



Republic of Kenya

**URBAN AND METROPOLITAN
DEVELOPMENT DIRECTORATE**

URBAN DEVELOPMENT DEPARTMENT

National Urban Development Policy

**MINISTRY OF TRANSPORT, INFRASTRUCTURE,
HOUSING AND URBAN DEVELOPMENT**

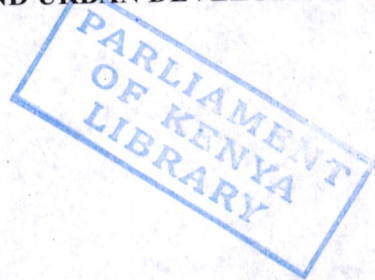
**STATE DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT**

October, 2016



**MINISTRY OF TRANSPORT, INFRASTRUCTURE, HOUSING AND
URBAN DEVELOPMENT**

STATE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT



URBAN AND METROPOLITAN DEVELOPMENT DIRECTORATE

URBAN DEVELOPMENT DEPARTMENT

NATIONAL URBAN DEVELOPMENT POLICY

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Abbreviations

ASAL	Arid and Semi-arid Areas
CIDP	County Integrated Development Plan
CDF	Constituency Development Fund
CoG	Council of Governors
CoK	Constitution of Kenya 2010
CPTED	Crime Prevention through Environmental Design
DRM	Disaster Risk Management
FPE	Free Primary Education
GDP	Gross Domestic Product
GoK	Government of Kenya
ICT	Information and Communication Technology
LATF	Local Authority Transfer Fund
LED	Local Economic Development
LIS	Land Information System
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
NUCC	National Urban Coordination Council
NLGA	National Loans Guarantee Act
NUDD	National Urban Development Department
NUDP	National Urban Development Policy
PPP	Public-Private Partnership
R&D	Research and Development
SEZ	Special Economic Zone
SME	Small and Medium Enterprises
UDD	Urban Development Department
UDF	Urban Development Fund
UIDeP	Urban Integrated Development Plan
VAT	Value Added Tax

FOREWORD

Kenya is experiencing unprecedented urbanisation. This has a profound impact on the way people live, work, socialise and do business. According to the 2009 census the level of urbanization was at 34%. The level of urbanization is projected to be at least 50% by 2030. This rapid urban transition is likely to present potential social and economic opportunities as well as significant challenges to all of us. Urbanisation offers a chance to bring about a concentration and socio-economic benefits that can spur economic development and eradicate poverty. However, if it is not well managed, urbanisation may pose governance, infrastructure, housing, environmental and resource challenges that can hamper development.

The anticipated demographic, social and economic changes, brought about by rapid urbanization, have prompted the Government of Kenya (GoK) to prepare this National Urban Development Policy (NUDP). Its objectives are to strengthen urban governance and management, development planning, urban investment and the delivery of social and physical infrastructure in urban areas throughout the country. The long-term goal of NUDP is to guide urbanization by providing a framework for sustainable urban development. The implementation of this policy is anticipated to accelerate economic development, eradicate poverty, promote equity and help the nation to achieve *Vision 2030*.

NUDP seeks to create a framework for sustainable urbanisation by presenting three sets of policy interventions: on urban management; urban core issues; and additional areas of advice. Urban Management concerns urban governance, finance and economy. Urban Core presents urban planning, land, infrastructure and climate change, infrastructure, housing and disaster and risk management. Urban Advisory is about social issues, marginalised groups, cross-cutting principles and introduces a proposed implementation matrix.

The critical role urban areas play in national development, towards modernisation, is clear. NUDP is therefore crucial to ensuring that our country remains on the path of sustainable development. The policy will be a milestone in guiding urbanisation: a key to economic development and the ultimate eradication of poverty. In short, the success of this policy will create urban areas that are productive, well governed, resilient, sustainable and competitive, both regionally and internationally.



JAMES W MACHARIA, EGH

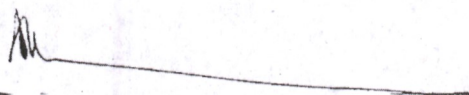
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MINISTRY OF TRANSPORT, INFRASTRUCTURE, HOUSING AND URBAN
DEVELOPMENT

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Special thanks go to the County Governments for their participation and contributions at the validation workshops in May and June, 2015. Final mention goes to the National Forum which validated the NUDP in February 2016 at the Kenyatta International Convention Centre.



Arch. Aidah N. Munano, CBS

PRINCIPAL SECRETARY

STATE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

**MINISTRY OF TRANSPORT, INFRASTRUCTURE, HOUSING AND
URBAN DEVELOPMENT**

EXECUTIVE SUMMARY

During the last four decades, Kenya has witnessed rapid urban growth rates of around 5%. This has seen the urban population rise from 8% at independence to about 40% in 2015. It is projected that by year 2030 at least half of the Kenyan population will be urbanised. This rapid rate of urbanisation continues to increase pressure on urban boards/committees to meet the needs of growing urban populations. The major challenges facing urban areas¹ include: inadequate infrastructure and services; poor housing; environmental degradation; high rates of unemployment; and increasing prevalence of urban poverty and inequality. Despite these challenges, urban areas continue to play a critical role in national development and contribute about 70% of the gross domestic product (GDP). Therefore, it is important to harness the huge potential of urbanisation as a vehicle for growth, development and modernisation, while at the same time, fully addressing the challenges in the sector.

Urban management in the country has, in the past, been conducted in the absence of a comprehensive policy framework. The preparation of this National Urban Development Policy is part of the Government's efforts to achieve the objectives to harness urbanisation, contained in the Constitution and in the *Kenya Vision 2030*. The Vision is clear: to ensure secure, well governed, competitive and sustainable urban areas.

NUDP was formulated through extensive participation. Effective stakeholder engagement was achieved through the following institutional arrangements: National Steering Committee; Technical Committee, and Thematic Groups. A National Steering Committee, comprising Permanent Secretaries with mandates related to urban development, was responsible for overseeing policy preparation as well as facilitating the participation of their respective ministries. Policy preparation was driven by the Thematic Groups under the guidance of a Technical Committee. Thematic Groups comprised experts from government departments, universities, research institutions, the private sector and civil society. Stakeholder consultations covered all 47 Counties, professional associations, civil society organisations and SIDA. Recent consultations and a validation exercise have been held with the Council of Governors' (CoG) urban committee, the Transitional Authority and county governments. Additional contributions have been made by the World Bank and UN-Habitat.

In conclusion, this policy provides a framework for the management of urbanisation and urban development of Kenya. Its implementation will be the key to success.

¹Urban areas refer to market centres, towns, municipalities, cities and metropolitan regions

1.1 The case for urbanisation

The link between urbanisation and development - which includes modernisation - is indisputable. All over the developing world, indicators for health and education are, on the whole, better in urban than in rural areas: Kenya is no exception.

Urban areas are important catalysts of economic growth, innovation, creativity and productivity. The concentration of people, goods and services in urban areas has tangible and intangible agglomeration benefits. These manifest themselves in the arts, science and culture. Urban areas are also the most efficient economic systems invented by humanity. They provide the economies of scale and scope that reduce production and transaction costs. They make the provision of basic infrastructure, services, and other amenities more economically viable. Urban-based economic activities account for the bulk of the gross domestic product in both low- and high-income countries.

There is also a robust relationship between urbanisation and per capita income. Nearly all countries become 50% urbanised before reaching middle-income status. In all known cases of high and sustained growth, urban manufacturing and services lead the process.

1.2 Challenges of urbanisation

The major challenges are poor governance, lack of capacity and investments in urban areas. The former levels of investment by local authorities and the rest of the public sector and current levels of investment by county governments, fall far short of what is required to maintain the existing standards of service, let alone address the huge backlogs. However, most of these were not fully implemented: urban areas are planned. Outside the development or where buildings were constructed outside the planned areas. Urbanisation in Kenya has occurred mainly outside planned areas.

They are contributing significantly to GDP - estimated at around 70% - in urban areas have not been systematically supported, developed and maintained. Urban economies elsewhere, remain unattended. Poor urban economies, such as industries and the service sectors, that have led to increasing levels of poverty and rising inequality. Meeting the needs from a growing urban population will be a challenge for urban boards/committees as citizens seek a greater 'voice' in the development of Kenya 2010.

Urban Development Policy

at blueprint, the Kenya Vision 2030, highlights rapid growth and four key challenges facing the country. Several

encouraging initiatives suggest that managing urban development is now viewed as a national priority. In its First Medium Term Plan (2008-12) of Vision 2030, attention was placed on the critical need to promote sustainable urbanisation by creating well-planned, vibrant and efficient urban centres. The formulation of NUDP is therefore not only a critical guide for policy-makers, as they implement a devolved system of governance under the Constitution of Kenya, 2010, but also, will be crucial to achieving *Vision 2030*.

1.4 NUDP vision, mission, principles and objectives

Vision

NUDP'S vision is to have **secure, well governed, competitive and sustainable urban areas** that contribute to the realisation of the broader national development goals articulated in the Constitution of Kenya 2010 and *Vision 2030*.

Mission

NUDP's mission is to facilitate sustainable urbanisation through good governance and delivery of accessible quality and efficient infrastructure and services.

Principles

NUDP's guiding principles are—

- a) participatory urban planning, development and governance;
- b) equity in access to resources and opportunities;
- c) efficiency in resource use and service provision;
- d) social, economic and environmental sustainability;
- e) inclusivity: cities and urban areas that cater for all segments of urban residents including marginalised and vulnerable groups;
- f) good governance;
- g) connectivity – Urban areas that have synergy between county, national and global urban systems; and,
- h) liveability – Urban areas that have good quality infrastructure and services, and are secure, clean and green.

Goal

To guide urbanisation by providing a framework for sustainable urban development in Kenya.

Objectives

The specific objectives are to—

- a) promote effective governance and management of urban areas

- b) build efficient financial management systems in urban areas;
- c) create systems for vibrant economic growth and development in urban areas;
- d) mainstream spatial planning to drive sustainable urban development;
- e) improve access to land of the right quality for urban development;
- f) promote urban environmental planning and management as well as climate change adaptation in urban areas;
- g) promote the development of requisite infrastructure and services in urban areas;
- h) support the development of affordable housing of acceptable quality in urban areas;
- i) mainstream urban safety, security and disaster risk management in urban planning and development.

The rest of this policy document presents its various thematic areas in three parts: Urban Management; Urban Core and Urban Advisory.

URBAN MANAGEMENT

Chapter 2 - URBAN GOVERNANCE

Chapter 3 - URBAN FINANCE

Chapter 4 - URBAN ECONOMY

Chapter 2 - URBAN GOVERNANCE

OBJECTIVE: Promote effective governance and management of urban areas.

2.1 Introduction

Urban governance can be defined as the ways in which individuals and institutions - public and private - plan and manage the common affairs of urban areas. When qualified as “good governance”, the term connotes equity, civic engagement, transparency and accountability, the rule of law, efficiency, and effectiveness. In this context, ‘governance’ refers to the process of decision making and implementation. Governance has profound implications for urban development as it provides the overarching framework for governing and managing urbanization and distributing its benefits. Governance therefore refers to the articulation and use of power between state agents and citizens, encompassing the institutions that plan, develop and manage urban areas.

