UN-Habitat Support to Sustainable Urban Development in Kenya

Report on Capacity Building for County Governments under the Kenya Municipal Programme

Volume 1: Embu, Kiambu, Machakos, Nakuru and Nyeri counties

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Contents

Executive Summary

This is the first report of a series of UN-Habitat reports on *Support to Sustainable Urban Development Sector in Kenya.* The focus of this report is the outcome of UN-Habitat's capacity building training for five county governments and six urban centres under the Kenya Municipal Programme; each of which is currently preparing their Integrated Strategic Urban Development Plan. The county governments are: Embu, Nakuru, Kiambu, Machakos, and Nyeri. The urban centres are: Nakuru, Naivasha, Machakos, Nyeri, Embu and Thika.

The report is structured into five parts. Part One provides background information on the Kenya Municipal Programme and UN-Habitat's involvement. The Kenya Municipal Programme was designed to address the numerous challenges facing the urban sector in Kenya, particularly with the aim to *"strengthen local governance and improve urban services in select urban municipalities"*. Funded by the World Bank and implemented by the Government of Kenya, the Kenya Municipal Programme is structured into four main components. These are: 1) Institutional strengthening; 2) Participatory strategic urban development planning; 3) Investment in infrastructure and service delivery and; 4) Project management, monitoring and evaluation. With funding from the Swedish International Development Agency (SIDA), UN-Habitat has partnered with the Kenya Municipal Programme to support the delivery of component 2 – participatory strategic urban development planning – by building the capacities of county governments to enable them engage more actively with the Kenya Municipal Programme urban planning process. Consequently, UN-Habitat designed training for the county political leaders and policy makers, Members of County Assembly (MCAs), and technical officers drawn from the executive – County Executive Committee members, line department directors, departmental staff etc. This support was informed by the fact that though Kenya's urban sector is faced with numerous challenges it also exhibits potential for harnessing its transformative power.

The second Part of this report highlights the urbanization context in Kenya: its challenges and opportunities, the relevance of Kenya Vision 2030, the importance of urban-rural linkages, and urban legislation and governance issues. Kenya's urbanization history traces the existence of urban areas to the pre-colonial era. During the colonial period, a number of the current large urban areas were established – including the city of Nairobi. It should be noted that the colonial urbanization policies restricted rural-urban migration; hence, the slow urbanization during that period. However, post-independence Kenya recorded rapid urbanization, mainly as a result of unprecedented rural-urban migration.

This rapid urbanization has been a paradox in Kenya. The country's urban areas are faced with inadequate infrastructure and housing delivery, inadequate urban planning, urban informality, environmental challenges, urban sprawl, urban poverty and urban inequalities. Nevertheless, Kenya's urbanization is predicted to increase significantly. Current projections by UN-Habitat indicate that although by 2050 the country's population will remain largely rural; the urban population in actual numbers will have more than doubled (UN Population Division, 2015). This means that Kenya will undergo significant structural transformations - demographically, socio-economically and spatially. Analyses of Kenya census data between 1962 and 2009 (NCPD, 2013) reveal that small and medium sized towns have grown in number as well as in their percentage share of urban population. Despite the challenges, the significance of urban economies to national income and employment and

the technological revolution that has stemmed from urban-based economies has been profound, in Kenya.

Yet, despite the importance of this urban reality, most urban areas in Kenya lack sound plans to direct their growth. This is the premise for the need to prioritize urban planning in the country. In addition, Kenya's Vision 2030 identifies urbanization as a vital platform for attaining the targets set for its social, economic and political pillars. This is so because urban areas play a critical role as centres of service provision; centres that create demand for agricultural production; centres of employment; centres that promote import substitution; (hence they promote manufacturing in the country); and centres for enhancing a sustainable hierarchy of human settlements, among other benefits. Furthermore, the strong rural-urban linkages characteristic of Kenya's urbanization cannot be ignored in urban planning policies, both at national and county levels.

The aforementioned benefits of urbanization (and to a large extent of urban planning) are unattainable where effective urban legislation and governance is absent. Kenya promulgated a new Constitution in 2010 which introduced a two tier system of government; the national and the county governments. Under this new dispensation, various functions of urban planning and service provision have been devolved to the county governments, and the national and county governments are mandated to enact various legislations necessary for effective urban planning and governance. Various processes are currently underway, e.g., the review of the Physical Planning Act, the review and implementation of the Urban Areas and Cities Act, and the implementation of the County Government Act. The finalization of the delayed review of the national Building Code is expected to provide legislation governing building standards in the country. The 2010 Constitution also created a National Land Commission, which has already gazetted guidelines for development approval processes in County governments. But there are still gaps with regards to institutional development which remains a major challenge. For example, the creation of "Boards" to manage urban areas, as stipulated by the Urban Areas and Cities Act is yet to be implemented. This has had profound impact on the governance of the defunct municipalities, and overall, the governance of urban areas in Kenya.

Most of the urban areas under the Kenya Municipal Programme are in fact defunct urban municipalities. As outlined in Part Three, with the exception of Naivasha and Thika, the other urban areas now double as the county administrative headquarters, in addition to being key urban areas in those counties and in the country. In common, these towns are characterized by inadequate urban planning, informal settlements, urban sprawl, inadequate and degrading infrastructure, inadequate housing, a growing informal urban economy, and degrading environmental quality. However, the transformative potential possessed by these towns is promising, especially in enhancing socio-economic opportunities for the counties. To harness the benefits of urban growth through the on-going Kenya Municipal programme planning process, county governments will need to develop the requisite adaptive capacities. To help build this capacity, UN-Habitat has engaged Members of County Assembly (Members of County Assembly) and technical officers of the county governments in separate one-day learning sessions in Nairobi, and an additional 2-day rapid planning studio for the technical officers. The sessions have focused on urban planning, urban economy and urban legislation. Part Four of this report details the outcomes of these one-day learning sessions.

Key Outcomes of the Members of County Assembly Learning Session

Members of County Assembly were selected for the capacity building they are tasked with legislative and policy making functions, including the formulation of necessary legislation for urban planning and development, for example, for approval of plans, municipal finance, environmental management and infrastructure development. The Learning Sessions emphasized the importance of formulating enabling legislation, for both urban planning and urban development, because without sound urban planning, counties are likely to lose the benefits associated with urban growth. In fact, the failure to plan and implement effectively has profound consequences such as poor urban form (e.g. spatial fragmentation and poor street connectivity), under productivity, and costly infrastructural delivery.

The workshop highlighted the main benefits of urban planning as follows: a) to manage rapid urbanization and urban sprawl; b) improve and enhance urban economies; c) improve land-use management; d) achieve sustainable urban form; e) improve municipal rating and credibility; f)improve preparedness with regard to rural-urban migration; g) and as a tool for enhancing urban resilience. These benefits are attainable through an integrated planning approach such as that pursued by Kenya Municipal Programme. Consequently, the on-going Integrated Strategic Urban Development Planning was acknowledged as an ideal framework for addressing transportation, housing, infrastructure, environment and urban economy issues in the select urban areas. Members of County Assemblies particularly noted the need for an institutional framework to underpin the process, including sound urban governance, where management of urban areas is executed by personnel with the right capacity, backed by political goodwill. On the matter of creating "Boards" as per the provisions of the Urban Areas and Cities Act, it emerged that most of the county assemblies are yet to address the issue. These Boards are tasked with the specific mandate of implementing strategies to enhance Local Economic Development and expand municipal finance. Besides, the Integrated Strategic Urban Development Plans requires these Boards for their implementation and they ought to have been established even before commencement of the planning process, to ensure a solid foundation for plan formulation and implementation.

Urban management in the counties is expected to not only oversee the implementation of the Integrated Strategic Urban Development Plans, but also to deal with increasing urban informality. Members of County Assemblies noted that a paradigm shift in approaches is imperative to achieving more productive interventions to addressing informal settlements in Kenya's urban informal settlements; this shift entails embracing more inclusive approaches that address root causes. Besides, counties should seek to exploit the good urban qualities that informality presents such as mixed-use, street vibrancy and social cohesion, address the issues in current informal settlements and develop strategies to prevent the formation of new ones. Overall, Members of County Assembly's expressed political goodwill towards the on-going Kenya Municipal Programme and to urban planning in general and committed to collaborate with the county executive on initiatives that enhance sustainable urban development.

Key Outcomes of the One-Day Learning Session for County Technical Officers

UN-Habitat and the Kenya Municipal Programme also designed a similar session for the county executive. This targeted the relevant line departments – those concerned with urban planning, basic services, environment, urban economy, finance and social development. Universities that train urban planners in Kenya also were involved. Topics similar to those addressed during the Members of County Assembly session were included to enhance a common understanding of urban issues in the counties between the political leaders and technical officers. While Members of County Assembly are tasked with enacting legislation and policies, it is the county executive that is responsible for technical delivery of plans and policies.

During the workshop, county officials identified that unplanned urban growth and urban sprawl challenges are important issues that the on-going Integrated Strategic Urban Development Planning process must adequately address. In addition, the officials stressed the importance of formulating plans whose implementation ensures that urban development is reconciled with environmental conservation and preservation, and particularly agriculture which

Sanitation challenges and river pollution in Mathare slum
© Baraka Mwau

dominates the peripheries of most urban areas. Echoing the concerns of the Members of County Assembly, the technical officers revisited the challenge of informal settlements; it was evident that numerous interventions have been attempted previously in Kenya, but with little success, and participants called for urban planners to devise more effective approaches, including scaling-up successful interventions.

Importantly, addressing informal settlements at city-wide scale was emphasized; therefore, the ongoing Integrated Strategic Urban Development Plan was cited as among the best tools – at their disposal – to advance a more sustainable agenda in dealing with informal settlements. Closely related to this was the resolution that urban planning education and practice in Kenya requires reform. This means adapting urban training to the urban realities in the country and borrowing the most suitable international practices. The following key basic principles were stressed as necessary for the reforms namely: urban development that will result in more compact cities with mixed-use developments, inclusivity, integration, connectivity; and urban planning that enhances local economic development. Such reforms will also mean that universities engage more with county governments to enhance the linkages between research and practice in Kenya.

Reforms in urban legislation were also identified as a priority factor for advancing urban planning in the counties, in particular, legislation on plan formulation, development control, land-use planning, building and construction, land administration and management and environmental management.

The workshop also addressed the importance of a visioning process during the formulation of plans and the fact that effective visioning processes are anchored on strong stakeholder participation. It was noted that counties ought to understand the strengths, weaknesses, opportunities and threats related to their attainment of sustainable urban development. To provide the technical officers with practical skills, they were taken through an additional two-day rapid planning studio which was executed through various hands-on exercises that focused on the applicability of various tools and approaches to urban planning. Part Five of the report addresses the outcomes of these rapid planning studios.

Key Outcomes of the Two-Day Rapid Urban Planning Studio

The studios were designed to enhance hands-on skills and the application of various urban planning tools and approaches, particularly, planning for streets, public spaces and mixed-use developments; applying urban legislation in implementation of plans; and leveraging urban planning for local economic development. The participants were encouraged to consider the basics of urban planning as the entry point to institutionalizing more effective urban planning practices. Specific emphasis was placed on the importance of streets for sustainable urban form; it was noted that a prosperous city ought to have a sound street network, with streets that enhance mobility, social cohesion, integration of activities, connectivity and economic productivity. To spatially visualize this, participants were taken through a hypothetical streetscape design exercise where they learnt that in addition to the basic features of street design, planners in Kenya must consider the place of informal economic activities such as street vending, as well as accommodate informal transportation modes. Participants were also taken through a scenario building process that was delivered through two main exercises. The first exercise was calculating population projections

Nakuru, Kenya
© Flickr/ViktorDobai

and ascertaining the implication of population growth to spatial growth or urban land demand. The exercise confirmed that most of the intermediate cities in Kenya have a high growth rate matched with inadequate urban planning resulting in urban sprawl. The county planners were then schooled in the basics of attaining suitable urban density by considering Floor Area Ratio (FAR) implications and mixed-use development. This exercise was complemented by a second exercise that consisted of mapping existing conditions, particularly: natural features, urban growth patterns, location of key commercial nodes, employment areas and informal settlements. In this exercise, the teams identified urban sprawl, growth of informal settlements, and spatial inequalities as key challenges facing their towns. They also identified opportunities, new growth areas (for city extension and in-fills), areas with immense potential for enhancing local economic development and possible strategies for intervention. In particular, the county planners identified water systems and the environment as under threat from unplanned development. They also noted that mega infrastructure projects that are developed by the national government impact on local spatial growth, but the magnitude of such impact is uncertain because the local planners are inadequately involved in the planning of such projects.

To enhance adaptation of more sustainable urban patterns, the participants were taken through a mixed-use development planning scenario. The participants realized that their county governments should promote mixed-use developments because of the inherent advantages which include combating segregation and sprawl and also as a tool for enhancing optimization of urban space. Participants also learnt that functional mixed-used development needs to be combined with sound urban legislation aimed at protecting public spaces and enhancing effective compatibility of uses. It was also noted that although most towns lack clear policy guidelines on mixed-use development, several urban developers – both informal and formal – have developed various forms of mixed-use neighbourhoods. Therefore, urban planning policy and practice in the counties should promote uptake of such developments by engaging more with developers, residents and other key stakeholders.

However, urban planning and urban legislation are not sufficient for building the requisite adaptive capacities for achieving the desired urban future. To enhance the economic productivity of urban spaces, urban development plans must have a financing strategy for infrastructure, services etc., and implementation must enhance municipal revenues and local economic development. Various techniques that can be used to address these aspects were demonstrated, such as, costing for economically efficient Central Business Districts and commercial hubs e.g. markets. Other techniques demonstrated how to provide affordable community infrastructures and how to use cadastral information to enhance land-based revenues. Lastly, participants recommended that urban plans be realistic, meaning that plan formulation must include an effective implementation strategy.

Peak Pedestrian Traffic in Mukuru Slums, Nairobi © Baraka Mwau

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Background

1.0 Overview

This report is based on the outcomes of the capacity development trainings that were undertaken in support to the implementation of the on-going Kenya Municipal Programme. The programme is mainly financed by the World Bank at a cost of US$ 129 million with co-financing from the Swedish International Development Cooperation Agency (Sida); it is executed and implemented by the Kenya Government, through the Ministry of Land, Housing and Urban Development (MLHUD). UN-Habitat's support to the Kenya Municipal Programme is through capacity development that entails training in various key issues in urban planning and development. This report details outcomes of the first phase of the training that was done for the Kenya Municipal Programme Counties Clusters III (Machakos, Embu & Kiambu) and IV (Nyeri & Nakuru). This section of the report provides a brief background of the Kenya Municipal Programme and UN-Habitat's support to the Programme, and draws attention to the on-going global debate on the Habitat Agenda, Habitat III[1] and Urban-Rural Linkages – a key theme of the 25th Governing Council (GC25) of UN-Habitat held in April 2015.

1.1 The Kenya Municipal Programme

In May 2010, the World Bank approved the Kenya Municipal Programme, with an initial planned closure date of 30 August 2015, later adjusted to 31 May 2017 (The World Bank, 2015; 2010). The premise of creating this programme was that for Kenya to attain full economic recovery and sustainability, her urban centres must be well-functioning. This is related to the fact that Kenya's urban centres contribute a significant fraction of the nation's Gross Domestic Product (GDP); Nairobi alone, accounts for 50 percent of Kenya's GDP. However, challenges of poor service delivery, declining infrastructure, rapidly sprawling growth, impoverished informal settlements, and increasing urban poverty, among other challenges, have profoundly undermined the path to full economic recovery and sustainable urban development. Over and above these challenges, the urban authorities are highly dysfunctional, characterised by ineffective management and governance and low budgetary allocations to development expenditure. According to the Kenya Municipal Programme Project Information Document (PID) that was developed at the programme's concept stage (The World Bank, 2005), this has discouraged investments and resulted in low citizen confidence in the authorities.

The Kenya Municipal Programme was therefore formulated to support service delivery and governance improvements in Kenya's urban centres, then under the former Ministry of Local Government (MLG). Urban centres are now managed within the framework of county governments.

After the enactment of the Kenya Constitution of 2010, the Ministry of Land, Housing & Urban Development

Map 1.1 Kenya Municipal Programme Counties and Towns

South Sudan

Ethiopia

Uganda

Somalia

Lake Turkana

Eldoret

Kakamega

Kisumu

Nakuru

Nyeri

Embu

Garissa

Kericho

Lake Victoria

Naivasha

Thika

Kitui

Nairobi

Machakos

Tanzania

Malindi

Indian Ocean

Mombasa

Legend

◉ Kenya Municipal Programme (KMP) Urban Centre

• Other Urban Centre

— Regional Trunk Roads

–|– Railway network

County

■ County with KMP Activity

■ Other Counties

▨ International Boundary

■ water body

Map: UN Habitat (2015)

Drawn by: Baraka Mwau

International Boundary: Map No. 4187 Rev 3 United Nations December 2011

Disclaimer: The boundaries and names shown and the destinations used on this map do not imply official endorsement or acceptance by the United Nations

0 25 50   100   150   200 Kilometers

is the executing agency for the Kenya Municipal Programme. However, the municipal agreements that were earlier envisaged ceased, due to the change from municipalities to county governments that were mandated to establish delega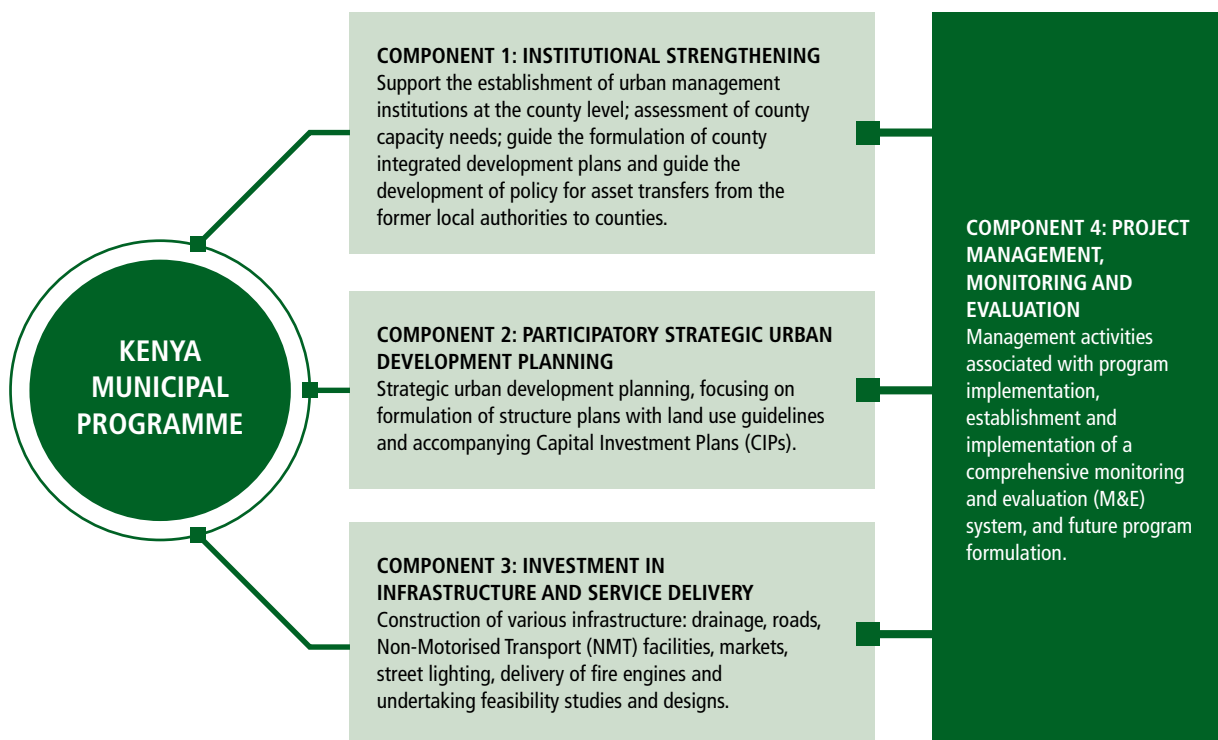ted institutions (boards) for managing urban centres. Although the Kenya Municipal Programme may enter into agreements with the counties, this is not possible until "the National Treasury develops a policy governing the transfer of funds to counties for the implementation of donor-funded projects" (The World Bank, 2015). Besides, with the exception of Nairobi and Mombasa, which are city counties, the rest of Kenya Municipal Programme urban centres are yet to establish the stipulated structures for their management and governance. Nevertheless, through coordination with the respective county governments, implementation of the Kenya Municipal Programme activities is on-going. These activities are aligned to the four components of Kenya Municipal Programme as illustrated in Figure 1.1.

1.2 UN-Habitat Support to the Kenya Municipal Programme

UN-Habitat support to the Kenya Municipal Programme is framed under the broad framework of "Support to Sustainable Urban Development Sector in Kenya". After consultation with a number of counties, the Kenya Municipal Programme and UN-Habitat designed a capacity development programme aimed at supporting the effective implementation of Kenya Municipal Programme Component 2. This capacity development programme contributes to the objectives envisaged under Component 1. UN-Habitat support to Component 2 mainly involves capacity development in the counties, and incorporates training designed for county officers and Members of County Assemblies (MCAs), and providing technical advice to the on-going strategic urban development planning processes in the counties. The trainings are structured according to the Kenya Municipal Programme Clusters.

Figure 1.1 Structure of Kenya Municipal Programme

KENYA MUNICIPAL PROGRAMME

COMPONENT 1: INSTITUTIONAL STRENGTHENING
Support the establishment of urban management institutions at the county level; assessment of county capacity needs; guide the formulation of county integrated development plans and guide the development of policy for asset transfers from the former local authorities to counties.

COMPONENT 2: PARTICIPATORY STRATEGIC URBAN DEVELOPMENT PLANNING
Strategic urban development planning, focusing on formulation of structure plans with land use guidelines and accompanying Capital Investment Plans (CIPs).

COMPONENT 3: INVESTMENT IN INFRASTRUCTURE AND SERVICE DELIVERY
Construction of various infrastructure: drainage, roads, Non-Motorised Transport (NMT) facilities, markets, street lighting, delivery of fire engines and undertaking feasibility studies and designs.

COMPONENT 4: PROJECT MANAGEMENT, MONITORING AND EVALUATION
Management activities associated with program implementation, establishment and implementation of a comprehensive monitoring and evaluation (M&E) system, and future program formulation.

Source: UN-Habitat/Baraka Mwau (Information Adapted from Kenya Municipal Programme)

Figure 1.2 UN-Habitat Three-Pronged Approach to Sustainable Urban Development

Urban Rules and Regulations

Adequate planning rules and regulations are a prerequisite to the design, production and management of efficient and equitable human settlements.

Urban Planning and Design

The quality of urban planning and design has a determining impact on the value generated by human settlements through efficient and equitable public space, streets and buildable areas.

Municipal Finance

Efficient and transparent municipal finance systems are key to investments, maintenance and management of the city. They should ensure redistribution of benefits generated by urban endogenous development.

Source: UN-Habitat

Three main trainings have been carried out so far: Phase I for Clusters III[2] and IV[3] , Phase II for Clusters I[4] and II[5] and Phase III for the Informal Settlement Community Leaders in Kilifi and Mombasa Counties. Phase I was conducted in August and September 2014, the second phase in November 2014 and April 2015, and the third phase in July 2015. The outcomes of Phase I are documented in this report.

1.2.1 Approach to the Capacity Development

The training for county officers and Members of the County Assemblies is anchored on the broader UN-Habitat Three-Pronged Approach illustrated by Figure 1.2.

The Three-Prolonged approach places emphasis on linking space, processes and resources to nurture better urban centres. The underlying principle is to enhance a stronger correlation between urbanisation and urban development. Urbanisation can be a powerful tool for transformation, however, it needs to be well planned, managed and governed. The training was centered on UN-Habitat's training programme for urban policy makers, based on the "Urban Planning for City Leaders" publication and Integrated Rapid Urban Planning Studio tool. The training targets both technical and political leaders owing to their specific, yet mutually reinforcing roles in county planning, governance and management; members of county assemblies are tasked with policy, legislative, oversight and representative roles, while technical officers are tasked with the actual delivery of services, management and execution of all county functions.

1.2.2 Towards Habitat III

UN-Habitat's support to a "Sustainable Urban Development Sector in Kenya" is timely as the United Nations is currently preparing for Habitat III. The conference will bring member states and stakeholders together to deliberate on a "New Urban Agenda" that will build on the Habitat Agenda of Istanbul 1996. Habitat III will be among the first United Nations global summits after the adoption of the Post-2015 Development Agenda and, hopefully, a new climate change agreement adopted at COP21, also known as the 2015 Paris Climate Conference. Thus, Habitat III will be a rare opportunity to discuss the important challenge of how cities, towns and villages are planned and managed, in order to fulfil their role as drivers of sustainable development, and hence shape the implementation of new global development and climate change goals.

The transformative power of urbanisation is a key focus for Habitat III. The Habitat III preparatory process recognises that "it's high time to think urban: how to mobilise the global community and focus all levels of human settlements, including small rural communities, villages, market towns, intermediate cities and metropolises for demographic and economic growth" (Habitat III, 2015).

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[2]   This comprises Embu, Machakos and Kiambu Counties; Thika is the implementation urban centre for KMP Component 2 in Kiambu County
[3]   This comprises Nyeri and Nakuru Counties; Nakuru and Naivasha are the implementation urban centres for KMP Component 2 in Nakuru County
[4]   Mombasa County
[5]   This comprises Kilifi and Kitui County; Malindi is the implementation urban centre for KMP component 2 in Kilifi County

1.2.3 Relevance of Urban-Rural Linkages to Sustainable Urban Development in Kenya

In April, 2015 UN–Habitat convened the 25th Governance Council (GC25) as well as Habitat III Prep-com II in Nairobi at the United Nations Complex in Gigiri.

The Governing Council focused on "UN-Habitat's Contribution to the Post-2015 Development Agenda in Order to Promote Sustainable Urban Development and Human Settlements". The GC25 had two sub-themes, namely:

1. Enhancing Urban-Rural Linkages across the Continuum of Human Settlements to Harness the Transformative Power of Urbanization for Sustainable Development.
2. UN-Habitat's Role in the Post-2015 Development Agenda.

The theme on enhancing urban-rural linkages across the continuum of human settlements resonates deeply with the on-going integrated urban development planning being undertaken by the Kenya Municipal Programme. At the GC25, a resolution on "Contribution of the United Nations Human Settlements Programme to the post-2015 development agenda in order to promote sustainable urban development and human settlements"[6] was adopted, endorsing UN-Habitat to refresh its urban-rural linkages mandate (UN, 2015). This mandate, adopted in Habitat II at Istanbul in 1996, firmly stated that "policies and programmes for the sustainable development of rural areas that integrate rural regions into the national economy require strong local and national institutions for the planning and management of human settlements that place emphasis on rural-urban linkages and treat villages and cities as two ends of a human settlements continuum."

Issue paper No. 10 of Habitat III (2015)[7] dwells on urban-rural linkages, with attention on spatial, economic and social issues relating to urban-rural linkages, and also on the actors and importance of enhancing partnerships that enhance urban-rural linkages for sustainable development. The manifestation of urban-rural linkages in Kenya's urbanisation is evident in the manner in which urbanisation has unfolded – the flows of natural resources, capital, goods, employment, ecosystem services, information and technology – between rural, peri-urban and urban areas. The cyclical nature of people's movement between urban and rural areas, and the social-cultural relations between the two, should be noted, as should be the effect of the unfolding trend of population growth on policies of human settlements and sustainable development.

Current projections show that Kenya' urban population will only reach 50% of the total population after 2050. However, the actual numbers in both urban and rural areas will be significant, projected to be slightly above 42.6 million (43.9%) for urban population and 54.5 million (56%) for rural population, in 2050 (United Nations Population Division, 2014)[8] . Furthermore, it is projected that most of the urban growth will take place in secondary cities, small and medium sized towns, which will play a critical role in sustainable development. These centres are pivotal in enhancing synergy within the continuum of human settlements; they link rural dwellers with urban centres and strengthen economic opportunities by providing a market and access to basic services and technologies, among other opportunities. The urban food system is also highly dependent on the nature of urban-rural linkages in the continuum of human settlements.

