Connective Cities
Expert Exchange
Dar es Salaam – Leipzig – Lviv

Revolving Funds, Community Development and Maintenance of Housing Projects

10-13 August 2015 in Dar es Salaam, Tanzania

Partners of Connective Cities
CONNECTIVE CITIES

International Community of Practice for Sustainable Urban Development

Cities are gaining increasing importance globally, and urban actors worldwide are facing similar urban development issues. Although local solutions are required, these are becoming increasingly relevant at the global level. While many innovative solutions for sustainable urban development exist at local level, for example in energy efficiency, mobility or municipal services, frequently these are not widely known. Often there is a lack of systematic access to these practical solutions. The pressing challenges posed by worldwide urbanisation call for efficient and innovative approaches, especially in the areas of good urban governance, integrated urban development and local economic development – our three focal themes.

Connective Cities is a joint venture between the Association of German Cities (Deutscher Städtetag), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and the Service Agency Communities in One World (a division of Engagement Global). This International Community of Practice for Sustainable Urban Development is supported by the German Federal Ministry for Economic Cooperation and Development (BMZ).

Connective Cities provides demand-based services designed to improve cooperation among urban practitioners at global level. The platform enhances the sharing of good practice examples, expert knowledge and solution-oriented peer-to-peer consulting, and creates opportunities for partnerships among its stakeholders.

Connective Cities addresses questions of how to achieve sustainable development through innovative strategies and practices. It highlights good practice examples in the overarching fields of good urban governance, integrated urban development and support of local economic development strategies. Connective Cities creates a base for knowledge sharing and the development of transformative solutions in local contexts that are customised to local requirements for sustainable urban development.

By conducting expert exchanges, Connective Cities facilitates mutual learning among urban practitioners on relevant themes, and functions as a platform for a networking strategy. To implement the strategy Connective Cities also organises trainings, study tours, project workshops and virtual discussion forums. Working within Connective Cities can result in new forms of cooperation among the actors involved. The platform also aims to facilitate the initiation of joint projects among urban stakeholders from various local settings.

This brochure describes the Connective Cities Expert Exchange, which took place in Dar es Salaam, Tanzania, from 10 to 13 August 2015, and documents its results.

Disclaimer

This is a Connective Cities publication. The views expressed in this publication do not necessarily reflect the views and policies of the Connective Cities partners (German Association of Cities, Engagement Global gGmbH - Service Agency Communities in One World and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH).
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1. Introduction: general topic and purpose of the meeting

Innovative financing systems play an important role for metropolises of the Global South, but also increasingly for cities in Europe. This issue is therefore attracting broad interest among urban experts in the Connective Cities network.

The dialogue event Connective Cities – Innovative Financing Instruments for Urban Development and Housing Policy, held in Leipzig in December 2014, connected representatives of cities and civil society with practitioners from Europe, Africa, Asia and Latin America. This event was the starting point for a smaller-sized meeting of expert representatives from the cities of Lviv, Leipzig and Dar es Salaam held in Tanzania in summer 2015. Such approaches are still usually initiated on a bottom-up basis.

The meeting took place in Dar es Salaam. Dar es Salaam was chosen because it a good example of city in which the cooperation structures of local initiatives use revolving funding systems to develop infrastructure and housing projects in informal, unplanned settlements.

The top-down implementation of revolving funding systems in Germany will be hampered by routines and regulations inherent in the existing multi-level funding and financing systems. The African approaches can provide easy-to-understand examples and practical experience for discussion in Europe. Furthermore, the meeting succeeded in raising awareness on the potential of revolving instruments and related cooperation structures.

As well as the fields of interest of the representatives from Lviv and Leipzig, specific learning and discussion needs also arose regarding current challenges in Dar es Salaam and Lviv.

To accommodate these needs, the agenda was widened during the preparation phase. The meeting therefore also covered the themes of governance structures, challenges in the maintenance of infrastructure projects in Dar es Salaam, and potential for empowering and mobilizing residents and neighborhoods in Lviv.

All participants shared an interest in governance systems in the Global North and the Global South, as well as in approaches for bridging gaps between public sector, civil society and business. The effectiveness of municipal procedures and the scope of action of civil organizations can be increased. The transnational expert meeting provided an opportunity to raise awareness and share different experiences in this regard.
The various contexts and fields of interest of the municipalities represented are:

**Leipzig**

Leipzig has been successfully operating structures for advising and cooperating with private house owners and civil society initiatives for many years. The city’s Office for Urban Regeneration and Residential Development (ASW) has played a key role in these activities.