2.2 Constitutional policy and legislative framework.

The Constitution of Kenya 2010 creates two levels of government - national and county - in Articles 6 and 176 respectively. It places the responsibility for urban governance and management under the jurisdiction of the county government. Urban governance and management is provided for in Article 184 of the Constitution. It is embellished with the Urban Areas and Cities Act, Cap 275, as amended.

2.2.1 Urban governance.

ISSUE

The governance structures in the constitution limit the autonomy of urban areas.

RECOMMENDATIONS

- a) Legislate for minimum qualifications for urban political leadership;
- b) Legislate for stakeholder representation in governance of urban areas;
- c) Promote civic education for citizens to appreciate the need to elect persons committed to local issues;
- d) Provide a framework for citizen obligation to participate in the affairs of the urban area; and
- e) Legislate for clear mechanisms for the governance of urban areas.

2.2.2 Urban management.

ISSUE

The enabling legislation for urban management is not being fully embraced at the county level.

RECOMMENDATIONS

- a) Review and harmonize all legislation relating to urban governance and management;
- b) Strengthen institutional frameworks both at the national and county governments to provide leadership and coordinate and enhance urban governance and management;
- c) Establish criteria for further decentralization for effective urban management;
- d) Formulate urban development strategies and programmes with emphasis on urban poverty eradication and equal access to services;
- e) Design appropriate service delivery mechanisms; and,
- f) Create a system for checks and balances in the delivery of services by urban boards/committees.

2.2.3 Metropolitan governance.

ISSUES

- .. The possible creation of metropolitan areas is not based on legislation.*
- .. There is no policy guidance on the creation and management of metropolitan areas.*

RECOMMENDATIONS

- a) Legislate for the management of metropolitan areas;
- b) Create metropolitan areas governance arrangements to ensure effective cooperation and management;
- c) Develop criteria for the designation and management of metropolitan areas; and
- d) Define the spatial extent for metropolitan planning area.

2.2.4 Enabling urban boards/committees through capacity building.

ISSUE

There are no clear criteria for recruitment, career progression and removal in urban management.

RECOMMENDATIONS

- a) Institutionalise Chapter 6 of the Constitution of Kenya 2010 on leadership and integrity, and Chapter 13 on values of public service, with clearly stated codes of conduct for urban boards/committees staff and managers;
- b) Build the capacity of county governments to manage urban areas;
- c) Promote best practices in procurement procedures and risk management;

- d) Ensure and legislate competitive vetting criteria for office bearers to enhance competence, transparency and accountability;
- e) Identify capacity gaps and rationalize staff establishments in consultation with the county civil service board;
- f) Attract and retain qualified competent staff;
- g) Actively develop human resources at all levels;
- h) Strengthen capacities at all levels to adopt the principles of devolved urban governance;
- i) Capacity build for urban boards/committees on the principles and tools of good governance and management
- j) Ensure the incorporation of performance based management in the running of urban areas.

2.2.5 Inclusive urban governance and management.

ISSUE

There are no defined structures for resident participation in the governance of urban areas.

RECOMMENDATIONS

- a) Timely access to information relevant to policy formulation and implementation;
- b) Participatory policy formulation and implementation;
- c) Capacity building at the community level to ensure effective community participation in urban development;
- d) Protecting and promoting the interests and rights of minorities, marginalised groups and vulnerable communities;
- e) Protecting the legal rights of interested or affected persons to appeal against decisions on urban management;
- f) Ensuring reasonable balance in the roles and obligations of national and county governments, institutions and non-state actors in urban decision making and development;
- g) Establishment of a National Urban Coordination Council (NUCC).
- h) Promoting public-private partnerships for urban development;
- i) Enact legislation to provide for broad-based and inclusive representation in the management of urban areas;
- j) Strengthen the capacity of county government to engage in urban management and development;
- k) Develop guidelines to improve stakeholder participation in urban development;
- l) Provide adequate and relevant information to urban communities;

- m) Design ICT systems to enhance information sharing, management, monitoring and public accountability; and
- n) Allocate adequate budgets for participatory processes.

Chapter 3 - URBAN FINANCE

OBJECTIVE: Build efficient financial management systems in urban areas.

3.1 Introduction

Urban areas in Kenya are emerging from a past that was characterized by a weak revenue base, poorly performing revenue collection, inadequate financial transfers from central government and weak municipal institutional capacity. As a result, local authorities performed poorly in service delivery; an outcome that also undermined voluntary compliance with the payment of local taxes and service charges.

3.2 Urban fiscal policy and local development.

ISSUES

- The limited finances; a result of a narrow tax base which is not dynamic;*
- Compounded by inadequate accountability mechanisms and limited economic planning capacity; and*
- Sub-national governments have also been inefficient in their revenue collection.*

RECOMMENDATIONS

- a) Manage finances according to the financial management principles provided for in Article 201 of the Constitution and enabling laws;
- b) Develop mid-term plans and strategies for infrastructure development and service provision;
- c) Develop a strategy for investments promotion;
- d) Finance projects that have a high positive impact on social well-being of the citizens;
- e) Develop revenue collection systems that will increase efficiency;
- f) Develop adequate accountability mechanism;
- g) Invest in institutional capacity building; and
- h) Develop strategies for encouraging local economic planning (development) - LED.

3.3 Financing urban services.

ISSUES

- Effectiveness of service provision has been hampered by the inefficiencies inherent in a centralised system; and*

- The delivery of local services has been largely unsatisfactory due to inadequate budgetary allocation (at local level) and central government as well as its agencies.*

RECOMMENDATIONS

- a) Establish fully owned independent service units to manage the delivery of basic services;
- b) Hand over the assets and corresponding liabilities to these service units;
- c) Ensure that all funds raised by the autonomous service units are utilized to improve service delivery;
- d) Fund the development of infrastructure; and,
- e) Outsource non-core services to the private sector.

3.4 Devolution and fiscal decentralisation.

ISSUES

- Article 201 of the Constitution provides for equitable sharing of national revenues between national and county governments;*
- Counties are mandated to provide adequate resources to the urban areas; and*
- Previously, urban authorities were created without the supporting resource base.*

RECOMMENDATIONS

- a) Ensure that only settlements meeting the criteria provided by legislation are given urban status;
- b) Ensure that urban areas are adequately funded to transform them into engines of urban and rural development;
- c) Rationalize existing urban areas in line with national legislation; and
- d) Ensure that all urban areas are adequately funded from local, county and national sources.

3.5 Urban revenue.

ISSUES

- Poor service delivery on account of inadequate revenues;*
- Inefficient revenue collection systems;*
- Unexploited revenue sources;*
- Financial impropriety coupled with weak accountability frameworks; and*
- Low participation of the private sector in financing urban development.*

3.5.1 Ensuring adequate resources and a robust revenue base.

ISSUES

- Poor governance and corruption; and*
- Local revenue collection short falls,*

RECOMMENDATIONS

- a) Promote revenue mobilisation by pegging financial transfers to the efficiency of local revenue collection by urban and city management entities;
- b) Adopt an incentive scheme to reward good financial performance among urban areas; and
- c) Develop innovative and effective sources of finance to fund urban development and the provision of services.

3.5.2 Efficiency in revenue collection.

ISSUES

- Poor institutional capacity;*
- Lack of commitment and the political will to pay;*
- Mutual and inherited indebtedness between National and County government;*
- Unfavorable legal processes for the revenue collection and debt recovery;*
- Financial impropriety; and*
- Resistance to pay for unsatisfactory services.*

RECOMMENDATIONS

- a) Strengthen their capacity to collect revenues;
- b) Undertake public education on the need to pay taxes;
- c) Where appropriate, out-source the revenue collection function; and
- d) Recover outstanding revenues from any appropriate source of income and assets of defaulters, including freezing accounts of such defaulters.

3.5.4 Maximising generation of internal revenues from property tax and other resources.

ISSUE

Low levels of revenue from local tax sources.

RECOMMENDATIONS

- a) Reform the property tax regime to make it easier to implement;
- b) Continuously update property databases to enhance accuracy and consequently, tax compliance;

- c) Prepare valuation rolls for rating; and
- d) Bring all properties within the jurisdiction of urban areas into the tax bracket;

3.5.5 User charges.

ISSUE

Unexplored local revenue potential from user charges.

RECOMMENDATIONS

- a) Adopt, at a minimum, cost-recovery pricing strategies to assure sustainability of service provision;
- b) Utilize cross-subsidies – wherever possible with full cost recovery - to ensure access for the poor to basic urban services; and,
- c) Computerize the customer base to enhance the efficiency of revenue forecasting and collection.

3.5.6 Expanding the revenue generated from natural resources.

ISSUE

Unexplored local revenue potential from natural resource management.

RECOMMENDATIONS

- a) Legislate the sharing of revenues raised from royalties and management of natural resources;
- b) Ensure that such legislation promotes the participation of local communities in making decisions over the management of natural resource; and,
- c) Apply objective criteria for sharing the revenues between urban areas and other parts of the county government.

3.5.7 Resolving non-performing loans and statutory debt.

ISSUES

- Growing gap between expenditure and revenue;*
- Penalties charged on statutory deductions and non-performing long-term loans;*
- Inadequate provision for the financial cost of outstanding debts;*
- Lax financial management practices which allow expenditure to be committed without adequate income flows; and*
- Inadequate assessment of the ability of urban authorities to finance wage increments.*

RECOMMENDATIONS

- a) Ensure that the outstanding debts of urban authorities are settled within the meaning of Articles 203(1) (b) and 214(2) and provisions made for their resolution;
- b) Undertake the development of debt resolution mechanisms; and
- c) Ensure appropriate management of their finances based on the principles of sustainability, accountability, efficiency and equity.

3.6 Budgeting and budgetary controls.

ISSUES

- A disconnect between planning, budgeting and project implementation;*
- Weaknesses in the planning and control systems;*
- Inadequacy of skilled personnel to formulate and implement financial policies;*
- Budgets not formulated on the basis of any serious strategic plans for urban development; and*
- Absence of stakeholder participation.*

3.6.1 Budget formulation.

RECOMMENDATIONS

- a) Legislate the use of medium-term expenditure frameworks, integrated development plans and strategic plans in the management of urban areas;
- b) Institutionalize checked autonomy of urban boards/committees in budget implementation in liaison with the Office of the Controller of Budget for assessment of compliance;
- c) Ensure that budgets shall be based on approved plans;
- d) Prepare annual budgets based on the approved medium term expenditure framework, the integrated urban development plan and the urban authority's strategic plan;
- e) Establish an emergency fund by committing a given proportion of urban revenue towards emergencies;
- f) Strengthen the process of budgeting by ensuring participation of professionals in budget formulation and monitoring; and
- g) Provide for effective public participation in the formulation of annual budgets.

3.6.2 Budget implementation and control.

RECOMMENDATIONS

- a) Ensure that all expenditure is based on approved annual budgets;
- b) Prepare quarterly budget realization reports in accordance with approved procedures;
- c) Publish a summary of the quarterly budget realization reports for public consumption; and
- d) Facilitate the monitoring of budget execution by all stakeholders.