Figure 1.3 Urban-rural spatial growth relations in Kimilili town, Bungoma, Kenya
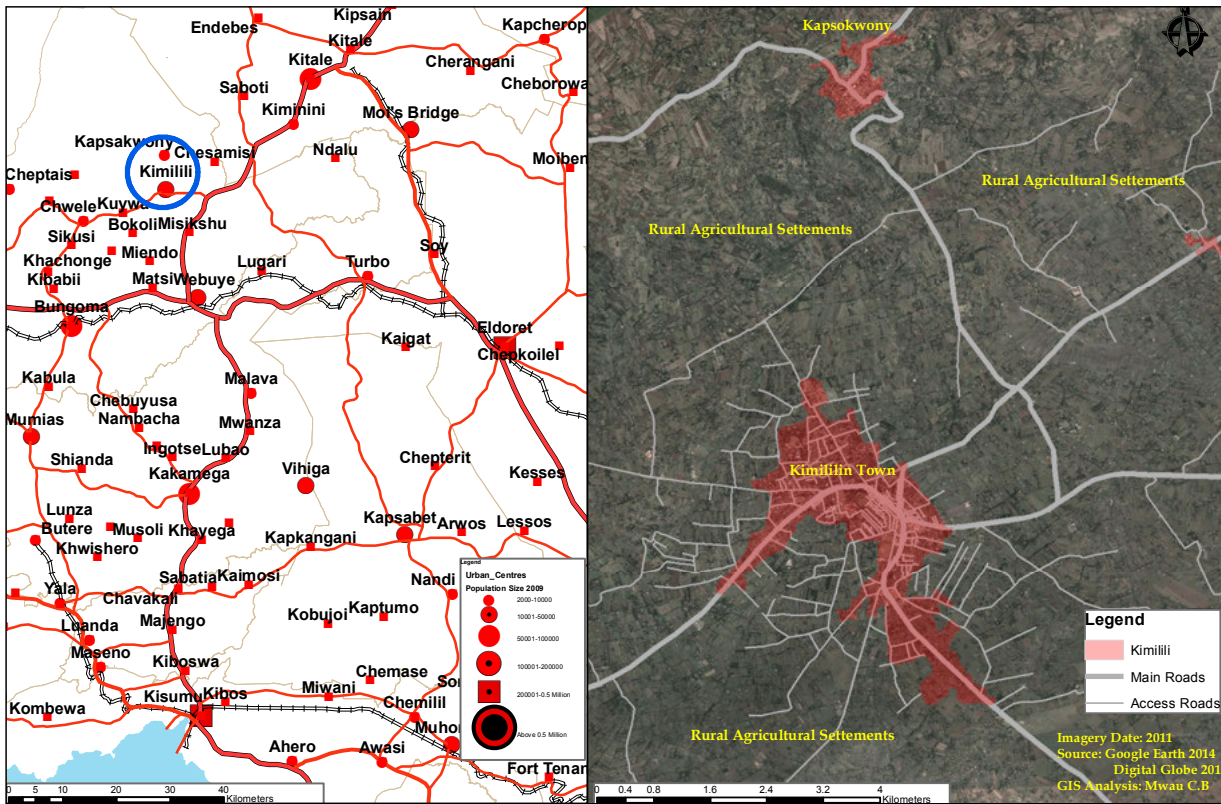
Source: UN-Habitat/Baraka Mwau

Nunguni, a small town in Kenya © Baraka Mwau

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Kenya's Urbanization
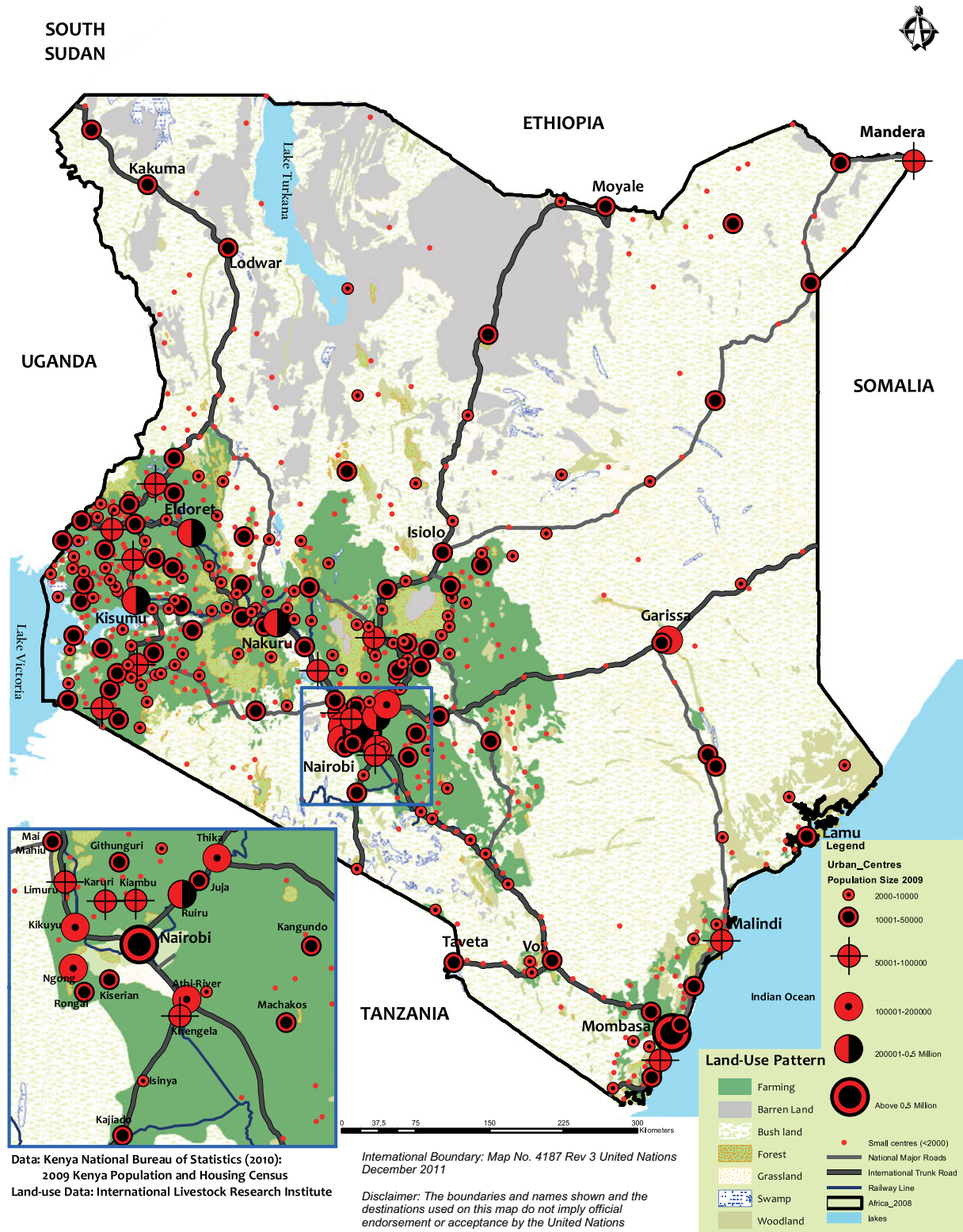Context and Vision 2030

2.0 Overview

This Chapter provides a brief background of Kenya's
urbanization trends and geography, including the
distribution of urban areas in the country. This
information provides the context for examining the
challenges and opportunities associated with Kenya's
urbanization and urban development. With Kenya
embarking on achieving its growth blueprint, Kenya
Vision 2030, this report highlights the crucial role of
urban development towards realization of this vision.
Another vital element addressed by this chapter is
a brief account of the urban legislation and urban
governance issues in the country.

2.1 Urbanization Trends
and Geography in Kenya

By 2011, Eastern Africa was still the least urbanized
region in Africa – although this varies with specific
countries – with a projected growth rate of 5.35 %,
placing it among the most rapidly urbanizing regions
on the continent (UN-Habitat, 2014). This implies
that Eastern Africa will have to confront significant
urban challenges arising from this massive increase
in urban population, especially in meeting demands
for employment, housing and basic services. Many
countries in the region, particularly Madagascar,
Somalia, Mauritius, South Sudan and Tanzania, will
have an urban majority by the year 2050; however,
Kenya, Ethiopia, Eritrea, Malawi, Rwanda, Burundi,
Comoros, and Uganda will remain largely rural by 2050
(UN-Habitat, 2014). Despite this, by 2050, the urban
populations, in terms of actual numbers will be quite
significant.

Kenya's urbanization can be traced to the pre-colonial
era, especially in the coastal area where urban centres
such as Mombasa have been in existence for centuries.
Although there were numerous trade centres in the pre-
colonial period, some of which have now developed to
urban centres, it was only in the colonial period (1895
-1963) that many current towns were established. It is
also during this period that challenges of unbalanced
urbanization or development were embedded, mainly
associated with the colonial policy of anti-urbanization
for Africans that was aimed at restricting rural-urban
migration; uneven distribution of administrative
centres/ posts, which later became major towns of

Map 2.1 Distribution of Urban Areas in Kenya

SOUTH
SUDAN

ETHIOPIA

Mandera

Kakuma

Lake Turkana

Moyale

Lodwar

UGANDA

SOMALIA

Isiolo

Eldoret

Garissa

Kisumu

Lake Victoria

Nakuru

Nairobi

Legend

Urban_Centres
Population Size 2009

- 2000-10000
- 10001-50000
- 50001-100000
- 100001-200000
- 200001-0.5 Million
- Above 0.5 Million

Lamu

Malindi

Indian Ocean

Taveta

Vol

TANZANIA

Mombasa

Inset map (Nairobi region):
Mai
Mahiu
Githunguri
Thika
Limuru
Karuri Kiambu
Juja
Ruiru
Kikuyu
Nairobi
Kangundo
Ngong
Kiserian
Athi River
Machakos
Rongai
Kitengela
Isinya
Kajiado

Land-Use Pattern

- Farming
- Barren Land
- Bush land
- Forest
- Grassland
- Swamp
- Woodland

- Small centres (<2000)
- National Major Roads
- International Trunk Road
- Railway Line
- Africa_2008
- lakes

Data: Kenya National Bureau of Statistics (2010):
2009 Kenya Population and Housing Census
Land-use Data: International Livestock Research Institute

International Boundary: Map No. 4187 Rev 3 United Nations
December 2011

Disclaimer: The boundaries and names shown and the
destinations used on this map do not imply official
endorsement or acceptance by the United Nations

0   37.5   75   150   225   300
                                    Kilometers

Source: UN-Habitat/Baraka Mwau (2014)

today; and the colonial focus of developing the areas with greatest agricultural potential (National Council for Population and Development, NCPD, 2013). The post-independence period witnessed the emergence of numerous urban centres, but the unbalanced growth and development persisted. Notably, a spatial analysis of urban distribution reveals that most urban areas are still concentrated in the high-potential agricultural zones, where population densities are also higher. In sparsely populated areas – the arid and semi-arid zones – and where population densities are relatively low, there are fewer urban centres (See Map 1, which illustrates urban centres distribution and land-use patterns in Kenya).

Furthermore, the construction of the Kenya-Uganda railway influenced settlement patterns in Kenya, with most urban conurbations emerging along that corridor (NCPD, 2013). A spatial analysis of Kenya's urbanization illustrates an axle form of urban development along this railway line, and alongside the Mombasa-Busia international trunk road, both of which are part of the Northern Infrastructure Corridor. Currently, the government is undertaking redevelopment of the Kenya-Uganda railway to a Standard Gauge Railway, and this is expected to have even more impact on urbanization along the corridor It has been observed that the dominance of the Northern corridor, mainly the railway line, as the key infrastructure influencing spatial distribution of urban settlements, is due to the absence of a "nationally-rationalized settlement policy" in Kenya (NCPD, 2013).

By 2050, Kenya is expected to accommodate 38.1 million new urban dwellers (UN-Habitat, 2014). This growth will be distributed in urban centres of different sizes, mainly, in the small and medium-sized ones (see Table 1). The growth of these small and medium-sized urban centres will fall within counties outside Nairobi region.

Administratively, Nairobi City County has the largest share of urban population, among the counties. Although the urban primacy of Nairobi is high, it is on a general declining trend. This is reinforced by the fact that the city is surrounded by numerous towns of relatively significant population size, hence, the region is advancing to a metropolis development. Kenya's major urban areas constitute half of the urban population. These are: Nairobi, Mombasa, Kisumu, Nakuru, Eldoret, Kikuyu, Ruiru, Kangundo-Tala, Naivasha, Thika and Machakos (NCPD, 2013). Among these, Kikuyu, Ruiru, Machakos, Naivasha, Thika, and Kangundo-Tala, are in close proximity to Nairobi (See Map 2).

Although the distribution of urban population in Kenya has been dominated by large urban centres, there is an increase in small and medium-sized towns. Table 1, underscores this. It is notable that in 2009 urban centres with a population less than 99,999 people dominated the distribution of urban centres, although not the actual population share. Kenya's capital, Nairobi and intermediate cities/towns (100,000-999,999) accommodated about 65% of the urban population.

Table 2.1 Urban Population by Size Category of Urban Centres, 1962-2009. Source: Adapted from NCPD (2013).

| Year | Category of urban centres by population size | | | | | | | |
| | 1 million and over | | 100,000 - 999,999 | | 10,000 - 99,999 | | 2,000 - 9,999 | |
	No.	Total Population	No.	Total Population	No.	Total Population	No.	Total Population
1962	0	-	2	523,075	5	105,712	27	118,864
1969	0	-	2	756,359	9	79,267	36	153,282
1979	0	-	6	1,321,566	24	717,855	64	276,275
1989	1	1,324,570	5	1,046,588	40	1,080,726	93	426,813
1999	1	2,083,509	4	1,214,927	62	1,508,180	113	623,174
2009	1	3,109,861	22	4,617,114	97	3,665,486	110	631,109

Source: Ministry of Planning and National Development and Vision 2030 (forthcoming, Vol. VIII). Note: No. = Number (of urban centres).

Map 2.2 Major Urban Areas around Nairobi.
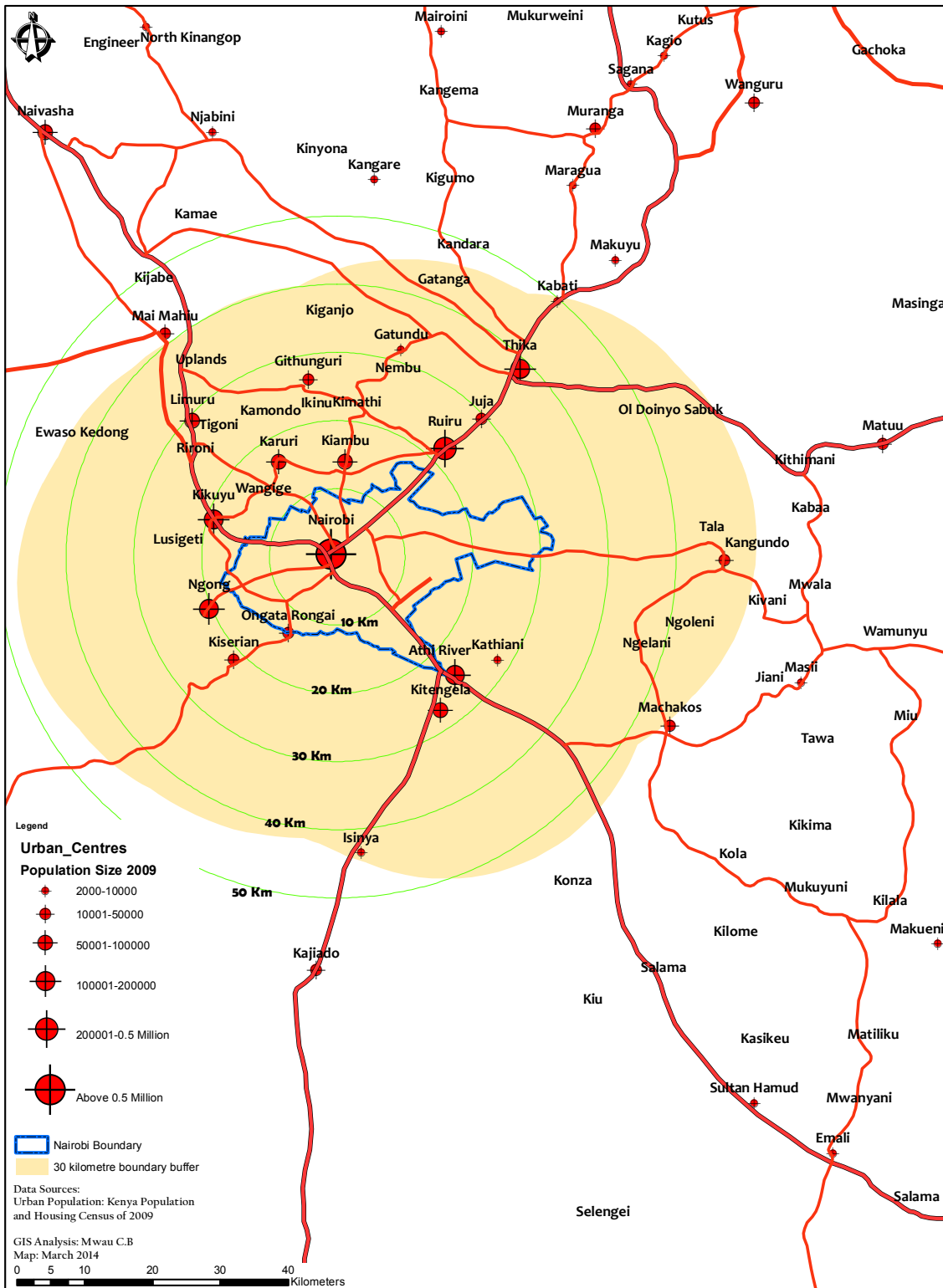
Source: UN-Habitat/Baraka Mwau (2014)

The remaining 35% was distributed in these small and medium-sized towns. Indeed, the majority of the counties are home to small and medium-sized towns; only Nairobi and Mombasa have a population entirely recorded as urban (NCPD, 2013). This analysis implies that planning for small and medium-sized towns will accelerate the realization of the economic potential of urbanization in most of the counties.

It is also crucial to note that the majority of medium-sized and small towns are faced with significant peri-urbanization, to the extent that several of them had in 2009 a "peri-urban population" double that of the reported "core urban" population (Kenya Population and Housing Census 2009, Vol. 1A: Population Distribution by Administrative Area, Republic of Kenya, 2010). For example, Nyeri Municipality had a "core-urban" population of 63,626 people and a "peri-urban" population of 55,727 people in 2009. During the same year, Machakos Municipality had a "core-urban" population of 41,917 people and a "peri-urban" population of 108,124 people. It is evident that this has profound implications on urban planning and policy development in the county governments. Basically, what this means to policy makers is that the continued growth of urban areas and transformation of rural areas and economies should be understood as simultaneous processes that are shaping urbanization in Kenya. Therefore, policy makers must prioritize urban planning and development in small and emerging small towns, and integrate urban planning that addresses urban development in the context of the adjacent rural/agricultural settlements.

Several factors have shaped urbanization in Eastern Africa: a) rural-urban migrations; b) natural population increase; c) conflicts resulting in refugees, and d) in-situ urbanization (transformation of rural and peri-urban spaces to urban spaces) (UN-Habitat, 2008). A combination of these factors has influenced urbanization in various regions of Kenya; it is expected that the on-going Kenya Municipal Programme exercise of formulating Integrated Strategic Urban Development Plans for the respective towns will adequately address these peri-urban complexities. In the process, the plans should advance integration, unlock the transformative potential of urbanization, and provide development guidelines that will enhance sustainable urban development. The next section seeks to identify the key challenges and opportunities in Kenya's urbanization.

2.2 Urban Challenges and Opportunities in Kenya

Kenya will be home to 63 million people by 2030 (World Bank, 2013). This is a significant transition with profound impact in terms of demography, spatial and economic transformations. As noted before, urbanization is projected to increase, a phenomenon, which will present both challenges and opportunities. UN-Habitat (2014) reports that rapid urbanization in Eastern Africa, has led to "acute housing shortages, traffic congestion, pollution and uncontrolled peri-urban sprawl", but at the same time significant efforts are being witnessed in various countries to counter these challenges, for example, redevelopments, upgrading and development and expansions of new infrastructure, for a more sustainable urban transition. Kenya's urban transition has been a paradox. On one hand, urban areas are emerging as significant economic hubs - promoting commerce and industrialization and offering non-agricultural employment opportunities, but on the other hand, this transformative power of urbanization has not triggered the desired transformation.

The challenges confronting urban transitions in Kenya are not unique to the country, but are also observed in other African countries. A report by UN-Habitat (2013d) *Unleashing the economic potential of agglomeration in African cities* postulates that the relatively rapid urbanization in Africa has presented specific socio-

Road construction in Kenya
© Flickr/computerwhiz417

economic challenges, key among them 'informality' in urban economies, a policy concern that has "received far less attention from governments or international bodies". The report goes further to outline that poverty and inequalities, unemployment and underemployment, poor delivery of infrastructure and services, inadequate housing, environmental degradation, congestion, and food insecurity, and overall ineffective urban governance systems, as among the key urbanization challenges African governments have to deal with.

2.2.1 Urban Challenges in Kenya

Today, Kenya's urban centers are characterized by numerous challenges, key among them: inadequate infrastructure and housing, social and environmental vulnerabilities, inefficient urban planning and urban governance, and increasing sprawl.

The various forms of deprivation in informal settlements are a major urban challenge. This is exacerbated by congestion and overcrowding, combined with poor provision of infrastructure services and housing; depicting various informal settlements as spatial-economic manifestations of deprivation. Meanwhile, some urban areas are characterized by pockets of exclusive neighbourhoods and districts housing the elite, where improved levels of infrastructure services and amenities are easily accessible, matched with desirable housing conditions. This illustration of social-economic, as well as, socio-spatial inequality is evident in most urban centres and policy makers must make deliberate efforts to disperse the benefits of urban development and abridge the inequality gaps. Urban planning, appropriately applied is a tool that can help reconfigure the divide and configure inclusivity in urban development.

As urban population increases, poverty levels tend to increase faster in the urban areas, than in the rural areas. For example, between 1992 and 1997, the rural population living below poverty line was 42% and 53%, respectively, while in the same period, the figures for urban population were 23% and 49%, respectively (Society for International Development-SID, 2004). Meanwhile, urban economies increasingly improve their share of national GDP; thus raising hard questions on the distribution of growth benefits.

Urban areas in Kenya face severe inadequacies of basic infrastructure. According to a report by NCPD (2013), less than 25% of households in 220 out of 230 urban centres in Kenya, were connected to main sewer systems. With regards to water, less than 25% of the households in 213 urban centres were connected to portable (piped) water supply. Poor sanitation is closely related to environmental degradation in Kenya's urban areas. For instance in Nairobi, untreated or improperly treated sewerage, and contaminated storm water find their way into the city's rivers (United Nations Environment Programme, 2009, *Kenya Atlas of Our Changing Environment. Nairobi,*). These challenges are worsened by ineffective policy and governance frameworks for urban planning and management.

Urban informality, both in terms of economy and settlement patterns has presented significant challenges to policy makers. Lack of proper urban planning and the failure to link economic growth and urban development and the polarization of urban development has resulted in informal settlements, where urban poverty and inequalities persist. Informal economies have emerged, and policy makers have been unable to design the tools for optimizing the positive aspects of this sector, such as the sector's role in employment. Kenya government statistics in numerous occasions have indicated that employment creation in the informal sector is higher than in the formal sector. For example, Kenya's informal sector is estimated to account for 33-50% of the Gross Domestic Product (GDP) and its share of employment is estimated to be 77% (Institute of Economic Affairs, 2012). Therefore, efforts must be taken to bolster inclusive urban development, including designing tools and approaches to mainstream the growth advantages that urban informality presents.

Infrastructure and informal development challenges in Embakasi, Nairobi
© Baraka Mwau

Evidence proves there is a positive link between urbanization and national productivity in high and middle-income countries. However, in many low-income countries such as Kenya, the productivity growth is negligible (despite increasing urbanization) due to among other things, weak comparative advantage and ineffective urban management (UN-Habitat, 2013b, State of the World's Cities 2012/2013). Thus urbanization needs to be directed and managed effectively. It is important for policy makers to fully understand the opportunities that urbanization offers.

2.2.2 Urban Opportunities in Kenya

Despite the challenges, urbanization in Kenya is anticipated to result in significant transformations. The national government and county government must, therefore, prioritize urban transition and overall sustainable human settlements development. In particular, urban development is important; considering that economies of urban centres account for a significant share of Kenya's Gross Domestic Product. For example, Nairobi and Mombasa generate close to one third of the country's GDP (The World Bank, 2013). Besides, it is not only large urban centres, but also the small and medium sized cities, that are anticipated to play a significant development role (NCPD, 2013).

Urban informality has not received the necessary policy attention it requires, yet, it has inherent opportunities that policy makers can learn from, including: mixed land-use developments; compactness; social cohesion; and co-production of basic services and housing.

Building construction in Embakasi, Nairobi
© Baraka Mwau

Box 2.1 Harnessing the Potential of Urbanization

Historically in other parts of the world and now in many parts of Asia, the productivity and cost advantages that stem from concentrated populations have helped to spur economic dynamism and growth. If they can find the resources and institutional capabilities to do so, investing in infrastructure and other instruments of economic and social development should help African cities to function more efficiently, and thereby secure positive externalities from urbanization. Critical public decisions taken over the next few years on where and what types of infrastructure are pursued will lock in particular development trajectories for decades to come. They will either reinforce the positive link between urbanization and development, or undermine it and cause urban problems to become overwhelming. Careful decisions on human settlement planning, transport systems (public or private), power generation (high or low carbon), food production, water, sanitation and other community services will have far-reaching and long-lasting social, economic and environmental effects.

Source: UN-Habitat (2013). Unleashing the economic potential of agglomeration in African cities.

The informal economy has the potential to enhance employment and incomes, including expanding the national tax base. For instance, in 2008, " by extending the tax net to the informal economy, the government could have increased the tax base by approximately 7.66 percentage points, translating to revenue worth Kshs.79.3 billion" (IEA, 2012).

Urban areas are crucial centres where governments can accelerate the provision of basic services and amenities to the increasing populations, because urban settlements concentrate more people in a specific location compared to rural settlements (UN-Habitat 2013b). By taking advantage of densities and urban compactness ('agglomeration advantages'), governments can advance faster in meeting basic needs.

In Kenya, urban areas can enhance their critical role in advancing both the agricultural and non-agricultural sectors. Small and intermediate towns can be promoted as:

1. Centres of service provision – including agricultural extension services, education, healthcare etc.,
2. Centres that create market demand for agricultural production in the hinterlands,
3. Centres of Information and Communication Technology (ICT) and knowledge transfer – necessary for advancing structural transformations socio-economically,
4. Centres of employment – particularly absorbing surplus labour that cannot be utilized by the agricultural based economies in the hinterlands,
5. Centres that promote import substitution for some sectors, by enhancing local manufacturing and commerce. This can especially, be used to optimize the potential of the *Jua Kali* (informal) sector that has proved to be a potential for enhancing labour intensive small-scale enterprises and industrial production of local goods.
6. Center's for enhancing a sustainable human settlements hierarchy – promoting settlement linkages, and hence bridging the rural-urban dichotomy for more sustainable urban transitions and development.

2.3 Urban-Rural Linkages

Even as urbanization increases, the relationship between urban and the rural settlements remains strong and evident, hence, it is imperative for sound policy making – with regard to human settlements planning – to consider these linkages. An understanding of the human settlements framework in Kenya is imperative in developing appropriate urban planning approaches. Studies show that urban migrants still retain strong linkages with their rural homes and communities as a form of safety nets (especially for those vulnerable to urban economies). Urban households also offer support to rural economies through social support systems in the form of dependency and remittances. Others invest in housing and rural economy enterprises including commercial and agricultural activities. And these linkages also exist for cultural reasons (NCPD, 2013). Numerous households have members in both rural and urban areas. It is also observed that small urban centres serving rural hinterlands have strong economic linkages with large urban areas. Indeed, various value chains in large urban areas are interlinked with rural economies or that of small centres, for example, food production, construction materials and other resource flows.

