UN-Habitat Sustainable Cities Programme (SCP)
Sustainable Sri Lankan Cities Programme

REPORT OF THE CITY CONSULTATION
Sri Jayawardenapura Kotte Municipal Council

City Consultation held at the Auditorium of Centre for Banking Studies, Central Bank of Sri Lanka, Rajagiriya, on 20th May 2004

Report Prepared by
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Report of the City Consultation Sri Jayawardanapura Kotte
Municipal Council

1.0 INTRODUCTION

Sri Jayawardanapura Kotte is one of the three Municipalities included in the first phase of the sustainable city programme that is being implemented in Sri Lanka. The SCP activities have been in operation in Kotte since the year 1999. However during the first phase of the project, a city profile was not prepared separately for each city. Instead, a combined Environmental Profile was prepared for Colombo, Kotte and Dehevala Mount Laveinia Cluster. Since the SCP activities have been in operation in Kotte since its beginning, the UN-Habitat has indicated the necessity to prepare a separate city profile for Kotte and conduct a city consultation. Thus a city profile for Kotte has been prepared by SEVANATHA in October 2003. The above mentioned city consultation was conducted to present the issues identified in the city profile as well as the future plans for promoting community participation in municipal service provision in the city.

Prior to the city consultation, the city development committee (Working Group established under the SCP) has been in operation reviewing the demonstration project activities carried out under the SCP.

1.1 The City Consultation

The city development committee has decided to hold the city consultation in March 2004 but the National Parliament Election to be held in April 2004, resulted in postponing the city consultation to May 2004. Subsequently, it was decided to hold the city consultation on 20th May 2004 at the Centre for Banking Studies of Central Bank of Sri Lanka which is located within the Kotte Municipal area. A committee chaired by the Municipal Commissioner along with the relevant Heads of Departments and SEVANATHA has organized this city consultation. The Agenda of the city consultation was as follows:

1.2 Agenda of City Consultation

Date : Thursday 20th May 2004
Time : 9.00 a.m. to 1.30 p.m.
Venue : Auditorium of Centre for Banking Studies, Central Bank of Sri Lanka
Theme : Citizens’ Partnerships for Improving the Efficiency of Municipal Service Provision

9.00 - 9.15 a.m. - Registration of Participants
9.15 - 9.20 a.m. - Lighting of the Traditional oil lamp and Inviting the Hon. Mayor to the Head table
9.20 - 9.30 a.m. - Welcome address and an introduction to the city consultation by Mr. M.B.S. Fernando, Municipal Commissioner
2.0 THE PROCEEDINGS OF THE CITY CONSULTATION

The consultation proceedings started at about 10.00 a.m. upon participation of about sixty participants. As per the agenda, the traditional oil lamp was lit by the guests invited. Subsequently, the Municipal Commissioner has welcomed all the invitees to the consultation. The Municipal Commissioner also briefly explained about the purpose of the city consultation. He has stated that the SCP Project has been in operation in Kotte Since 1999. It has generated enthusiasm among the councilors, officials and other relevant stakeholders to work together to solve the city's problems. The SCP has been emphasizing on improvement of urban environmental management through a citizens' participation process. It has helped initiating important demonstration projects on solid waste management. The purpose of today's city consultation is to deliberate as to how the partnership approaches could be promoted in order to ensure efficient municipal service provision. He has urged all the participants to actively participate during the discussion time and to make their suggestions on the proposed theme as well as any other relevant issues.

2.1 Address by Hon. Mayor of Sri Jayawardenapura Kotte
Hon. Mayor welcomed the distinguished invitees at the head table (Mr. Leo Fonseka, Dr. Fahmy Ismil, Mr. K.A. Jayaratne, Hon. Chintaka Ruwan Purage, the Deputy Mayor, Hon. Jayantha Hemasiri standing committee chairman, Mr. Disa Weerapana and the Municipal Commissioner)

He has also welcomed all the other invitees who were present at the consultation. Hon. Mayor has extended his thanks to the UN-Habitat and the SCP National Project Team for the continuing support extended to Kotte Municipality through the SCP. He has also thanked Dr. Fahmy Ismil the National Technical Adviser of SCP who has been always behind the Municipal staff to encourage them for implementing the SCP activities.