3.7 Financing urban development.

ISSUES

- The scarcity of capital development funds;*
- Limited implementation capacity; and*
- Opportunities to harness economies of scale at intra- and inter-county levels are not being explored.*

RECOMMENDATIONS

- a) Collaborate to develop projects that guarantee efficient resource utilisation;
- b) Promote the establishment of an Urban Development Fund to fund infrastructure, services and private investment in the urban areas; and
- c) Establish joint commissions/mechanisms to implement projects across county boundaries.

3.7.1 Internally generated funds and County government transfers.

RECOMMENDATIONS

- a) Take deliberate steps to direct at least 40% of internally generated funds and transfers from the national government to development expenditure; and,
- b) Incrementally grow the share of available funds dedicated to development expenditure.

3.7.2 Equalisation fund.

RECOMMENDATIONS

- a) Present their case to the national government for a share of the equalization fund, where justified, to finance the provision of basic services; and
- b) Ensure prudent management of their portions of Equalization Fund.

3.7.3 Mobilising private capital.

ISSUES

- Low attraction to private capital in urban development;*
- Counties not considered 'credit-worthy' for loan funding; and*
- 'Urban centres are not generating 'bankable projects' to attract PPPs.*

RECOMMENDATIONS

- a) Seek private capital to finance urban development by providing appropriate incentives to private partners, such as guarantees and facilitation through direct inputs such as land;
- b) Improve the financial standing of urban areas to attract private capital for infrastructure development;
- c) Collaborate with the private sector in planning, funding and implementing infrastructure projects; and
- d) Customize PPP regulations to the financing needs of urban development.

3.7.4 Borrowing.

ISSUE

- Urban areas are constrained in accessing loan capital because of the need for national government guarantees.*

RECOMMENDATIONS

- a) Legislate a mechanism that will guarantee urban boards/committees unfettered but prudent access to long term credit and external financing for capital investment; and
- b) Legislate for the issue of urban bonds as a sustainable mechanism for accessing capital.

3.8 Risk management and financial reporting.

ISSUES

- Weak risk management systems, notably internal audit;*
- Urban authorities have not maintained coherent asset registers, depriving them of knowledge about their total asset base; and*
- Counties find it difficult to monitor investor compliance with contractual obligations for the ultimate good of the economy at large.*

3.8.1 Risk management.

ISSUE

Almost non-existent risk management system.

RECOMMENDATIONS

- a) Prioritize institutional risk management and development of an Enterprise Risk Framework;
- b) Enhance the role of the audit function – both internal and external - including non-financial aspects of audit such as value for money;
- c) Take deliberate steps to secure the independence of the audit function; and,
- d) Invest in capacity building for institutional risk assessment and change management.

3.8.2 Urban financial reporting systems.

ISSUE

Weak financial reporting systems.

RECOMMENDATIONS

- a) Strengthening the financial management system to secure internal controls that are linked to the budgetary process;
- b) Adopt financial reporting frameworks based on accounting standards that are spelt out by the National Treasury and benchmarked against international best practice;
- c) Prepare annual audited financial reports and publish these in appropriate media with wide circulation; and
- d) Commit sufficient resources towards engaging professionals in ensuring prudent financial management.

Chapter 4 - URBAN ECONOMY

Objective: Create systems for vibrant economic growth and development in urban areas.

4.1 Introduction

Kenya's principal cities and urban areas are the engines of economic growth, accounting for about 70% of GDP. Through concentration, urban areas provide the economies of scale and scope that reduce production and transaction costs, thus making the provision of basic infrastructure services and other amenities, more economically viable.

Our urban economy is dominated by the informal sector. The formal sector has, over the last two decades, experienced major changes especially due closure of industries and resurgence of the service sector. A well-functioning urban economy attracts and retains local and foreign investments; an important pre-condition for increasing employment, income-generating opportunities, and raising the welfare of residents.

4.2 The Urban Economy and National Development.

ISSUES

- By 2020, nearly half of the poor will live in urban areas;*
- Poverty will be more profound in female-headed households; and*
- In all urban areas, inequality has risen to unacceptable levels.*

RECOMMENDATIONS

- a) Formulate plans for the development of urban areas through investments in large scale infrastructure programmes so as to influence balanced urbanisation;
- b) Plan the orderly development of urban areas within any transport corridor; and,
- c) Inter-connect transportation corridors so as to further integrate the development of urban areas.

4.3 Global Competitiveness of Urban Areas.

ISSUES

- Our urban areas not doing well in terms of reducing the cost of doing business;*
- Failure to understand the economic importance of urban areas;*
- Delays in establishing new businesses, capital flight, unemployment; and*
- Inadequate human resource capacity in local economic planning.*

RECOMMENDATIONS

- a) Harmonise the business regimes to improve the ease of doing business in our urban areas;
- b) Develop a national strategy for improving urban competitiveness and encourage counties to pursue policies that attract local and foreign investments;
- c) Facilitate the provision of world class infrastructure and services in all urban areas; and
- d) Ensure that there is continuous fiscal stability in the national economy.

4.4 Promoting urban investment.

ISSUES

- Inhibited by acutely inadequate infrastructure;*
- Security lapses;*
- Unfavourable licencing regimes;*
- Slow enforcement of commercial contracts;*
- Lack of information on investment opportunities; and*
- Low productivity in factors of production.*

RECOMMENDATIONS

- a) Promote inter-city investment forums for large investments and information sharing;
- b) Build the capacity of the staff dealing with investment and trade promotion;
- c) Prepare national economic development plans;
- d) Ensure provision of adequate infrastructure in urban areas;
- e) Promote awareness of the available investment opportunities;
- f) Promote improved taxation regime;
- g) Increase access to serviced land;
- h) Build efficient administration; and
- i) Prepare LED plans and strategies.

4.5 Rural-urban linkages for development.

ISSUES

- Well-managed towns in rural areas act as trading and processing centres for agricultural produce;*

- Crucial service hubs, providing infrastructure connections, business and administrative services, markets, and tertiary education;*
- More important within 'devolution'; and*
- Employment and income generation.*

RECOMMENDATIONS

- a) Encourage agro-processing enterprises close to urban areas to support livelihoods for both urban and urban catchment populations;
- b) Encourage specific programmes granting support to small- and medium-sized enterprises in urban areas;
- c) Sustain the focus on the establishment of infrastructure linking urban areas with rural hinterlands;
- d) Plan urban peripheries alongside the respective urban areas; and,
- e) Strengthen urban economy in the counties to stem urban in-migration.

4.6 Promoting urban industrial development.

ISSUE

Most urban areas have a weak industrial base.

RECOMMENDATIONS

- a) Institute appropriate mechanisms that will catalyse the development of industries in urban areas, to make such areas more productive;
- b) Fast-track regulatory reforms that promote transparent procedures for allocating industrial land to investors;
- c) Institute mechanisms to lower the cost of key utility services;
- d) Encourage sub-contracting arrangements between SMEs and large enterprises through incentives such as tax rebates and duty waivers;
- e) Engage the private sector to promote product and skills development, capacity building, and standards and quality assurance through research and development (R&D);
- f) Fast-track regulatory and institutional reforms that respond swiftly and efficiently to the needs of the local industry, especially SMEs, and that also support the growth and development of these firms;
- g) Allocate a considerable portion of their procurement contracts to the local industry;
- h) Work with the financial sector to support affordable microfinance and venture capital as a way of promoting the establishment and growth of SMEs;

- i) Establish and support documentation centres and information networks to provide information to potential investors and SMEs;
- j) Prioritize and secure land for industrial development;
- k) Identify priority sectors for industrial promotion specific to county peculiarities;
- l) Support marketing of locally produced products; and,
- m) Improve access to serviced land for industrial development.

4.7 Promoting agglomeration through new specialized urban areas.

ISSUES

- Substantial investments in infrastructure will be required;*
- A supportive investment climate will be required, without which it will not be possible to attract the private capital needed to complement public sector expenditures on urban infrastructure; and*
- Need to develop the institutional and legal frameworks to support the planning and professional management of rapidly growing new urban areas.*

RECOMMENDATIONS

- a) Mobilize capital for public infrastructure through direct funding but also through PPPs;
- b) Create an enabling environment to attract private finance to complement public investments in infrastructure;
- c) Apply appropriate international best practices in planning and managing the new towns; and
- d) Build the capacity to plan and manage urban areas through specialised institutional mechanisms and legislation.

4.8 Local economic development.

ISSUES

- There has been a disconnection between national and local-level strategies;*
- Most urban areas in Kenya do not have the policy or strategy for local economic development (LED); and*
- Urban boards/committees see themselves as service providing and regulatory bodies rather than as drivers of local economic growth; the 'local development agency' model.*

4.8.1 Local economic planning.

RECOMMENDATIONS

- a) Initiate baseline studies of the local urban economy to generate economic planning data;

- b) Within the legal requirement for integrated urban development planning, formulate a set of LED policies and a coherent strategy for promoting the growth of employment and income in the urban areas; and
- c) Ensure that LED strategies identify the predominant sectors of the local economy that aim to fully exploit the counties' comparative advantages in resource endowments.

4.8.2 Framework for promoting LED and Public-Private Partnerships.

ISSUES

- Inadequate regulatory framework and expertise;*
- Weak governance; and*
- Lack of appropriate legal framework to guide PPPs.*

RECOMMENDATIONS

- a) Develop legal frameworks to promote the use of the LED approach by urban boards/committees; including systematic collection and analysis of economic planning statistics;
- b) Strengthen the human resource capacity for LED at county and municipal levels; and
- c) Promote a conducive environment for LED.

PART 3 – URBAN CORE

Chapter 5 - URBAN PLANNING

Chapter 6 - URBAN LAND, ENVIRONMENT AND CLIMATE CHANGE

Chapter 7 - URBAN INFRASTRUCTURE

Chapter 8 - URBAN HOUSING

Chapter 9 - URBAN DISASTER AND RISK MANAGEMENT

Chapter 5 - URBAN PLANNING

Objective: Mainstream spatial planning to drive sustainable urban development.

5.1 Introduction

Article 184 of the Constitution of Kenya 2010 creates Urban Areas and Cities and provides for legislation that creates mechanism for their classification, governance and management. Furthermore, Article 166(1) allows the state to regulate for, among other purposes, land use planning. The NUDP observes that the above mandate can be executed through various policy, legislative and other regulatory mechanism.

5.2 Public participation in urban planning.

ISSUES

- Public participation in urban planning and development is currently unstructured and therefore ineffective;*
- Characterized by apathy;*
- Lack of clear guidelines;*
- Limited information sharing on the subject; and*
- Not supported by appropriate legislation.*

RECOMMENDATIONS

- a) Legislate on public participation in urban planning;
- b) Develop and institutionalize guidelines on public participation;
- c) Mainstream public participation in urban development activities;
- d) Improve access to information to facilitate public participation;
- e) Ensure that the public is adequately informed about planning proposals;
- f) Foster public-private partnerships in monitoring and evaluation of planning activities; and,
- g) Ensure regular monitoring and evaluation of the effectiveness of public participation in urban planning.