The city is in a process of re-orientation, resulting from challenges connected with the current dynamic urban growth in combination with limited financial resources. In this connection there is growing awareness of the potential of new innovative financing instruments such as revolving funding systems. These should be used to co-finance cooperative and affordable housing projects or for socially oriented businesses and SMEs in general.

Implementing these revolving funding systems in combination with consulting structures is a key approach in the housing policy strategy of the city of Leipzig.

First experiences with revolving funding systems have been gained in the EU-consortium City Sustainable Investment (CSI). The CSI-project in Leipzig focused mainly on identifying structural and programming requirements connected with the implementation and management of urban development funds.

Further know-how is needed regarding the definition of suitable and practicable support components and criteria.

At the same time, experiences from countries like Tanzania show that the implementation and management of revolving funding systems require specific, cross-sectoral modes of cooperation between the public sector and civil society, which Leipzig might be able to adapt for its own purposes.

**Dar es Salaam**

Dar es Salaam is one of the fastest growing cities worldwide. The provision of affordable housing and infrastructure is a major challenge for this city.

The urban poor mainly depend on self-help initiatives and bottom-up structures. To some extent local communities have established cross-sectoral cooperation with municipal institutions. The Tanzania Urban Poor Federation (TUPF) and the NGO Center for Community Initiatives (CCI) that supports it are key actors in the development of networks of local communities and municipal institutions in the context of housing and infrastructure projects.

Revolving funding systems implemented in the TUPF network are the financial basis for realizing such projects. This is why TUPF and CCI representatives are experts in the implementation and management of revolving funding systems.

However, despite the increasing awareness of municipal actors regarding the importance and potential of cross-sectoral cooperation with local communities, mandatory and long-term cooperation and support structures remain weak.

The meeting therefore also set out to encourage the various city representatives to share knowledge on the potential and the need for cross-sectoral cooperation, as well as the need for local initiatives.

Furthermore, the representatives of the Dar es Salaam City Council showed particular interest in the transfer of knowledge on governance structures and the allocation of responsibilities in the cities of Leipzig and Lviv.

The representatives of the municipality of Kinondoni also raised questions concerning maintenance strategies in infrastructure projects in Lviv and Leipzig.
Lviv

Small-scale private ownership in the housing market of Ukraine, low financial capacities and a weak sense of responsibility by private owners for the common property of multiple dwellings have led to considerable backlogs in refurbishment. As a result, the fabric and infrastructure of a considerable proportion of the housing stock are in very poor condition, and energy standards are very low.

In this regard the representatives of Lviv were very interested in the support structures of the TUPF and CCI, and the revolving funding systems implemented. These approaches could help mobilize and empower private owners to develop local communities and promote the refurbishment of the multiple dwellings.

In addition to these learning needs, the Lviv City Institute is a public task force responsible for the strategic orientation of the city’s urban development. In this capacity it could be a model for reorienting functions and responsibilities of the City Council and defining interfaces with the municipal institutions in Dar es Salaam.

2. Specific objectives of the present meeting

One major objective of the expert meeting was to transfer knowledge on strategies and practice-oriented approaches. The different fields of interest and learning needs showed that each participant needed to act as both a bearer and a recipient of knowledge at the same time (see Figure 1). This was the basis for peer-to-peer discussions.

Another objective was to explore further possibilities for cooperation and support. Various options were identified (see Chapter 4).

Furthermore, the dialogue that took place between Dar es Salaam, Lviv and Leipzig was a pilot action for the implementation of a new smaller-sized platform for exchange within the Connective Cities network. Hence a further objective of this meeting was to gain experience with this platform.

Figure 1: Fields of interest and expertise of the various participants from Dar es Salaam, Lviv and Leipzig (author’s own design)
3. Activities in Dar es Salaam, Tanzania

The four-day expert meeting included both workshop components and on-site visits.

The introductory phase set out to develop a shared understanding regarding the current overall situation in the individual cities. After the dialogue partners were introduced to the plenary group, the participants shared this knowledge in bilateral discussions.

Based on this information the participants then defined concrete fields of interest, and questions that needed to be considered in learning sessions over the next three days of expert dialogue.

These sessions were based on the so-called ‘intervision’ method (a form of peer-to-peer consulting).

Each participating institution presented a case involving specific questions concerning a particular problem. The other participants then acted as bearers of knowledge, which they provided in the course of the discussion. In this case the process was structured into three phases.