The movement of people, back and forth, has also been studied, demonstrating that rural-urban migration has slowed, and there is an emergent 'return migration' in the form of urban-rural migration (see Tacoli, 1998; Potts, 1997; in NCPD, 2013). This phenomenon is part of the dynamics that urban-rural linkages presents. Consequently, addressing urban development in Kenya will demand adequate understanding of the human settlement hierarchy and the urban system in the country and at county level. Urban-rural linkages should be harnessed to positively inform policies and strategies for guiding sustainable urban transitions, with emphasis on infrastructure such as transportation and communication, basic services, energy and food security (UN Habitat, 2003). Such emphasis is addressed by the Kenya Vision 2030 development strategy.

2.4 Kenya Vision 2030

In 2006, the Kenya government formulated a roadmap towards the transformation of the country to a middle-income economy by the year 2030. The Kenya Vision 2030 identified three key pillars to guide this transformation, namely: economic, social and political pillars. Urbanization is a cross-cutting issue in these pillars. It is evident that various key sectors of the economic pillar are urban-oriented or closely associated with urban development e.g. manufacturing, information communication and technology (ICT), wholesale and retail markets, business process outsourcing, financial services and market access for agricultural products. To accelerate

Along Thika highway in Nairobi
© Baraka Mwau

attainment of the targets set under the social pillar, urban areas have a vital role to play – owing to their ability to spatially concentrate populations in smaller areas – compared to most rural areas. Consequently, it is more cost-effective (more persons are served by per unit cost of investment) to invest in education and training, health, and water and sanitation, where densities are higher owing to agglomeration advantages.

Sessional Paper No. 10 of 2012 on Kenya Vision 2030 prioritizes national level planning for urban development. This is a positive step towards optimizing the gains of urbanization, and countering the negative impacts of urbanization. In addition to spatial and urban planning being a priority, several flagship projects of Vision 2030 encompass urban planning. These are mainly large-scale infrastructure projects and proposals to develop new cities. Hence, the urban planning approach implemented in these projects will largely dictate the development trajectory that will inform urban growth in the respective areas.

Major urban areas have been identified as strategic intervention areas, such as the proposals to develop metro regions in Nairobi, Mombasa, Garissa, Kisumu, Nakuru and Eldoret. Transportation infrastructure is a key priority, including roads (e.g. "Nairobi Missing link Roads", Thika Highway, Northern Corridor etc.); railway infrastructure (Nairobi Commuter Railways and Standard Gauge Railway); port infrastructure; the expansion of several airports and seaports, and development of new ones. Most prominent of these projects is the Lamu Port Southern Sudan-Ethiopia Transport (LAPSSET) corridor, whose work

has commenced and has both national and regional linkages (Republic of Kenya, 2011).

These projects will have significant impact on urban development nationally, and at county level, and the on-going Kenya Municipal Programme should incorporate the possible impacts of these national level plans and strategies for development in their respective plans. In general, the Kenya Municipal Programme should direct urban development in the counties towards sustainability and enhanced universal social welfare, as envisioned in the Kenya Vision 2030. In that regard, it will be necessary for both national and county governments to revisit the efficiency of current urban planning legislation and urban governance regimes, as vital enablers for sound urban planning that is critical for enhancing realization of Kenya Vision 2030.

2.5 Urban Planning Legislation and Urban Governance Issues

Recently, Kenya embarked on formulating a national urban development policy that is yet to be finalized – an indication of the progress the country has made with regard to reforms in urban planning legislation and generally in urban governance issues. Notably, the promulgation of the Kenya Constitution of 2010 introduced a devolved system of governance resulting in two main tiers of government: the national and county governments.


Children play in Mukuru slums
© Baraka Mwau

Kisumu International Airport
© Kenya Vision 2030

The Constitution of Kenya (CoK) 2010 devolved urban planning and service delivery functions to the 47 county governments. Furthermore, the constitution provided for the creation of the National Land Commission, and subsequent legislation related to governance, planning and development in counties, for example, the County Governments Act and the Urban Areas and Cities Act. However, the implementation of the Urban Areas and Cities Act has been slow. Other existing legislation crucial for planning is the Physical Planning Act (currently being reviewed by the Physical Planning Bill), and the National Environmental Management and Coordination Act. Importantly, the 2010 constitution mandated county governments with powers to formulate legislation and policies concerning

governance and development in their jurisdictions. Counties have embarked on developing such legislation and policies as they deem necessary.

At national level, additional legislation is being formulated and existing ones are being reviewed to align them with the new constitutional requirements. Additionally, the national Building Code is also under review. Various gaps and issues related to the Kenya planning legislation were identified and discussed during the Cluster III and IV capacity building workshops and the rapid studios. A call was made to county governments to fill some of the gaps by exercising their legislative mandate. Figure 2.1 illustrates the urban planning legislation framework in Kenya[1].

Figure 2.1 Urban/Regional Planning Policy and Legal Framework in Kenya.
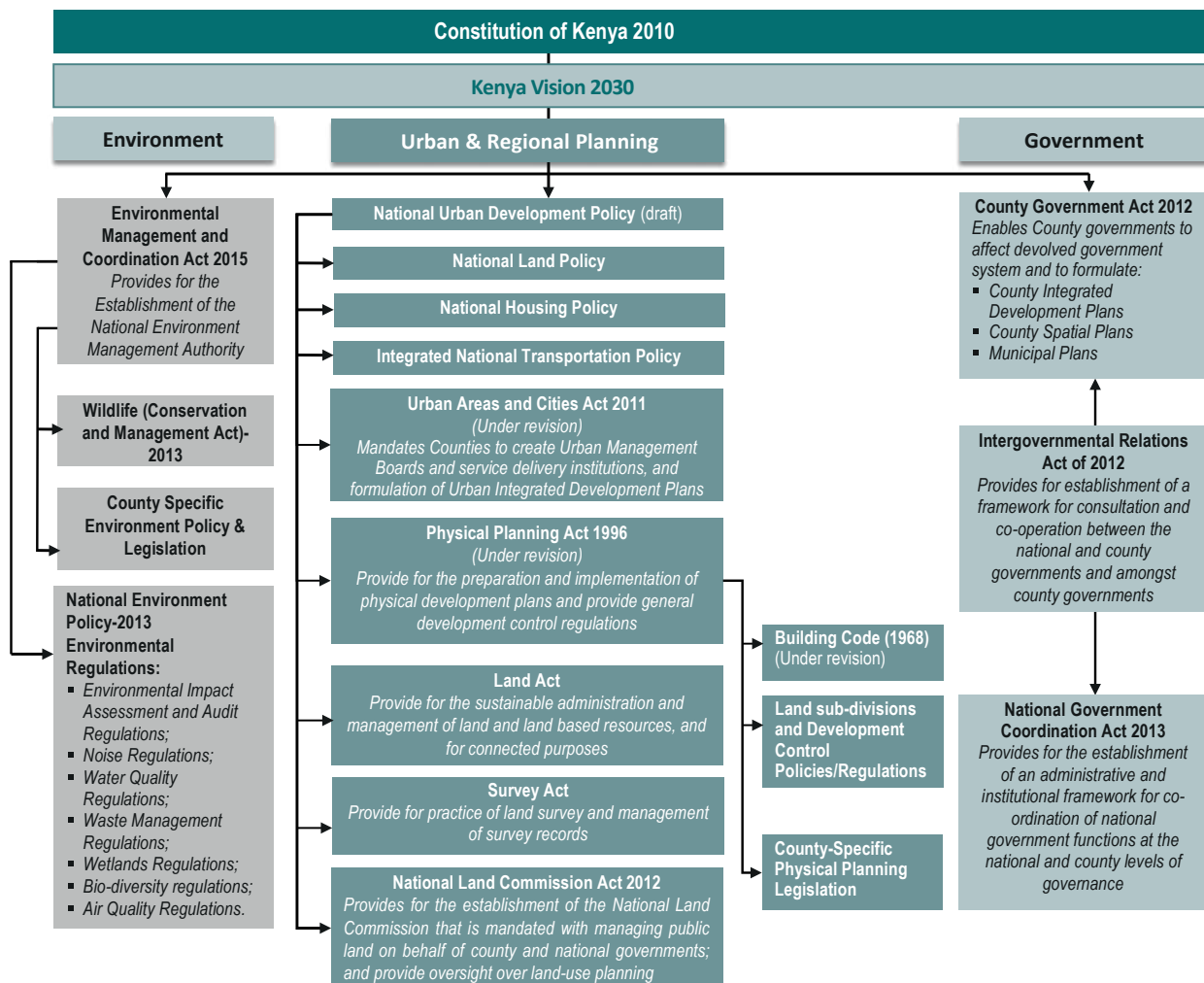
Source: © UN-Habitat/Baraka Mwau, 2015

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[1]   This illustration is not exhaustive but indicates the key laws and policies that guide overall planning in Kenya.

3

Kenya Municipal Programme: Cluster III and IV Towns

3.0 Overview

This chapter provides a brief background of the Kenya Municipal Programme cluster III and IV towns[2] . This includes their location, population, economy and growth issues facing their development. These towns are: Cluster III: Thika (Kiambu County), Machakos (Machakos County) and Embu (Embu County); Cluster IV: Nakuru and Naivasha (Nakuru County), and Nyeri (Nyeri County). With the exception of Thika and Naivasha, the other towns double as their respective county government administrative headquarters. In addition, all these towns have hinterlands dominated by agricultural economies, with significant infrastructure challenges, and urban informality is a major element characterizing their growth and economies. Map 4 illustrates the location of these counties and towns, and other Kenya Municipal Programme towns, in Kenya.

3.1 Embu Town

Embu is the administrative headquarters of Embu County, a role which the town played for the former Eastern Province. The town, located on the foothills of Mount Kenya, was established in the late 1800s.
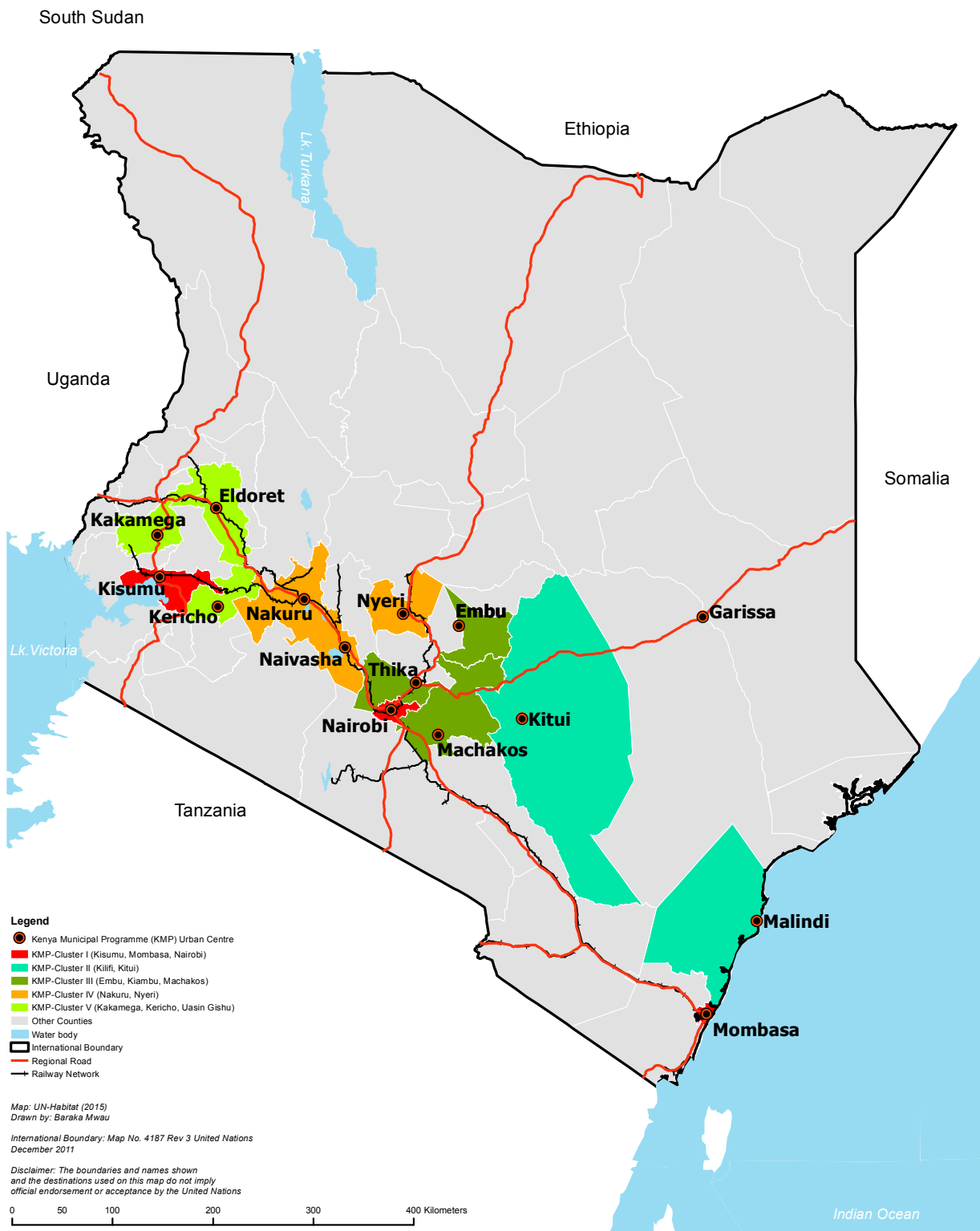
The 2009 Census reported Embu urban centre had a core-urban population of 35,736 people; a peri-urban population of 24,937 people; and a total population as 60,673 people.

The economy of the town is similar to that of other urban areas in central Kenya, with the agricultural economy of the hinterland strongly linked to the town's economy. Other sectors include commerce, financial services, and the informal economy. The recent location of several institutions of higher learning has led to a significant boost of the town's real estate market, with an increased demand for housing and office space.

Urban sprawl is a major challenge confronting urban planning in the town. The town's growth towards Kirinyanga County has complicated urban governance issues, as an inter-county arrangement is yet to be established on how to govern the urban edge shared between the two counties. In addition, the town is no exception to the myriad urban challenges facing urban areas in Kenya such as inadequate infrastructure and housing, land-use planning challenges, inadequate urban planning, and urban poverty. Despite the challenges, the town remains a key centre for productivity growth in the county and the region.

[2] This information includes information provided by the respective county teams participating in the UN–Habitat Kenya Municipal Programme Capacity Building Workshops and Studios.

Map 3.1 Kenya Municipal Programme: Clusters and Urban Centres.

South Sudan

Ethiopia

Uganda

Somalia

Eldoret

Kakamega

Kisumu

Kericho

Nakuru

Nyeri

Embu

Garissa

Naivasha

Thika

Kitui

Nairobi

Machakos

Tanzania

Malindi

Mombasa

Lk.Turkana

Lk.Victoria

Indian Ocean

Legend
- ⬤ Kenya Municipal Programme (KMP) Urban Centre
- 🟥 KMP-Cluster I (Kisumu, Mombasa, Nairobi)
- 🟩 KMP-Cluster II (Kilifi, Kitui)
- 🟩 KMP-Cluster III (Embu, Kiambu, Machakos)
- 🟧 KMP-Cluster IV (Nakuru, Nyeri)
- 🟩 KMP-Cluster V (Kakamega, Kericho, Uasin Gishu)
- ⬜ Other Counties
- 🟦 Water body
- ▢ International Boundary
- ▬ Regional Road
- ▬ Railway Network

Map: UN-Habitat (2015)
Drawn by: Baraka Mwau

International Boundary: Map No. 4187 Rev 3 United Nations
December 2011

Disclaimer: The boundaries and names shown
and the destinations used on this map do not imply
official endorsement or acceptance by the United Nations

0   50   100   200   300   400 Kilometers

Source: UN-Habitat/Baraka Mwau (2014)

3.2 Machakos Town

Machakos is among the oldest towns in the country with historical records indicating that the town was established in 1887 (before Nairobi city) as a colonial administrative centre. The town is currently the administrative headquarter of Machakos County, and is located about 60 kilometres from the city of Nairobi.

Despite its early establishment, Machakos remains a relatively small town. However, this is projected to change with the town now being the county headquarters. In 2009, the Kenya Census reported the town's population as 41,917 people in the core urban area; 108,124 people in the peri-urban region; resulting in a total to a population 150,041 people. This implies that significant investments will have to be directed to the peri-urban areas in order to meet the infrastructure deficits in the areas. Such investment is critical to ensure more sustainable urban development. Economically, the town relies on commerce and financial services, has a significant informal sector and is surrounded by an agricultural economy in its hinterland. Industrial development in the town has remained minimal, with reported cases of industries that have closed or relocated to Nairobi.

Although the town was developed based on a plan, much of its growth has outgrown the plans. Urban sprawl and informal development characterize the expanding urban edge of the town. Although the central part of the town is planned and has developed infrastructure, it is now experiencing increasing infrastructure deficiency and inner city challenges. An inadequate water supply remains the most pronounced infrastructural challenge in Machakos. It is expected that the near future will record significant transformations with plans to develop a new satellite city, the New Machakos Town, and the closely located Konza Techno City. The extent of the impacts of these developments to the existing town remains uncertain.

3.3 Thika Town

Thika is the largest urban area in Kiambu County, and borders Nairobi County and Machakos County. It is located 40 kilometres from Nairobi and is part of the wider Nairobi Metro region connected by the redeveloped Thika Highway. Chania River flows through the town; the Chania and Thika Falls, and the nearby Fourteen Falls are significant natural scenic features in the area.

People's park in Machakos
© Wikipedia/Nairobi123

Thika town
© Flickr/IFDC Photography

Thika town has experienced an increased population growth. In 2009, the town had a population of 136,576 people, up from 82,665 people in 1999. As the town grows, so too its informal settlements, the largest being Kiandutu, located 1 kilometre away from the central town district.

Agriculture, industrial, commerce and financial services, and informal economy activities drive Thika's economy. Horticulture, fruit farming and coffee are the main agricultural activities in the adjacent area, which has resulted in the development of several agro-based industries in the town. The town has positioned itself as an alternative industrial investment area, in the Nairobi region, perhaps competing with Athi River Town. The Garissa Road corridor, which passes through Thika, has witnessed significant industrial development, following this strategy. The town has attracted several centres of higher learning, which has had a profound impact on the town's real estate sector and increased the urban mobility challenges owing to increased transportation demands in an environment of inadequate planning and relevant investments.

The town's growth has resulted in urban sprawl; conversion of rural land to urban real estate, peri-urban growth and growth of informal settlements. Infrastructure and housing development has also been unable cope with the town's growth. On a positive note, the town exhibits immense potential for industrial development should urban planning and other necessary strategies be employed adequately to guide the development of the town.

3.4 Nyeri Town

Nyeri is located in the central region of Kenya, in Nyeri County. It is the administrative headquarters for the county, and is 150 kilometres away from Nairobi.

The 2009 Kenya Population and Housing Census reported the population of Nyeri as follows: 63,626 in the core urban; 77,149 in the peri-urban area, and an immediate rural population of 12,824; totaling 181,966 people. Spatially, the town is relatively low-density with informal settlements, which were mainly established by the colonial administration, and which later came to be referred to as "colonial villages". Urban sprawl and informal urban development are the main drivers of the town's spatial growth.

Sunday market in Chaka, Kenya
© Flickr/ninara

The economy of Nyeri is highly dependent on the regional agricultural economy – in addition to the commerce and financial services, retail trade and real estate sectors.

The main urban development challenges in Nyeri town include rapid urbanization that is unmatched with sound urban planning; intensive land sub-divisions (irregular and informal); poor land-use planning; the complexity of addressing the space needs of informal economies; inadequate infrastructure and housing and environmental degradation. On the other hand, the town exhibits numerous opportunities for enhancing a more sustainable urban development. These include availability of urban land; natural resources for example, wetlands/rivers, vegetation, and construction materials; increasing influx of real estate developers and learning institutions; high potential for sustained food sufficiency; and a growing population which means a readily available labour supply and market.

3.5 Nakuru Town

Nakuru is the administrative headquarter of Nakuru County. It is located in the Great Rift Valley, and includes Lake Nakuru, a large water body which is a wildlife protection area. The town is linked to two major regional infrastructures – the Northern Corridor's Trans-Africa Highway and the East African Railway. By 1952, the town had attained municipality status.

Nakuru town
© www.nation.co.ke

According to the Kenya Population and Housing Census of 2009, the town's population was 286,411 in the core urban area, 21,579 in the peri-urban area, making a total of 307,990 people. Lake Nakuru and Mount Menengai are the major spatial structural elements that dictate the distribution of this population. Urban sprawl and peri-urbanisation are typical of the town's growth.

Economically, the town hinterland has a rich agricultural economy, resulting in the development of agro-based industries; it has a vibrant tourism industry owing to the wildlife protection areas around the lake and has recently witnessed a growing industrial sector.

The town is experiencing significant urban planning and urban management challenges, with regard to infrastructure and housing, urban sprawl and transportation. Rapid urbanization, unmatched with sound urban planning continues to threaten the fragile ecosystem of the area.

3.6 Naivasha Town

Naivasha town is also located within Nakuru County. It is 88 kilometres from Nairobi (using the Old Naivasha Road) and 70 kilometres from Nakuru town. It is also a lake town in the Great Rift Valley of Kenya.

In 2009, Naivasha was reported to have a core urban population of 91,993, a peri-urban population of 77,149 and an immediate rural surrounding of 12,824 people, totaling 181,966 people.

Agriculture, specifically floriculture is the main economic activity in the area. Tourism is also a vital sector of the town's economy, supported by the Lake, Hell's Gate National Park and the increasing investments in the town's hotel industry. The core urban area is dominated by commerce and retail sectors.

Like Nakuru, this town faces a severe deficiency of infrastructure and housing. Within the flower farming zone, numerous informal settlements (e.g. Karagita and Kongoni) have emerged; these are mainly dormitory settlements that provide 'affordable' housing to the thousands of workers in the flower sector. Environmentally, there is growing concern over the conservation of the lake and management of urban sprawl (to conserve agricultural land). However, Naivasha has immense potential for economic productivity in the county.

Naivasha, Kenya
© Flickr/teachandlearn

4

▪ ▪ ▪ ▪ ▪

Results of One-day Learning Sessions

4.0 Overview

UN-Habitat's role in the Kenya Municipal Programme is to support the "Participatory Strategic Urban Development Planning" in select urban areas and counties. The Members of County Assembly programme is designed to create awareness and capacity for the on-going planning exercise of formulating "Integrated Strategic Urban Development Plans". This support is critical, considering the importance the counties have attached to their respective town plans. The exercise is purposely designed for the early stages of the planning exercise, so as to lay a solid foundation towards the approval and adoption processes of the Integrated Strategic Urban Development Plan.

In addition to the Members of County Assembly program, UN-Habitat has undertaken a One-Day Learning session and Two-Day Rapid Planning Studio (see Chapter Five) for officials of the county government, that is, executives, chief officers, and departmental personnel; urban planners, surveyors, engineers, finance personnel etc. This exercise is aimed at enhancing the officers' capacity in their active engagement with the Kenya Municipal Programme consultants during the plan formulation process, and to build their capacity to review content and guide a successful implementation of the Integrated Strategic Urban Development Plan. Both the plan formulation and implementation stress active public participation, as a key element of the process.

UN-Habitat has so far conducted these trainings for six towns, which fall under Cluster III (Thika, Machakos & Embu) and Cluster IV (Naivasha, Nakuru & Nyeri). This chapter reports on the outcomes of the workshops, and is divided into two main sections; one focusing on the Members of County Assembly learning sessions and the other on the learning sessions for county technical officers.

4.1 Results of One-Day Learning Session for Members of County Assemblies

This was the first workshop organized by UN-Habitat towards support to Kenya Municipal Programme component 2. The workshop targeted Members of County Assemblies because of their vital policy role in urban planning (See Box 4.1).

4.1.1 Workshop Objectives and Program
The first workshop took place on the 25th of August 2014 at UN-Habitat headquarters, Gigiri Complex in Nairobi. The target participants were Members of County Assemblies who sit in the relevant county assembly committees related to Urban Planning, Land Management, Environment and Natural Resources Management, County Finance, Infrastructure/Public Works and Housing.

The purpose of the Session was to inform the leaders of the value that urban planning presents to their county, and to facilitate a collaborative dialogue between leaders, policy makers and planners on urban development, especially on the themes of: public space, densification, urban pattern, urban informality and connectivity including the importance of legal framework and urban economy.

The specific objectives of the Session were: (a) to equip leaders of respective counties with basic knowledge on urban planning and strategic leadership skills to address common urban planning challenges related to sustainable urban development so that they can actively participate in the on-going Kenya Municipal Programme

Box 4.1 The Mandate of Members of County Assembly in Relation to Urban Planning and Development

Members of County Assemblies play a crucial role in the decision-making processes, especially, with regard to planning and development in Kenya's county governments. The Constitution of Kenya tasks County Assemblies with various legislative roles that are linked to the functions and powers granted to the county governments. It grants county governments legislative authority to "make necessary law that are necessary for, or incidental to, the effective performance of the functions and exercise of the powers of the county government under the Fourth Schedule" of the constitution. This Schedule stipulates the functions and powers of county governments to include: agriculture, health care, environmental and natural resource management, recreation (e.g. public spaces) and social-cultural activities, county transportation, trade, county planning and development, public works - infrastructure, disaster management and local level participation of citizens in governance.

Subsequently, several legislations at national level have been formulated to guide the operationalization of these county functions and powers. Such legislation includes the County Government's Act, Urban Areas and Cities Act, and the Division of Revenue Act, among others. Pursuant to the County Government Act, Members of County Assemblies are supposed to approve county development planning, county budgets and expenditure. In fact these powers stem from the Constitution of Kenya, which in Article (185, 1, 4) stipulates that "A county assembly may receive and approve plans and policies for— (a) the management and exploitation of the county's resources; and (b) the development and management of its infrastructure and institutions".

Furthermore, Members of County Assemblies are tasked with the critical task of assuring citizen participation in the decision-making processes of the county governments. Thus, UN-Habitat – in collaboration with Kenya Municipal Programme and partners – has taken the initiative to ensure that Members of County Assemblies are well equipped to execute these functions, particularly with regard to the on-going formulation of Integrated Strategic Urban Development Plans.

planning exercises; (b) To share case studies on select urban planning issues from different cities with the intention of creating a platform for dialogue and thus to find optimum solutions that can resonate with the needs of each county.

At the end of the session it was expected that the participants would be familiar with ideas, knowledge and concepts of urban planning, and urban planning tools and approaches that are useful in guiding inclusive and sustainable urban development. Participants were also expected to be familiar with the opportunities and actions required to implement visions for sustainable urban development in their counties.

The activities of the day were a combination of presentations and discussions and were structured as follows: The first was the opening plenary which involved opening remarks from UN-Habitat, the Kenya Municipal Programme officials and introduction of participants. The second session was a presentation and discussions on 'Sustainable Urban Patterns', with focus on the need for a new model of urban development, and the third session focused on 'understanding urban planning, in the context of the 'new' Constitution in Kenya'. The fourth session focused on 'Local Economic Development and Municipal Finance', followed by the last session of the day which involved a review on the topics of the day and feedback from the participants.

The training was based on UN-Habitat's '***Urban Planning for City Leaders'*** publication (See Box 4.2).

Facilitating the Discussions: The workshop facilitator, Elijah Agevi (left, standing) © UN-Habitat/Namon Freeman

Box 4.2 Background on 'Urban Planning for City Leaders (UPCL) training'

In 2013, UN-Habitat published a planning guide titled 'Urban Planning for City Leaders'. The publication was "designed to fill the gap between the technical and the policy dimensions of urban planning and to help local leaders to better communicate with their planning departments and ask the right questions". The guide offers "practical advice and insight into how leaders around the world can succeed in leveraging capacities and know-how from communities, professionals and the private sector in tackling pressing urban development needs". (UN Habitat, 2013e). In September 2013, UN-Habitat commenced training using the guide as part of its capacity development initiative. Under this initiative, several trainings have been successfully carried out around the world, with post-training evaluations revealing a positive impact towards the enhancement of knowledge and skills (tools and approaches) on sustainable urban development.