Subsequently, he has emphasized on the current development needs in the city as well as the new approaches required to addressed those issues. The key aspects highlighted by the Mayor are as follows:

(a) The Municipality needs to promote the citizen participation in Municipal Service delivery process.
(b) It is time for initiating close and continuing dialogue with civil society groups who are the receivers of the city services.
(c) The problems of sharing responsibilities with the National, Provincial and the Municipal level. eg. Maintenance of different categories of public roads falls within the purview of the above three levels. However, the citizens do not aware of such situations and used to blame the Municipality for poor maintenance of the public roads.
(d) Creating public awareness on the services offered by the Municipality is an important issue which has not been effectively handheld by the Municipality.
(e) Sharing responsibilities with the citizen groups has not been sufficiently addressed which is another important aspects to be taken up.

After outlining the above issues, Hon. Mayor has mentioned that the SCP has shown the way for the Municipality to follow in addressing the above issues. Today’s city consultation is an important landmark in this new process where the representatives of the government sector, private sector, community sector, and the Municipality are meeting together to discuss the key development issues and a way forward. In this regards he considered holding the city consultation was an important event.

2.2 The importance of citizens' partnership in Municipal service provision

by Mr. Leo Fonseka, former National Technical Adviser, of SCP

Mr. Leo Fonseka has made a very brief yet a deep and strong presentation highlighting the key questions such as, why is it necessary to promote citizen participation? How it could be done? Who would benefit from it? What can we lean from our own community’s experiences as well as from among our neighboring countries?

He has stated that most of the cities in South Asia, the citizens used to look for the Municipality to perform everything as a way of tradition and as the way promoted by socio-political culture in these countries. However, most of the citizens are not aware that the city authorities are facing growing problems day by day in respect of managing the city affairs. On the other hand, the income received through taxes and other means are quite insufficient to meet the expenditures. Therefore, the local authorities need to look for cooperation and support by the citizens to perform their responsibilities.

He has also emphasized on the following limitations that hinders providing efficient municipal services i.e. lack of sufficient resources, poor management systems, dependency attitudes of the citizens, malpractices and wastage of resources, inadequate awareness on peoples needs and aspirations, poor law enforcement systems, and lack of public awareness.
on the part of their responsibilities. Therefore, the challenge ahead of us today is how to overcome these limitations and improve the performance of the Municipalities.

For this purpose, we have many good examples in Sri Lankan cities where the Municipalities have built up close relationship with the communities and completed wonderful projects. He has then quoted a recent initiative under the SCP project in Gampaha Municipality.

After the city consultation, a community group who represent the SCP working group has requested the Municipality to clean up an irrigation canal, which is running close to the city which, was long abandoned. The citizen group along with the Municipality and the irrigation department contributed their resources and cleaned up the canal stretch of about two km length with least cost to the Municipality. It was carried out through volunteer contribution of community labour (Sramadana) while the equipments were provided by the Municipality and the irrigation department. If not under the above arrangement the work would have never been possible to complete for such a minimum cost.

He has quoted another example from Colombo Municipality during the period of UNICEF project where community Based Organizations have been very active in constructing common toilets, storm water drains and access roads in urban poor settlements with least financial support under the project . What was needed was mobilizing the community effectively with genuine official support to the community.

He has then highlighted on another good example from Hydrabed city in India where a community participated water supply scheme helped obtaining individual water supply lines through community effort. He has emphasized on the issue that the poor communities do have traditional knowledge and wisdom which need to be recognized and utilized to formulate appropriate solutions to the local level problems.

This requires a committed awareness raising and mobilizing the resources of the poor to support themselves. What most of us are familiar with is almost the opposite of that process. We as municipal or government officials always looked down the capacities and knowledge of communities and try to impose our own technical solutions to peoples' problems. The results would always be a mis-match and hence waste of resources. Therefore what we really need to do is to enhance the hidden capacities of the people to solve their own problems. This we can see as internalizing the development process.