The first phase involved presenting the problem and formulating concrete questions. In the second phase the knowledge bearers were
able to ask for clarification of any points they had not fully understood. The third phase involved the participants reflecting on the local situation in the city concerned, and on this basis proposed solutions were collected and discussed. Individual experts/institutions played a particular role in each session based on their specific competencies and background of experiences. The methodology facilitated integration of the different experiences provided by all participants, and a broad sharing of knowledge.

The moderator was responsible for managing the discussion, communicating when the next phase of the process should begin, and timekeeping.

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<th>Day 1</th>
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<td>- Introduction</td>
<td>- On-site visit housing project Chamazi</td>
<td>- On-site visit informal settlement Keko Mwanga</td>
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<td>- Introduction of concrete issues</td>
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<td>- Structure of learning sessions at day 2,3,4</td>
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<td>- On-site visit city center Kariakoo area</td>
<td>- Learning session 1 host Leipzig</td>
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<td>- Learning session 3 host city municipality of Kinondoni Dar es Salaam</td>
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<td>- Conclusions</td>
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<td>- Identification of further options for cooperation and knowledge transfer</td>
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<td>- Feedback</td>
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Figure 2: Agenda for the four-day expert meeting
On-site visits

Additionally, on-site visits took place every day.

These included a visit to one of the biggest housing projects of TUPF and CCI – the Chamazi housing cooperation. This housing project integrates single houses, apartment houses and multiple dwellings. The project is co-funded by the revolving funding system of the TUPF network, based on the savings of the TUPF members. During this field trip participants were also able to meet the leader of the TUPF network Khadija Kingi as well as house owners and the responsible persons for the construction site.

Furthermore, the participants had an opportunity to visit sanitation and water supply projects in the informal Keko Mwanga settlement, which is located close to the city center of Dar es Salaam. The TUPF and CCI members invited the experts to see different types of sanitation and water project, in order to gain an idea of the different dimensions and approaches for designing such projects. Again the participants were able to talk directly with TUPF members who are involved in these settlements projects. All projects are also co-funded by the TUPF funding system.

The on-site visits were key components of the meeting. They gave the participants an opportunity to observe concrete projects and to meet the local actors and experts. Without these visits the learning session would have remained very abstract.

The on-site visits were organized largely by Tim Ndezi and his team at the Center for Community Initiatives.
4. Key results

The participants identified various results of the meeting on various levels.

First of all, the intense four-day meeting helped to develop a common understanding of the different problems in the three cities. At the same time the participants identified commonalities in various urban challenges, such as governance issues or issues involving the mobilization and empowerment of civil society actors.

Moreover, in the course of the learning sessions and on-site visits the participants learned more from the CCI and TUPF about the potential areas of application for revolving funding systems, and the structural and managerial requirements associated with that.

One important lesson learned during the workshop was that revolving funds are effective not only because they allow the same amount of money to be used again and again in order to support a large number of community-driven projects. They are also effective because they strengthen ownership and sustainability. People always have to pay for the projects implemented. This makes it more likely that they will see them as their own projects, feel responsible and take care of maintenance. The projects are then not just provided as a donation; they are something that people themselves really want to have and are willing to work / pay for. This was illustrated by various examples (public toilets, water supply wells) observed during the field trips to informal settlements. The high repayment rate demonstrates the effectiveness and appropriateness of the funding system for the financial capacities of its members.

Another lesson learned was that revolving funds are one aspect of the wider framework of a very clear methodology for community development as practiced in Dar es Salaam. The elaboration of a community profile (including a survey of all community members) is the starting point for all subsequent activities. These activities are then based on a detailed knowledge of the community members’ needs. The key question is: What are the needs of the urban poor? Their needs are identified and defined by the members themselves, not by engineers and external experts.

The peer-to-peer-session in which Lviv’s case was discussed showed that these approaches might be of major interest there too. The inhabitants of one of Lviv’s many blocks of flats (often housing more than 100 residents) can be seen as one community. A survey-based profile would describe the community’s needs. Measures defined by the community might be implemented with support from a revolving fund. The following example shows how an outline for revolving funds, based on the suggestions of the peer-to-peer advisory session, was prepared by the City of Lviv.