4.1.2 Emerging Issues

The thematic topics covered by the workshop, raised numerous issues that are of vital significance to urban planning and development in Kenya. These issues emanated from the participants during their reaction to the content presented in the workshop. They include: 1) the need to prioritize urban planning in the counties, 2) the need to appreciate Integrated Strategic Urban Development planning, 3) the importance of sound urban legislation in urban planning, 4) the need to enhance local economic development and expand municipal revenue, and 5) the significance of urban planning in addressing informal settlements.

4.1.2.1 Why County Governments Ought to Prioritize Planning

In the opening remarks, UN-Habitat emphasized the importance for Members of County Assemblies to embrace urban planning as a crucial tool capable of guiding development in counties towards the realization of their development targets. It was further noted that political leaders have a critical role in aiding counties set ideal targets for basic services such as water and sanitation, and they are also well placed to enhance resilience to disaster through public awareness on the importance of planning in disaster management. Kenya has in the past witnessed numerous disasters such as

flooding, fires and collapse of sub-standard buildings, all related to absence of sound urban planning. Specifically, and in addition to the aforementioned remarks, it emerged that it is through urban planning that County governments will be able to:

- **Manage the rapid urbanization and urban sprawl** unfolding in Kenya's intermediate cities and towns. Indeed, presentations by UN-Habitat revealed that this is a common challenge globally. Consequently, Members of County Assemblies were tasked with acting as "change-makers", for sustainable urban futures in their respective counties. The participants were challenged to consider a "New Urban Agenda", one that is more inclusive, has adequate public space and streets, is more compact, has optimum densities and mixed land-use developments.
- **Improve urban economies.** Urban planning helps governments to undertake value sharing, attract investments and optimize economies of scale.
- **Improve land-use management.** Members of County Assemblies agreed that inefficient land-use management is one of the greatest challenges facing urbanization in Kenya today. But, they also appreciated the opportunities that urban planning presents by ensuring that land-use planning in towns is guided in a manner that generates positive impacts, such as compatibility of land use and by supporting the updating of cadastre information which is useful in land administration and collection of property rates.
- **Achieve a sustainable urban form.** This refers to the aspect of urban planning that enables cities attain the right densities, land-use mix, efficient street network and public spaces system, infrastructure networks and more compact forms.
- **Improve credibility.** Through urban planning, county governments can improve their credit ratings. These ratings influence 'competiveness' and access to external financing for urban development. This is particularly important considering that county governments have been empowered to mobilize revenue to fund their development and operations.
- **Improve preparedness with regard to rural-urban migration.** Urban planning is futuristic; through planning county governments will be able to project future population and demographics patterns, which will enable them to put plans and policies in place to effectively accommodate these changes. Informal settlements are linked in one way or another to rural-urban migration, especially that involving low-income individuals searching for

alternative and better livelihoods in urban areas.

- **As a tool for improving resilience.** This relates to overall challenges that confront urban growth, including disasters. Through urban planning, governments are able to increase preparedness by guiding human settlement development more efficiently, investing in the right infrastructure, creating viable economic spaces etc. Without a doubt informal settlements (where these measures lack) tend to have weak resilience. This was acknowledged by the participants as one of the major challenges facing intermediate towns in Kenya.

Failure by county assemblies to support urban planning for their towns will mean that county governments will likely miss benefiting fully from the benefits of urbanization. Indeed, lack of planning has its costs: unsustainable urbanization with complex urban sprawl, the increasing challenge of informal settlements and slums, urban deprivation, inefficient land-use and the increasing complexity of land administration, unsustainable and inefficient urban form, low economic productivity and environmental degradation.

Box 4.3 Role of Urban Planning in Sustainable Urban Development

"Urban planning is an important tool for city leaders to achieve sustainable development. It helps to formulate medium- and long-term objectives that reconcile a collective vision with the rational organization of the resources to achieve it. Planning makes the most of municipal budgets by informing infrastructure and services investments, and balancing demands for growth with the need to protect the environment. It also distributes economic development within a given area to reach social objectives, and creates a framework for collaboration between local governments, the private sector and the public at large."

UN-Habitat (2013e). 'Urban Planning for City Leaders

4.1.2.2 Understanding Integrated Strategic Urban Development Planning

As reported above, the role of urban planning in urban development cannot be overlooked and the ongoing Kenya Municipal Programme exercise is a good opportunity for counties to direct urban development towards sustainability. Yet, for Members of County Assemblies to participate meaningfully, as well as to better mobilize their constituents for active participation, it is important to elaborate the features of an Integrated Strategic Urban Development Plan. Basically, urban development comprises of various sectors including but not limited to: economic, social, cultural, physical environment, transportation, water and sanitation, energy and governance. These sectors need to be coordinated and managed in a manner that builds a synergy for sustainability. "Integration", is the key concept guiding the formulation of the Integrated Strategic Urban Development Plan; it is important because linking all key sectors in urban development is a core element of urban planning. For example, land-use plans must be integrated with transportation plans, infrastructure plans, environmental management plans etc. The expectations of the Members of County Assemblies were that such integration should indeed promote plans and design elements that resonate with the socio-economic realities, including people with special needs, in the towns. For instance, the design of public infrastructure and services must ensure affordability to all income levels, and attract a variety of users.

Water and sanitation challenges in Kenya
© Flickr/SuSanA Secretariat

According to the Kenya Municipal Programme[3], the "plan's focus is to integrate physical, economic, social, cultural, and environmental as well as institutional aspects and tap potential of towns". This will be accomplished through participatory formulation of the Integrated Strategic Urban Development Plans, where all key actors are consulted, and all key sectoral plans and strategies such as structure plans, land-use plans, economic development strategies and plans, transportation plans, environmental management plans, capital investments plans, disaster management plans, zoning plans, and action area plans are formulated in an integrative approach.

4.1.2.3 Sound Urban Legislation is Imperative for Effective Urban Planning

Members of County Assemblies raised concerns relating to urban legislation in Kenya. One of the key observations is that implementation or enforcement of legislation is piecemeal or inefficient. The question was raised whether it is the content of the legislation that is unresponsive to the local urban realities or a matter of inefficient implementation. Most participants agreed that it was a combination of both, as most county governments lack the necessary tools to effect

the legislation. For example, the lack of updated cadastre data has hampered effective land-use planning and land-use management. This has been complicated by the highly irregular and illegal land-sub divisions and transactions, resulting in unplanned urban development, and making it difficult to guide urban development in a more sustainable manner.

Private land and its associated property rights were cited as a main challenge facing urban planning and enforcement of urban planning regulations in most urban areas.

> *Because of private land ownership through title deeds, people have managed to subdivide their land into small pieces of land, without any allocation of space for public spaces and facilities. County governments need to legislate and enforce laws better, for effective land management.*
>
> *Martin Wachira - Chairman Planning Committee Kiambu County*

It was categorically stated that urban planning should not only address public land, but also encompasses all forms of land in an urban area.

Infrastructure Management Challenges: Blocked Drainage.
© Baraka Mwau

Nyeri Planner Contributing
© UN-Habitat/Namon Freeman

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[3]   Derived from the terms of reference for the Kenya Municipal Programme Consultants

> *It is possible to plan for both public (government land) and private land… In fact many countries including Kenya have legislation that empowers local governments (County Government) to engage with private land owners on urban planning.*
>
> *Raf Tuts, UN-Habitat*

Urban planning legislation in Kenya, particularly the Physical Planning Act, empowers the relevant authorities to undertake urban planning for all forms of land ownership, and to engage relevant stakeholders with the aim of fostering the public good during plan formulation. The Act stipulates the overall physical planning framework in Kenya, including regulations on land sub-divisions and land-use planning. However, despite the legislative framework, there is a significant gap between policy directives and actual implementation, hence, the culmination to the prevailing undesirable situation in most urban areas in the country; in particular irregular and illegal land sub-divisions persist despite government attempts to counter the trend. It was emphasized that county governments have the legal power to intervene and ensure that land subdivisions and land-use is in accordance with regulations and plans.

> *Initially, local governments used to control use of land. Now, it is the county governments executing that mandate, including guiding land subdivision, and generally guiding urban planning at the county level.*
>
> *Kibe, Kenya Municipal Programme*

Participation in urban planning and formulation of urban planning legislation in counties is recommended as one of the approaches that will ensure both the private and public sectors are involved in urban governance.

Box 4.4 Conditions of Approval of Subdivision Plans in Kenya

"When considering applications for subdivisions the local authority or liaison committee may impose conditions of approval in respect of the matter enumerated below, and after implementation of such approval the conditions shall be binding upon the owner, successors and assigns:

1. The type and form of development to be carried out or permitted and the size, form and situation of holding and the conditions on which such holdings may be transferred.
2. The reservation of land for roads and public purpose or for other purposes referred to in the Act for which land may be reserved.
3. The character and type of roads and public utilities or other works, including the standard of construction and/or maintenance of a road, water supply, drainage and sewerage works which are to be undertaken and completed by the applicant for subdivision at the applicant's cost.
4. Provision as to the forms of security to be given by the applicant of any conditions imposed and provision as to the right of the local authority to carry out any such conditions at the expenses of the applicant.
5. The co-ordination of the subdivision of contiguous properties in order to ensure the proper development of such properties.
6. The transfer free of charge to Government or local authority of any land reserved in accordance with the provisions of paragraph 2 hereof may be by the applicant.
7. The registration by the applicant of any conditions imposed in the deed of the title of the property."

Kenya Physical Planning Act (CAP 286) Subsidiary Legislation on Land Sub-division-Second Schedule (Refer to the above legislation-CAP 286- further details on planning regulations)

Furthermore, the importance of public awareness on legislation related to urban planning was emphasized. It should not be assumed that developers and members of public who contravene these regulations are deliberate in their contravention; it may be because of lack of or difficulty in accessing the right information.

"The process of development approval should be made public by creating awareness and eliminating unnecessary bureaucracies that compel developers to seek alternatives, some of which are illegal or undermine good urban planning practice.

Nyaseda, Kenya Municipal Programme

It was noted that Members of County Assemblies can positively contribute to addressing existing gaps in urban legislation, by ensuring that such gaps are addressed at the county level by formulating relevant legislation and policies that guide urban planning and governance. This should include but not be limited to supporting the on-going formulation of the Integrated Strategic Urban Development Plans that once completed and approved, will become legally binding government documents, whose success in implementation will largely depend on whether supportive legislation and good governance is available for implementation. Both the county executive and the county assembly are tasked with ensuring these plans are fully implemented.

Implementation of plans will likely involve "boards" that are supposed to be constituted by County Governments to administer management of cities and municipalities on their behalf, as per the Urban Areas and Cities Act. But currently, most counties[4] are yet to constitute these boards. The participants identified various obstacles to this, mainly: unclear guidelines by the Act and national government, fiscal constraints, and inadequate institutional support in establishing the boards. However, some counties have begun the initiative; Nakuru County reported it was in the process of constituting interim "boards" as the county awaits clarification surrounding the spatial jurisdiction of each specific "board".

It is also evident that the stringent population criteria provided by the Urban Areas and Cities Act limits the majority of former municipalities from attaining municipal status under the devolved government system. Based on the 2009 National Census (First Schedule of the Act), the Act sets the following thresholds: (a) at least 500,000 people for a city, (b) at least 250,000 people for a municipality, and (c) at least 10,000 people for a town. The Act further stipulates

that a town will be managed by a town administrator. On a more positive directive, the Act empowers a county government to initiate urban planning for every settlement with at least 2,000 residents – Art 36 g (3). This is an opportunity for County Governments to inculcate urban planning as a basic practice within the whole urban system.

There exist grey areas concerning the formation of boards. The Transition Authority is yet to provide clear guidelines with regard to municipal boundaries. In the previous governance system, Nakuru County had two municipalities; Nakuru and Naivasha towns and Molo town council. The county government is currently not sure of whether to constitute municipal boards and a town board, respectively. In the meantime, interim boards are being constituted, awaiting national government guidelines.

Maina, Chief Executive Committee Nakuru County

Member of County Assembly reacts to proceedings
© UN-Habitat/Namon Freeman

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4   By the time of convening this workshop, no county government had constituted City Boards or Municipal Boards

Overall, the role of Members of County Assemblies in urban legislation and urban governance demands a strong political goodwill.

4.1.2.4 Enhancing Local Economic Development and Expanding Municipal Finance

Members of County Assemblies have a crucial role to play in enhancing county revenues and economies. To advance development, counties ought to "get right" issues of revenue and expenditure. Although most counties aim to expand revenue streams, increase revenue collection, and attract private sector finance and investments, it was observed that a number of them are grappling to achieve revenue enhancement targets. The county governments are permitted, by devolution legislation, to mobilize revenue for their operations and development, and most have formulated finance legislation, yet, this has not necessarily resulted in desirable revenue streams. This is complicated by the fact that a significant fraction of the available revenue is spent on wages and recurrent expenditures, leaving little revenue to finance development projects – a major setback to enhancing development at the county level.

Against that background, UN-Habitat presentations on urban economy and municipal finance were tailored to expose Members of County Assemblies to various techniques and approaches, through which they could expand county revenue streams, bearing in mind the financial requirements that the approved and adopted Integrated Strategic Urban Development Plans will require during implementation. During the the session, the following examples of strategies for revenue enhancement were discussed: leveraging infrastructure for revenue enhancement, land value capture and land re-adjustment, automation of municipal revenue collection, and Public-Private Partnerships. It was however stressed that successful implementation of these strategies could not be realized without good governance.

One of the Component 2 outputs of the Kenya Municipal Programme will be Capital Investment Plans; these are plans that will seek to mobilize funding for various investments like infrastructure. The complementary mapping process[5] will further provide base cadastral data for each respective town; thus facilitating measures geared at land value capture, and land readjustment.

Figure 4.1 Expanding the Local Economy.
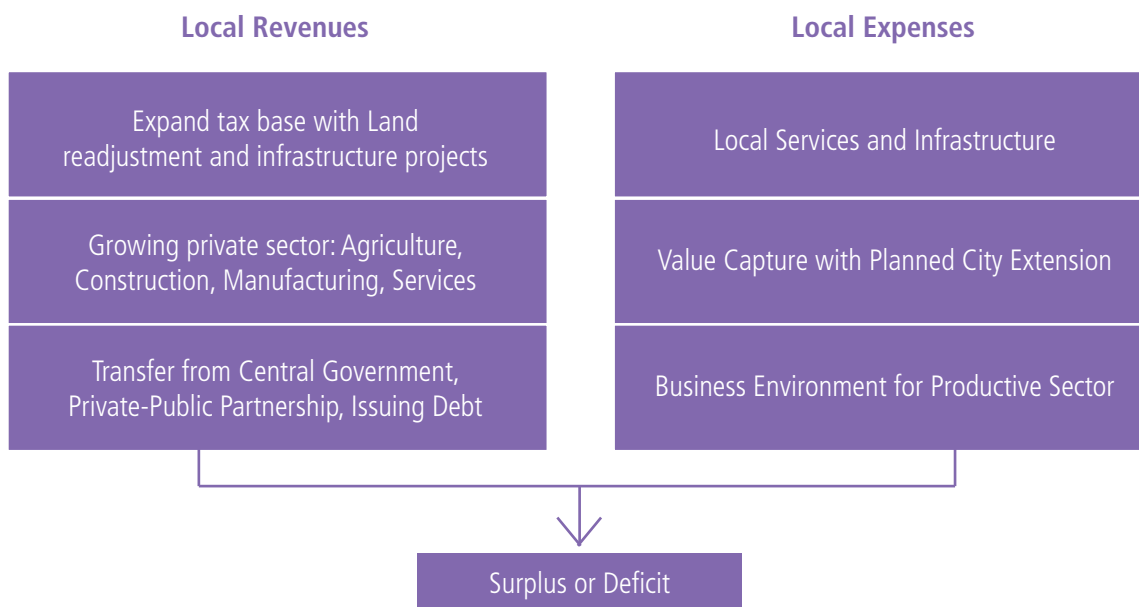
Source: UN Habitat/Marco Kamiya &Yoel Siegel (2014)

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5   Component 2 of the Kenya Municipal Programme has two main activities: the Integrated Strategic Urban Development Plan process and Digital Topographical Mapping

> *Most counties lack updated cadastre records; hence, improving land-based revenue streams will have to first begin with developing this database.*
>
> *Member of County Assembly, Nyeri County*

Members of County Assemblies requested UN-Habitat and other partners to consider providing additional training on techniques of linking urban planning to local economic development planning, including consideration to facilitate learning exchanges with Kampala Municipality, Uganda, which UN-Habitat cited as a relevant case study for the region. Kampala Municipality recorded tremendous revenue increment after embarking on urban governance reforms and strategies to enhance revenue including automation of revenue collection, which enhanced efficiency and limited loss of revenue through corrupt transactions.

4.1.2.5 Urban Planning Approach to Informal Settlements

A key concern of Members of County Assemblies, and one of their expectations of the Kenya Municipal Programme's Integrated Strategic Urban Development planning process, is action area plans or strategies for addressing informal settlements. Without doubt, informal settlements are part of and are integral urban spaces of contemporary urbanization in the region; hence, the need to adopt inclusive measures that optimize the opportunities inherent in urban informality, upgrading existing informal settlements and preventing emergence of new ones.

Box 4.5 Addressing Informal Settlements

Making informal Settlements Part of the City:
1. Revise planning approaches that ignore the informal sector
2. Create opportunities for the informal sector
3. Link formal and informal service delivery

Upgrade Existing Informal Settlements
1. Put informal settlements on the map
2. Take a holistic approach to upgrading

Prevent Formation of Informal Settlements
1. Make affordable, serviced land available
2. Provide access to areas of opportunity

UN-Habitat (2013e). 'Urban Planning for City Leaders

> *Slums provide alternatives; but how can we modernize (upgrade) them?*
>
> *Martin, Member of County Assembly, Kiambu County*

There was participants' consensus that equal efforts should be directed to both addressing existing informal settlements, and in preventing formation of new informal settlements. Particularly, Members of County Assemblies cited that a significant number of their constituents (voters) are in fact residents of informal settlements. Consequently, part of their mandate – and indeed demands from the constituents – is to hold
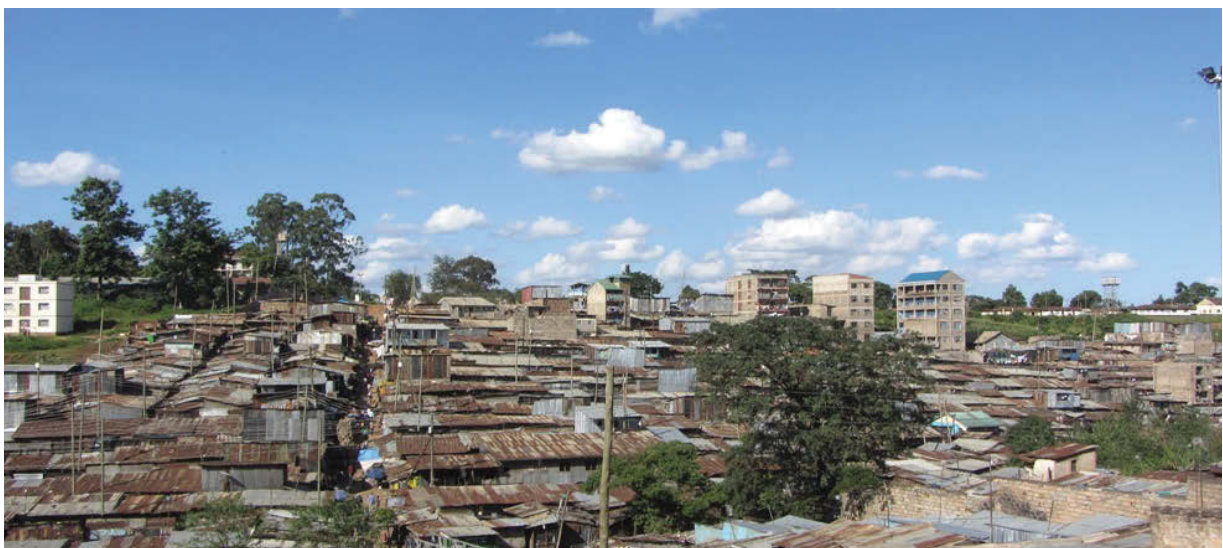
Mathare slum, Nairobi
© Baraka Mwau

county governments accountable in developing plans and investments that aim to improve living conditions in informal settlements.

> *In already existing towns and settlements, how can we integrate the upgrading of sanitation-sewerage and solid waste management? This has become a major challenge to urban planning in these towns, as most fall short of the right tools and approaches to employ in this kind of planning.*
>
> *Muriithi, Nakuru County*

The Members of County Assemblies echoed that inclusive policy approaches to informal settlements remain urgent. In particular, they identified the urgency to address sub-standard housing and inadequate infrastructure in the existing informal settlements, and at the same time, efforts should be directed to preventing formation of new informal settlements.

Moving forward, Members of County Assemblies envisioned a situation where funds will be allocated towards programmes that address informal settlements, the on-going Integrated Strategic Urban Development planning process will address urban informality, and county governments will support the on-going Kenya Informal Settlements Improvement Programme (KISIP).

In addition, participants raised concerns regarding whether certain contemporary approaches to urban planning are capable of addressing the reality of urban informality, specifically, the approach to plan 'new satellite cities'.

> *There are counties planning for new cities e.g. Machakos. But, there exist uncertainties about the plight of the low income in the context of such master plans. In that regard, what are the approaches that modern urban planning can employ to cater for all income groups in plans of this scale and type? Factually, most citizens in the counties are the low income, and we cannot afford planning for only the 'middle or upper-class' citizens.*
>
> *Member of County Assembly, Machakos County*

Still on urban planning approaches to informal settlements, participants stressed the importance of participatory approaches. Involving residents in upgrading plans and decisions is crucial. While leaders may know what investments and interventions are exactly needed or affordable, communicating this information to residents is important, because it enhances shared vision, and inclusivity. This implies that political leaders, residents of informal settlements, technocrats and government officers must work together in policy making, project planning and implementation.

> *Public participation in policy formulation related to informal settlements is critical. This has the potential to make implementation effective because the affected citizens will be less likely to object to projects or interventions that they were part of during planning.*
>
> *Member of County Assembly, Embu County*

Political goodwill enhances the effectiveness of participation. To mobilize and strengthen this support, Members of County Assemblies recommended that awareness should be created and a culture of urban planning nurtured at all levels – political, executive and the constituents. Political goodwill is not only a way of enhancing sustainability, but it is also mandatory to ensure that citizens access basic services. The Constitution of Kenya has enshrined accessible and adequate housing and a reasonable standard of sanitation, amongst other services, to everyone; most of these services are the responsibility of the county governments.

It was also emphasized that through urban planning, governments can prevent informal settlements growth in rapidly urbanizing towns. UN-Habitat, stressed that the on-going process of formulating Integrated Strategic Urban Development Plans presents an opportunity to do so. Strategies to address informal settlements should be long-term, as the backlog (housing, basic services etc.) is huge, and urbanization is rapidly unfolding. However, sustaining this long-term impact is not simple; numerous upgrading projects serve short-term objectives and other projects do not benefit the target beneficiaries.

How do we ensure that upgrading projects retain the target beneficiaries?

Member of County Assembly, Kiambu County

Participants shared the view that planners need to understand the socio-cultural and socio-economic dynamics and changes in family structures and what impact they have on delivery of adequate housing and mobility of household members. Furthermore, they noted that upgrading projects should be designed to resonate with the needs of the beneficiaries. Prevailing socio-economic activities should be considered and risk factors adequately analyzed to enhance the long-term sustenance of improved social welfare for the beneficiaries. In-situ upgrading of informal settlements was recommended as a priority option.

The young people are the parents of tomorrow; consequently, there will be demand to shelter new households, and this will likely trigger mobility. The on-going planning should thus be prepared to address these dynamics through designing a framework for adequate housing delivery for all.

Member of County Assembly, Kiambu County

Poor Housing Conditions in informal settlements
© Baraka Mwau

The workshop concluded with participants' feedback. Essentially, the Members of County Assemblies expressed political support to the on-going Kenya Municipal Programme and Kenya Informal Settlements

Improvement Programme. They are conscious of the task ahead of them – to ensure that Urban Planning Committees steer county assemblies in building effective urban planning institutional set-ups in the county governments. They are also committed to actively and constructively engaging with the respective executive wings of the county governments to enable effective urban planning and implementation of plans.

4.2 Results of One-Day Learning Session for County Technical Officers

Leaders in governments depend on and are supposed to seek technical advice on matters related to urban planning and development from professional staff in line departments such as urban planning, housing, environment, water and sanitation, roads and transportation, finance and economics, architecture, land surveying etc. Besides, technical officers working in these line departments are tasked with the critical role of ensuring that approved plans are implemented, and the necessary policies and budgets are formulated to support the process. The one-day learning workshop for county officials targeted officers of County Executive Committees (CECs), chief officers, directors and

County officials session
© UN-Habitat/Namon Freeman

other key department officers, whose leadership and routine work are decisive in enhancing the success of urban planning and implementation in the counties. Therefore, UN-Habitat and the Kenya Municipal Programme convened a One-Day learning workshop for select officers representing the five county governments (Nyeri, Embu, Machakos, Kiambu and Nakuru), comprising Kenya Municipal Programme Cluster III and Cluster IV towns. This session succeeded the Members of County Assembly session, and was organized on the 28th of August 2014 at the UN Headquarters, Gigiri Complex in Nairobi. In addition to the county officials, the workshop was also attended by a Kenya Municipal Programme appointed Consultant (Real Plan Consultants) and Universities: University of Nairobi, Technical University of Kenya and Jomo Kenyatta University of Agriculture and Technology.

4.2.1 Workshop Objectives and Program

The workshop was purposely convened to raise the awareness of county governments on issues related to the value of urban planning, and to facilitate a collaborative dialogue between local leaders, policy makers and planners on urban development. The workshop was also intended to equip the officers with additional urban planning tools and approaches for their active involvement in the preparation of Integrated Strategic Urban Development Plans. The specific objectives of the workshop were:

- To equip county technical officers with knowledge on urban planning techniques and strategic leadership skills to address key planning challenges related to sustainable urban development, and to be able to review the on-going Kenya Municipal Programme planning processes.
- To share case studies on select urban planning issues from different cities so as to create a platform for dialogue and find optimum solutions that resonate with each county.
- To share skills on how to address existing planning challenges and to gain capacity to implement them in their respective counties.

It was expected that the workshop would enable the attending officers guide a realistic and practical vision for urban development in their towns through the Integrated Strategic Urban Development Planning process, and contribute towards formulation of a plan that could direct urban growth to produce liveable cities and towns, with quality of space, efficient urban form, adequate infrastructure, and also environmentally sound. It was also expected that the officers would become familiar with possible strategies

for incorporating urban economy issues in the on-going planning process and that they would be able to lead in the formulation of necessary legislation to support the implementation of the plan.

The workshop themes were similar to those addressed in the Members of County Assemblies workshop: sustainable urban patterns, informal settlements, public spaces, urban legislation and urban economy. In addition, the participants were taken through a plan visioning exercise as a crucial component of strategic urban development plans. The workshop opened with remarks from UN-Habitat and Kenya Municipal Programme, followed by presentations of posters from each county, a vision exercise and open discussions. This was followed by a session that involved three main presentations and subsequent discussions on: sustainable urban patterns, informal settlements and public space. Urban legislation and urban economy were addressed in the next session, which also accommodated group discussions that revolved around identification of possible challenges and opportunities in each respective town. These group discussions were extensions of the earlier visioning exercise. From these activities, several key issues emerged, as discussed in ensuing sections of this chapter.

4.2.2 Key Emerging Issues
A number of key issues emerged from this workshop: a) the need to reform urban planning, b) the urgency to address urban sprawl, c) reconciling urban growth with environmental sustainability d) addressing informal settlements, e) urban planning and cross-border issues, f) linking urban planning with urban economy and municipal finance, g) reforming urban legislation and urban governance, and h) linking research and action.

4.2.2.1 Reforming Urban Planning
The contemporary urban challenge is not only a failure to undertake urban planning but also a failure to "plan right". In Kenya, urban sprawl, deprived informal settlements, weak urban economies, inequalities, and poorly developed infrastructure are just some of the challenges participants echoed.