Similarly, removing the dependency attitudes of the people by promoting participation and contribution would always produce solutions to the problems. Maintaining transparency in planning, implementation and operation and maintenance of services with concerned communities would enhance the credibility of municipality interventions. By recognizing the civil society organizations, rewarding for their good work you can always build up working relationship with such groups. The distance of operation between the civil society organization and the municipality could be minimized thought close working relationships. He has then quoted another exiting example from Bombay city where the child vaccination programme covering about 190 million population was implemented though awareness raising using the Taxi Drivers associations and other civil society groups.

This means a way of sharing responsibilities with civil society groups can produce good results. Recognizing their existence, rewarding and engaging such organizations for service provision activities requires a complete change of attitudes of the councilors and municipal
officials. It is a new way of thinking about the city management. He has finally concluded saying since recently most of the urban local authorities in Sri Lanka are gradually moving towards this new direction. They are talking about promoting good governance principles. Translating them into particle working arrangements requires time and commitment. Programmes such as SCP have been pushing forward these progressive concepts. He wished Kotte to become one of the leading municipalities in Sri Lanka that promote citizens' partnership in its development activities.

2.3 Presentation of the city profile of Kotte by Mr. K.A. Jayaratne, President, SEVANATHA

Mr. Jayaratne has thanked the organizers for inviting him to make a presentation on the city profile of Kotte that was prepared under the SCP. He said he has prepared a summery of key issues that are relevant for the theme of the consultation. The text of his presentation is as follows:
Administrative History of Kotte

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Units of Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1914 - 1891</td>
<td>2,768</td>
<td>Mudlier’s Division</td>
</tr>
<tr>
<td>1901- 1911</td>
<td>3,518</td>
<td>Colombo District Mulier’s Division</td>
</tr>
<tr>
<td>1931</td>
<td>3,910</td>
<td>Sanitary Board</td>
</tr>
<tr>
<td>1946</td>
<td>40,218</td>
<td>Urban Council (1940)</td>
</tr>
<tr>
<td>1979</td>
<td>93,680</td>
<td>Gazetted Urban Area</td>
</tr>
<tr>
<td>1985</td>
<td>101,563</td>
<td>Administrative Capital of Sri Lanka</td>
</tr>
<tr>
<td>1997</td>
<td>117,981</td>
<td>Municipal Council</td>
</tr>
</tbody>
</table>

Municipal Wards in Kotte Municipal Council
Some Basic Facts about the KMC

- No. of MC: 10
- Extent (Sq. km): 17.04
- Population Density: 68 (persons / ha)
- Average Population Density: 1.05%

Land Use Data of KMC

- Residential: 54.8%
- Commercial: 4.0%
- Industrial: 0.7%
- Institutional Uses: 5.8%
- Roads: 7.2%
- Playgrounds/Parks/Open Areas: 1.1%
- Water bodies: 7.7%
- Marshy lands: 13.5%
- Other uses: 5.2%
Land Use Map of Kotte - 2002

**Economic Base**

- **Service centres**
- **Wholesale and retail trade**
- **Trade licences** - 4500 (500 - 2001/03)
- **Commercial Banks** - 10
- **Informal sector Income** - (01 Million Rupees p/day)
Land Values

- Steady increase
- One Million Rupees per day in Nugegoda
- Main road front Rs. 600,000 – 1,000,000
- Residential areas – Rs. 200,000 – 400,000

Low Income Settlements

- Sixteen low income settlements
- Mainly in Rajagiriya Ward
- Obeysekarapura, Bandaranayakepura, Polwatta and Arunodaya Mawatha are prominent LIs
- Low income population is about 12% of total
Infrastructure Facilities

- Individual water connections - 28,000 (1996)
- Sewerage system: not available
- Roads
  - government owned roads: 32 km
  - Council roads: 68 km
- A number of roads widened recently

Infrastructure Facilities ...