5.3 Urban renewal and redevelopment.

ISSUES

- Visible urban decay in the urban poor sector characterized by declining and slow growth of local urban economies,*
 - Inadequate provision and maintenance of neighbourhood infrastructure;*
-

- Complex and inequitable land tenure systems;*
- Inadequate development control;*
- Poor housing conditions;*
- Unaffordable urban services;*
- Informality in the provision of basic services; and*
- High level of crime and delinquency.*

RECOMMENDATIONS

- a) Legislate on urban renewal and economic regeneration as a basis for enabling urban areas to face global and local competitiveness;
- b) Promote urban regeneration programmes to increase intensification and densification of prime land use in cities;
- c) Maintain neighbourhood infrastructure;
- d) Re-design and develop infrastructure in support of high growth sectors in urban centres;
- e) Promote the formation of neighbourhood associations to foster public participation on issues of urban areas by the residents;
- f) Formalise landholding in urban and city informal settlements; and
- g) Improve access to affordable services.

5.4 Identification and classification of urban areas.

ISSUES

- The urban areas were identified and classified without a clear set of criteria;*
- Urban primacy and skewed distribution of urban areas in the country; and*
- Inequality in the development of the country.*

RECOMMENDATIONS

- a) Legislate criteria for the classification and designation of urban areas;
- b) Develop guidelines for the classification of urban land uses and design;
- c) Facilitate the development of at least one municipality in every county; and
- d) Assign every county headquarters (capital), municipal status.

5.5 Designation and establishment of special purpose urban areas.

ISSUES

- Lack of legislation on the criteria for designation and establishment of special purpose urban areas;*
- Classification of land use has often followed a traditional approach; and*

- The country is losing the comparative advantage by not using the unique characteristics of each urban area and city, as the basis for development planning.*

RECOMMENDATIONS

- a) Legislate criteria for the designation and establishment of special purpose urban areas;
- b) Research and document the comparative advantage of each urban area as the basis for their development; and
- c) Develop urban areas on the basis of their comparative advantage.

5.6 Conservation and urban heritage.

ISSUES

- Lack of a unified policy on urban heritage;*
- Inadequate collaboration between planning authorities and the National Museums of Kenya;*
- Lack of awareness and appreciation of the urban heritage;*
- Conflict between the economic and intrinsic value of heritage sites; and*
- Inadequate budgetary allocations to conservation of urban heritage.*

RECOMMENDATIONS

- a) Legislate on the criteria for identification and classification of urban heritage sites;
- b) Establish mechanisms for the awareness of importance of conservation of urban heritage;
- c) Establish collaboration mechanism among players in the conservation urban heritage;
- d) Develop an integrated urban heritage conservation strategy; and
- e) Domestic international heritage treaties and conventions on urban heritage.

5.7 Balanced urban development.

ISSUE

The country has experienced imbalanced development of urban areas. This is attributed to historic factors including the absence of an Urbanization policy.

RECOMMENDATIONS

- a) Proactively engage in urban planning and investment as a basis for structuring balanced urban development;

- b) Promote the development of all county headquarters as strategic urban areas with a defined minimum bundle of services and infrastructure;
- c) Ensure that county governments establish a sustainable, integrated and cost-effective hierarchy of lower-level urban areas as focal points for service provision;
- d) Improve transport and communication links between urban areas and their hinterlands;
- e) Provide an equalization and affirmative fund for the development of urban areas;
- f) Provide resources for the improvement of security, infrastructure and information systems in urban areas; and,
- g) Establish an integrated database in every county linked to the national spatial data infrastructure.

5.8 Smart growth planning.

ISSUES

- High per capita cost of provision of infrastructure and services;*
- Loss of agricultural land and other land uses to urban and cities growth;*
- Unsustainable use of urban land;*
- Environmental degradation, including loss of heritage sites to development of urban areas; and*
- Trans-jurisdictional boundary growth.*

RECOMMENDATIONS

- a) Promote compact urban development and smart growth planning, including the planning of peri-urban areas;
- b) Require planning authorities and associations to inform and educate members of the public on values and principles of compact urban planning and development;
- c) Review and enforce laws and regulations on land subdivision, survey, allocation and sale or transfer to ensure conformity with planning requirements;
- d) Ensure that no registration and titling of urban land takes place outside the framework of approved urban development plans;
- e) Ensure that transport systems and land use planning are integrated;
- f) Ensure provision of serviced land for urban development;
- g) Mainstream environmental concerns in urban and city planning and development; and

- h) Engage an inter-governmental relations framework to resolve inter-jurisdictional issues.

5.9 Integrated urban planning and development.

ISSUES

- Multiplicity of agencies dealing with planning and development of urban areas;*
- Lack of adequate framework for coordination of the efforts of the agencies involved in the sector;*
- Inadequate budgetary allocation for the sector; and*
- Inadequate capacity in terms of skills and competencies in the sector.*

RECOMMENDATIONS

- a) Review and harmonize all legislation relating to urban planning and development to mainstream an integrated approach;
- b) Ensure establishment of a National Institute for Urban Development to provide for Training, Research and Planning;
- c) Ensure that every County establishes a Department or Unit to undertake Urban Development Research and Planning;
- d) Foster public-private sector partnerships for urban development;
- e) Undertake strategic environmental assessments and annual audits for programmes for urban areas;
- f) Ensure that social impact assessments are conducted ahead of the implementation of urban projects;
- g) Roll out massive training programme for urban professionals in the country; and
- h) Make budgetary provisions commensurate with the importance of urban areas, in national and county budgets.

5.10 Urban design and architecture.

ISSUES

- Very little of indigenous design in architecture; and*
- Lack of adequate legislation to mainstream the indigenous architecture and designs.*

RECOMMENDATIONS

- a) Develop standards and guidelines for the creation of urban design to cater for different bio – physical, socio-cultural and economic characteristics;
- b) Ensure that urban areas create and maintain attractive built environment; and,

- c) Promote capacity development of urban design professionals.

5.11 Research.

ISSUES

- Lack of data on urban planning design and development issues;*
- Uncoordinated research by interest groups based on their interests; which leads to*
- Uncoordinated interventions in the urban development sector.*

RECOMMENDATIONS

- a) Establish an urban observatory as a research centre for Kenya's urban challenge, to inform its institutional responses;
- b) Establish local town planning exhibitions in each county capital as a focal point for local research and urban civic education;
- c) Promote research in urban development to provide insight on emerging urban issues and provide solutions to such issues;
- d) Initiate periodic research on urban issues;
- e) Make interventions on urban development based on research;
- f) Institutionalise monitoring and evaluation of urban planning and development processes; and
- g) Institutionalise mandatory periodic auditing of urban development.

5.12 Monitoring and evaluation.

ISSUE

- The current draft urban M&E framework is not yet adopted in practice.*

RECOMMENDATIONS

- a) Institutionalise monitoring and evaluation of urban planning and development processes; and
- b) Institutionalise mandatory periodical auditing of development plans.

Chapter 6 - URBAN LAND, ENVIRONMENT AND CLIMATE CHANGE

OBJECTIVES:

1. Improve access to land of the right quality for urban development.
2. Promote urban environmental planning and management as well as climate change adaptation in urban areas.

6.1 Introduction

The CoK 2010 establishes the principles and mechanisms for management of land in Kenya. The bill of rights therein guarantees everybody a clean and healthy environment. The NUDP identifies the issues and establishes mechanisms for strategic interventions in matters of land, environment and climate change.

6.2 Land

6.2.1 Land for urban development:

ISSUES

- High prices of land in urban areas makes it inaccessible to potential investors;*
- Lack of national spatial framework for apportioning land to various land uses;*
- Weak enforcement of planning regulations leading to encroachment of public utility and private land;*
- Irregular /illegal allotment of land;*
- Low implementation of the urban areas plans;*
- Inequality in the distribution of the urban areas land among the various sectors of the urban residents; and*
- Hoarding of land for speculation purposes.*

RECOMMENDATIONS

- a) Prepare inventories of land within all urban areas;
- b) Regularly assess the demand and supply of land for urban development;
- c) Identify and acquire adequate land for urban development;
- d) Legislate a mechanism for ensuring compliance with approved urban plans;
- e) Formalise land ownership in informal neighbourhoods;
- f) Legislate against land hoarding; and

- g) Promote land banking to meet current and future demands.

6.2.2 Land preparation – surveying, planning and registration of land for urban development.

ISSUES

- Multiplicity of approving authorities;*
- Conflicting statutes on land management;*
- Lengthy dispute resolution processes in case of disputes; and*
- Lack of a framework for monitoring land tenure issues.*

RECOMMENDATIONS

- a) Put in place mechanisms to ensure timely preparation of land for urban development;
- b) Harmonize legislation and regulations dealing with surveying, planning and registration of land for urban development;
- c) Develop comprehensive national and county land monitoring and evaluation frameworks; and
- d) Register all public utility land to protect it from illegal privatisation.

6.2.3 Land allocation.

ISSUES

- Multiple allocations that need to be rectified;*
- Governance issues in the allotments that need to be addressed; and*
- Poor information on land availability.*

RECOMMENDATIONS

- a) Streamline and digitise all land records in urban areas;
- b) Put in place mechanisms for the resolution of multiple allocations;
- c) Investigate and punish illegality and irregularity in past land allocations; and
- d) Streamline the process for the allocation of public land.

6.2.4 Land utilization.

ISSUES

- Non optimal use of land;*
- Non-compliance with development control regulations; and*
- Uncontrolled growth in the urban periphery.*

RECOMMENDATIONS

- a) Promote optimal utilization of land to yield the best results;
- b) Ensure compliance with land development control regulations; and
- c) Discourage urban sprawl.

6.2.5 Land records and information systems.

ISSUES

- Retrieval of land records is difficult, in some cases impossible;*
- Information available is obsolete as it has not been updated in a long time; and*
- Lack of effective mechanism for dissemination of land information.*

RECOMMENDATIONS

- a) Establish efficient interactive digital land Information Systems (LIS) in all urban areas;
- b) Issue guidelines for regular updating of urban land information systems;
- c) Create land-based addresses in urban areas; and
- d) Recommend a replica of Ardhi House in every county.

6.2.6 Urban public open space and other community land

ISSUES

- Unregistered public land;*
- Illegal acquisition and encroachment;*
- Not enough for the current population of urban areas; and*
- Ill-conceived and /or unauthorised changes to other uses.*

RECOMMENDATIONS

- a) Undertake an inventory of all land for public open spaces and other community land;
- b) Establish measures for securing such land through surveying, planning and titling;
- c) Institutionalize the custody of such land; and
- d) Establish mechanisms to ensure no unjustified change-of-user for such land.

6.2.7 Public open spaces, parks and recreational facilities.

ISSUE

There are no criteria for the provision of public open spaces, parks and recreational facilities in urban areas.

RECOMMENDATIONS

- a) Set criteria for provision of public open spaces, parks, and other recreational facilities in urban areas;
- b) Provide adequate multifunctional public open spaces and cultural facilities such as libraries, museums and theatres, some at the neighbourhood level;
- c) Exploit quarries and other degraded areas for rehabilitation and use as public open spaces, parks and other recreational facilities;
- d) Put in place measures to secure the space allocated for such facilities;
- e) Develop a 'culture of maintenance' and improve budgeting processes so that funds for maintenance are included in annual budgets;
- f) Pursue innovative and participatory/partnership approaches to the provision, ownership; operation and maintenance of open spaces, libraries, cultural centres, and recreational facilities; and,
- g) Explore opportunities to tap the potential of hitherto untapped natural resources, for example, for public purposes like river banks and beaches for recreational purposes.