<table>
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<tr>
<th>Example: Revolving fund for thermo-modernization in Lviv</th>
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<td>The modernisation and maintenance (including the energy-efficient renovation) of housing stock presents one of the key challenges for urban development in Lviv – as well as in other Eastern European cities. It is made more difficult not least by the fact that, since the end of the Soviet era, housing has usually been privatised on a piecemeal basis. Single homes have been sold to different owners, many of whom are short of funds.</td>
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<td>During the peer-to-peer advisory sessions that were a key component of the expert meeting in Tanzania, the participants from Lviv raised for discussion the issue of how to motivate the various homeowners in one of the typical large apartment blocks in Lviv to take joint action to modernise and maintain their building. The ‘Community Development’ method used in Tanzania generated some valuable</td>
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suggestions in this regard, particularly concerning the revolving funds used there.

Upon his return, Oleksandr Kobzarev, Director of the ‘City Institute’ (a municipal think tank), prepared an outline of a revolving fund for Lviv that was based on these suggestions. This revolving fund is designed to make it easier for apartment block associations to conduct modernisation and maintenance measures by reducing to an affordable level the interest rates on modernisation loans, which, at the going rate for bank loans in Ukraine, are extremely high. This outline will now serve as a basis for discussions with local government decision-makers and local banks.

Overall objective: Enable active homeowners to access affordable loans for thermo-modernization; reduce citizen expenditure on heating, and increase energy efficiency in homes.

How it works: A condominium (referred to in Ukraine as the ‘OSBB’) receives credit for its thermo-modernization project, which it pays back at an affordable cost, while the remainder is amortized by means of the city deposit yield. This is performed through a bank.

It is assumed that the city will deposit UAH 10 million into a bank account, with a conditional interest rate of 21%. As a deposit guarantee, the bank extends 23% credits to condominiums. Thus a percentage yield which the city receives from its deposit works to amortize the interest for the OSBB at the given rate. Ultimately, it calculates that 4-5% in UAH is a very cheap loan for condominiums. Should the OSBB be unable to pay, the city will pay off 75% of the loan using its deposit. The loan is extended for a three-year period. Around 15 loans can be issued and 15 refurbishments conducted. One benefit citizens will experience is a 30% reduction in their heating costs.

Sustainability: Annually, the city will replenish its deposit fund by UAH 5 million, i.e. over 5 years the fund will grow to UAH 30 million. As a result, the city will both finance thermo-modernization and own a large fund that can be used once a program is completed. If in 5 years the city decides that thermo-modernization is no longer a priority, the revolving fund worth UAH 30 million can then be used for other goals, e.g. family social care etc.

Finally, the learning sessions provide an opportunity to discuss the questions concerning governance raised by the Dar es Salaam City Council, and those concerning infrastructure raised by participants from the municipality of Kinondoni. However, due to time constraints these issues could only be touched on superficially, and require more in-depth discussion. The general conclusions were that the interfaces between the City Council and the municipal institution in Dar es Salaam, as well as the relevant responsibilities, need to be defined more clearly. Furthermore, infrastructure maintenance is crucial to the sustainability of such projects. Funding programs should therefore include provision for co-funding maintenance measures after realization, and city governments need to make appropriate allocations in their budgets.
5. Outlook

During the final session, participants identified the following next steps and opportunities for cooperation:

Urban governance

(i) Tanzania

Regular meetings between municipalities for transfer of local know-how: implementation of national city network (Tanzania).

Approach: National network building regular exchange visits

(ii) Dar es Salaam: City Council <> municipalities <> community initiatives (TUPF)

The members of TUPF, the municipality of Kinondoni and the City Council agreed to organize regular meetings in order to deepen regular communication and implement cooperation processes.

Approach: Regular, local communication processes

(iii) Dar es Salaam <> Lviv

The City Council could learn from the City Institute in Lviv as an institution responsible for strategic urban development. This could support a reorientation of the role of the City Council in Dar es Salaam, and help clarify institutional interfaces at the municipal level.

Approach: Cooperation project between Dar es Salaam and Lviv

(iv) Dar es Salaam <> Lviv <> Leipzig

Implementation of consulting network structures to mobilize and empower private ownership in deprived urban areas, in combination with revolving funding systems.

Approach: Trilateral know-how transfer

Project level: Revolving funding system

(i) Lviv will discuss this approach with the city’s leaders and then begin fundraising in order to find seed money for the revolving fund and for the inputs (mainly human resources) required to implement the community development methodology described above.