- Strom water drains: Not available
- Electricity: Available for majority
- Telephone: Available for majority
Solid Waste Management

- Daily generation – Approx. 150 Mt
- Collection by the Municipality and private sector
- Transportation by the Municipality and private sector

Initiatives on Solid Waste Management

Three fold strategy

- Promote use of home composting bins
- Promote bio-gas units
- Collection centres for recyclable waste
### Community Facilities

#### Education

- Universities: 2
- National Schools: 3
- Ordinary schools: 18
- Pre-schools: 57
## Community Facilities

### Health
- National Hospitals: 1
- Private Hospitals: 5
- Maternity Homes: 4
- Dental clinics

### Recreational Facilities
- Playgrounds: 8
- open air theater

## Development issues by stakeholders

- Flooding problem
- Poor storm water drains
- Poor solid waste management
- Lack of a sewerage system
- Poorly maintained roads
Proposal by Stakeholders

- Improved living environment
- Improved passenger transport
- Proper control of traffic
- Planned settlements
- Art & cultural centres
- Improved sport facilities
- Planned commercial centres
- More employment opportunities

Civil Society Expectations

- Clean and well planned city
- Participatory governance
- Improved living environment
- Effective enforcement of land use and building regulations
- A city free of social malpractices and poverty
2.4 Community Partnerships in Sustainable Urban Environmental Management by Mr. Disa Weerapana, Programme Coordinator, UN-Habitat Programmes, UNDP, Colombo

Mr. Disa Weerapana who has been engaged in the SCP from its inception, was invited to make the above presentation. He has thanked the municipality for inviting him to make this presentation. At the outset, he has stated briefly about the importance of the theme of the city consultation. He said that the municipalities are struggling to solve the problems faced by multitudes of its citizenry, which is usually very complex, time consuming and costly exercise. One of the possibilities to successfully face this challenge is to find ways and means of sharing responsibilities with the citizen groups and the municipality. He has also emphasized on the need for better understanding about minimizing the conflicts between the city development process and safeguarding the city’s environment. His presentation highlighted the process by which community partnerships be promoted to manage the urban environment. The text of his presentation is present below:

Community Partnerships in Sustainable Urban Environment Management

Outline

- Challenge of environmental governance
- Introduction to sustainable development
- Potential for partnerships
- Examples for motivation
Community Partnerships in Sustainable Urban Environment Management

Introduction

- Environment and us
- Environment and development
- To conserve or to manage??
- Sustain and develop

Partners in Environment Management

- Government
- Local Government
- Private Sector
- Communities and Community Organisations
- Families and Individuals
Community Partnerships in Sustainable Urban Environment Management

Partnerships 1 – Role of Families and Individuals -

- Environmental role within the family
- Responsibilities in managing the immediate environment (e.g. Japan)
- Partnership role in the neighbourhood
- Partnership role in the larger society
  (e.g. Rigoberta Menchu, Jody Williams)

Community Partnerships in Sustainable Urban Environment Management

Partnerships 2

Role of the Community -

- Organising community & building social capital (Nepal; Tole, CDC)
- Raising awareness (Narmada)
- Engagement and voluntarism
Partnerships 2
Role of the Community-

- Community enterprises (*Recycling, Kampong*)
- Representation and lobbying (*Orangi*)
- Innovations and campaigns

Partnerships 4
Local Authorities and Government

- Create hope and belief in the strength of the community
- Policies and not charity
- Demand side management (eco labeling)
- Right to Information
Community Partnerships in Sustainable Urban Environment Management

Partnerships 3

Role of the Private Sector -

• Green Labeling *(Singapore, India)*
• City beautification
• Ventures on community innovations
• Support to environmental campaigns

Partnerships 3

Role of the Private Sector -

• Social responsibility *(Kenya hoardings )*  
• Partnerships with local authorities *(Nepal: Polythene)*  
• Avoid pollution and city defacing
Community Partnerships in Sustainable Urban Environment Management

Partnerships 4
Local Authorities and Government

- Induce change (Incentives)
- Encourage innovation (Surat)
- Consultations and partnerships

2.5 Activities performed under the SCP in Kotte Municipality by Mr. U.G. Ekanayake, Development Assistant of KMC

Mr. Ekanayake who is an active member of the SCP core group of the Kotte Municipality has made a detailed presentation about the activities performed by the Kotte Municipality under the SCP since the first phase of the programme. The text of his presentation is presented below:

The Sustainable Cities Programme (SCP) is a Technical Assistance Programme of the United Nations Environment Programme and UN-Habitat assisted by United Nations Development Programme

The SCP is a practical response To the universal search for Sustainable Development
The SCP focuses primary in
Building capacities of Local Authorities
In Urban Environmental Planning and Management (EMP)
Based on the concepts of Good Governance