6.2.8 Urban agriculture

Urban agriculture is becoming more visible economic activity within a city or urban fringe as a way to enhance food and nutrition security, promote health, to support economic and community development and to improve the urban environment. An increase has been observed in practices of urban food gardening, along rivers, sewer lines, nurseries along urban roads and in residential neighbourhoods, schools. Urban agriculture represents an issue of considerable importance for Kenya policy makers.

ISSUES

- No land earmarked for agriculture development;*
- Inhibitive city laws;*
- Lack of public awareness about the socio-economic and environmental role of urban agriculture in the cities';*
- People's attitudes; and*
- No clearly defined areas for urban agriculture.*
- Inadequate market infrastructure with necessary facilities such as cold storage, water and electricity*

RECOMMENDATIONS

- a) Include urban agriculture land use in the planning of urban areas;
- b) Provide more land including peri-urban areas for urban agriculture;

- c) Zoning and designating areas in cities, towns and municipalities where safe and sustainable urban agriculture can be undertaken
- d) Promote non-traditional agriculture practices;
- e) Encourage use of forested and protected areas including water bodies for non-traditional agriculture practices like bee keeping, aquaculture;
- f) Sensitization and awareness creation for urban agriculture;
- g) Provide market infrastructure that meet the set acceptable universal standards;
- h) Review of prohibitive by-laws on urban agriculture; and
- i) Promote small holder urban agriculture.

6.3 The Urban Environment.

ISSUES

- Inadequate management systems for industrial and domestic waste;*
- Discharge of waste water and human waste directly into rivers and other water bodies; and*
- Industrial and transport sectors, the drivers of urban economies and mobility, directly pollute the atmosphere especially in the larger urban areas.*

6.3.1 Water, air and land quality.

ISSUES

- Contamination of urban water bodies;*
- Degradation of the environment through pollution;*
- Loss of biodiversity; and*
- Increase in greenhouse gases.*

RECOMMENDATIONS

- a) Enforce compliance with environmental legislation;
- b) Establish urban area-wide integrated environmental planning and management;
- c) Encourage conservation and preservation of urban water and land resources....
- d) Promote the application of the polluter-pays-principle; and
- e) Support the adoption of environmentally friendly technology.

6.3.2 Settlements in hazard prone areas.

ISSUE

Weak enforcement of existing regulations and increase in incidences of poverty have resulted in the expansion of settlements in hazard prone areas, such as flood plains, steep slopes, and fault lines, thereby exposing residents to various risks.

RECOMMENDATIONS

- a) Identify and gazette all hazard prone areas;
- b) Enforce development regulations in hazard prone areas; and
- c) Relocate households occupying environmentally sensitive or hazard prone areas.

6.3.3 Degradation and depletion of natural resources.

ISSUE

Urban areas are substantial consumers of natural resources. Unsustainable utilization of these resources is fast leading to their degradation and depletion.

RECOMMENDATIONS

- a) Promote efficiency in resource utilization for urban development;
- b) Promote technological innovations and the use of alternative eco-friendly raw materials and other inputs;
- c) Enforce regulation on payment for ecosystem services;
- d) Enforce regulations and safety measures in natural resource utilization; and
- e) Rehabilitate degraded eco-systems.

6.3.4 Loss of biodiversity.

ISSUE

Urban areas encroach on nature pockets, such as wildlife habitats, forests, and wetlands – land unprotected and poorly mapped biodiversity areas.

RECOMMENDATIONS

- a) Identify and conserve biodiversity resources;
- b) Promote knowledge on biodiversity conservation; and
- c) Replenish the lost diversity.

6.3.5 Diminishing green urban spaces.

ISSUE

Green spaces in urban areas are fast diminishing.

RECOMMENDATIONS

- a) Promote the creation and conservation of ample green spaces;
- b) Support planting of trees, including indigenous flora; and
- c) Initiate a policy for the greening of private spaces and public utility areas.

6.3.6 Greenhouse gases.

ISSUE

Urban areas are major sources of greenhouse gases generated by inappropriate manufacturing, service industry technologies and energy mixes. There is a need to introduce more appropriate approaches and technologies.

RECOMMENDATIONS

- a) Promote the use of eco-friendly technologies that reduce the emission of greenhouse gases;
- b) Promote efficient, safe and affordable integrated urban transport systems; and,
- c) Educate the public on the negative impact of greenhouse gases.

6.3.7 Rationalising urban environmental management mandates.

ISSUE

The right to a clean and healthy environment is provided for in Article 42 of the Constitution of Kenya 2010. However, the right has not been fully realised because of the multiplicity of institutions mandated to oversee urban environmental management; resulting in incoherence and conflict in urban environmental management.

RECOMMENDATIONS

- a) Streamline institutional mandates on urban environmental management; and
- b) Regularly monitor urban environmental management.

6.4 Climate change

ISSUES

- Low level of awareness on climate change; and*
- Limited information on the country's vulnerability to its impact.*

RECOMMENDATIONS

- a) Promote better quality housing that is adaptive to climate change;
- b) Institutionalise the development of green urban landscapes with networks of open spaces and parks;
- c) Incorporate climate in urban infrastructure design and flood protection;

- d) Promote technological innovation for climate change adaptation and mitigation; and,
- e) Expand access to information about climate change through research, education, periodic vulnerability assessments, and impact monitoring at national, county and urban levels.

Chapter 7 - URBAN INFRASTRUCTURE

Objective: Promote the development of requisite infrastructure and services in urban areas.

7.1 Introduction

Kenya Vision 2030 identifies infrastructure as one of the key foundations to support the three pillars of development: economic, social and political. The Vision aspires for a country firmly inter-connected through a network of roads, railways, ports, airports, water ways and telecommunications. It further envisages access to adequate energy, water, and sanitation facilities for all. It acknowledges the central role that infrastructure plays towards better livelihoods and security as well as providing the enabling environment that is critical for doing business and thus accelerating socio-economic growth. It is also often forgotten that the availability of trunk infrastructure has a primary influence on spatial form; that is, development normally follows available infrastructure.

7.2 Infrastructure in urban development.

ISSUES

- Towns are the major engines of commercial and industrial production and main centres of innovations, thus the crucial importance of infrastructure;*
- GOK recognises the central role urban areas play in national development;*
- Considering the critical role of infrastructure in urban development, towns require appropriate quantities of quality infrastructure; and*
- Currently, there is a low per capita infrastructure provision index.*

RECOMMENDATIONS

- a) Develop and publicise standards and guidelines for provision of physical infrastructure and services;
- b) Adopt compact planning for urban areas;
- c) Integrate environmental concerns in the development, operation and maintenance of infrastructure;
- d) Put in place mechanisms to ensure coordination of infrastructure development with land use planning and financing including PPP;
- e) Ensure proper maintenance of available infrastructure;
- f) Use alternative low-cost technologies to provide infrastructure; and
- g) Make adequate budgetary provision for the development and maintenance of infrastructure.

7.3 Transportation.

ISSUES

- Long waiting hours; poor safety and security standards;*
- High costs for both passengers and freight;*
- Limited integration;*
- Weak public and private institutions;*
- Inappropriate modal split; and*
- Lack of an urban transport policy.*

RECOMMENDATIONS

- a) Ensure that all urban areas prepare and implement an appropriate transportation strategy with emphasis on mass transport, pedestrian and cycling modes;
- b) Ensure safe, affordable, efficient, comfortable, reliable, inter-connected and sustainable transport systems in urban areas;
- c) Ensure that the urban transport system is properly integrated with land use planning and development;
- d) Acquire and protect land reserves for transportation facilities;
- e) Develop a transport system that more efficiently supports the economic development of urban areas and is interconnected with the rest of the country and neighbouring countries;
- f) Establish a comprehensive transportation management information system for all transportation modes;
- g) Enforce (a) emission testing in all transport modes and (b) the polluter pays principle;
- h) Set standards and guidelines for timely decommissioning of vehicles, marine vessels, aircraft and trains; and,
- i) Harmonise the roles and mandates of all transportation agencies in the urban sector.

7.4 Water and sanitation services.

ISSUES

- Destruction of high altitude water towers;*
- Effluent discharge into natural water courses;*
- Poor management of storm and flood waters;*
- Declining levels of water per capita;*
- Inadequate water and sanitation services;*

- Low investment in water and sanitation services; and*
- Water for industrial purposes is totally unplanned for.*

RECOMMENDATIONS

- a) protect and conserve water towers and other water sources;
- b) ensure sustainable and affordable access to safe water and sanitation for the entire urban populations;
- c) ensure adequate water and sanitation for industrial development;
- d) implement the legal framework that promotes equitable pricing of water and sanitation services;
- e) develop and manage water resources with the aim of increasing per capita availability to 1,000m³;
- f) ensure good governance in the sector to ensure that human rights to water and sanitation are protected;
- g) implement strategies that deliberately address water and sanitation needs of the urban poor;
- h) invest in capacity development including research, technology and innovation;
- i) develop an appropriate information, education and communication framework for the sector;
- j) develop a framework to streamline and strengthen the institutional capacity of the water and sanitation sector;
- k) encourage rainwater harvesting and storage;
- l) explore alternative sources of water; and
- m) promote water recycling.

7.5 Solid waste management.

ISSUES

- Over 60% of the wastes generated remain either uncollected or poorly disposed of;*
- Inability to prioritise solid waste management services;*
- Inadequate financial resources, waste collection system, waste transportation system;*
- Inadequate waste management data;*
- Inadequate human capacity; and*
- Poor waste collection and transportation methods.*

RECOMMENDATIONS

- a) Prioritise solid waste management as a key result area;
- b) Identify and set aside land for disposal of solid waste;
- c) Strengthen institutional capacity on solid waste management, through legislative reforms;
- d) Make adequate budgetary provision for solid waste management;
- e) Develop strong technical human capacity for solid waste management;
- f) Establish adequate solid waste management infrastructure for the entire solid waste management cycle from generation, transportation, intermediary treatment, resource recovery, and final disposal;
- g) Promote stakeholder participation in solid waste management, including Public Private Partnerships;
- h) Create incentives for sustainable solid waste management such as favourable taxation regimes;
- i) Establish innovative practices in waste reduction, reuse, recycling, treatment and disposal to reduce disposable materials;
- j) Ensure compliance with waste management legislation;
- k) Educate the public on proper solid waste management;
- l) Develop e-waste and other hazardous waste management strategies;
- m) Ensure that all urban boards/committees prepare and implement solid waste management plans; and
- n) Establish an implementation and monitoring framework for waste management in all urban areas.