Consequently, it is critical to reform the manner in which urban planning has been practiced in the past, and to embrace urban planning tools and approaches that resonate with the emerging urban challenges. This entails promoting models that advance sustainable urban development. It was noted that current urban

challenges demand urban planning to promote social mix, connectivity, inclusivity, mixed-use developments, mobility and 'compactness'. The importance of a hierarchy of public spaces, elaborate street network and efficient urban form was also emphasized as basic spatial features that enhance quality of cities/towns.

Participants argued that reforms should inform an urban planning approach that resonates with the local urbanization realities, that is, taking into consideration the form of urbanization that is unfolding, the socio-cultural context, rural-urban linkages (informality), the balance between urban growth and the need to conserve agriculture and the environment. Subsequently, policy makers are expected to comprehend the positive lessons that can be gleaned from the local urbanization context. Indeed, while recognizing UN-Habitat's advocacy for compactness and mixed land-use development, participants identified such practices as already a spatial manifestation in various forms, in several towns in Kenya, especially in the City of Nairobi. However, the main challenge is the absence of adequate local policy guidelines capable of directing the adoption of such models of urban development. Indeed, the Integrated Strategic Urban Development planning process presents the ideal opportunity for the respective urban areas and county governments to formulate urban planning guidelines that promote sustainable urban development.

4.2.2.2 Urgency to Address Urban Sprawl
The increasing urbanization in recent years has seen most intermediate towns expand, both spatially and demographically, amid lack of adequate urban planning to match the rapid growth. The result has been significant urban sprawl; hence, complexities related to land-use management e.g. unregulated land subdivisions. Irregular land subdivisions and conversion of agricultural land to urban real estate markets is commonplace in these towns, resulting in a negative environmental impact.

Coupled with private land ownership, where individuals employ property rights to develop 'irregularly', the absence of an urban plan to guide development has reduced urban planning to a reactive undertaking, rather than pro-actively directing urban development. County officials noted that development in most of their towns precedes planning and infrastructure delivery because of the absence of urban planning or unresponsive urban planning. For example, in Nakuru, a structure plan developed for the town was "poorly

implemented; in fact efforts towards its implementation encountered various realities that the plan had not effectively addressed or even considered during planning"- Participant, Nakuru County.

Among other factors, the participants underscored the consequences of urban sprawl as contributing to the growth of informal settlements and informal property developments, inefficient land-use, inefficient urban form with a limited street network and public spaces, destruction of wetlands and environmentally sensitive areas, and increasing costs of infrastructure delivery. Accordingly, urban planning efforts should be aimed at tapping the transformative potential of urbanization in the counties.

UN-Habitat stressed the importance of formulating plans that promote compactness and mixed-use development, enhance integration, optimize densities by developing appropriate guidelines for Floor Area Ratio (FAR)[6] and densities, enhance connectivity and mobility, and enhance public space and an efficient street network, and generally plans that promote sustainability. Put simply, the Kenya Municipal Programme planning exercise in each respective urban area must formulate the best urban pattern. In relation to this, UN-Habitat highlighted the need to revisit the basics of urban planning by outlining the need to plan in advance, at scale, in phases, for density and mixed-use, for diversity and job creation,

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[6] The FAR concept is referred to as Plot Ratio (PR)

for social integration, for connectivity, and for energy efficiency and risk prevention.

Even though most towns in Kenya lack formal urban development plans, concerns over urban sprawl are slowly being addressed; Kiambu County is already taking policy interventions to address urban sprawl. In an effort to mediate urban and rural/agricultural developments, the County is in a process of formulating land-use zoning regulations that aim to govern change of land-uses and demarcation of urban edge to contain urban growth, while conserving agricultural activities. County officials from Kiambu County expect the on-going Kenya Municipal Programme exercise in Thika town to build on this initiative, in addition to improving the capacity of the county with more tools to address urban sprawl.

Kiambu County has urban areas surrounded by intense rural-agricultural settlements and activities. Managing the demands of these patterns is relatively challenging, but efforts are underway to promote suitable urban growth patterns.

County Government Official, Kiambu County

4.2.2.3 Reconciling Urban Growth with Environmental Sustainability

Presentations by county teams revealed that most of the towns are located in environmentally sensitive areas or lie within significant ecosystems in their regions. The most notable features are water catchment areas
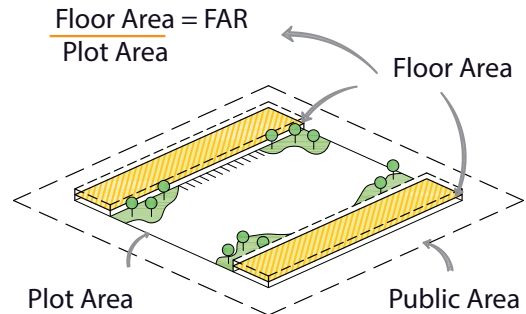

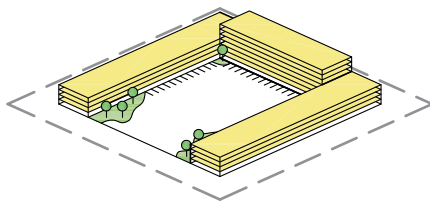Planned Urban Sprawl: Kiambu Town, Kenya
© Google Earth

Figure 4.2 Impact of Various Density Scenarios to Urban Patterns.

Population	1,000,000
Family size	5
Dwellings	200,000
Dwellings size	60m²
Residential Floor Area	12,000,000m²
Other Floor Area	10,000,000m²
Total Floor Area	22,000,000m²

$$\text{Floor Area} = FAR$$
$$\text{Plot Area}$$

Floor Area

Plot Area

Public Area

Scenario 1

FAR	3.0
Plot Area	733 ha
Public Area	733 ha
Total Area	1,467 ha
Population Density	681,82 people/ha
Residential Density	136 dwellings/ha

Scenario 2
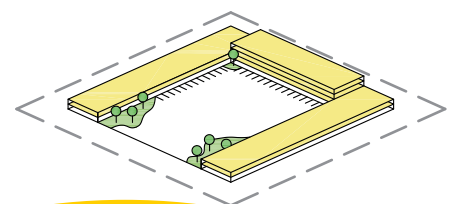
FAR	1.5
Plot Area	1,467 ha
Public Area	1,467 ha
Total Area	2,933 ha
Population Density	340,91 people/ha
Residential Density	68 dwellings/ha

8.35

3.05

2.15

14.6 km²

29.0 km²

220.0 km²

Scenario 3
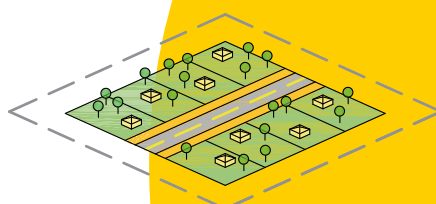
FAR	0.2
Plot Area	11,000 ha
Public Area	11,000 ha
Total Area	22,000 ha
Population Density	45,45 people/ha
Residential Density	9 dwellings/ha
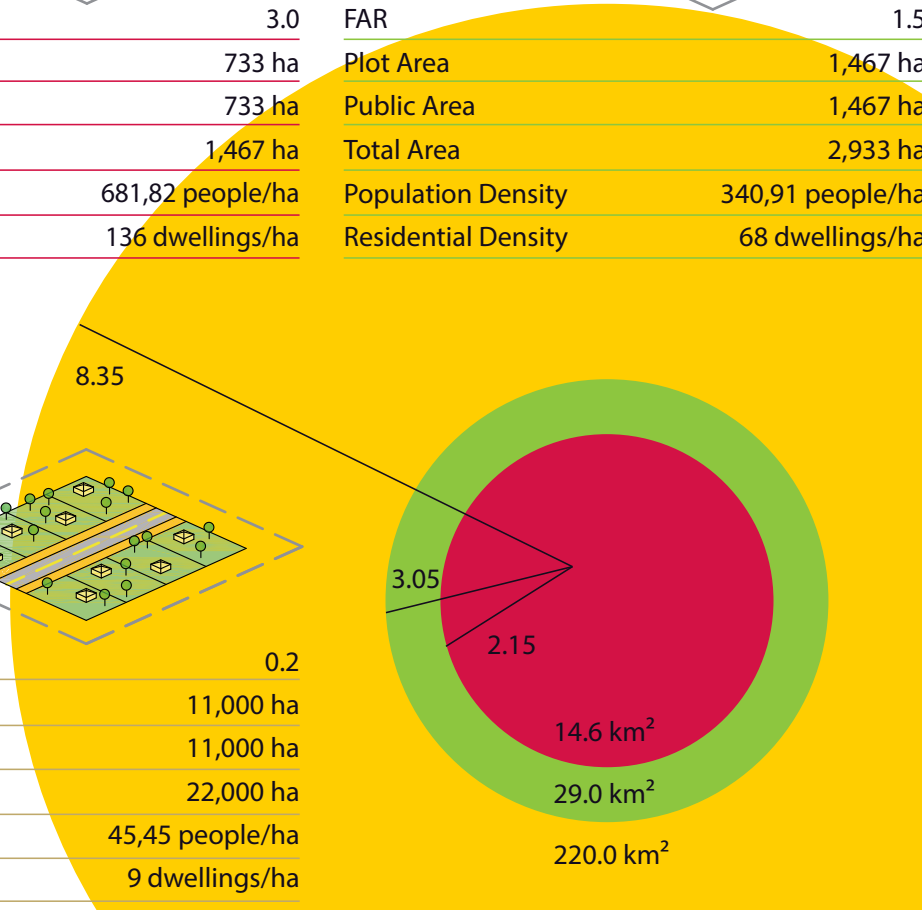
Source: UN-Habitat, (2013)

and water bodies. The towns of Nakuru and Naivasha have within their spatial coverage, Lakes Nakuru and Naivasha, respectively. These lakes not only have local impact but their functional and environmental significance is regional owing to the catchment areas they influence. The lakes influence the local economic development, particularly activities related to agriculture and eco-tourism, and they have also dictated the spatial structure of local urban development.

Thika, Nyeri and Embu towns have important rivers flowing through the towns; rivers that are part of a wider water catchment system. Nyeri and Embu towns have a hilly terrain that is particularly prone to disasters such as landslides. Participants recommended the on-going Kenya Municipal Programme exercise to incorporate wetlands protection and environmental management as critical action areas, for guiding sustainable urban development. Moreover, the plans should ensure that environmental protection regulations do not inhibit economic productivity supported by these natural resources; rather, such regulations should balance economic productivity with environmental conservation.

4.2.2.4 Addressing Informal Settlements
Like city leaders, technocrats and managers in county governments will play a crucial role in addressing informal settlements or urban informality. Urban informality is spatially and economically manifested in all urban areas in Kenya. It means that urban planning has no choice but to incorporate tools and approaches that seek to integrate urban informality in the wider urban development agenda. As emphasized by the Members of County Assemblies during their workshop, efforts should be directed towards both addressing the current issues with informal settlements, as well as, undertaking proactive planning to minimize the emergence of informal settlements. These strategies should integrate the positive impacts that urban informality presents to the specific urban fabric of the towns –for both economy and settlements. Importantly, the participants were in agreement that planners must also be equipped to address the root causes of urban informality.

> *If we don't address the root causes, upgrading interventions will remain piecemeal or as mere physical outcomes without significant impact with regard to attainment of long-term goals.*
>
> Lecturer, JKUAT

The following emerged prominently, as factors behind growth of informal settlements:
- Failure of urban planning, including urban planning approaches that do not resonate with the local realities.
- Socio-economic inequalities. In this case, the most vulnerable and low-income find informal settlements as the only option for affordable residential accommodation in the city.

Informal urban development in Machakos
© DigitalGlobe & Google Earth

• Inefficient urban governance. The failure to formulate appropriate policies or effectively implement policies that address crucial issues of income and livelihoods, land access and tenure, investments in improving informal settlements etc.

Participants expressed their expectations that the Kenya Municipal Programme process complemented by the Kenya Informal Settlement Programme would provide an appropriate platform for urban planning and urban governance in Kenya to confront the issue of urban informality. Officials looked forward to engaging with the Kenya Municipal Programme consultants to ensure that the Integrated Strategic Urban Development Plans would provide a framework for directing urban growth towards more inclusive urban development, including addressing the current challenges of urban growth in the context of urban informality, and therefore formulating strategies to tap into the potential of informality and limit its negative impacts.

> *The failure to spend adequately on provision of basic services, by previous local governments, gradually built up to the huge service backlog we have in most towns today. Basic services should thus be a priority area for the current county governments.*
>
> *County Official*

Planners were also reminded of their role as advocates of public interest, and were encouraged to engage with political leaders and citizens in matters of policy making, especially with regard to urban planning and upgrading of informal settlements. Particularly, planners should ensure that land tenure problems are resolved through participatory approaches, engage residents of informal settlements in planning and implementation of projects or policies that affect them directly, and also ensure that county government or municipal expenditures enhance inclusivity.

4.2.2.5 Urban Planning and Cross-Border Issues

The enactment of devolution in Kenya has resulted in boundary disputes, some within urban areas. There are towns whose spatial coverage covers more than one county. For example, Embu town's growth coverage extends beyond Embu County to Kirinyanga County. In the process of demarcating a planning area for the Kenya Municipal Programme, the two counties, Embu and Kirinyanga, were unable to agree on a suitable planning area that would incorporate the current urban edge, thus resulting in a planning area that covers the urban and peri-urban part that lies only in Embu County. This has numerous challenges to urban planning and management of urban growth and development. As discussed in the workshops, participants observed that in these cases, the following scenarios and realities persist:

• Services in the urban area are shared by residents of both counties, and where inter-county arrangements are absent, the financial burden will likely be met by one of the counties or service provision will be skewed, benefitting sections of the town in line with boundaries.

• The nature of urban growth cannot be limited to county boundaries, but is driven by other factors beyond the control of boundaries e.g. property markets, rural-urban transformations, infrastructure investments, etc.

• Planning for part of the urban area because of boundary restrictions will limit the effectiveness of the planning process and responsiveness of the plans in meeting the set objectives.

• Demarcating a planning area based on urbanization realities is likely to result in a sound integrated plan that informs sustainable urban development and guidelines for inter-county collaborations in managing growth and improving service delivery.

• Advancing prosperity in one part of an urban area is likely to exacerbate already existing inequalities in most urban areas of Kenya.

In order to address the above challenges, county officials concluded that there is need for urban legislation in the country to provide clear guidelines on the demarcation of urban planning areas, and the administration of urban areas whose spatial growth spans across counties. This appeal was made to both national and county governments, where in addition to national guidelines, it is also necessary for counties to legislate inter-county collaborations in both planning and development initiatives. Such frameworks will enable a more sustainable utilization

of shared resources, improve service delivery and guide regional development sustainably. It was however reported that some counties are already in consultation to resolve boundary issues, and strengthen collaboration, for example, between Kiambu and Machakos counties.

<div>

Box 4.7 Collaboration between Counties in Service Delivery

1) *County Governments Act (No. 17 of 2012) "Shared services*
   118. (1) a county government may enter into an agreement with the national government, another county or an agency of the national government, to provide or receive any service that each county participating in the agreement is empowered to provide or receive within its own jurisdiction, including services incidental to the primary purpose of any of the participating counties."

2) *Urban Areas and Cities Act (No. 13 of 2011) "Partnership and joint ventures*
   33. (2) for efficient service delivery, cities and municipalities may jointly provide cross-city and cross-municipality services and may, in that regard jointly finance the services."

</div>

Although there are gaps in the existing county legislation, there have been attempts to address these issues especially with regard to service delivery (See box 4.7).

4.2.2.6 Enhancing Local Economic Development and Municipal Finance

Urbanization is expected to enhance local economic development. Meanwhile, urban areas must be able to raise the necessary revenue to facilitate investments and services that support economic productivity and guarantee a reasonable quality of living, fund basic infrastructure, amenities and public services. This means Local Economic Development (LED) and municipal financing is of utmost importance to county governments, as they are charged with the administration and management of urban areas. Moreover, the implementation of the Integrated Strategic Urban Development Plans will demand financing, which these urban areas must be prepared to meet. The success of the implementation is linked to the availability of a sound strategy to fund the process.

Although resources are scarce, municipalities must have the capacity to mobilize vital resources for their functions. Therefore, the workshop sought to expose county governments to tools and approaches that seek to diversify revenue streams and build stronger urban economies. These included: increasing local revenues by integrating the use of Information Technology in administration of revenue services (e-governance) and Geographic Information Systems (GIS), land value capture, public-private partnerships (PPPs), providing incentives, and credit rating to attract financing and investments. Again, the case of Kampala City, Uganda was discussed as a regional example of a city that has successfully undertaken reforms to enhance revenue. County officials noted that raising adequate revenue is one of the main challenges urban areas are grappling with.

It was noted that part of the capital investment plans that will emerge from the completed Integrated Strategic Urban Development Plans will have a component of infrastructure investments that will provide an opportunity to leverage infrastructure for revenue enhancement through a diversity of funding options. Infrastructure is at the core of local economic development, and hence, its delivery must be designed in a manner that it attracts funding, for both capital investment and maintenance purposes (See Figure 4.1).

It was also stressed that county governments must design infrastructure plans with Level of Services as well as the Standard of Services that are appropriate for their contexts. This means asking questions such as: What is affordable? What is the level of willingness to pay? What is environmentally sustainable? What are the policy guidelines?

Participants noted that the Integrated Strategic Urban Development planning process is an opportunity to:
- Build on the existing opportunities to enhance local economic development and municipal finance
- Use the cadastral data (part of the outputs expected from the Kenya Municipal Programme appointed

consultants) as a tool for operationalizing land value capture and land readjustment, and for developing property valuation rolls.
- Enhance land productivity for local economic development by ensuring that land-use proposals optimize land values.
- Promote public-private sector partnerships in local economic development.

It was also stressed that intermediate towns must strive to attain strong and resilient local economies that offer opportunities for employment, commerce, industrial development, service provision and enhanced urban-urban and rural-urban linkages.

> *Growth of intermediate towns in Kenya ought to shift from 'dormitory form' of development (being mere dormitories of large cities e.g. Nairobi region), towards growth that enhances resilience-strong local economies and sound urban governance.*
>
> Peter Ngau, University of Nairobi.

4.2.2.7 Reforming Urban Legislation and Urban Governance

Participants were in agreement that sound urban planning only prospers where good urban governance

Figure 4.3 Leveraging Infrastructure for Revenue Enhancement.
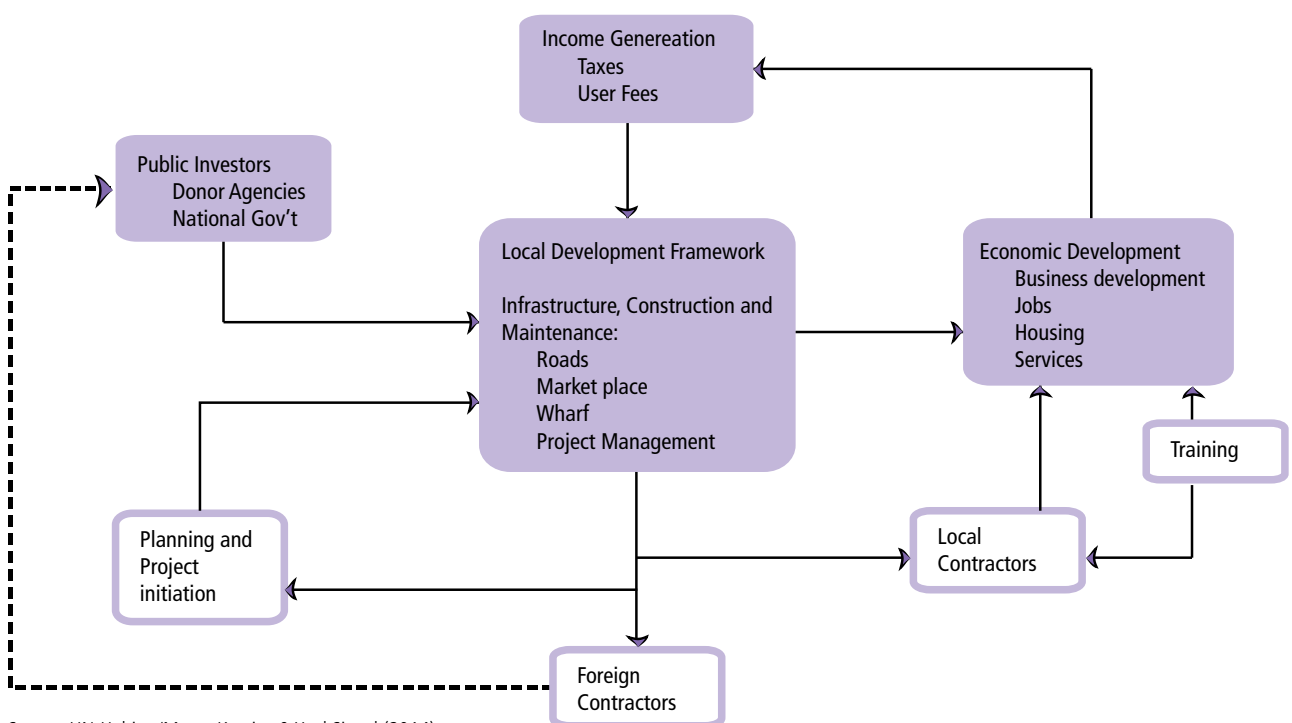
Source: UN-Habitat/Marco Kamiya & Yoel Siegel (2014)

exists; hence, the success of the Kenya Municipal Programme component 2 exercise will largely depend on the supportive legislation and policy, and the institutions that county governments will develop to support implementation and enhance an 'urban planning culture'. A discussion on contemporary urban legislation and legal framework in Kenya revealed that the current legal framework is not adequate or comprehensive enough to fully guide sound urban planning. But there is an opportunity to undertake the necessary reforms in view of the fact that county governments are mandated to formulate legislation. At the national level, there are also provisions for formulation of legislation and policies, and there are efforts underway to review or create various urban planning legislations and policies e.g. the review of the Building Code, review of Physical Planning Act and its harmonization with Urban Areas and Cities Act, the formulation of National Spatial Plan guidelines, and formulation of national slum upgrading policy.

The following key gaps in the current legal legislation were highlighted:
- At national and county level: land use and community land legislation is not sufficiently addressed, review of surveying and mapping legislation is yet to be completed, and survey and mapping remain functions of the national government.
- The National Land Act is not specific on titling of public space land, and at county level, most counties are yet to formulate policies on public space.
- Inadequate legislation concerning plotting and layout, 'buildability' and development rights. Most urban areas lack specific guidelines on plot sizes, layouts and precise building guidelines. At national level, the review of the building code is characterized by delays.
- Confusion regarding the types of plans that urban areas should formulate. Participants called for the harmonization of provisions in the Physical Planning Act and the Urban Areas and Cities Act.
- No defined legal framework for inter-county planning and regional planning in the context of the devolved government system, although the legislation permits counties to collaborate in service delivery, where needed. Precise guidelines are needed with regard to guiding inter-county/regional urban planning.

Moving forward, county governments were encouraged to prepare the necessary regulations and polices e.g. development guidelines (as legislation) based on the approved Integrated Strategic Urban Development Plans and to create public awareness for enhanced efficiency in the implementation of the legislation.

Box 4.8 Principles of Good Urban Governance

"Different organizations will define good governance according to their own experiences.
The campaign proposes that the principles of good governance are equity, sustainability, subsidiarity, efficiency, transparency and accountability, civic engagement and security. These principles are interdependent and mutually reinforcing."

UN-Habitat (2004): The Global Campaign on Urban Governance - Campaign Brochure

Importantly, it was agreed that even with sound legislation, without good governance, the efficiency of legislation cannot be achieved. In that regard, county officials were tasked with engaging the governors, other government officials and county assemblies in ensuring that good governance prevails. Particularly, the Integrated Strategic Urban Development Plans will require the vital institutional capacity for formulating supportive policies, mobilizing resources, and overseeing and coordinating effective implementation of the plans. This will include among other measures ensuring that public spaces and property are protected, enforcing land-use and environmental regulations, enforcing development guidelines, formulating effective public-private sector partnerships and creating a suitable environment for investments. Overall, the principles of good urban governance must be adhered to (see Box 4.8).

The institutional capacity at county governments was raised as a fundamental aspect with regard to urban planning and urban governance. Once again, the issue of "Boards" for managing cities/ municipalities surfaced in the discussions (as in the Members of County Assemblies session). It emerged that despite the cited fiscal challenges, setting-up these institutions, including recruitment of the right personnel is mandatory for the successful implementation of the Integrated Strategic Urban Development Plans. Yet,

the on-going Kenya Municipal Programme planning exercise continues without these "Boards" in place. Participants underscored the importance of such "Boards" in participating in the planning phase of the Plans, as a way of building their capacity towards effective implementation. However, this may not happen, considering the slow process of creating and adopting the requisite institutional framework. This implies that if the current provisions of the Urban Areas and Cities Act stand, the Integrated Strategic Urban Development Plans are likely be implemented by "Boards" whose participation in planning phase was partial or completely absent. A call was made to the national government to fast track developing the guidelines for establishment of the urban "Boards", but also for county governments to establish effective urban management systems, considering that most urban areas which had local governments, continue to operate under unclear institutional set-ups. Good urban governance was underscored as indispensable for any county government that seeks to build its credibility, because it is a tool for attracting finance and investments.

4.2.2.8 Linking Research and Action

Local academic institutions are in key players in reforming urban planning education and practice in the country. Universities that were present at the workshop expressed their willingness to enter into partnerships with counties to undertake action research, improve training of urban planners and build the capacity of county officials (through continuous professional development programmes). In particular, participants

appreciated the importance of linking research and action. The participants' assessment was that urban planning education and practice should resonate with local urban realities – the social-cultural, socio-economic, and political economies shaping urbanization in the country. Consequently, urban planning should be tailored to the local context, while considering the global knowledge shaping contemporary urban planning, urban management, and human settlements development, in general.

4.2.3 Visioning Exercise: Opportunities and Challenges

Visioning is a key component of participatory urban planning. That said, the formulation of Integrated Strategic Urban Development Plans explicitly demands the Kenya Municipal Programme appointed consultants to carry out a visioning exercise during the plan formulation process. The importance of this exercise cannot be underestimated, because it enables planners understand the aspired future of a certain urban area (all key stakeholders involved). In addition, it offers directions on how this vision will be achieved – what plans and strategies to employ, what the challenges and opportunities are, etc. Therefore, for county planners to actively participate in the Integrated Strategic Urban Development Plan visioning, and guide other stakeholders to participate in the same, it is critical that stakeholders understand the importance and contents of the exercise. Hence, the workshop engaged participants in a typical visioning exercise with the aim of teaching and demonstrating its importance in plan formulation. Teams representing each town were formed and guided through a basic approach to formulating a vision. Participants learnt the importance of formulating a realistic and practical vision, through a participatory (involving all stakeholders) process, and taking the town's context into consideration. Each team was to rapidly develop a hypothetical vision statement for their town, and to identify the challenges and opportunities that are essential towards realizing that vision.

From an Academic perspective: Prof. Bernard Otoki (JKUAT) speaking to County Planners © UN-Habitat/Namon Freeman

An emerging small town, Malili, Kenya
© Baraka Mwau

The following are the respective vision statements, plus their related challenges and opportunities as reported by workshop teams.

4.2.3.1 Thika Town

Vision Statement: "To be a leading industrial hub by the year 2045".

This was inspired by the history of Thika as a town aspiring to achieve sustained growth through industrial development ("the Birmingham of Kenya"). The opportunities and challenges towards attainment of this theme were identified as follows:

Opportunities:
- Availability of land for industrial development.
- Reasonable connection to road and railway infrastructure with a potential for expansion and improvement.
- Energy availability – there are on-going efforts to upgrade the existing infrastructure in the town.
- Presence of universities in the town – interpreted as an opportunity to advance research in local industrial development.
- Labour availability – like many towns in Kenya, Thika has a large supply of labour. In addition, its close proximity in Nairobi increases its attraction to skilled labour.

Challenges:
- Matching the needs of a high population growth rate is likely to demand more finance, resulting in diversion of investments related to industrial development
- Change of political regimes is likely to affect attainment of the vision

Participants noted that such a vision would require the county government to offer attractive incentives to investors in order to grant Thika a relative competitive advantage over Nairobi City that is within close proximity and has for long dominated industrial investments in Kenya.