Approaches: Citywide project

(ii) Dar es Salaam <> Leipzig <> Lviv

Deepen the transfer of know-how on revolving funding systems in the context of civil-municipal cooperation and consultation networks. Support the implementation of revolving funding systems at the project level (housing, SMEs, infrastructure).

Approach: Trilateral learning sessions in Lviv

(iii) Leipzig will continue its efforts to implement the revolving funding system, and to launch first projects funded by it in 2015/16.

Approach: Citywide project

(iv) Tanzania <> Leipzig

Transfer expertise on flood and waste management (recycling systems).

(v) Leipzig <> Dar es Salaam

Biogas project in Leipzig

Approach: Bilateral know-how transfer
6. Annex

a) List of participants

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<tr>
<th>No.</th>
<th>Title</th>
<th>Surname</th>
<th>Name</th>
<th>Institution</th>
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<tr>
<td>1</td>
<td></td>
<td>Gabi</td>
<td>Stefan</td>
<td>Expert for Urban Planning, City Institute, City of Lviv</td>
<td>Ukraine</td>
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<td>2</td>
<td></td>
<td>Gerkens</td>
<td>Karsten</td>
<td>Director of Office for Urban Regeneration and Residential Development, City of Leipzig</td>
<td>Germany</td>
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<td>3</td>
<td>Dr.</td>
<td>Ginzel</td>
<td>Beate</td>
<td>Head of Division for Integrated Urban Development and Housing Promotion, City of Leipzig</td>
<td>Germany</td>
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<td></td>
<td>Kaduma</td>
<td>Rachel</td>
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<td></td>
<td>Kagaruki</td>
<td>Joyce</td>
<td>Municipality Kinondoni, City of Dar es Salaam</td>
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<td></td>
<td>Kindungwe</td>
<td>Salum</td>
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<td></td>
<td>Kobzarev</td>
<td>Oleksandr</td>
<td>Director of Lviv City Institute, City Institute, City of Lviv</td>
<td>Ukraine</td>
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<td>8</td>
<td>Dr.</td>
<td>Ndezi</td>
<td>Tim</td>
<td>Center for Community Initiatives, City of Dar es Salaam</td>
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<td>Olbrich</td>
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<td>Connective Cities representing Engagement Global/ Service Agency Communities in One World</td>
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<td>Nombe</td>
<td>Center for Community Initiatives, City of Dar es Salaam</td>
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b) Interviews

Following the expert exchange interviews with selected practitioners were taken to provide more information. Joyce Kagaruki (Municipality Kinondoni, City of Dar es Salaam, Tanzania), Salum Kindungwe (City Council, City of Dar es Salaam, Tanzania), Karsten Gerkens (Urban Regeneration and Residential Development, City of Leipzig, Germany).
Germany

Tim Nedzi (Center for Community Initiatives, Dar es Salaam, Tanzania) and Stefan Gabi (City Institute Lviv, Ukraine) were asked about their expectations, experiences, impressions and lessons learnt regarding the expert exchange. The interviews were conducted by members of the Connective Cities Team.

Q: Why are you participating in this Connective Cities expert exchange?

Joyce Kagaruki: I am participating because the Connective Cities exchange is something which is really connected to my work. I deal with the people and the community and Connective Cities connects people, to talk and learn from each other how problems can be solved.

Salum Kindungwe: The reason why I am here is to learn and share the knowledge and experience from and with other practitioners from different cities all over the world.

Tim Nedzi: I’m participating in this Connective Cities event because the organization that I work for does a lot of work in urban communities, in informal settlements, in slums. Dar es Salaam City accommodates more than 70 percent of its people in informal settlements and slums. Due to that the city council and local municipalities have to work together with other stakeholders to address this big challenge.

Stefan Gabi: We already had quite close contacts to the city of Leipzig and they asked us whether we would be interested in participating in this event and we were very thankful for this invitation because the subject is very interesting for our work in Lviv.

Q: What were your expectations regarding this exchange?

Tim Nedzi: My organization was expecting to share knowledge, experiences and skills with other countries and learn how they tackle urbanization challenges regarding land, housing, and infrastructure development.

Karsten Gerkens: To see how revolving funds are functioning in practice and how they secure the return of the money.

Salum Kindungwe: My expectation was to learn from others to talk about our initiatives and the problems we are facing now; maybe they have heard and solved them already.

Stefan Gabi: I expected to hear another perspective in terms of our challenges in Lviv. This might be very helpful for us to see our challenges and problems through other lenses.

Q: Could this event satisfy your expectations?