7.6 Energy.

ISSUES

- Less than 20% of households connected to the electricity grid;*
- The country remains acutely energy poor;*
- High cost of energy;*
- Limited accessibility,*
- Dependency on foreign energy sources;*
- Inefficiencies in transmission; and*
- Low utilization of renewable energy sources.*

RECOMMENDATIONS

- a) Promote the development and use of renewable energy;
- b) Develop prudent urban energy efficiency management and conservation;
- c) Establish strategic petroleum reserves;
- d) Develop strategies to replenish depleted biomass energy resources;
- e) Promote eco-friendly technology in urban architecture and design;
- f) Develop strategies and programmes for power generation, transmission and supply in consultation with relevant energy sector agencies;
- g) Promote the use of green energy;
- h) Promote utilization of the vast coal deposits and geothermal sources in Kenya for energy generation; and
- i) Explore alternative sources of energy.

7.7 Information communication technology.

ISSUES

- A monopolistic market in infrastructure ownership and service provision;*
- Lack of research and development on improvement of service delivery;*
- Fragmentation in infrastructure installation; and*
- Expensive tariffs.*

RECOMMENDATIONS

- a) Mainstream ICT infrastructure as an enabler of other urban services;
- b) Establish universal open network for urban areas to ensure that ICT infrastructure becomes an enabler of all urban development;
- c) Popularize the use of open source software in urban boards/committees as well as the funding of related training, research and development;
- d) Develop a regulatory framework that separates infrastructure providers from service providers; and,
- e) Design all physical infrastructures to accommodate the needs of ICT.

Chapter 8 - URBAN HOUSING

Objective: Support the development of affordable housing of acceptable quality in urban areas.

8.1 Introduction

The right to adequate housing is a human right recognized by international, regional, and national laws. This right is derived from 'the right to an adequate standard of living' as defined in Article 25 of The Universal Declaration of Human Rights. The right to adequate housing is also reflected in Article 43 (1b) of the Constitution of Kenya 2010 which guarantees every person the right 'to accessible and adequate housing, and to reasonable standards of sanitation'.

8.2 Urban housing markets.

ISSUES

- Severely constrained by a number of factors:*
- Limited public investment in low-income housing;*
- Poor maintenance of the existing housing stock;*
- Informal housing market, insecure land tenure;*
- Poor access to infrastructural services; and*
- The high cost of conventional construction materials.*

RECOMMENDATIONS

- a) Conduct periodic housing surveys and reviews to assess the demand and supply of housing, and to establish rent and price indices;
- b) Finance infrastructure and services in green field sites and informal settlements in order to improve the quality and quantity of infrastructure services;
- c) Promote the use of PPPs to expand housing delivery;
- d) Encourage mixed housing developments in order to make housing affordable through cross subsidies;
- e) Provide emergency housing to accommodate, on a temporary basis, those displaced by disasters, and those who must vacate disaster prone areas;
- f) Provide social housing to accommodate the destitute and other people in difficult circumstances;
- g) Ensure that there is no discrimination in provision of housing;
- h) Minimise the use of regulatory tools to encourage proper maintenance of housing stock and increase investment in housing;

- i) Promote residents associations as a means to improving management of housing estates;
- j) Redevelop and densify housing where serviced and underutilized land already exists; and
- k) Institute measures to reduce the cost of delivery of housing.

8.3 Housing configuration.

ISSUES

- 2004 Housing Policy defines 'adequate housing' and sets minimum standards to be complied with;*
- It does not address aspects of housing and neighbourhood configurations; and*
- Housing designs also do not always take into account regional variations in climate.*

RECOMMENDATIONS

- a) Promote compact residential neighbourhoods for optimal use of land and infrastructure;
- b) Promote the development of varied types of housing including family and single person dwellings;
- c) Ensure that multi-storey apartment blocks exceeding four storeys are provided with lifts, fire escape stairs, fire-fighting equipment and adequate parking space;
- d) Encourage green construction especially the use of renewable energy sources and recycling of grey water in housing development;
- e) Ensure that housing is responsive to positive aspects of culture and lifestyles;
- f) Require housing designs to be responsive to regional climatic conditions and climate change; and,
- g) Enforce construction standards as set in statutes.

8.4 Land for urban housing.

ISSUES

- Land suitable for low-income housing has increasingly become unavailable largely due to lack of forward planning, weak land management structures, speculation by private land owners, and abuse of powers by various authorities in allocating public land;*
- Sub-optimal use of land in low-income residential areas; and*
- The price of land has become so high that the cost of housing has also risen substantially.*

RECOMMENDATIONS

- a) Promote forward planning for efficient delivery of serviced land for housing development;
- b) Promote urban land redevelopment and readjustment to optimize land utilization in low-density areas with dilapidated low-income housing;
- c) Customize the existing PPP framework to facilitate housing development on privately held land;
- d) Introduce incentives to accelerate the delivery of land for housing development especially for the poor;
- e) Develop a penalty system to discourage land hoarding by speculators; and,
- f) Legislate for taxation to exclude speculation on undeveloped prime urban land.

8.5 Urban informal housing.

ISSUES

- Urban informal housing accommodates about 60% of urban residents;*
- This type of shelter has expanded rapidly because of the lack of alternative affordable housing;*
- Informal settlements lack security of tenure because of their development on unauthorised land;*
- Informal settlements receive no official infrastructure and services; and*
- Informal housing does not meet the minimum standards for adequate shelter.*

RECOMMENDATIONS

- a) Map the existing informal settlements;
- b) Harmonize existing policies, legislation and administrative frameworks related to urban informal housing;
- c) Establish inspectorate mechanisms in urban boards/committees to enforce legislation on urban informal housing;
- d) Impose severe penalties for invasion on public land;
- e) Have a committed budget for social housing development;
- f) Initiate a programme of phased improvement and redevelopment of informal housing over the medium and long-term, including the provision of infrastructure and services and secure tenure;
- g) Phase out informal housing by the year 2030 in all cities and urban areas by accelerating the delivery of affordable housing through private and public formal channels;
- h) Completely prohibit the formation of new informal housing settlements; and

- i) Formalise informal settlements on land that is not encumbered and complies with the spatial plan.

8.6 Citizen and community participation in urban housing.

ISSUES

- Citizen participation is constrained by a lack of an appropriate framework for participation;*
- Ignorance of citizens' rights;*
- Competing interests among different stakeholders;*
- Inadequate community development capacities; and*
- Lack of proper coordination with stakeholders.*

RECOMMENDATIONS

- a) Promote integrated and coordinated management of the entire housing process;
- b) Develop frameworks for effective citizen participation in housing development;
- c) Educate community members about their rights, roles and obligations in urban housing delivery;
- d) Work with the communities to develop appropriate mechanisms for empowering them to participate in decision making;
- e) Sensitize the citizens on the central role of planning in the development of urban housing; and
- f) Promote integrated and coordinated management of the entire housing process.

8.7 Urban housing for vulnerable groups.

ISSUES

- Lack of inclusion during planning, designing and implementation; as well as*
- Limited supply of low income housing.*

RECOMMENDATIONS

- a) Improve access for the vulnerable to affordable housing that has secure tenure and is in locations near their work places; and,
- b) Target vulnerable groups in the development and allocation of housing through affirmative action,
- c) Establish modalities for institutional frameworks for creating community voice amongst the vulnerable groups.

8.8 Urban housing infrastructure.

ISSUES

- The absence of infrastructure is hindering private initiatives in housing delivery; and*
- Virtually all urban authorities have failed in the provision of adequate infrastructure and its maintenance because of poor planning and lack of financial and weak managerial, capacity.*

RECOMMENDATIONS

- a) Build the institutional and financial capacity of urban boards/committees to provide and maintain housing infrastructure;
- b) Increase public budget allocations for housing infrastructure;
- c) Provide appropriate fiscal incentives to encourage the private sector to provide housing infrastructure;
- d) Legislate on the adoption of urban infrastructure by urban boards/committees;
- e) Promote pro-poor pricing of infrastructure and services in housing;
- f) Adopt green concept in the development of housing infrastructure; and,
- g) Promote the development of sustainable housing infrastructure including rain water harvesting and the reduction of energy consumption in houses.

8.9 Urban housing management.

ISSUES

- Lack of clear records of the housing stock in urban areas, and an institutional machinery to monitor the quality of this stock;*
- Lack of institutional machinery to monitor the quality of housing stock;*
- Lack of a well-established process for the replacement or redevelopment of housing that has outlived its economic life; and,*
- Uneconomical rents collected by urban local authorities.*

RECOMMENDATIONS

- a) Enforce the provision of as-built drawings and maintenance manuals for new residential buildings;
- b) Provide guidelines on housing maintenance;
- c) Mount public education and sensitisation programmes to the public on the need to keep the housing environment clean and well maintained; and
- d) Build capacities of residents associations as partners in the management of housing estates.

8.10 Urban housing finance.

ISSUES

- The majority of urban households have incomes that are too low to afford the mortgage finance offered by the banking system;*
- The housing microfinance subsector is not well-developed and reaches only a small number of households; and,*
- The supply of finance for rental housing has received little policy attention.*

RECOMMENDATIONS

- a) Promote the supply of long-term capital for mortgages;
- b) Simplify the legal and regulatory framework for mortgage finance, especially property registration;
- c) Encourage the expansion of credit reference bureaus as a means of mitigating the credit risk that accompanies lending for housing;
- d) Introduce credit enhancement mechanisms, such as guarantees, to reduce credit risk and thus encourage the banking sector to lend to housing microfinance intermediaries;
- e) Support capacity building for housing microfinance lenders and housing cooperatives to enable them to scale up their operations;
- f) Promote a savings culture through tax incentives to individuals saving with housing microfinance lenders and housing cooperatives;
- g) Offer fiscal incentives, such as tax breaks, to private developers who are able to supply housing that is affordable by the majority of households; and
- h) Establish National Housing Fund to promote housing for the poor.

8.11 Capacity building, research and development.

ISSUES

- Research and development, in both technical and socio-economic aspects of housing, have virtually non-existent;*
- Systematic information is lacking on the socio-economic aspects of the urban housing sector; and*
- Research on the housing market - including housing supply, demand and price movements - have also received scant attention.*

RECOMMENDATIONS

- a) Establish a National Urban Observatory to undertake urban research; and
- b) County governments to establish supporting local inter-active civic education exhibitions.

Chapter 9 - URBAN DISASTER AND RISK MANAGEMENT

Objective: Mainstream urban safety, security and disaster risk management in urban planning and development.

9.1 Introduction

Safety is an explicit concern of the Constitution of Kenya 2010. The *Kenya Vision 2030* is even more emphatic on issues that have implications for urban safety and security: among them, the strengthening of urban institutions and residents' capacity to enhance urban safety and security. Urban safety, along with disaster risk management (DRM), is therefore, a governance issue that needs constant attention. It must be embedded in continuous urban management.

9.2 Urban planning and safety.

ISSUES

- Police reports indicate annual increases in prevalent urban crimes including assaults theft, housing break-ins, robbery and drug trafficking;*
- A related challenge is the increase in vigilante groups, gangs, terrorism, kidnapping, extortion, and proliferation of small arms, all requiring policy attention; and*
- The role of the community in urban safety and security is a central matter in modern policing.*

RECOMMENDATIONS

- a) Develop mechanisms to mainstream safety in urban planning and design;
- b) Conduct safety, security impact assessment and audit at the point of approving urban development projects;
- c) Institute measures to enhance capacity to enforce safety regulations at all levels from individuals to institutions;
- d) Develop comprehensive data bases for informed decision making in crime prevention;
- e) Establish a framework for PPPs in service provision and management of urban safety;
- f) Institute measures to deal with terrorism and proliferation of small arms at all levels;
- g) Promote use of approaches such as Crime Prevention through Environmental Design (CPTED);
- h) Promote partnerships between urban boards/committees and security agents in enhancing urban safety; and
- i) Promote ICT in DRM.

