and inputs to turn Kampala Capital City into Kampala Champion City, in term of resilience and sustainability.**



## 5. WORKSHOP CALENDAR AND PARTICIPATION

### 5.1 Format and calendar for the workshop to be held from 26th October to 8th November 2019

The workshop will be organized according to the original method of Les Ateliers, which consists of bringing together professionals from different countries and fields of expertise and having them work in multidisciplinary teams. The 18 participants will arrive in Kampala on Friday 25th October 2019; and the workshop will begin on 26th October and conclude with a presentation of the proposals developed by the jury teams composed of local and international professionals as well as local decision-makers on Friday, 8 November.

The first days on-site will be devoted to meetings and visits, allowing everyone to discover and familiarize themselves with the workshop's territory.

During the opening ceremony, local authorities will have the opportunity to present their concerns and specific expectations directly to the participants. The pilot team will then announce the composition of the teams, who will then begin to work together without the use of computers.

On the first Friday, the exchange forum, an essential part of the workshop, will be held, during which the teams will present their analyses and first project elements to the other teams and to a local committee that will have an opportunity to react freely to the presentations.

At the end of the second week, a jury composed of local and international professionals and local decision-makers will be gathered to hear and analyse the proposals and approaches of each team. The presentations will be public. Next, a jury deliberation will be organized, the objective of which will not be to choose a project, but to seek important and strategic information that will allow the work to continue and enable a complementarity to be developed between the different groups.

A day of recapitulation and exchanges can be arranged with the jury before the participants' departure. This day will make it possible to draw up a preliminary summary by highlighting the jury's indications and the work of the three teams.

### 5.2 Programme schedule

This schedule is merely informative. Changes may be made depending on the local calendar.

Saturday, 26 October	First visit to the city and welcome dinner
Sunday, 27 October	Visit to the city
Monday, 28 October	Thematic conferences and city visit
Tuesday, 29 October	Official opening ceremony for the workshop, creation of teams
Wednesday, 30 October	Team work
Thursday 31 October	Team work
Friday, 1 November	Exchange forum with local stakeholders
Saturday, 2 November	Free day
Sunday, 3 November	Team work
Monday, 4 November	Team work



Tuesday, 5 November	Team work
Wednesday, 6 November	Team work Arrival of international jury members, introductory orientation and welcome dinner
Thursday, 7 November	<b>Participants</b> – Team work <b>Jury</b> - Visits and conferences Debriefing and Group work for the jury
Friday, 8 November	International jury, team presentations, jury deliberation and debate
Saturday, 9 November	Departure of the participants

## 4.3 How to participate

This workshop address professionals of all ages and nationalities, who practice a profession or have experience tied to urban management. All professions are welcome: architects, sociologists, geographers, landscape architects, engineers, economists, environmental experts, artists, etc.

Proficiency in English is required. Participants will be housed in Kampala and will work in the premises provided. A document presenting the situational context and current projects being undertaken, as well as a collection of documents with the necessary maps will also be provided. Participants will not be remunerated, but the following costs will be covered: travel costs (within a reasonable limit), accommodations, catering, field visits, and work materials.

The selection of the 18 participants will be made by the workshop’s pilot team based on the candidates’ professional capacities, experiences with similar themes, ability to communicate (language, graphic skills) and motivation!

To apply, please send your application by email to

[kampala.applications@ateliers.org](mailto:kampala.applications@ateliers.org)

**by 10th September, 2019 at the latest**

The following elements must be included:

– Completed application form (available below). File name: LAST NAME\_ First name–CV on 1 page.

File name: LAST NAME\_ First name\_CV

–One to two page essay explaining the nature of your interest in participating, and the skill and experiences you can bring to the workshop. File name: LAST NAME\_ First name\_Note

The selection results will be announced approximately two weeks after the deadline date.

# Application form for the 2019 Kampala Workshop

Family name : \_\_\_\_\_

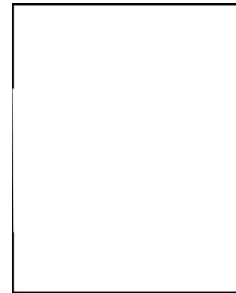
First name: \_\_\_\_\_

Date of birth : \_\_\_\_\_ Nationality : \_\_\_\_\_

Postal address : \_\_\_\_\_

E-mail : \_\_\_\_\_

Mobile phone: \_\_\_\_\_



Somebody to contact in case of problem: \_\_\_\_\_ Tél.: \_\_\_\_\_

Degrees: \_\_\_\_\_

Current situation: \_\_\_\_\_

Participation to other collective works: \_\_\_\_\_

How did you hear about Les Ateliers?

Former participation	
Friend/colleague	
University/professors	
Internet	
Other (please specify)	

Skills (from 0: nul to 4 : mastery)

LANGUAGES	0	1	2	3	4
English					
French					
Other (please specify)					

EXPRESSION	0	1	2	3	4
Hand drawing					
Computer drawing					
Indesign software					
Oral / written presentations					
Team work					

<b>SPECIFIC SKILLS</b>	0	1	2	3	4
Agronomy					
Rural development					
Design					
Economy					
Engineering					
Landscape design					
Sociology					
Urban Planning					
Other (please specify) :					

Describe yourself in 80 words (in English)