4.2.3.2 Nyeri Town

Vision Statement: "To be the most economically efficient agro-industrial hub in Kenya"

This was informed by Nyeri's location that is surrounded by an agriculturally rich hinterland within an ecologically important region, hence the need to position urban development as a platform for transformation and enhancing the region's growth through efficient agro-industrial development. This would necessitate sustainable use of the available natural resources in the area. The associated challenges and opportunities are:

Opportunities:
- A region with a high potential for agri-business development – rich agro-ecological zones.
- Labour availability.
- Presence of universities in the town – to enhance research on agri-business industrial development

Challenges:
- Inadequate infrastructure to support an economically efficient industrial sector.
- Topographical challenges characterized by steep terrain, which could limit or increase costs of industrial infrastructure construction.

4.2.3.3. Machakos Town

Vision Statement: "To transform Machakos into an entertainment and recreational hub in the region"

This was inspired by the county government initiative to promote public spaces/recreational parks and sporting parks as strategic attraction facilities. The challenges and opportunities include:

Opportunities:
- The existence or on-going works to develop recreational facilities e.g. the development of the Machakos People's Park
- Improved security and safety in the town
- Land availability
- Energy – intention to exploit solar power to reduce the energy deficit in the town.

Challenges:
- Financing constraints
- Water supply challenges – Machakos town is located in a semi-arid region that has limited water resources and the town lacks adequate portable water supply

Participants questioned the sustainability of such an approach, considering that spending and recreational patterns change or certain occurrences may discourage visitors.

Nyeri urban growth
© www.nyeri.go.ke

Machakos CBD
© Wikipedia/Nairobi123

4.2.3.4 Nakuru Town

Vision Statement: "To make Nakuru a thriving commercial hub, driven by a green economy"

The emphasis on green economy was informed by the fact that Nakuru is located in an environmentally sensitive area, including a conservancy area. The town is also located in an area where geo-thermal power is available. The team identified the following opportunities and challenges as important to attainment of such a vision:

Opportunities:
- Availability of geo-thermal power
- Connectivity to an international trunk road, which could enhance the regional connectivity of the town
- The town is observed as an emerging economic hub in the Rift Valley region
- The hinterland has high potential for agri-business, and eco-tourism.

Challenges:
- Mobility/transportation challenges within the town. Congestion is gradually limiting ease of mobility in the town.
- Poorly developed water and sanitation infrastructure compromises the desired environmental quality in the town.

4.2.3.5 Naivasha Town

Vision Statement: "To be the best tourist destination in Kenya"

Naivasha is located in a region with rich natural resources that support agriculture, mainly floriculture, which is also strongly linked to the town's eco-tourism. The lake and wildlife conservancy are the other major resources that support the tourist-oriented economy, in addition to the availability of geo-thermal power to promote green energy use in the town.

Opportunities:
- Availability of natural resources that promote agri-business development, tourism and energy generation (geo-thermal)
- Land and labour availability.

Challenges:
- Poorly developed water and sanitation infrastructure, resulting in environmental pollution.
- Conservation challenges – the exploitation of the area's natural resources has been on-going without significant success in enhancing conservation. This threatens the sustainability of the associated economic activities.
- Socio-economic inequalities – the town's growing economy has not guaranteed equitable distribution of the benefits. Rather, inequalities are socio-spatially manifested in the form of deprived informal settlements, especially in the 'flower' and 'hotel zones'.

Nakuru street
© Flickr/ViktorDobai

Overall, it was noted that planners have a task to ensure that stakeholders participate actively during visioning activities. Participation in visioning is an incentive for sustaining participation and public support throughout the implementation phase of the Integrated Strategic Urban Development Plans.

4.3 Comparing the Results of the Two Learning Sessions

It is notable that Members of County Assemblies dwelt considerably on matters related to informal settlements and sought deeper understanding of the approach that the on-going Integrated Strategic Urban Development Plan process will employ to integrate informal settlements in the plan-making. In particular, Members of County Assemblies made recommendations to the on-going Kenya Municipal Programme planning process to produce sound strategies for addressing the existing informal settlements and preventing formation of new ones. Although County technical officers also reflected on the issue of informal settlements, their focus was more on the proactive measures at a city-wide scale.

Members of County Assemblies complemented this, by recognizing the urgency for policy to address the alleviation of living conditions at the local scale in the informal settlements.

That Members of County Assemblies focused on local scale issues is perhaps justified by the likely political pressure and responsibility that they attract at the local level. Indeed, this implies that policy and programmes should be designed to address urban informality at both city-wide and local scales, in a way that short-term goals lead to the attainment of long-term goals. Importantly, both Members of County Assemblies and technical officers recognized the need to actively engage residents of informal settlements in the Kenya Municipal Programme and the Kenya Informal Settlements Improvement Programme projects, towards designing interventions that lead to the desirable outcomes for all stakeholders. All participants identified policy gaps at national and county levels with regard to addressing informal settlements, especially the lack of an elaborate policy on upgrading of informal settlements and delivery of low-cost housing. Both workshops acknowledged that the Integrated Strategic Urban Development Plans process was an ideal opportunity to facilitate the formulation of key action plans and the relevant policies, to bridge gaps, and to accelerate the delivery of basic housing and services.

Uhuru Park in Nairobi CBD
© Flickr/Alejandro Caceres

However, policy alone is not the only challenge facing the county governments or urban areas. Both Members of County Assembly and technical officers outlined financial constraints as another major factor limiting attainment of sound urban planning and effective implementation of plans. Despite the challenge, it was unanimously agreed that urban planning is a viable tool for expanding opportunities in urban economic growth and municipal revenue generation. The participants, therefore, called for follow-up capacity building sessions, specifically with focus on urban economic development and municipal finances, so as to ensure that all levels of county leadership and administration are aware of the inherent opportunities.

This awareness will accelerate the achievement of the necessary reforms, because, decisions will be made from more informed perspectives. Subsequently, participants committed to support urban planning at all levels of county government. Members of County Assemblies committed to creating awareness at the county assembly level, and expressed willingness to work closely with the county executive in ensuring that urban planning and development is a priority. On their part, county officials called for political support from Members of County Assemblies and expressed a strong desire to develop even more productive working relations with county assemblies, so as to transform urban development in their respective counties.

Participants were aware of their respective roles, and specifically called for coordination and integration of both the Kenya Municipal Programme and the Kenya Informal Settlements Improvement Programme exercises, to ensure long-term impact is sustained.

Lastly, Members of County Assemblies and county technical officers prioritized the gaps in legal frameworks as an area that warranted immediate action. Participants committed to engage in the formulation of the necessary laws, policies and regulations that will support various aspects of urban planning and development, including development guidelines, infrastructure development, land-use management, environment, informal settlements, etc.

Through collective action, both wings of the county government can constructively engage to develop the necessary legal framework and institutions for urban planning and development.


Mombasa Street
© Baraka Mwau

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Results of the Two-day Rapid Urban Planning Studios

5.0 Overview

The Kenya Municipal Programme has engaged consultants to formulate Integrated Strategic Urban Development Plans for participating towns. Therefore, for the county personnel to be able to engage meaningfully with the consultants, it is vital that they are adequately equipped for the task. Based on that premise, UN-Habitat and the Kenya Municipal Programme partnered to extend the capacity building initiative to incorporate rapid planning studios, which were undertaken between the 2nd and 5th of September, 2014. The 2-day rapid planning studios were held for each Kenya Municipal Programme Cluster, in this case one studio for Cluster III towns (Thika, Embu & Machakos) and a second studio for Cluster IV towns (Nakuru, Naivasha & Nyeri). This chapter of the report highlights the importance of this exercise, the thematic components, tools and approaches discussed, lessons learnt and the key emerging issues. UN-Habitat facilitated these highly interactive studios.
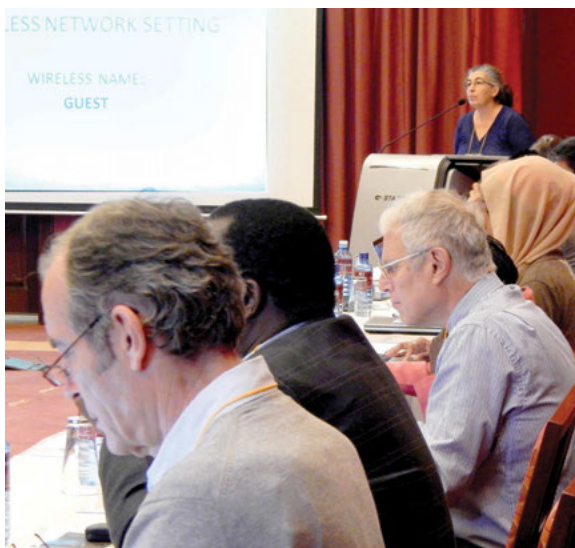
Laura Petrella, UN-Habitat, introduces the Rapid Urban Planning Studio method to participants © UN-Habitat/Baraka Mwau

5.1 Studio Objectives and Program

The purpose for organizing these studios was to enhance the urban planning capacity of counties through training on basic urban planning skills, combined with sharing of tools and approaches that can be used to address contemporary urbanization challenges. The objectives of the rapid urban planning studios were:
- To orient local leaders and policy makers from each county on the different approaches and modalities of urban planning towards enhancing sustainable urban development, and to be more informed and equipped to review the on-going Kenya Municipal Programme planning exercises.
- To provide a hands-on basic planning exercise towards capacity building in counties with regard to enhancing urban planning knowledge and its associated processes.
- To offer support towards the prioritization of issues that should be reflected in urban planning and development of policies for the counties.

Each studio took two days, with each day involving presentations, discussions and hands-on group exercises. The first day began with the opening plenary, followed by thematic presentations and discussions on urban planning principles and basics, street patterns and urban connectivity, urban legislation, urban economy and municipal finance. Thereafter, participants were organized into groups (as per their respective towns and counties) to undertake a rapid assessment of the existing conditions in their towns, followed by an exercise on population projection and understanding its impact on urban spatial growth. The second day

started with a review of the first day, followed by a short presentation on streetscape planning, and subsequently a group exercise on streetscape design. This was followed by another group exercise on land-use planning. Thereafter discussions were held on urban legislation and urban economy. The discussions focused mainly on tools and approaches for facilitating the implementation of plans. Finally, the studio came to close with a review of the two days, a discussion on emerging issues and way forward (See Annex 8 for detailed studio program).

In the opening plenary, UN-Habitat stressed the importance of this mode of training, by indicating that hands-on experiences are among the best approaches to training and enhancing the capacity of planners.

> *The trainings are designed to enhance capacity of county planners to direct the formulation of plans that are effective in addressing urban development, and with overall positive impact on addressing needs of future populations.*
>
> Laura Petrella, UN-Habitat

Machakos town, Kenya
© Flickr/Shared Interest

5.2 Results from Thematic Discussions

The thematic discussion involved presentations designed to equip the planners and policy makers with tools and approaches that are useful for enriching the ongoing Kenya Municipal Programme exercise – both in terms of the planning and implementation phases. Discussions that ensued after the presentations showed that planners and policy makers are aware of the contemporary urbanization issues, but they acknowledged that not enough is being done to address these issues.

5.2.1 Urban Planning Principles and Basics

The purposes of this theme was to extend the discussions in the earlier capacity building workshops and prepare participants for hands-on studio activities to enable them broaden their understanding of urbanization and the application of urban planning basics. Urban planning has evolved, and over the time, a variety of models, tools and approaches, have been formulated to address these changes. Participants were called upon to embrace sound urban planning that advances sustainable urban development. Essentially, this means "going back to the basics" of urban planning, and "not just a matter of planning... but planning right". Against this backdrop, the UN-Habitat team empowered the participants with various tools and approaches, including creating awareness about the trends unfolding in urbanization and the implications they pose to sustainable urban development. At the beginning of the studios, participants acknowledged that intermediate cities and small towns in Kenya still have a chance to direct urban growth towards sustainability through urban planning. The participants were taken through a typical urban planning process; from the initial phases of formulation to detailed plans (See graphic 5.1).

It was stressed that planners must "think of implementation, right from the start" of the planning process, and participation must feature throughout the planning process. Generally, for sustainable urban development, urban planning and policy should facilitate the shift from urban sprawl to compactness, from segregation to integration, from congestion

Figure 5.1 Planning Method: Basic Process.

Source: UN-Habitat
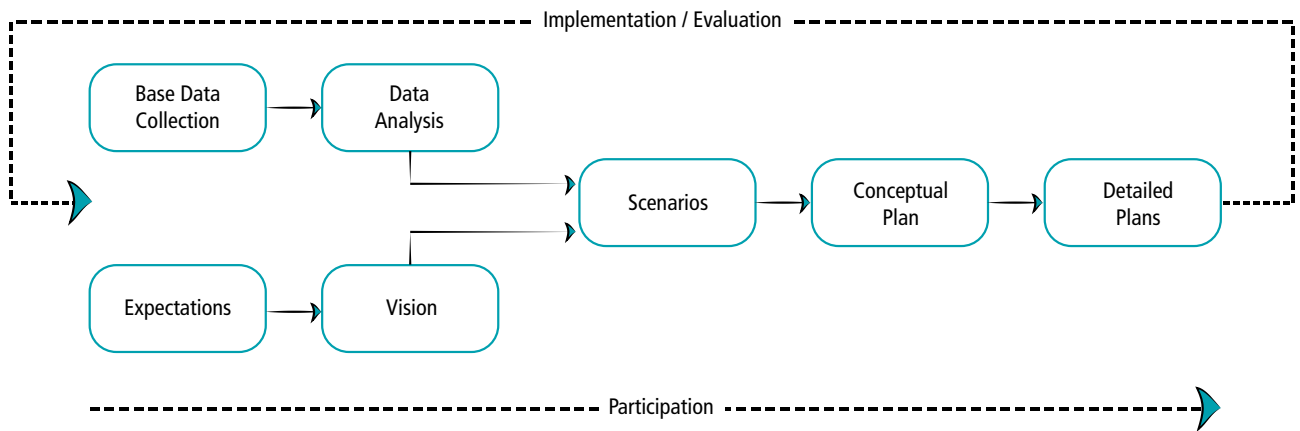
to connectivity. UN-Habitat presented its tools and approaches that are designed to guide these shifts, mainly the Planned City Extensions (PCEs) and City In-fills; Public Spaces and Street Networks; and Sustainable Neighbourhood Planning approaches. For sustainable neighbourhood planning, planners should ensure that the following principles are observed: adequate space for streets and efficient street network; high density; mixed land use; social mix; and connectivity. For Planned City Extensions and City In-fill developments, it is crucial to plan: in advance; at the scale of expected growth; in phases; for continuity; and applying sustainable usage of resources and ecosystems. Basically, urban areas must be prepared to offer sufficient, affordable and serviced plots.

The concept of densities and mixed-use development was not only discussed, but participants were also taken through a practical planning exercise on how these concepts can be translated to urban spaces. Essentially, participants were taken through a hands-on exercise on Floor Area Ratios (FAR) – its impact on land coverage, compactness, infrastructure delivery and land values. These approaches are of relevance, and particularly important during the detailed planning phase of the Integrated Strategic Urban Development Plan process. The opportunities to adopt these concepts exist in various urban areas. Participants reported that some of these tools and approaches are already being implemented in various towns of Kenya, although on an ad-hoc basis through informal developments. Therefore, the Integrated Strategic Urban Development Plan should be an opportunity to enhance the impact of these concepts in a more coordinated manner.

Moreover, the county government officers echoed the importance of planning for the right densities, urban form, and accommodating future growth in plans. However, without implementing plans, including allocating funding to implementation, attaining this desired form of development is impossible.

> *We formulate plans, but fail to adequately fund their implementation.*
>
> *Hannah Maranga, Urban Planner, Kiambu County*

The above is complicated by the lack of coordination across various line departments of governments. In most cases, these departments tend to have different, and or, conflicting standards, operations, etc. which eventually limit realization of effective policies and coordination of implementation, thus, enhanced coordination and sharing of information across departments and formulation of overall guidelines is inevitable. Political leaders (County Assembly committees) also have a role to play; they should complement the coordination efforts of the technical officers by supporting the formulation of sound policies that such reforms will demand.

Another impediment to efficient urban planning was identified as the mismatch between urban planning and the pace of urban growth; hence urban extensions and urban transformations persist, devoid of sound urban planning. The implication is that the Integrated Strategic Urban Development Plans will have to address both existing and future urban growth in the respective towns. This includes addressing the human settlement transformations at the urban peripheries. For example in Nakuru, Embu, Nyeri and Thika, planners held a common view that urban planning in these towns must address peri-urbanization and rural-urban interfaces in the most sustainable manner – reconciling urbanization with natural resources conservation and agricultural activities.

It was evident that urban planning practice must be undertaken in a manner that addresses existing developments and future growth, in the most efficient approach, no matter how complex it is. Importantly, UN-Habitat stressed the importance of addressing the basics of planning and making plans that are not 'too ambitious', but plans that are implementable, given the respective contexts.

5.2.2 Public Space and Streets

Prosperous cities have an elaborate public space system and street network which enhances their social, economic, and environmental qualities. This thematic discussion was critical for participants as it sought to ensure that planners and policy makers gain greater understanding of planning for public spaces and streets. Participants were taken through the basics for designing 'productive' streets as economic spaces and quality public spaces, after which participants undertook a hands-on design exercise to enhance their technical capacity through translating the learnt principles into sketch designs.

It was demonstrated that planning for public spaces and street planning are ideal approaches to, not only, improve quality of life in urban areas, but also, as an approach to slum upgrading and slum prevention – achieved through a combination of public spaces, a good plot system and availability of buildable land.

Overall, urban form and street patterns influence the creation of public spaces in urban areas. To address this, planners ought to choose the most appropriate

Roadside in Embu, Kenya
© Flickr/SAGT

street pattern, and plan for the long-term street network, with special attention to land provided for streets, their connectivity and use, as well as ensuring adequate land is allocated for complementary public spaces.

5.2.3 Urban Legislation

Urban legislation is one of the key components that UN-Habitat considers as imperative for enhancing sound urban planning practices. This discussion component was designed to demonstrate how cities apply legislation to direct effective implementation of plans. Since every urban plan and design has an aspect of legislation, plan and design proposals for the Integrated Strategic Urban Development Plans must consider legislation or offer directions for addressing the legislation gaps, which will be crucial for the successful implementation of the plans.

> *The failure to plan and enact urban planning guidelines doesn't prevent urban development from happening.*
>
> Gianluca Crispi, UN-Habitat

In most circumstances, unguided urban development will result in profound urban challenges, such as deficits in adequate infrastructure and housing, congestion, segregation and exclusion, environmental degradation, and poor economic performance. Therefore, rules and regulations must be formulated to govern planning and implementation of plans. Currently, Kenya has legislation to guide overall formulation of plans e.g. Physical Planning Act and the Urban Areas and Cities Act, but there are gaps, which county governments have the opportunity to address, including through the Integrated Strategic Urban Development Plan Planning process. Some of the identified gaps are: inadequate legislation on public space and streets and on land-use planning and management, hence, the necessary legislation will have to accompany the Integrated Strategic Urban Development Plans.

Urban legislation is a tool for slum prevention since it is capable of regulating land markets to make them inclusive, affordable and limit speculation. Besides, it is also capable of enabling incremental approaches to slum upgrading, service provision and housing. In the context of housing, incremental approaches have the advantage of being able to accommodate a variety of typologies and densities, and have the possibility of future consolidation of land and housing.

The UN-Habitat team presented case studies of the planned city extensions of New York, USA; Ouagadougou, Burkina Faso; and Villa El Salvador, Peru. These planned city extensions attained different levels of success partly associated with the manner in which urban legislation guided their implementation. Notably, the full implementation of the Ouagadougou extension plan was hampered by weak governance, which resulted in a clear spatial distinction of planned and unplanned growth patterns.

The participants stressed that a myriad of challenges face urban legislation, particularly with regard to land administration and management, development control, and land-use planning. Participants also pointed out that the implementation of the Integrated Strategic Urban Development Plans would achieve the desired levels of success if adequate guidelines were formulated to address current informal land administration and management issues, to address sub-standard developments and to provide guidelines on how to effectively retrofit the urban form or undertake urban renewal.

Urban legislation for design standards should also recognize the socio-cultural and political realities. For example, it was noted that traditionally, coastal towns in Kenya were designed with narrow streets. In other towns, the provision of wide streets has attracted land grabbers or incompatible land uses along road reserves. To confront these realities, a participatory process of formulating the necessary design regulations/guidelines is recommended. Perhaps this will result in legislation that is realistic and embraces the vision of residents.

5.2.4 Urban Economy and Municipal Finance

As stressed in the one-day learning session, urban economies and municipal finance systems are critical components that urban development plans must address sufficiently. Consequently, the studios incorporated these components with a focus on tools and approaches for enhancing revenue, leveraging infrastructure and

land values for revenue enhancement, and planning and design options that enhance growth of urban economies. Participants were expected to translate these principles spatially, through a hands-on exercise of designing a typical urban neighbourhood/district plan that promotes economic productivity, optimizes land value and enhances municipal revenue.

The UN-Habitat team pointed out that it is crucial for county governments to formulate municipal financing strategies with clear timeframes and measures to expand and optimize local resources. Counties were also encouraged to consider options such as land readjustment, leveraging private sector finance in infrastructure projects, localizing infrastructure and policies for optimizing green economies. Localizing infrastructure should also include community based infrastructure delivery options such as community infrastructure centres delivering modular units that are capable of leveraging local resources at the very lowest level.

Central Business Districts (CBD) and other central commercial districts of every town emerged as critical planning areas that warrant special focus in the Integrated Strategic Urban Development Plans. This will necessitate the formation of a Local Development Framework (LDF) for such areas with significant growth potential. The

returns in these areas are considered `high' for most towns in Kenya, as articulated in the studio session. Thus precinct plans should recommend appropriate economic activities, define benefits to municipalities (cost and returns); densities and land use specifications, and provide solid implementation strategies. A Local Development Framework should also spell out the approach to financing infrastructure construction and maintenance. There are various finance options, including issuing municipal bonds, attracting investors (e.g. through PPPs), and creating economic generating centres (e.g. farmers markets, precincts, shopping centres, street markets etc.).

Box 5.1 Basic Requirements for Economically Sustainable Cities

1. Access to developed land
2. Access to financial resources
3. Skilled work force
4. Access to resources for production
5. Institution and legal mechanisms
6. Adequate affordable infrastructure

Adapted from UN Habitat, Siegel Y (2014) PowerPoint Presentation (Naivasha Studios)

Figure 5.2 Timeframe to Improve Municipal Finances.
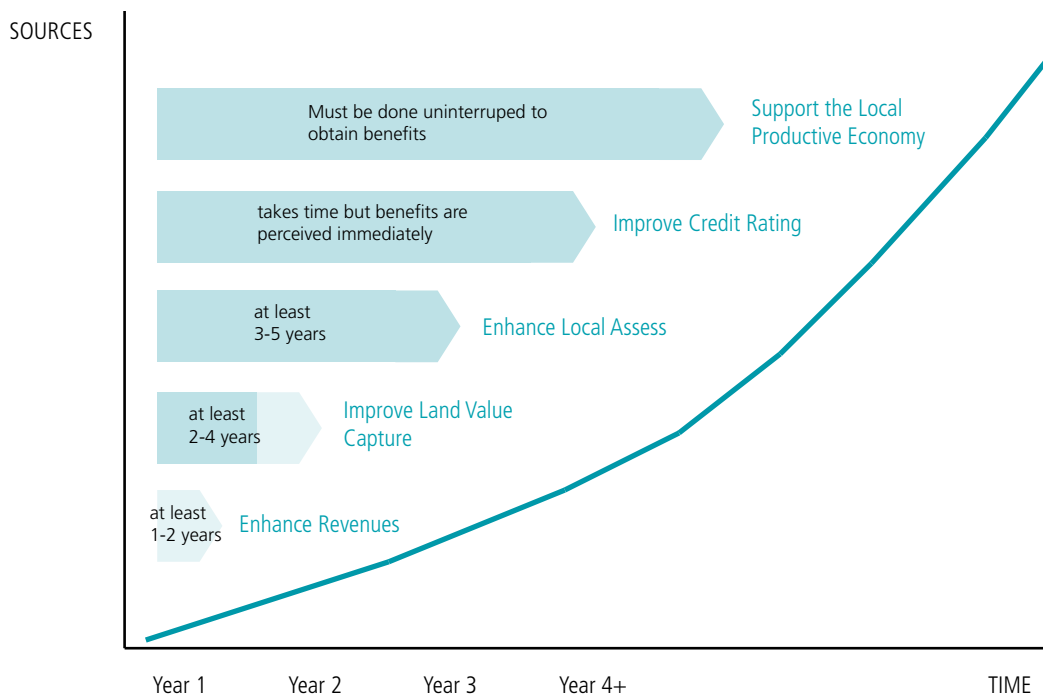
Source: UN-Habitat//Marco Kamiya &Yoel Siegel (2014)

But planners must formulate development frameworks that are sensitive of socio-economic realities; resource availability, opportunities, and where to locate activities.

> *Planning should convince land owners that value will be retained, and or, even enhanced.*
>
> Laura Petrella, UN-Habitat

> *In dealing with international investors, county governments must ensure that bids are structured effectively. This demands governments with adequate capacity to structure bids appropriately.*
>
> Yoel Siegel, UN-Habitat

However, concern was raised that urban planning and investments in large-scale infrastructure projects have triggered land speculation in many urban areas. Therefore, projects of this scale should be accompanied by integrated land-use planning, to counter the forces of speculation and ensure that associated developments that arise from these projects align to the wider urban development plans.

> *It is critical to ensure that short-term interests do not limit the attainment of long-term goals.*
>
> Participant

The underlying factors for achieving the above are sound urban governance and urban planning. In addition, each town plan must identify the most viable spatial-economic planning tools, build credibility and strive to balance income generation and service delivery.

Embu Team-Rapid Assessment of Town's existing conditions
© UN-Habitat/Baraka Mwau

5.3 Practical Exercise Results and Key Lessons for Sustainable Urban Development

The hands-on activities were designed to enhance the capacity of planners to transfer the tools and approaches they learnt into the plan formulation processes. Four main activities were conducted; a) assessing existing conditions in the towns, b) population projections and ascertaining land demand, c) streetscape design and d) land-use planning for a district/section of a town.

5.3.1 Assessing Existing Conditions

In order to plan, understanding the existing conditions is critical. This involves analyzing physical land forms, trends in urban growth, natural features, identifying the 'soft' (developable) and 'hard' (undevelopable) areas, and thus identify the opportunities and challenges associated with urban development. Such information is critical as it informs the relevance of plan proposals in directing urban development effectively.

The respective county officials conducted this exercise for each town. A satellite image covering the planning areas was provided as a basis for tracing and marking key features. Teams identified key natural features such as water bodies, hills, informal settlements, new growth areas, areas with unique physical constraints, key commercial nodes, agricultural areas, and what they consider as the urban edge limit. These features were sketched on the maps and each team presented its outcome, as follows:

CLUSTER III TOWNS
5.3.1.1 Embu Town

The team mapped the main river acting as the boundary between Embu and Kirinyanga counties as a prominent natural feature, but also with a political implication. The other natural features identified were the steepest parts of the town, where such terrain was identified as a factor influencing construction. A forest that is a water catchment area and prime agricultural areas lie close to the town and limit urban expansion in sections of the town. The southern part of the town is considered of less agricultural productivity and has attracted significant urban development. Likewise, the northern part is attracting the establishment of educational facilities which has consequently resulted in housing developments in the area. The airstrip is considered as a strategic infrastructure whose upgrading may reconfigure urban development in the town.