Joyce Kagaruki: The most important issues regarding revolving funds were discussed so I got some new ideas how to implement and run them in a good procedure. We also discussed the topic of problems regarding sustainability in projects we implement. What I liked was that problems were shown on one hand, but solutions for those problems were presented on the other hand.

Salum Kindungwe: I have learned from Lviv and Leipzig about their challenges and what they have done to overcome those challenges.

Tim Nedzi: I am absolutely satisfied. Many people have attended quite a lot of conferences and forums; they end up coming up with reports that are put in cupboards and wardrobes of their offices without really having an implementation and action-orientation. So the good thing about this exchange is that we have developed a concrete action plan which we hope will be very useful in the future.

1 Dar es Salaam consists of three municipalities. The revolving fund was already implemented in the municipalities of Temeke and Ilala, but not in the municipality of Kinondoni.
Stefan Gabi: I think that this methodology of peer to peer consultation, these discussion sessions in which one city presented its challenges and the others commented on it, was extremely helpful. The site visits in Dar es Salaam were also extremely interesting.

Q: What was your biggest surprise during the exchange?

Joyce Kagaruki: My biggest surprise was that in our country especially in our city, Dar es Salaam, we have problems, but in developed countries like Ukraine or Germany, they also have problems. I actually did not know that. I thought there are no problems, they are well off, they have everything. But through the workshop I have learned that they have also problems, maybe they are not the same, but they also have problems.

Tim Nedzi: The biggest surprise for me was my anticipation that Germany is a very rich country and Europe generally, so it was a big surprise that we in Africa could also provide a good lesson to a developed country and its cities. Like Leipzig, whose representatives were able to learn about revolving funds from us. We are used to know that everything good must come from Europe and no-one really ever thought there could be good things as well coming from developing countries, particular in terms of learning.

Stefan Gabi: That really the African way of community development has another, better quality than what we so far did in Europe.

Q: What particularly are you taking home from this workshop?

Joyce Kagaruki: I am taking home the importance of cooperating with others. How communities, how cities come together and solve their problems and advise each other on how to do things; but also on how to maintain our projects, so that we don’t waste our time and money. Additionally I’m taking home how to better work with the revolving fund, with our groups, with our communities.

Salum Kindungwe: From the other participating cities I am taking home how to get the community involved and how to give them ownership in the project, so they can feel that the project is theirs. Through that we will be able to provide quality services to the communities of Dar es Salaam, particularly in the traffic conjunction or the solid waste management. So I have learned a lot and I will disseminate this information to my office.

Tim Nedzi: I have learnt how other countries address their challenges like e.g. the way Leipzig is addressing the problem of urban regeneration of their city.

Stefan Gabi: One of the key messages I got is that this approach of community development which is practiced in Dar es Salaam and which is quite different from what we did so far in Lviv and what also Leipzig did – so I’m talking about this principle of revolving financial tools in combination with strengthening ownership, the solution developed by the residents, by the citizens. What I think we should also try in Lviv is installing revolving funds not only to use money more effectively, but also because it is very helpful in terms of strengthening ownership. I think this expert exchange was a very good start for really working on implementing a revolving fund in Lviv. We gathered a lot of ideas for this.

Q: Which of the discussed solutions would you like to implement in your own municipality?

Joyce Kagaruki: First, I would like to implement the idea of revolving funds. Second, I would like to implement the idea of teaching school children how to help parents and families to learn about something, e.g. on how to keep the environment safe, as we have discussed this during this expert exchange.
Stefan Gabi: For me it is the revolving fund, I really think we should do this. We also received some detailed advice during the discussion session and especially one aspect of starting the work with communities by making a profile of the specific community – this was a very helpful advice. We also will do this in Lviv.

Tim Nedzi: This expert exchange brought together Dar Es Salaam’s three municipalities and there is a lot to learn from each other. It would be good for the three municipalities to come together on a regular basis and share challenges, approaches and constantly improve through that exchange.

Salum Kindungwe: The use of revolving funds for the sustainability of other projects or even the innovation of new projects, the community engagement like involving the NGOs and the responsible city authorities in coordinating the city’s interests. I think all of this should be well spread by involving the media and engaging the citizens.

Q: Where do you see the chances and the potential of such kind of Connective Cities events?

Stefan Gabi: On one hand I think that this kind of workshops should be repeated with other cities because also in this stage it is a very helpful tool. On the other hand it would be great to go on with this team we now formed in this workshop to intensify the exchange.

Thank you!