It promotes building partnerships to improve Urban Governance
for Poverty Alleviation

UN-Habitat / UNDP
SUSTAINABLE CITIES PROGRAMME
was introduced to Sri Lanka in 1999 as the
SUSTAINABLE COLOMBO CORE AREA PROJECT

and implemented in
3 Demonstration Cities of
COLOMBO
DEHIWELA – MT. LAVINIA
SRI JAYAWARDENAPURA - KOTTE
### PHASES OF THE SCP PROCESS

- Identification of stakeholders
- Information sharing
- Identifying Issues
- City Consultation
- Identifying key issue
- Issue specific working groups
- Agree on strategies
- Implement Demonstration Project
- Document experiences
- Share experiences
- Promote up scaling
- Replicate

#### Phase Urban Local Authorities

1. Demonstration Cities
   - Colombo, Dehiwala, Kotte
2. Western Province
   - Replication Cities
     - Negombo, Wattala, Kolonnawa, Moratuwa, Panadura
3. National Replication Cities
   - Gampaha, Ratnapura, Kandy, Matale, Nuwara Eliya
4. SCP New Cities
SCP PROCESS…

- determined to resolve environmental problems
- dedicated to new approaches based on city experience
- greater reliance on local stakeholder expertise and resources
- committed to decentralized, broad-based partnership approach

Who Were Involved In The Process In Kotte

The stakeholders, NGOs, other donor agencies, private sector, government agencies, elected members and the Local Authority

Elected Members – political support
NGOs, Community – information
Donor Agencies, Private Sector – Funding
Local Authority – human resources, technical support, networking of relevant agencies
How Kotte Implemented the SCP Process

Information Collection & Analysis

- City Profile/City Development Strategy
- Stakeholder Inventory

Identifies Urban Environmental Issues

- Solid waste Management – collection and disposal
  - Storm water drainage
  - Flooding
  - Sewerage disposal and Sanitation
Demonstration Projects Implemented through Working Groups

- Home Composting Bin Project

- Bio gas Unit – Vajira Sri Children’s Home

- Sewerage Treatment Plant at Skanda Devala Place

Solid Waste Management has been identified as a Key Issue
Home Composting Bin Project - Kotte

Bio Gas Unit at Vijira Home
Market Waste → Bio-gas for Cooking

Solid Waste Recycling Centre
Solid Waste Separation Project

What is Next ….

Replication of Successfully Implemented Demonstration Projects
BUILDING CAPACITIES

The SCP’s main thrust is in building capacities for better Urban Governance through participatory approaches

SCP Trainings:
Participatory Planning/Action Planning
Participatory Budgeting/Bench Marking
Social Mobilization/Motivation
Organization Development/Communications
Productivity Improvement
EMIS, Mapping, GIS etc.

GIS Trainings
Thematic Maps

City map - Kotte MC
Road Map - Kotte
Water Bodies - Kotte
Thematic Maps

Road Details
3.0 THE OPEN DISCUSSION SESSION

The open discussion session was facilitated by Mr. Leo Fonseka and other invitees at the Head Table. The session was devoted for the participants to raise their concerns about the theme and possible partnership arrangements with the municipality. The issues raised by the participants are summarized below:

(i) Representative of the National Housing Development Authority stated that there has been, a very cordial working relationship with the municipality during the period where the past government housing programmes were implemented. It is necessary to revive such a working arrangement particularly to solve the housing problems of urban poor communities in Kotte.

(ii) The secretary of the Community Development Council (CDC) federation of Obesekarapura: He has stated that the municipality is not inviting the CDC to participate in the municipal service delivery process, it should invite more community leaders to participate in the working groups.

(iii) He has further stated that the municipality has not made any genuine effort to solve the problems of urban poor communities in Kotte.

(iv) The representative of the NHDA suggested to hold the Housing and community development committee meeting (HCDC) through which, the government officials, non governmental officials, the community leaders and the municipality could decide on practical solutions to the city development issues.
(v) Hon. Mayor: The municipality is taking steps to form community associations (Praja Mandalayas) in each municipal ward. Subsequently the HCDC can be strengthened involving such community organizations.

(vi) The municipal commissioner: The municipality has already initiated action to revive the HCDC in the municipality.