The team also mapped the key roads linking Embu town with smaller neighbouring centres. The corridor towards Kangaru town is dominated by government institutions that occupy vast tracks of land, which could be an opportunity for planned city extension. However, it is noted that a significant share of the new growth is located across the main river towards Kirinyanga County, and generally towards Kutus and Mwea region. The team identified land availability and the relatively low growth rate as the key opportunities for urban planning interventions that will guide more sustainable urban development.
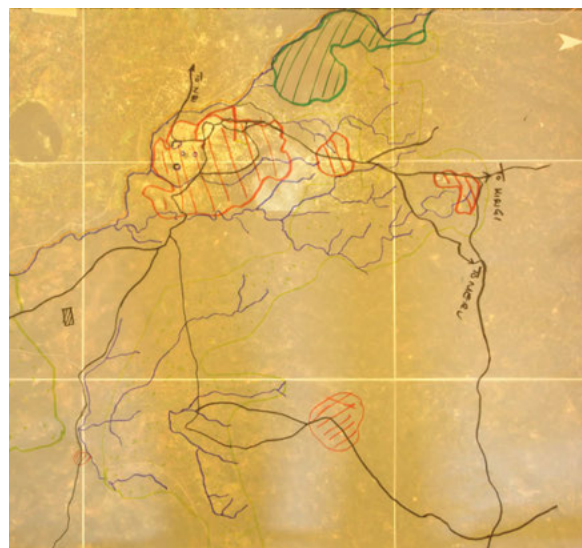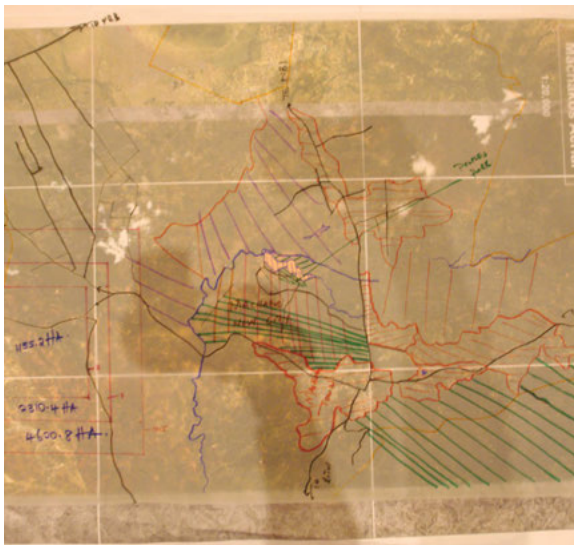

Embu Town Existing Conditions, illustrated by the Embu County Team
© UN-Habitat/Namon Freeman

5.3.1.2 Machakos Town

The Machakos team identified the existing town and the proposed "New Machakos City" and "Konza Technopolis City" as special areas of planning, but whose planning ought to promote integration with the local context. In addition, the team identified the settlement pattern in the planning area as one with relatively low densities and with most developments aligned to the road network resulting in a corridor form of development.

The hills surrounding the existing Machakos town were marked as key natural features constraining urban extension of the town, hence new growth would most likely be towards the southeastern side facing Konza City. However, the low densities in the planning area, provide planners with options to advance densification and in-fill developments. Because the impact of the proposed "New Machakos City" and "Konza Technopolis City" on urban development in the area is uncertain, a more integrated approach to planning is needed. Sustainability will be a core issue in planning the area, bearing in mind the existence of Machakos town, its projected urban growth and the planned new cities.

Part of the planning area is served by the A2 international trunk road – the Mombasa highway – which is a section of the Northern Corridor. Environmentally, the planning area is largely semi-arid with only temporary streams; portable water is scarce in the area.

5.3.1.3 Thika Town

Thika town is surrounded by agricultural activities and a vast area with a peri-urban population. The town is well connected to major roads in the region (Nairobi Metro region). The main river systems are the Chania and Ndarugo which are a major source of water for the town. The team indicated Thika's industrial cluster (along Garissa Road) as a significant economic zone. This is surrounded by the town's largest informal settlements, mainly Kiandutu and Makongeni areas.

It was noted that the Garissa highway corridor has attracted a significant share of new developments in recent times; this may be a possible area for a planned city extension combined with in-fill developments. These could be used to guide development in a sustainable manner and counter urban sprawl.

Another force shaping urban development in Thika is the linkage the town has with smaller urban areas. In particular, Kenol town, which is close to Thika continues to attract significant development and its growth is closely linked to Thika's. The team stressed the need for the Integrated Strategic Urban Development Plan process to provide a solid analysis of the linkages the town has with smaller and even larger urban areas like Nairobi.

Machakos Town existing conditions, illustrated by the Machakos County Team © UN-Habitat/Namon Freeman

Thika Town existing conditions, illustrated by the Kiambu County Team © UN-Habitat/Namon Freeman

CLUSTER IV TOWNS

5.3.1.4 Nakuru Town

The Nakuru team identified the Menengai Crater and Lake Nakuru as two major physical features shaping development in the town. Geothermal development in the Menengai area will likely encourage urban development in the surrounding region. Another key feature is the proposed by-pass road corridor, which the team marked as likely to trigger ribbon development (urban extension along the road). The eastern side of the town, which is relatively less productive agriculturally, has witnessed increased densities and transformations of rural settlements, creating a vast peri-urban area.

Lake Nakuru is a wildlife conservancy ran by the national government through the Kenya Wildlife Service. Land availability, natural resources and agricultural hinterland are some of the opportunities in the town. Challenges include: increasing informal settlements, limited access to the lake (locals must pay park entrance fee to access the lake), poorly developed infrastructure, and inadequate public spaces.

5.3.1.5 Naivasha Town

The Naivasha team identified Lake Naivasha as a major physical feature influencing urban form, and also having a great impact on the town's economic development. The flower and hospitality business (hotels) are located along the shores of the lake, with housing for the workers located in informal settlements (Karagita, Housing, Kongoni etc.) established close to the work areas. Satellite centres such as Karai and Kinamba centres also have a close relationship with the town.

Several airstrips, which mainly serve the flower and tourism industry, are located in the planning area. Geothermal power generation sites and Hell's Gate National Park have also influenced growth in the area, as has the national highway that passes through the town.

The main challenges in Naivasha include: environmental degradation, burgeoning informal settlements, socio-ethnic tensions, and limited access to the lake by local residents, attributed to increasing privatization of the lake front.

5.3.1.6 Nyeri Town

Nyeri is located at the heart of a rich agricultural hinterland with a hilly terrain. The southern region is mainly smallholder farming and the northern region is mainly large-scale farming. The recent influx of universities has changed the land-use patterns and property markets in sections of the town.

Image of existing conditions for Naivasha Town as illustrated by the Naivasha Team © UN-Habitat/Baraka Mwau

Nyeri Team Mapping existing conditions © UN-Habitat/Baraka Mwau

The town has numerous informal settlements, which urgently need upgrading. Another main challenge is balancing urban growth with agricultural activities as they compete for the scarce land available in the town area.

5.3.1.7 General Issues Emerging from the Rapid Assessment of Existing Conditions

a) It was noted that in most towns, the physical environment has played a significant role in influencing urban form.

b) Urban sprawl and informal settlements are present in all the towns, and their continued growth is increasing the challenge of meeting basic infrastructure and housing, as well as increasing the social divide in the towns.

c) Water bodies are at great risk, mainly because of pollution and ineffectively regulated use. The inadequacy of sanitation and storm drainage infrastructure has complicated the conservation of water bodies.

d) Land availability for urban development is varied among the towns, and is scarce in towns surrounded by rich agricultural land. But, fortunately, most towns have relatively 'low densities', with opportunities for densification and in-fill developments to accommodate future population increase.

e) National highways and regional roads have had significant impact in shaping spatial forms in the

growth of towns. Similarly, national government infrastructure investments and projects are likely to have a significant impact on these towns; hence, the Integrated Strategic Urban Development Plans must anticipate the likely implications associated with these investments.

5.3.2 Population Projections and Implications for Urban Growth Exercise

All the towns reported population increase as a key driver of demand for land and extension of the urban edge/ urban sprawl. Urban planning must therefore address the needs of both current and future populations. To demonstrate this, the participants were taken through a simple population projection exercise. This was designed to estimate the populations of the towns 20 years in the future – the period for the Integrated Strategic Urban Development Plans. Participants were also schooled on how to estimate land demand for urban growth by calculating the land needed for urban development based on various options of Floor Area Ratios (FAR). The emphasis was on density and its relevance in containing urban sprawl, optimizing infrastructure and service delivery, and visualizing possible urban forms. This exercise, intended for learning purpose, did not rely on verified data or specific data for the planning areas identified for the Integrated Strategic Urban Development Plans.

Analysing existing conditions to locate land suitable for new development
© UN-Habitat/Baraka Mwau

The population projections exercise was organized into six steps as follows:

STEP 1: CALCULATION OF PROJECTED POPULATION GROWTH				
Projected Population	=	current population	x	$(1+\text{annual growth rate})^{\text{years}}$
Projected growth	=	projected population	–	current population

STEP 2: CALCULATION OF NUMBER OF NEEDED RESIDENTIAL UNITS				
Needed residential units	=	$\dfrac{\text{Population growth}}{\text{Family size (Household Size)}}$	+	housing backlog
Projected growth	=	projected population	–	current population

This calculation was undertaken for each town to ascertain the housing stock that is needed to accommodate the current population without inadequate housing and the new housing needed for anticipated growth. However, it was noted that reliable data on the housing backlog in the towns is lacking.

STEP 3: CALCULATION OF RESIDENTIAL DEVELOPMENT				
Considering the residential unit size				
Residential development	=	needed residential units	x	residential unit size

STEP 4: CALCULATION OF TOTAL BUILT-UP SURFACE		
Ratio of residential units and other units	=	$\dfrac{\text{residential development (m}^2)}{\text{Residential surface (\%)}}$

STEP 5: CALCULATION OF LAND USE FOR BUILT-UP AREA AND PRIVATE SPACE				
Considering the ratio of storeys and plot size				
Land use for Built-up Areas and Private Space	=	$\dfrac{\text{Total Built-Up Surface (m}^2)}{\text{FAR}}$	x	residential unit size

STEP 6: CALCULATION OF TOTAL LAND USE	
Considering ratio of 50% (built-up area & private space)-30% (streetscape)-20% (park & square)	
=	$\dfrac{\text{Land use for built-up area \& private space (m}^2)}{\text{Land use for built-up area private space (\%)}}$

Table 5.1 Results of the population projection exercise

The table below highlights typical results of the population projection exercise.[7]

Town	Estimated Current Population	Annual growth rate (%)	Projected Population (20 years)
Machakos	200,000	3.00	360,000
Embu	80,000	1.68	109,000
Thika	200,000	2.80	340,000
Nyeri	100,000	2.00	150,000
Naivasha	220,000	3.00	460,000
Nakuru	371,561	3.00	671,080

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7   These figures are not verified; they were used for training purposes only

5.3.3 Streetscape: Scenario Planning Exercise

This exercise was undertaken to equip participants with additional skills in designing prosperous streets. The layout and urban form of successful cities have had a major impact on the cities. The on-going preparation of Integrated Strategic Urban Development Plans will result in an urban structure plan and land-use plan. This is fundamentally important, considering that the plans will guide urban development for the next 20 years. (UN-Habitat recommends that planning and designing for street networks should accommodate urban expansion for the next 30 years and beyond). Consequently, for the county planners to effectively guide the Kenya Municipal Programme consultants in developing the most appropriate urban structure, adequate knowledge on streets and public spaces is essential. This exercise was tailored to teach basic street planning design skills and the conceptual skill of relating streets to buildings or land-use.

Box 5.2 Streets as Drivers of Urban Prosperity

Streets are public spaces, and for streets to be prosperous, they must be able to: "promote infrastructure development, enhance environmental sustainability, support high productivity, and promote quality of life, equity and social inclusion". Connectivity is fundamental, and should be embedded throughout the entire street network. Moreover, streets should be designed to harmoniously accommodate both motorized and non-motorized transportation modes, with walkability emphasized.

Besides, street development is a viable approach to slum-upgrading. This is because streets provide an essential spatial structure and layout for slum upgrading; hence, slums can be transformed through street-led upgrading approaches since by providing streets, space is created for infrastructure delivery, business, and interaction – promoting social cohesion that in turn cultivates a participatory environment.

UN-Habitat (2013c). Streets as Public Spaces and Drivers of Urban Prosperity

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There are various critical issues relevant to the planning and design of streets, mainly:
a) Surveying and designating a street network on the ground with the focus of accommodating a 30-year urban expansion.
b) Acquiring land for roads.
c) Acquiring land for public open spaces.

Participants were taken through the design features of prosperous streets, a key feature being the necessity to plan and design streets with the user in mind. Streets offer interactive spaces for various types of users and uses, including: pedestrians, shoppers, traders (formal and informal), and uses such as commerce, basic services (water, sanitation, storm water drainage, lighting and electricity lines, telecommunication lines etc.), access to residential areas, recreation, etc. Street design should effectively accommodate a variety of users, and during planning, it should be noted that some users need specific design considerations, which will vary from town to town.

During the studios, it was noted that street networks and layouts are varied and as cities grow, street patterns also change. For example, it is notable that street patterns have changed for cities that have transited from mono-centric to polycentric structures, mainly from grid patterns to hierarchical street patterns. As this transition unfolds, cul-de-sacs tend to emerge in designs, but caution must be taken as cul-de-sacs could limit connectivity.

The examples of Planned City Extensions in Villa el Salvador, Peru and Bahir Dar, Ethiopia, were used to demonstrate that by planning for future growth, cities can design street patterns that best suit their context.

> *The proportion of urban areas dedicated to streets and public spaces is a crucial feature of the spatial plans of cities. Indeed cities that have adequate street and public spaces and greater connectivity are more liveable and productive.*
>
> *Dr. Joan Clos, UN-Habitat*

Participants were organized into town teams and tasked to sketch a streetscape plan. Although the exercise was supposed to be hypothetical, most teams maintained reference to specific streets in their towns and sought to visualize them during the exercise. For example, the Kiambu team selected main streets in Thika Town, the Nakuru Team worked on the proposed 'by-pass' trunk road as their reference street, the Naivasha team, chose a section of the Northern corridor highway as reference, and Nyeri referred to the main streets of the town's Central Business District. It was evident that depending on location and context of these streets, the usage and design features varied considerably.

5.3.3.1 Nakuru Team

This team expressed concern that development of the 'by-pass' road would likely increase land values along the corridor and attract new developments. The team focused on building ideas for ideal street design features that the Integrated Strategic Urban Development could adopt to make this corridor a highly productive space. They considered a streetscape characterized by mixed-use developments (commercial and residential) and a street plan that separated throughway traffic and provided a service lane for the mixed-use developments. To enhance liveability and appeal, the team proposed a linear green space, landscaped with trees, to reduce the impact of high-speed and noisy vehicle traffic.

5.3.3.2 Naivasha Team

This team used Moi Road as a reference. They noted that property walls have limited the quality of the street on one side of the road while on the other side there are commercial uses that attract pedestrian traffic. However, road safety is a major concern since heavy trucks, speeding motor traffic, and motorbikes dominated the road. The team sought to address road safety, public street appeal, enhance economic productivity and enhance traffic flow. This entailed promoting land-uses whose activities generate more pedestrian traffic on both sides of the road, traffic calming, separation of traffic modes, and even an underground road system.

5.3.3.3 Nyeri Team

The Nyeri team outlined the importance of designing Nyeri streets as "diverse and vibrant spaces". Nyeri streets are synonymous with street vendors and pedestrians; hence attempts to design streets for the town must resonate with the needs of these users. Subsequently, the team produced a streetscape sketch that allocates space for both formal and informal activities, in addition to other basic design elements.

Nakuru Team making a presentation © UN-Habitat/Baraka Mwau

Naivasha Team: Streetscape Sketch Plan © UN-Habitat/Baraka Mwau
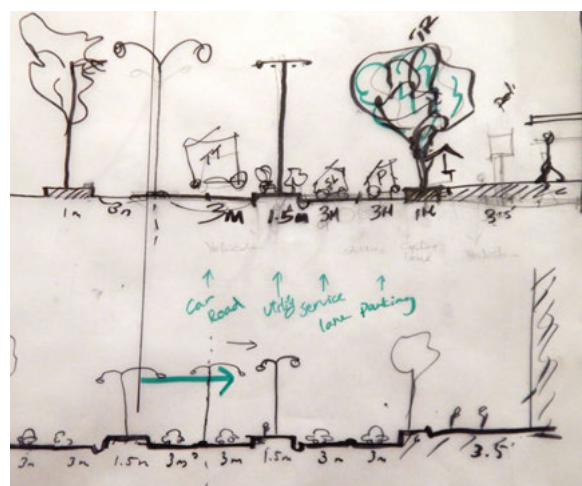
Nyeri Team: Streetscape Sketch Plan © UN-Habitat/Baraka Mwau

5.3.3.4 Machakos Team

The Machakos team envisioned a main street leading to the proposed 'New Machakos City'. Focus was on maximizing the streets economic potential and enhancing a mixed land-use corridor. The team also sought to limit vehicle transport and maximize walkability in the precinct areas. This was intended to enhance street appeal, so that people converge, interact and subsequently promote local business and enhance social interaction.

Machakos Team: Streetscape Sketch Plan © UN-Habitat/Baraka Mwau

5.3.3.5 Embu Team

This team envisioned a streetscape that has the capacity to integrate both formal and informal uses, including infrastructure and business. A striking element with regard to streetscape planning in Embu was identified as terrain. Embu town is located on a relatively sloped terrain, which requires planners and designers to consider the impact, especially on walkability and drainage. The integration of informal sector activities, including street vending and informal modes of transportation were also key design elements reflected in the town's streetscapes.
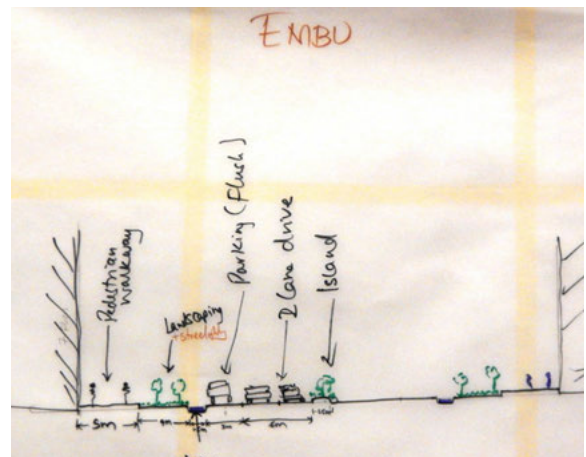
Embu Team: Streetscape Sketch Plan © UN-Habitat/Baraka Mwau

5.3.3.6 Kiambu Team

The focus for this team was the improvement of streets in Thika Town. Attention was given to elements of public transport, parking, mixed-use properties, greenery and accessibility. The team noted that traffic volume is on the increase in the town, resulting in demand for car parking and additional space for a public transport terminus. The team also envisioned an improvement of road safety through redesigning the town's streetscape and promoting use of public transport as opposed to personal cars.

Kiambu Team: Streetscape Sketch Plan © UN-Habitat/Baraka Mwau

### 5.3.3.7 Important Points to Remember when Designing Streets in Kenya's Urban Areas

Overall, participants noted the following issues as crucial for streetscape planning in intermediate cities and towns in Kenya:

a) It is critical to calculate the economic value anticipated from constructing streets. Design must enhance quality and productivity of all required activities and uses.

b) Create a balance between the public and private space, which can be achieved through design and policy.

c) Enhance integration of activities. There must be efficient integration of commercial, pedestrian, transportation, residential activities, as well as allocating adequate space for infrastructure facilities.

d) The design must ensure that all activities are in 'sync'. The relationship between activities should be mutually reinforcing. Possible conflicts arising from certain activities should be analyzed prior to and during design, and efforts made to harmonize such issues.

e) Consider the implications that FAR (Floor Area Ratio) has on street human scale. Besides, streets should be appealing and accommodating – important components of street design. The height of buildings vis-à-vis the street design should have a direct impact on human scale, appeal, and accommodation.

f) Promote greenery and landscaping to enhance appeal, scenery, and aesthetics and thus enhance street environment.

g) Streets must envision technological advancements that may demand re-design/re-orientation or retrofitting of infrastructure.

h) Street construction ought to capitalize on financing from land-value capture. This has the potential to ease the burden of infrastructural development.

i) Street planning must resonate with socio-cultural patterns. Therefore, it is important to understand the users – their behaviour patterns, preferences, public-private space limits etc.

j) Lastly, but equally critical, streetscape design demands the integration of urban informality – mainly the integration of informal transportation modes (e.g. motorbike taxis (boda bodas) and hand-pulled carts (Mikokoteni)), and informal trading activities (e.g. street vendors, street kiosks, etc.).

5.3.4 Land-use Planning Exercise

The harmonization of the natural environment and land-uses such as commercial, residential, recreation, transportation and amenities, is key in defining liveability in urban neighborhoods. UN-Habitat advocates five key principles for sustainable neighbourhood planning, namely: adequate space for streets and efficient street network, high density, mixed land use, social mix and limited land-use specialization. These principles are especially important for countries experiencing rapid urbanization matched with increased population growth, urban sprawl, environmental challenges, transport and mobility problems, poverty and inequalities. These are in fact some of the challenges participants identified in the previous workshops (one-day learning sessions), as facing urbanization in Kenya.
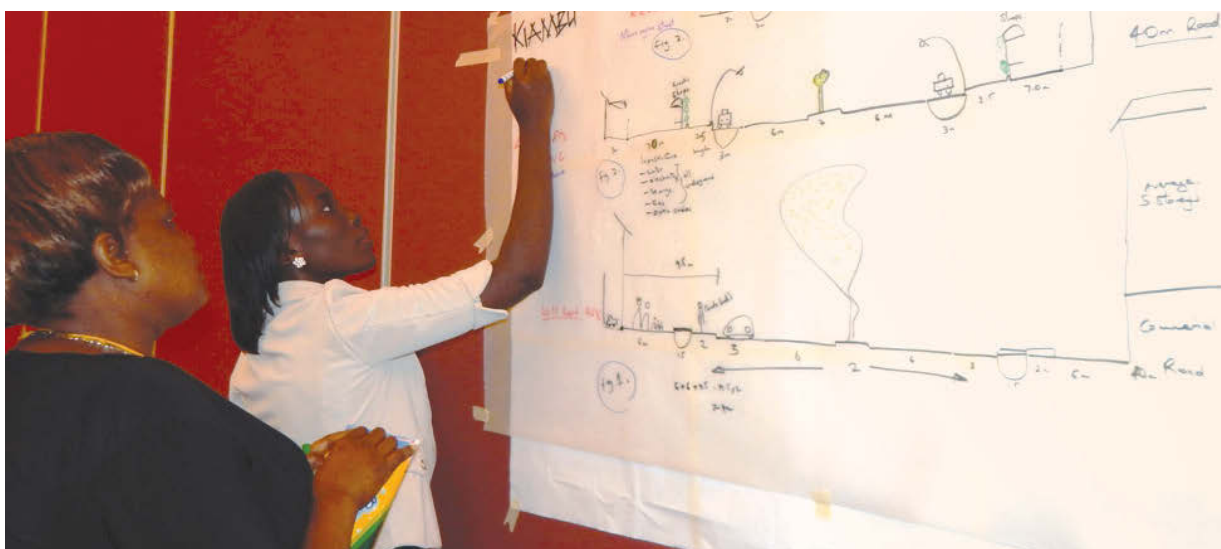
Kiambu county planners preparing to present
© UN-Habitat/Baraka Mwau

During this exercise, UN-Habitat guided the participants in estimating the productivity and the potential typical Central Business District's (CBD's) possess in most urban areas of Kenya. Many CBD's have high returns on investment; yet, most local governments have not devised a mechanism to raise revenue from CBD properties, leaving most of the income benefits to accrue to the private sector. For county governments to optimize on these opportunities, it is critical to increase their involvement in urban investments. Ideally, municipalities must strive to maximize returns on all infrastructural and related investments they undertake. This way, revenue will be enhanced, increasing the feasibility of financing infrastructure maintenance and expansion.

This spatial planning exercise was designed to advance the capacity of the county officials to guide formulation of urban development plans that result in quality of place, enhance local economic development, and overall guide urban growth towards the sustainability path. Participants were introduced to the basics of planning mixed land-use developments followed by a hands-on exercise on designing a specified, ideal space, of defined size, as a section of the Integrated Strategic Urban Development Plan.

Box 5.3 Importance of Mixed Land-use Development

"The purpose of mixed land-use is to create jobs, promote the local economy, reduce car dependency, encourage pedestrian and cyclist traffic, reduce landscape fragmentation, provide closer public services and support mixed communities". Basically, mixed land-use endeavors to integrate residential, commercial, industrial, office, transportation, recreational, and amenities etc. Compatibility of these land-uses is fundamental; therefore, thorough studies must inform planning and design of mixed land-use developments. Depending on the location and context, there could be variations to the degree of mix and allocation of space to each land-use. For instance, in planning for sustainable neighbourhoods, it is advisable to allocate "40 to 60 percent for economic use, 30 to 50 percent for residential use and 10 percent for public services". But, urban areas should adapt to the most appropriate mix suitable to their local context.

Source: UN-Habitat (2014). A New Strategy for Sustainable Neighbourhood Planning: Five Principles. Discussion Note 3-Urban Planning

Overall, the sketch designs produced by the teams demonstrated importance to flexibility, integration, productivity, connectivity, appropriate densities, and affordability. The results of the specific teams are discussed and illustrated as follows:

5.3.4.1 Kiambu Team-Thika Town

This team was inspired by the need to promote 'compactness' with regard to existing and future development of Thika town; to limit urban sprawl and protect agricultural land; limit growth to space that is feasibly efficient to service; and promote agglomeration economies. The team envisioned a city centre with mixed land-use development and made reference to the existing town centre of Thika. Consequently the team produced a typical neighbourhood design that depicted the following characteristics:

a) Relatively high-density mixed land-use neighbourhoods accommodating commercial and residential developments. The commercial uses were restricted to the first floors, depending on street location, and subsequent floor space allocations were for residential use.

b) To accommodate traffic more effectively, the team factored in multi-level parking space. However, participants noted that for this design of parking to function effectively, a detailed transportation plan is needed for the area to ensure that traffic flow is effectively managed.

Mixed-use developments, Embakasi, Nairobi
© Baraka Mwau

c) Greenery and landscaping were the planning and design elements that the team employed to promote air quality, enhance aesthetics and appeal, and maximize the human scale effect.

d) In addition to the landscaped sections, the team allocated adequate space for roads, necessary to ensure effective mobility.

5.3.4.2 Embu Team-Embu Town

The Embu team sought to promote a mix of land-uses and mixed-use developments, in the same block. Further, the team noted that with the town recording a relatively low growth rate, a growth pattern of a relatively medium density of FAR 1.0 would be appropriate for neighbourhood planning. Consequently, the team envisioned a neighbourhood with the following features:

a) Mixed land-use developments on street frontage row; mainly, commercial, residential, and recreational use.

b) Residential use only for the back row properties. (However, other participants interpreted this as limiting with regard to maximizing the benefits of mixed land-use developments).

c) A variety of densities, with a dedicated predominant residential area of FAR 1.0, and street frontage properties having a slightly higher FAR.

d) A court-yard block layout, with the courtyard doubling as a 'privatized' public space whose usage was limited to the residents of the courtyard.

e) Public streets as unlimited public spaces.

Nakuru, Naivasha and Nyeri teams discussing ideas and plans
© UN-Habitat/Baraka Mwau

Participants were curious to understand the form of land ownership that emerges from developments clustered in courtyard designs. Three scenarios were explored; a) a case where the whole block is planned as a single plot (possibly with one owner or multiple owners), b) a scenario where the block comprises several plot owners, compelling land readjustment, resulting in group ownership, and c) a scenario where plots are owned individually but the courtyard space is owned by the municipality as public land. The importance of land readjustments was stressed as it has not only the potential to enhance land accessibility which increases land value, but also can result in achieving the most desirable urban form patterns by improving existing layouts.

5.3.4.3 Machakos Team-Machakos Town

This team focused on mixed land-use development as a means of maximizing the potential benefits that such an urban planning approach offers. But, most striking about the work of this team was the clear differentiation of what ought to or not, constitute 'public', with regard to allocation of public space.

The team proposed a courtyard design similar to that of the Embu team. The sketch defined "public-public spaces" and "privatized-public spaces", with the former dedicated to unlimited public access e.g. main streets, recreation open spaces etc., and the later referring to public spaces that are dedicated to limited users, in that case the owners living around it. The rationale for this was cited as "enhancing security" of the neighbourhood. Importantly, participants shared that previous experiences of poor management of public space, had compromised neighbourhood safety, for example, where public space was converted into territories controlled by criminals. Illegal privatization of public space where individuals fence-off public space has led to limited access to the public space.