9.3 Urban social fabric and security.

ISSUES

- A significant proportion of urban residents live in underserved informal settlements; one definition of poverty; and*
- This glaring inequality causes its own problems and tensions, resulting in urban crime.*

RECOMMENDATIONS

- a) Provide pro-poor social and economic opportunities for its citizens;
- b) Develop programmes to address social deviance among the youth;
- c) Develop programmes that promote cultural transformation and civic culture in urban areas; and,
- d) Adopt international standards for evictions and relocations.

9.4 Urban security systems.

9.4.1 Urban policing.

ISSUES

- Absence of a shared philosophy or clear legislation on urban policing;*
- Corruption in the urban safety sector;*
- Limited capacity of policing agencies;*
- Lack of necessary community support; and*
- Weak coordination between policing agencies.*

RECOMMENDATIONS

- a) Institutionalise the role of urban boards/committees in crime prevention;
- b) Develop institutional and legal frameworks for metropolitan and urban policing;
- c) Enhance mechanisms to entrench safety requirements in urban planning;
- d) Adopt international standards on policing and safety;
- e) Develop a regulatory framework for private security agencies to raise the standards of service delivery; and
- f) Involve the community more on their security matters through a structured engagement mechanism.

9.4.2 Neighbourhood and community policing

ISSUE

Neighbourhood and community policing is not embedded in the system of devolved government.

RECOMMENDATIONS

- a) Establish and fast track an integrated institutional framework for community policing and crime prevention.

9.4.3 Information systems on urban safety and crime.

ISSUE

ICT is not mainstreamed in urban safety and security.

RECOMMENDATIONS

- a) Develop and institutionalise integrated safety and crime management information systems;
- b) Develop capacity for crime and safety management information system;
- c) Establish frameworks with appropriate capacity for research and regular reviews to inform the design and implementation of urban safety programmes;
- d) Develop mechanisms for utilization of modern technologies for crime analysis and prevention to provide real time solutions, and
- e) Mainstream community participation by sharing information on safety and security.

9.5 Urban disaster risk management.

ISSUES

- Disaster response initiatives in Kenya have tended to be uncoordinated and short-term, mainly taking the form of emergency relief to the worst affected areas and communities;*
- Lacking are Standard Operational Procedures and Disaster Emergency Operation Plans;*
- Disaster risk management has not been mainstreamed in government operations;*
- Response units are ill-equipped in skills and tools; and*
- Inadequate disaster preparedness mechanism.*

RECOMMENDATIONS

- a) Formulate institutional frameworks for integrated approaches to urban DRM;
- b) Develop mechanisms to strengthen urban community responses to disaster risks;
- c) Institute measures to harness the capacity of the private sector and communities for DRM;
- d) Establish effective early warning systems that incorporate local knowledge;
- e) Formulate M&E systems for DRM;
- f) Introduce mechanisms for public awareness and DRM training programmes at all levels;
- g) Develop mechanisms for capacity building in DRM at all levels;
- h) Establish a framework for mainstreaming disaster mitigation measures in operation budgets;
- i) Develop mechanisms for enforcing disaster-related legislations;
- j) Introduce mechanism for enhancing mitigation at all levels;
- k) Establish mechanisms to ensure efficient fire services in urban areas; and,
- l) Establish systems for sharing of disaster response services across urban areas.

9.6 Urban disaster risk management information systems.

ISSUES

- Police responses to crime and violence in many instances are not informed by robust analysis;*
- There is little evidence of close collaboration and sharing of information among the police, academic and research institutions, and the private sector; and*
- Cyber and cellular phone related crime is also on the increase and pose threats to urban safety.*

RECOMMENDATIONS

- a) Develop an integrated DRM information system;
- b) Establish mechanisms for access and dissemination of urban DRM information;
- c) Institute measure for continuous vulnerability assessments for DRM;
- d) Promote the adoption of best practices in DRM; and
- e) Research continuously into new urban crime trends and establish response mechanisms.

PART 4 – URBAN ADVISORY

Chapter 10 – URBAN SOCIAL ISSUES

Chapter 11 – URBAN MARGINALISED GROUPS

Chapter 12 – URBAN CROSS-CUTTING ISSUES

Chapter 13 – IMPLEMENTATION FRAMEWORK

Chapter 10 – URBAN SOCIAL ISSUES

10.1 Introduction

Urban communities are stratified along both income groups and ethnic lines. Therefore, one will find communities clustered around particular neighbourhoods. While the rich live in enclaves, the poor are balkanised in informal settlements. This kind of social formation undermines the development of sustainable urban communities and social cohesion, contrary to the Constitution of Kenya 2010.

10.2 Education.

ISSUES

- Constrained access to state education at all levels - primary, secondary and tertiary;*
- Poor quality of learning and teaching;*
- Inadequate quality & safety of physical facilities;*
- High number of non-formal schools based primarily in informal settlements;*
- Poor physical facilities, a poor learning environment with few qualified teachers;*
- Lack of maintenance; and*
- Limited facilities for the mentally and physically challenged.*

RECOMMENDATIONS

- a) Adopt a more rigorous physical planning approach to the provision of quality and secure educational facilities at all levels;
- b) Promote private-public partnerships in the provision of education services;
- c) Reinforce measures to improve access to, and retention of, pupils in schools;
- d) Enhance the mainstreaming of early childhood learning and special needs education into the educational system;
- e) Support review of curricula to re-orient them towards meeting the skills requirements of the majority of people in urban areas;
- f) Ensure provision of improved quality assurance services in relation to teaching and physical facilities;
- g) Adopt innovative approaches to design and building of educational facilities which put much more emphasis on improving quality, safety and physical accessibility;
- h) Mainstream a 'culture of maintenance' and improve budgeting processes so that funds for school maintenance are included in annual budgets;

- i) Promote local level stakeholder partnerships in asset management of educational facilities;
- j) Support integration of non-formal schools into the formal educational system;
- k) Provide for adequate multi-functional space for nomadic communities in ASAL areas to meet the educational needs of their school-aged children; and
- l) Mainstream education for the mentally and physically challenged in the general education system.

10.3 Health

ISSUES

- High incidence of diseases, especially with the urban poor;*
- Poor quality of urban health services in poverty-dominated locations; and*
- Constrained access to health services among the urban poor.*

RECOMMENDATIONS

- a) Adopt a more rigorous physical planning approach to the provision of health facilities;
- b) Develop at least one Level 6 hospital in each county;
- c) Increase provision of government health services in the urban slums by adopting more innovative approaches such as mobile health clinics;
- d) Develop a holistic health package that places greater emphasis on preventive and promotive services;
- e) Develop a 'culture of maintenance' and improve budgeting processes to ensure that adequate funds for maintenance are included in annual budgets;
- f) Promote public-private partnerships in health service provision; and,
- g) Roll out universal health insurance scheme.

10.4 Public open spaces, parks and recreation facilities

ISSUES

- Serious under-provision;*
- No standards for provision in relation to housing; and*
- No concept of neighbourhoods, where open spaces can create a focal point.*

RECOMMENDATIONS

- a) Set criteria for provision of public open spaces, parks, and other recreational facilities in urban areas
- b) Provide adequate multi-functional public open spaces and cultural facilities such as libraries, museums and theatres, some at the neighbourhood level;

- c) Acquire exploited quarries and other degraded areas for rehabilitation and use as public open spaces, parks and other recreational facilities;
- d) Put in place measures to secure the space allocated for such facilities;
- e) Develop a ‘culture of maintenance’ and improve budgeting processes so that funds for maintenance are included in annual budgets;
- f) Pursue innovative and participatory/partnership approaches to the provision, ownership, operation and maintenance of open spaces, libraries, cultural centres, and recreational facilities; and,
- g) Explore opportunities to tap the potential of hitherto untapped natural resources, for example, for public purposes like river banks and beaches for recreational purposes.

10.5 Sports facilities.

ISSUES

- Poor operation and maintenance of the sports facilities;*
- Little appreciation of the role played by open spaces, parks and recreational facilities in enhancing the quality of urban life;*
- Low priority accorded to sports facilities/services; and*
- Illegal and irregular acquisition and utilisation of land set aside for sporting facilities.*

RECOMMENDATIONS

- a) Facilitate provision of multi-purpose sports facilities in all urban areas;
- b) Develop a ‘culture of maintenance’ and improve budgeting processes so that funds for maintenance are included in annual budgets;
- c) Capitalise on the country’s sporting prowess by supporting sporting events organised to international standards;
- d) Undertake training of professionals needed to promote the development of sports in the country; and
- e) Secure and register all land set aside for sport in urban areas.

10.6 Financing and investment in social infrastructure development and management.

ISSUES

- Poor planning and mobilization of resources for social services; and*
- Poor utilization and management of resources.*

RECOMMENDATIONS

- a) Introduce a more coherent resource mobilisation process towards social infrastructure and services;
- b) Pursue innovative and participatory/partnership approaches to the financing, provision, operation and maintenance of social infrastructure and services;
- c) Ensure more promotion of sports; and
- d) Promote professionalism in the management of sports and sports facilities.

Chapter 11 – URBAN MARGINALISED GROUPS

11.1 Introduction

This policy adopts the definition of marginalised community and groups as provided for in the Constitution of Kenya 2010. Within urban areas, there is a considerable section of the community that is considered marginalised and is therefore, not able to participate effectively in development and access to services. This must change.

11.2 Generic policies and the poor implementation of existing policies.

ISSUES

- Lack of implementation of policies targeting marginalized/vulnerable groups; and*
- Lack of targeted and specific policies and intervention for marginalised groups*

RECOMMENDATIONS

- a) Review laws that may discriminate or exclude the marginalised and vulnerable groups in urban areas;
- b) Ensure that the needs and priorities of the vulnerable and marginalised groups are mainstreamed in all strategies and programmes in urban areas;
- c) Collect and maintain data on the vulnerable and marginalised groups in support affirmative action from an informed position;
- d) Ensure effective implementation of laws that empower or support the vulnerable and marginalised groups in urban areas;
- e) Facilitate public participation by, and representation of, the marginalized and vulnerable groups in decision making in all aspects of urban development; and
- f) Promote awareness of existing urban policies that empower the marginalised groups and thus ensure their inclusion and participation in decision-making.

11.3 Poverty and economic empowerment.

ISSUES

- The marginalised and vulnerable groups in urban areas face high unemployment levels;*
- They have inadequate opportunities in education and the urban economy; in addition to*
- Having poor access to health and sanitation facilities.*

RECOMMENDATIONS

- a) Promote poverty reduction strategies to help fight the deprivation and exclusion of these groups;
- b) Promote incentives to encourage employment creation for the marginalised and vulnerable groups in urban areas;
- c) Promote strategies and programmes that encourage the marginalised and vulnerable groups to engage in productive economic activity; and
- d) Develop strategies to empower the marginalised and vulnerable groups.