(vii) The representative of the Ministry of Agriculture Development: He has stated that when we talk about protecting the environmental resources in Kotte, we must not forget that Kotte has a rich bio-diversity system with wetlands, canals as well as other greening areas. The municipality along with the National level institutions must initiate some action to safeguard the city's bio-diversity. He has further stated that when developing strategies to manage the city's solid waste, priority should be given to recycling and composting. Involving school children and women groups would be essential in such programmes.

(viii) The secretary of Gangodawela Praja Mandalaya has stated that it has already distributed three hundred (300) home compost bins to its members under the SCP's solid waste management pilot project implemented by the municipality. He has urged the support of the agricultural department to promote home gardening in the area. He has further requested the municipality to allocate a portion of the upper floor of the high-level plaza building (Owned by the municipality) for holding community meetings and events. This arrangement will generate some income for the municipality.

(ix) The representative of the women savings and credit society of obeysekaraapura has mentioned that their society has over 200 members and is strong in unity and action. They are willing to work with the municipality to improve their settlement.

(x) A women leader from Bandranayakapura low-income community stated that creating awareness on community level compost making and urban agriculture is important for their community.

(xi) A retired senior government official has suggested that the municipality must conduct ward-level consultations and try to solve the problem at neighborhood level by involving the community organizations.

(xii) A community leader from pitakotte area has stated that there are about 35 civil society organizations operating in pitakotte area. These organizations could be involved in sharing part of the service delivery responsibilities of the municipality.

(xiii) Hon. Council member who represent obeysekaraapura area has pointed out that many unauthorized houses are being put up along the cannel bank reservation of the area. The municipality must take immediate action to control such unauthorized constructions.

(xiv) The Environmental officer of the municipality has mentioned that she has already started forming Eco-clubs at the schools in the area. Through these eco-clubs the
municipality's development programmes could be popularized among the school children.

With these views and suggestions the time allocated for open discussion was declared closed.

4.0 PRESENTATION OF THE SUMMERY OF THE WORKSHOP BY MR. LEO FONSEKA

Mr. Leo Fonseka was invited to make a brief summery of the day's event. He has stated that although the consultation was not a lengthy deliberation, it has generated a lot of enthusiasm among the participants. Particularly, a renewed interest has generated to foster coordinated effort among the relevant government institutions and the municipality with regard to infrastructure development as well as safeguarding the city's environment. At the same time, the community leaders have expressed their concern about getting involved with the municipal service delivery processes to support at neighborhood level operation which may be considered a great achievement. A common understanding of the need for sharing responsibilities with the civil society groups is yet another important aspect on which the municipality will have to start some working arrangements. In a nut shall the following four key aspects can be taken up for follow up activities under the SCP city development committee which is in operation in Kotte.

(i) Need for revitalizing the Prajamandalayas and the HCDC
(ii) Environmental awareness involving school children
(iii) Develop linkages with the women savings groups
(iv) Need for a sewerage system for the city and,
(v) Create a city image through children.
(vi) Initiate partnership arrangements with civil society groups at neighborhood level and the city level.

5.0 VOTE OF THANKS BY MR. P.S. ALAWATTEGE, MUNICIPAL SECRETARY

At the end of the consultation the municipal secretary delivered the vote of thanks. He has thanked the Hon. Mayor, Deputy Mayor and the chairman of the city development committee for extending their fullest support for the SCP activities. He has also thanked the municipal commissioner and all the heads of departments for giving their support and guidance for the programme. He has then thanked the special invitees Mr. Disa Weerapana, Programme Coordinator, UN-Habitat Programme, UNDP, Dr. Fahmy Ismil, the National Technical Adviser of SCP, Mr. Leo Fonseka, Former NTA, SCP and Mr. K.A. Jayaratne, President, SEVANATHA for making their contribution at the consultation. He has the thanked all the invitees who represented the government institutions, Private Sector organizations, the Banking Sector, the community Leaders including the representative of women servings groups for participates and making valuable construction at the consultation. Finally, he has thanked all the heads of departments and the other municipal staff for helping in organizing the city consultation. He has then thanked the staff of the conference department of the central bank and those who provided necessary and logistic support for conducting the city consultation. The consultation was over around 1.45 p.m.