5.3.4.4 Nyeri Team-Nyeri Town

Nyeri town has a significant informal sector, which has resulted in increased demand for urban space for economic activities. Based on this, the team embarked on planning for a typical block that accommodates both the 'formal' and 'informal' economic activities and a variety of transportation modes (e.g. Non-Motorized Transport and Motorized Transport). The underlying principle for this design was pragmatism. Furthermore, the sketched design indicated a deliberate effort to promote public streets as productive street markets that enhance economic productivity, integration and cohesion in the town.

In response to the town's hilly terrain, the team illustrated that orientation of buildings play a decisive role in urban design elements in the town.

5.3.4.5 Nakuru Team-Naivasha Town

This team focused on planning in the context of a regional road – Moi Road – a major urban infrastructure in Naivasha. Their scenario plan sought to capture land-value created by this infrastructure. However, only one side of the road was analyzed as suitable for development and redevelopment, and the team drafted a proposal that aims to increase densities and maximize mixed land-use developments.

The team explored design options that seek to protect open spaces; this was informed by earlier discussions that indicated that the failure to design public spaces appropriately increased the risk of such spaces being privatized or landing in the hands of land grabbers and resulting in the loss of vital public spaces.

5.3.4.6 Nakuru Team-Nakuru Town

Nakuru is a fast growing town, and its spatial footprint is expanding towards the agricultural lands in the eastern and western sides. The northern and southern sides have natural features – the Menengai Crater and Lake Nakuru, respectively. This urban structuring has been complicated by the national government proposals to construct a by-pass link to enable more efficient flow of regional traffic. The team saw the opportunity to counter rapid ribbon development along this proposed road infrastructure by ensuring that appropriate planning is undertaken to integrate infrastructure and urban growth. Consequently, the team assumed a typical block situated along this road, where they envisioned mixed land-use development, with a significant share of floor space in the first row plots dedicated to commercial use. The inner rows would mainly cater for residential, minimal commercial activities and public spaces. The participants who reviewed the outcome of this team recommended enhanced integration of activities by establishing a hierarchy of commercial activities and improving compatibility.

5.3.4.7 Key Issues from the Land-use planning Exercise

The planning exercise was highly informative, and engaged participants in a hands-on experience of planning and designing urban spaces that promote liveability. It provided the participants an opportunity to practically test the challenges that spatial planning and urban design face, in the context of the prevailing urban reality of their towns. At the end of this exercise, participants raised the following concerns, and observations:

a) In designing neighbourhoods, it was noted that planners ought to design streets that resonate with the local adaptations – in terms of behaviour patterns, relationship between street and buildings, and use of the street e.g. streets as market places, as public spaces, transportation networks, etc.

b) Participants noted that the concept of densities and mixed land-use developments can potentially transform towns in Kenya. However, issues were raised concerning the level of applicability of these concepts with regard to optimum allocation of space for each land-use in certain locations. It was noted that a blanket policy on high densities and mixed land-use developments is likely to result in 'oversupply' of some spaces e.g. commercial and office space. Hence, thorough analysis, including economic analysis should inform planning for mixed land-use developments, at city wide-scale.

c) Participants reported that mixed land-use developments are a common phenomenon in most towns in Kenya, despite the fact that these have happened without clear policy guidelines. This was cited as an opportunity for county governments to step-up their engagements with developers and residents to promote mixed land-use developments.

d) A caution was noted that urban planning should not be exercised to stifle development, but regulations should be enforced in a manner that promotes local economic development and directs urbanization towards sustainability.

e) The protection of public spaces and provision of land for public spaces was emphasized. It was recommended that public spaces demarcated in plans need to be protected by legislation. Therefore county governments ought to formulate the necessary legislation to accompany such plans.

f) In addition, participants called for policy makers to clearly define what constitutes "public-public spaces" and privatized public spaces", as a measure to protect public spaces in urban areas.

5.4 From Plan Formulation to Implementation

Implementation is a critical phase in every urban planning process. This is the phase where proposals are translated from paper to reality or from policy recommendations to policy operationalization. It should be noted that plans take a relatively long time to formulate. Consequently, the failure to implement plans amounts to wasteful spending of public resources (financing the planning process). Importantly, the workshop revisited the key reasons that hinder efficient implementation of urban development plans in Kenya. These are listed below.

a) It was observed that implementation fails in cases where the period between the end of the plan formulation and the start of implementation is unreasonably long. This period is likely to render some of the plan recommendations as irrelevant due to changing dynamics, or increase costs of implementation, among other factors.

b) The failure to conceptualize implementation right from the beginning of planning. This has resulted in overly ambitious plans that the local governments are unable to implement.

c) Plans that are not adequately subjected to a participatory process are difficult to implement. Experience has proved that the highly top-down approach to planning has resulted in plans that lack stakeholder 'ownership'; hence the burden of implementation remains squarely on governments with little cooperation from stakeholders.

d) Poor costing analysis of plan investments. Participants cited that previously plans emphasized the spatial dimension with inadequate focus on the actual costs of undertaking the implementation of the proposals. The result has been under-costing or over-costing of capital investment plans.

e) Inadequate capacity, both human and fiscal, to implement plans. Often, the human resources dimension is overlooked during financing the urban planning process; with the planning phase often outsourced to consultants, the implementation is left to government officials, some of whom were not engaged in the planning process. Besides, inadequate capacity to mobilize financing complicates implementation. The poor

implementation of the expired Nakuru structure plan was cited as an example.

f) Absence of a supportive legal framework to guide the implementation of the approved plans, and poor urban governance make coordination of implementation poor.

To counter the above challenges, various strategies were suggested. UN-Habitat emphasized the importance of formulating and enacting a sound urban legislation to accompany approved plans, as well as the need to undertake institutional reforms. Moreover, emphasis was placed on participation in both planning and implementation phases. Failure to incorporate active participation of stakeholders compromises the quality of the plan. Simply put, plans generated through a participation process are easier to implement.

County governments were also tasked with ensuring that adequate human resources are availed for urban planning and development. The Kenya Municipal Programme consultants were tasked with providing county staff training, as part of the Integrated Strategic Urban Development Plan process, to ensure that adequate capacity building is attained during the process. The issue of financing and local economic development was revisited once again, after the hands-on planning exercises. UN-Habitat stressed the importance of formulating a revenue enhancement strategy, and the need to evaluate alternative strategies for delivering infrastructure. For example, community infrastructure options are viable strategies for leveraging community finance and accelerating delivery of quality infrastructure services in the towns. Further, community infrastructure options reduce reliance on city networked infrastructure grids that are costly to undertake.

Finally, it was noted that it is not only the failure to implement plans that has profound consequences, but also the partial or selective implementation of aspects of the plan. To enhance the effectiveness of implementation, the Integrated Strategic Urban Development Plans must, therefore, be undertaken in a participatory manner, be realistic and practical, and seek to unlock the transformative potential of each respective town.

■ ■ ■ ■ ■

Conclusion

These studios completed the series of training sessions that UN-Habitat had organized for the Kenya Municipal Programme's Cluster III and IV towns. Feedback from the participants provided evidence that the objectives of the programme were sufficiently achieved. Indeed, numerous participants called for follow-up sessions as a way of enhancing the impact of the training. With the Integrated Strategic Urban Development Plan process under way, it is hoped that participants will be able to translate the acquired knowledge into practical outputs by actively engaging the consultants to formulate sound plans for each respective town. UN-Habitat will continue to strengthen this component of the Kenya Municipal Programme by conducting similar training and studios for the remaining clusters (Clusters I, II, and V); undertaking to follow up sessions; and providing technical advice to the programme as the planning process progresses in the various urban centres. This will ensure that all counties participating in the programme benefit from this successful capacity building programme and thus enhance the organization's support to a sustainable urban development sector in Kenya.

Group presentations
© UN-Habitat/Namon Freeman

Thika team working on a mixed-use development neighbourhood plan
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Annexes:
Annexe 1: List of Participants

Annex 1A: Members of County Assembly One-Day Learning Session, 25th August 2014, Gigiri Complex

Name of Participant	County/Organization
Hon.Martin Wachira Ngure	Kiambu
George Kioi Irungu	Kiambu
Serah Waithira Kamithi	Kiambu
Peter Geche Karanja,MCA	Kiambu
Mwangi Wamwangi	Kiambu
Susan Mumbi Muriithi	Kiambu
Sammy Nduva	Machakos
Muli Musyoka	Machakos
Catherine Nguku	Machakos
Gideon Kavuu	Machakos
Ruth Ndumi	Machakos
Kanjogu Mugo	Embu
Ibrahim Swale	Embu
Eunice Wambui Murithi	Nakuru
Rachael's Maina	Nakuru
Stephen Wanyaga Kihara	Nakuru
Daniel Ambale Odindo	Nakuru
Stephen Kuria Muiruri	Nakuru
David Kipkoech Malel	Nakuru
Edward Muteri Nderitu	Nyeri
Hon.David N. Wangai	Nyeri
Hon.Joseph K.Kingori	Nyeri
Richard Mugo	Nyeri
Henry Mwau	Real Plan Consultants
Viola Okoth	Real Plan Consultants
Onesimus Musyoki	Real Plan Consultants
Liale Francis	Real Plan Consultants
Satish Kumar	Intercontinental Consultants and Technocrats Pvt. Ltd.
Solomon Ambwere	Kenya Municipal Programme
Mwara Kibe	Kenya Municipal Programme
Kenneth Omondi Nyaseda	Kenya Municipal Programme

Annex 1B: County Government Officials One-Day Learning Session, 28th August 2014, Gigiri Complex

Name of Participant	County/Organization
Hon.Martin Wachira Ngure	Kiambu
George Kioi Irungu	Kiambu
Serah Waithira Kamithi	Kiambu
Peter Geche Karanja,MCA	Kiambu
Mwangi Wamwangi	Kiambu
Susan Mumbi Muriithi	Kiambu
Sammy Nduva	Machakos
Muli Musyoka	Machakos
Catherine Nguku	Machakos
Gideon Kavuu	Machakos
Ruth Ndumi	Machakos
Kanjogu Mugo	Embu
Ibrahim Swale	Embu
Eunice Wambui Murithi	Nakuru
Rachael's Maina	Nakuru
Stephen Wanyaga Kihara	Nakuru
Daniel Ambale Odindo	Nakuru
Stephen Kuria Muiruri	Nakuru
David Kipkoech Malel	Nakuru
Edward Muteri Nderitu	Nyeri
Hon.David N. Wangai	Nyeri
Hon.Joseph K.Kingori	Nyeri
Richard Mugo	Nyeri
Henry Mwau	Real Plan Consultants
Viola Okoth	Real Plan Consultants
Onesimus Musyoki	Real Plan Consultants
Liale Francis	Real Plan Consultants
Satish Kumar	Intercontinental Consultants and Technocrats Pvt. Ltd.
Solomon Ambwere	Kenya Municipal Programme
Mwara Kibe	Kenya Municipal Programme
Kenneth Omondi Nyaseda	Kenya Municipal Programme

Annex 1B: County Government Officials One-Day Learning Session, 28th August 2014, Gigiri Complex

Name of Participant	County/Organization
Hon.Martin Wachira Ngure	Kiambu
George Kioi Irungu	Kiambu
Serah Waithira Kamithi	Kiambu
Peter Geche Karanja,MCA	Kiambu
Mwangi Wamwangi	Kiambu
Susan Mumbi Muriithi	Kiambu
Sammy Nduva	Machakos
Muli Musyoka	Machakos
Catherine Nguku	Machakos
Gideon Kavuu	Machakos
Ruth Ndumi	Machakos
Kanjogu Mugo	Embu
Ibrahim Swale	Embu
Eunice Wambui Murithi	Nakuru
Rachael's Maina	Nakuru
Stephen Wanyaga Kihara	Nakuru
Daniel Ambale Odindo	Nakuru
Stephen Kuria Muiruri	Nakuru
David Kipkoech Malel	Nakuru
Edward Muteri Nderitu	Nyeri
Hon.David N. Wangai	Nyeri
Hon.Joseph K.Kingori	Nyeri
Richard Mugo	Nyeri
Henry Mwau	Real Plan Consultants
Viola Okoth	Real Plan Consultants
Onesimus Musyoki	Real Plan Consultants
Liale Francis	Real Plan Consultants
Satish Kumar	Intercontinental Consultants and Technocrats Pvt. Ltd.
Solomon Ambwere	Kenya Municipal Programme
Mwara Kibe	Kenya Municipal Programme
Kenneth Omondi Nyaseda	Kenya Municipal Programme

Annex 1C: List of Participants, Cluster III Studios, 2nd-3rd September 2014, Naivasha

Name	County/Organisation/Institution
Hannah Maranga	Thika
Alice Menya	Thika
Jane Mwaniki	Thika
Lucy Muiruri	Thika
Mary Kamau	Thika
Charles Mugambi	Thika
Chris Macharia	Thika
Patrick Manthi	Machakos
Mwikali Muthoka	Machakos
Karuru Chege	Machakos
Symon Maina	Machakos
Lucy Nzioki	Machakos
Daniel Makau	Machakos
Nahashon Mucheru	Embu
Wilson Ireri	Embu
Catherine Gathee	Embu
Tim Gutettah	Embu
Stephen Njiru	Embu
Joseph Muragara	Embu
Sharon Jepketich	University of Nairobi
Nasra Omar Bwana	University of Nairobi
Sunday Julius Abuje	Jomo Kenyatta University of Agriculture and Technology
Gerryshom Munala	Jomo Kenyatta University of Agriculture and Technology
Kibe Mwaura	Kenya Municipal Programme
Ron Mcgill	Kenya Municipal Programme
Solomon Ambwere	Kenya Municipal Programme
Everlyn Okemwa	Technical University of Kenya
Chris Mosomi	Technical University of Kenya
Mark Faith Ojal	Technical University of Kenya

Annex 1D: List of Participants, Cluster IV Studios, 4th-5th September 2014, Naivasha

Name	County/Organization/Institution
Robert Koprono	Nakuru
James Ochieng	Nakuru
Bernard Maina	Nakuru
Solomon Mbugua	Nakuru
Gladys Pkemei	Nakuru
Sammy Muyeyia	Nakuru
Victor Ndereba	Nakuru
Justine Mayaka	Nakuru
Peris Muthoni	Nyeri
Nduati Kariri	Nyeri
Ali Abdala	Nyeri
Moses Muturi Ndwiga	Nyeri
Evans Mairura	Kenya Municipal Programme
Elizaphan Kibe	Kenya Municipal Programme
Chacha Getangita	Kenya Municipal Programme
Grace Masese	Kenya Municipal Programme
Janet Kiarie	Ministry of Lands, Housing and Urban Development
Mugwima Njuguna	Jomo Kenyatta University of Agriculture and Technology
Allan Obatsa	Jomo Kenyatta University of Agriculture and Technology
Mwaura Kimani	Technical University of Kenya
Leina Kilesi	Technical University of Kenya
Raquel Jerobon	Technical University of Kenya
Viola Okoth	Real Plan Consultants
Onesmus Musyoki	Real Plan Consultants
Zowe Wilson	Real Plan Consultants
Kennnedy Kubasu	Real Plan Consultants
Musyimi Mbathi	Real Plan Consultants
Allan Muthoka	Real Plan Consultants
David Musyoki	Real Plan Consultants
Eunice Jimmy	Real Plan Consultants
Kennedy Otieno	Real Plan Consultants

Annex 1E: List of Participants, UN HABITAT TEAM

Name	Branch
Alioune Badiane	Programmes Division
Raf Tuts	Urban Planning and Design Branch
Laura Petrella	Urban Planning and Design Branch
Yuka Terada	Urban Planning and Design Branch
Sohel Rana	Urban Planning and Design Branch
Thomas Stellmach	Urban Planning and Design Branch
Jose Chong	Urban Planning and Design Branch
Baraka Mwau	Urban Planning and Design Branch
Geoffrey Olouch	Urban Planning and Design Branch
Namon Freeman	Urban Planning and Design Branch
Elijah Agevi	Urban Planning and Design Branch
Marco Kamiya	Urban Economy
Yoel Siegel	Urban Economy
Jeremiah Ougo	Regional Office for Africa
Gianluca Crispi	Urban Legislation
Peter Munyi	Urban Legislation

Annexe 2: Programmes

Annex 2A: Programme for Session with Members of County Assembly: 25th August 2014

Facilitator: Elijah Agevi

START TIME	TOPIC	PRESENTER/ FACILITATOR
9.00-10:00	**OPENING AND OVERVIEW**	
	• introduction • Welcome speech by head of UN-Habitat (10') • Welcome speech by branch head Un-Habitat (10') • Welcome speech by KMP (10') • Introduction of the participants (10') • Awareness creation morning exercise: (20') *A card exercise guided by questions touching on 'Institutional Ability' and 'Capacity'.*	Elijah .A Alioune Badiane Rafael Tuts Solomon Ambwere Elijah.A Elijah.A
10.00-10.45	**Sustainable Urban Patterns for developing economies**	
	• Presentation by UPDB (Urban Planning and Design Branch) – 5 general urban planning principles. (including the experience of Kisumu) (20') • Presentation by UPDB (informal settlements) (10') Q and A session (15')	Thomas.S Yuka.T
10.45-11.00	**Tea Break (15') * morning exercise card will be collected**	
11.00-11.45	**Supporting Urban Planning through the new constitution of Kenya**	
	• Presentation by ULLGB (Urban Legislation, Land and Governance Branch) (30') Q and A session (15')	Peter.M
11.45-12.30	**Local Economic Development and Municipal Finance**	
	• Presentation by UEB (Urban Economy Branch) (30') Q and A Session(15')	Marco.K
12.30-13.30	**Lunch Break (60')**	
13.30-14.30	**Open discussion**	
	• Open table discussion from morning exercise Q and A sessions over all	ALL (ULLGB, UEB, UPDB, ROAF)
14.30-15.00	**Closing remarks**	
	• Next step/follow up /Evaluation	Elijah.A

Reception and Drinks

Annex 2B: Programme for One-Day Learning Session: County Government Officials- 28th August 2014

Facilitator: Elijah Agevi

START TIME	TOPIC	PRESENTER/ FACILITATOR
9.00-10:00	**Opening and Overview**	
	• Welcome • Welcome by UN-Habitat (5') • Welcome by KMP (5') • Participant introduction of each county/town (3' ea.)	Elijah UN-Habitat KMP Each county
10.00-11.00	**Vision Exercise**	
	• Introduction to visual and spatial assessment • Vision for sustainable urban development in each town • Resources and stakeholder analysis in each town • SWOT analysis-each town • **Q & A session**	Thomas/Yuka Elijah (w/all)
11.00-11.15	**Tea Break (15')**	
11.15-12.30	**Sustainable Urban Patterns for Planned development/Informal Settlement/Public Space Basics and Planning**	

	• **Sustainable Urban Patterns for Planned development**
	  o Concept of compact, connected and integrated development
	  o Density and mixed use as indicators for planned development
	  o Planned city extension models/approach
	  o Five principles for neighborhood planning
	• **Informal Settlement**
	  o Addressing Urban informality
	  o Introducing new urban approach
	• **Public space basics (definition, typologies, characteristics)**
	  o Public space design considerations (case studies-from decision making point of view)
	  o Case studies (relevant case studies for each topics mentioned above if possible)
	  o City wide public space strategy (outline and basic concept and its importance)
	• **Q and A session**
		Thomas
		
		Sohel
		
		Jose

12.30-13.15	**Lunch Break (45')**	
13.15-14.00	**Challenges and gaps in current urban legal framework of Kenya**	
	• Presentation on challenges of urban legislation in Kenya • Key areas of concern: lack of clarity, Policy and Practice, Flexibility / Simplification, Land/Property rights, and Development control regulations-Change of Use, subdivisions etc. • The other urban policy frame work examples (ex. Barcelona, etc) • Q and A session	Peter
14.00-14.45	**Importance of Urban Economy in relation to urban planning process**	
	• Presentation on challenges of urban Economy in Kenya from Kisumu experience • Presentation on the importance of urban Economy from other project (ex. Medellin, etc) • Economic Implication for specific demographics • Q and A session	Marco

Annex 2C: Programme for KMP-UN Habitat Cluster III and IV Rapid Planning Studios, 2-5 September 2015

DAY1

Facilitator: Elijah Agevi

START TIME	TOPIC	PRESENTER/ FACILITATOR
9.00-9:30	**OPENING AND OVERVIEW**	
	Welcome (15') Two days planning studio Overview (5') Introduction of participants (10')	Laura/KMP Yuka Elijah
9.30-10.15	**LEARNING ABOUT KEY PLANNING PRINCIPLES**	
	Presentations on planning principles: Density, Connectivity, Patterns, Typology with case studies (30') **Group Discussion** (15')	Thomas/ Jose
10.15-10.30	**Tea Break (15')**	
10.30-12.05	**ECONOMY AND MUNICIPAL FINANCE/ LAND & LEGISLATION**	
	Presentations on Land & Legislation (30') Presentations on Economy and Municipal Finance (20') Small Exercise (finance)(30') **Group Discussion** (15')	Gianluca Marco /Yoel Elijah
12.15-13.35	**EXISTING CONDITIONS ASSESMENT**	
	Explanation of the exercise (5') Use maps and trace to identify existing land use and environmental condi-tions (Identify areas that could be utilized for city extensions) (45') **Group discussion** (30') **(**15min presentation (3min per county) , 15min comments)	Jose **Main Commenter**: Sohel/ Jeremiah
13.35-14.35	**Lunch (60')**	
14.35-15.20	**POPULATION PROJECTION EXERCISE**	
	Explanation of how to calculate population projection (5') Identification of municipal and urban boundaries (10') Calculation of projection for each county or town (20') **Group Discussion** (10')	Thomas Elijah
15.20 -16.25	**SITE IDENTIFICATION**	
	• Explanation on how to identify a site for city extension(5') • Small working group site identification exercise (30') • **Group discussion** (30') **(**15min presentation (3min per county) , 15min comments)	Elijah/ Thomas **Main Commenter**: Sohel/ Marco/ Gianluca
16.25-16.35	**Tea Break (10')**	
16.35-17.15	**REVIEW**	
	3 min comments from each county (15') **Group discussion (25')** Overview of each county findings and site proposal.	Each county ALL
17.15-17.30	**CLOSING REMARKS**	
	• Next step/follow up	Elijah

DAY2

Facilitator: Elijah Agevi

START TIME	TOPIC	PRESENTER/ FACILITATOR
8.30 - 8:55	**OPENING AND OVERVIEW**	
	Review from 1-day exercise (15') Studio exercise overview of the day (10')	Elijah (Laura)
8.55 - 9.50	**SCENARIO BUILDING EXERCISE**	
	Introduction to Scenario Building (Planning) (10') Small group scenario building exercise (20') **Group Discussion (15' -3min comments from each county)**	Thomas
9.50 - 11.00	**SPATIAL PLANNING AND DESIGNING EXERCISE PT 1**	
	Introduction to Exercise (10') Small group design exercise on **streetscapes**. Working at the street scale using street sections. (30') **Critique/Review** (30') **(**15min critique, 15min comments)	Jose ALL **Main Critique:** Gianluca/ Marco /Yoel
11.00-11.10	**Tea Break (10')**	
11.10-12.50	**SPATIAL PLANNING AND DESIGNING EXERCISE PT 2**	
	Introduction to Exercise (10') Small group exercise focusing on **Mix-use.** Developing the idea of street with adjacent condition. Acknowledging possible urban configuration at the neighborhood scale. (50') **Critique/Review** (30') **(**15min critique, 15min comments)	Thomas ALL **Main Critique:** Laura / Yoel
12.50-13.50	**Lunch Break (60')**	
13.50-14.20	**CAPACITY BUILDING AND IMPLEMENTATION**	
	Exercise review and Presentation on legislation (regulation) for effective implementation. **(15')** Exercise review and Presentation on urban economy (revenue collection) and capacity building needed for effective implementation. **(15')**	Gianluca Yoel
14.20-15.00	**FEEDBACK & REPORTING**	
	Feedback to each group (one county for 10min feedback) (30') (Comments from county) (10')	ALL **Main Commentator:** Laura /Thomas/ Jose
15.00-15.30	**FINAL DISCUSSION**	
	• Follow up/sharing (15') • Next step (10') • Final remarks (5')	Elijah UN-Habitat/ KMP Elijah

Annex 2D: Topics for group discussions:

Counties with similar economic and spatial characteristics will be grouped together, to address a specific topic. Counties with similar outlooks can benefit from the same presentations with regards to economy, finance, land and legislation then later apply them to the specific needs of their county.

Group I – Naivasha & Nakuru (Facilitation: Baraka M., Sohel R.)
- Transportation and Connectivity
  - Instruction on financing the expansion and maintenance of necessary infrastructure systems as the demand increases
- Public Space and management
  - Allocation of public space and land for roads
- Environmental concerns – the lake, flower industry, urban growth, wildlife conservancies and indigenous communities engaged in agriculture and pastoralism. Methods for managing change of land use (Eco-Tourism)
- Instruction on how to accommodate and preserve land for parking, public transportation stops/hubs and space for informal commercial activities.

Group II – Embu & Nyeri (Facilitation: Peter M., Thomas S.)
- Urban Pattern and Densification
  - Addressing the issues of urban sprawl
  - Addressing urban growth and agricultural activities on the periphery (Spatial Development Frameworks)
  - Address land allocation to industries to take advantage of opportunities to increase value in the agricultural processing industries
- Legal framework and urban development
  - Presentations on the importance of legislation and regulations for the construction of infrastructure to support future development
  - How to regulate development of agricultural hinterlands

Group III – Thika & Machakos (Facilitation: Marco K., Yuka T.)
- Urban Economy and urban development/management
  - Urban plan and its management in relation to the future value of land that is to be developed
  - The importance of allocating land for transportation and public space use
  - How to increase density and harness the potential value of underdeveloped land
- Urban Extension and possible urban pattern
  - As industries begin to agglomerate in these towns how to mitigate the environmental effects of residential and industrial waste
  - Issue of urban edge with relation to Nairobi (urban systems and linkages: urban-urban linkages)

UN-Habitat Support to Sustainable Urban Development in Kenya

Report on Capacity Building for County Governments under the Kenya Municipal Programme

Volume 1: Embu, Kiambu, Machakos, Nakuru and Nyeri counties

Kenya's urbanization is set to increase significantly. According to the UN Population Division, *World Urbanization Prospects: The 2014 revision,* by 2050 Kenya's urban population will account for 44% of the total population. Although the projections indicate that the country's urban population will not have surpassed the rural population, the actual numbers of people living in urban centers will be significant, translating to an urban population of nearly 43 million people. This means that Kenya's urban sector will witness significant transformations - demographically, socio-economically and spatially - which will demand urban planners and policy makers to formulate and implement plans, policies and strategies that will guide a sustainable urban transition and development in the country. Meanwhile, the Constitution of Kenya, 2010 introduced a devolved system of government; a significant milestone that resulted in the enactment of county governments, 47 in number, and a national government. In the context of urbanization, this constitution, and subsequent legislations, mandated county governments to undertake urban planning functions and delivery of services, among other vital development functions. County governments are therefore set to play a critical role in shaping the future cities and towns of Kenya.

The Kenya Municipal Programme was set-up by the World Bank and Government of Kenya to address the increasing urban challenges in the country's major urban centers (then 15 Municipalities). Among the key components of this programme is the "Participatory Strategic Urban Development Planning" for select urban centers. Supported by the Swedish International Development Cooperation Agency (Sida), UN-Habitat partnered with the Kenya Municipal programme to enhance the capacity of the county governments in urban planning and particularly in the context of the Integrated Strategic Urban Development Planning. This resulted in a series of one-day learning sessions and two-day rapid urban planning studios, and other technical support activities.

This report focuses on the outcomes of the one-day learning sessions and two-day rapid urban planning studios for Kenya Municipal Programme Cluster III Counties: Machakos, Kiambu and Embu; and Cluster IV Counties: Nakuru and Nyeri. The one-day learning sessions and two-day rapid urban planning studios involved members of county assemblies and technical officers from the respective county governments. The report reveals and highlights fundamental issues that urban planners, policy makers, governments and international development partners/agencies, should pay attention to, in efforts to guide a sustainable urban transition and development in Kenya.

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