11.4 Gender and urban development.

ISSUES

- Gender mainstreaming is a constitutional requirement;*
- Gender mainstreaming is not embedded in many public institutions; and*
- There is a low level of awareness of the gender-equitable development challenge.*

RECOMMENDATIONS

- a) Ensure that urban policies and programmes create gender awareness and fully integrate gender parity in all structures of management and other spheres of life in urban areas;
- b) Protect and promote women's human rights, including access to employment and resources;
- c) Ensure urban planning takes cognisance of gender parity;
- d) Ensure gender equity in resource allocation and distribution in urban planning and development; and,
- e) Ensure that urban policies foster improved livelihoods for women in order to minimize vulnerabilities.

11.5 The youth.

ISSUES

- Many urban youth lack adequate education and training to acquire life skills;*
- Urban youth are vulnerable to crime and delinquency;*
- The urban youth are not adequately represented in decision making within urban institutions;*
- Urban youth suffer very high levels of unemployment; and*
- They are a disproportionately high level of the population – a potential bonus in future economic development.*

Chapter 12—URBAN CROSS-CUTTING ISSUES

12.1 Introduction

This policy recognises that there are a number of issues that are largely inter-related and cut across the various dimensions of the urban sector. These issues will be addressed through special interventions.

12.2 Sustainable development,

Sustainability implies that urban areas need to meet the social- economic political and environmental needs of the present generation in a coordinated and systematic way without jeopardizing the needs of future generations.

12.3 Public participation

Public participation is a key factor in endeavours to achieve sustainable development. This implies that the members of public are actively engaged in public activities that affect them such as planning, design, implementation, management, operation and maintenance of physical and social infrastructure.

12.4 Information, communication and technology

ICT is a critical component in the urban development sector. It should also be used as a management tool in—

1. enhanced land information management systems;
2. a comprehensive transportation management information system;
3. e-governance;
4. urban finance including computerized financial management;
5. urban disaster risk management;
6. housing needs;
7. urban housing market; and
8. gender disaggregated data.

A co-ordinated approach to the use of ICT in order to meet these demands will be taken so that, over time, a comprehensive urban database will be established in the country.

12.5 Poverty eradication

Urbanisation in Kenya is correlated with the growth in urban poverty which should be specifically addressed within each dimension of urban development. One approach in this regard is the design of specific water and sanitation programmes.

12.6 Equity/Equality

Equity is one of the principles provided for in the Constitution of Kenya 2010. In furtherance to the provision of equity in the Constitution, the implementation of this policy will seek to mainstream the principle of equity in all urban development programmes.

12.7 Capacity building

This policy recognises that there is clear evidence of weakness capacities in all sectors of urban development. This policy will prioritise and mainstream capacity development in all aspects of policy and programme development.

12.8 Public private partnerships

To ease pressure on the government in service delivery, PPPs will be pursued in urban areas as a strategy to compliment delivery of urban infrastructure and services.

12.9 Gender

Gender parity is central to the development of sustainable urban communities gender equity, a gender mainstreaming approach will be adopted to ensure gender equity by—

1. respective needs and concern of women and men will be identified and planned for;
2. sensitisation to realize access to urban basic services;
3. to discourage gender discrimination; and
4. developing strategies that address gender-based violence through sensitisation at all levels of society.

Chapter 13 – IMPLEMENTATION FRAMEWORK

13.1 Introduction

The implementation framework provides the general road map for turning into action, the wide range of policy statements and diverse issues in the National Urban Development Policy (NUDP). NUDP seeks to integrate development interventions across a wide range of sectors. The integration will be horizontal and vertical, in the devolved governance system.

13.2 Implementation matrix

An implementation matrix has been developed as an action-oriented document. It highlights, for each policy recommendation, the lead and supporting institution, the time frame (including initial possible prioritisation) and the suggested method of implementation. Briefing notes will be prepared for all the implementing agencies, to adopt, as locally determined. Counties are the dominant players in this implementation challenge. The matrix is appended after the glossary of terms.

13.3 Context for policy implementation

Policy implementation will need to reckon with a diverse set of parameters:

1. The provisions of the Constitution of Kenya 2010 and related legislations on the devolved governance system;
2. Kenya Vision 2030 strategy;
3. National and county governments;
4. A wide range of sectors that require an integrated development approach; and,
5. A web of political, economic and social forces, both domestic and international.

13.4 Institutional arrangements and capacity requirements

Policy implementation will be the responsibility of county governments with national government support. Some policy implementation is led by national ministries but this is the exception. Engagement with the private sector, local communities, and development partners will be an additional key to success.

Under the Constitution of Kenya 2010, agencies at National level with mandate include:

1. Devolved Governments;
2. Education;
3. Energy;
4. Environment;
5. Finance;

6. Gender & children;
7. Housing;
8. Planning;
9. Public health;
10. Industrialization;
11. Labour;
12. Land;
13. Roads and public works;
14. Transport; and,
15. Water and irrigation.
16. Ministry of Agriculture, Livestock and Fisheries.

Roles of the national institutions:

1. Legislations and regulations;
2. Policy formulation and implementation;
3. Capacity building;
4. Monitoring for coordination;
5. Research; and,
6. Establishment of databases and data management;
7. Quality assurance.

At the County level:

1. County governments;
2. City/ Municipal boards
3. Delegated authority from national/county governments (security);
4. Committees for towns; and,
5. Consultative fora established by county government.

Roles at the county level:

1. Local level Policy formulation and implementation;
2. Legislations and regulations;
3. Enforcement of legislations;
4. Programmes and strategies;
5. Establishment of databases and data management; and,
6. Planning.

13.5 Institution for Policy Implementation

The Urban Development Department (UDD) of the State Department of Housing and Urban Development, within the Ministry of Transport, Infrastructure, Housing and Urban Development is in charge of urban development in the

country and provides support services to the national and county governments on urban development issues. In the past, capacity constraints affected much of its operations because of the scope of work *vis a vis* the available technical staff. It is therefore recommended that the department be restructured and strengthened using the enhanced technical competencies that have come on board following the reorganization of government to become a national outfit that is able to effectively and efficiently perform the following functions among others as envisaged by the Policy—

1. co-ordinate urban development at national level;
2. develop and regularly review criteria for the classification, governance and management of urban areas;
3. set national priorities in urban development in liaison with Vision 2030 Secretariat;
4. provide backstopping and technical assistance;
5. train and build capacity in governance, project management, resource mobilization, enforcement of legislation, and monitoring and evaluation;
6. develop the capacity of urban boards/committees in the implementation of this policy;
7. promote public private partnerships;
8. conduct civic education on urban development process.
9. facilitate research and training on urban development issues in the country; develop criteria, standards and guidelines for planning and development of urban areas;
10. monitor compliance with the developed criteria for the classification and management of urban areas;
11. facilitate implementation of the criteria, standards, and guidelines on planning and development of urban areas; and,
12. facilitate monitoring and evaluation.

At the ministerial level the policy proposes the establishment of National Urban Coordination Council (NUCC). Its role would include to coordinate implementation of the policy. It will be chaired by the cabinet secretary responsible for urban development whose secretariat would be UDD

13.7 Implementation aspects

Implementation strategy focuses on the following aspects:

1. ***Assignment of urban development mandates between the two levels of government:*** At the national government level, policy implementation will be assigned to the relevant government departments and corporations but will be overseen and coordinated by the ministry responsible for urban development. Each county will take responsibility for local level policy

implementation at both municipal and town levels. At the municipal level, management boards shall play crucial roles in the policy implementation.

2. **Setting priorities:** Setting of national priorities will be the responsibility of the National Urban Development Department. In turn, county specific priorities will be the responsibility of county assemblies, in conjunction with urban boards/committees working with local stakeholders.
3. **Programming and budgeting:** County governments, working with their urban boards/committees (once established – urban boards and town committees), will agree then include urban development priorities into annual, medium-term and long-term programmes accompanied by budget estimates. This means strategically: the five year integrated development plan will inform the three-year MTEF, giving the annual budgeting process, the task of turning each policy into a reality, according to the priorities set in the CIDP.
4. **Resource mobilization:** Policy implementation at the county level will require substantial human and financial resources drawn from a combination of national and local sources. The national government will provide some resources for policy coordination and implementation, especially to support capacity building in county governments and urban boards/committees.
5. **Public private partnerships:** Both the national and county governments are expected to attract private investments to support policy implementation. One way of doing this will be through public-private partnerships especially in urban infrastructure. Another way is for urban boards/committees to introduce deregulation policies that seek to reduce the cost of doing business and to promote the welfare of urban enterprises in particular the small and medium enterprises. Urban boards/committees will engage their communities in a wide range of activities that include participatory urban development planning, participatory budgeting and community participation in monitoring and evaluation. Both the national and county governments will collaborate with development partners to improve urban service delivery. A strategy for this collaboration at the county level will be an important element of the policy implementation process.
6. **Monitoring and evaluation:** Periodic monitoring of urban development and evaluating its outcomes will be an important tool for tracking policy implementation and management. At the national level, the ministry in charge of urban development will establish a monitoring and evaluation framework to track and evaluate policy implementation overall and thus provide a basis for recommending policy adjustments. County governments through their urban boards/committees will use participatory monitoring and evaluation methods to ensure that development targets are met and that constitutional requirements are complied with.

Glossary

1. **Carbon sink** is a reservoir of carbon, i.e. an environmental reservoir that absorbs and stores more carbon than it releases, thereby offsetting greenhouse gas emissions - forests and oceans are examples of carbon sinks.
2. **Climate change adaptation** is the process through which people reduce the adverse effects of climate on their health and well-being, and take advantage of the opportunities that their climatic environment provides.
3. **Climate change** is a significant and lasting change in the statistical distribution of weather patterns over periods ranging from decades to millions of years.
4. **Disaster** a serious disruption of the functioning of society, causing widespread human, material or environmental losses which exceed the ability of the affected people to cope using their own resources. Disasters are often classified according to their cause viz. Natural or man-made.
5. **Disaster risk management** is “the systematic process of using administrative decisions, organization, operational skills and capacities to implement policies, strategies and coping capacities of the society and communities to lessen the impacts of natural hazards and related environmental and technological disasters.
6. **Equality** means equal opportunity and fairness.
7. **Equity** means fairness and impartiality towards all concerned, based on the principles of even-handed dealing.
8. **Good urban governance** refers to the many ways in which individuals and institutions, public and private, plan and manage the common affairs of the urban areas. The term connotes equity, civic engagement, and transparency, and accountability, rule of law, efficiency and effectiveness.
9. **Infrastructure** is the basic physical and organizational structures needed for the operation of a society or enterprise, or the services and facilities necessary for an economy to function. The term typically refers to the technical structures that support a society, such as roads, water supply, sewers, electrical grids, telecommunications, and so forth.
10. **Integrated urban development** considers both the environmental and social impacts of urban development. It promotes a ‘holistic’ approach that takes into consideration the physical, economic and social dimensions of urban development.
11. **Public participation** seeks and facilitates the involvement of those potentially affected by or interested in a decision. The principle of public participation holds that those who are affected by a decision have a right to be involved in the decision-making process.

12. **Ribbon development** is development that is usually unplanned and illegal along a road, often in the road reserve itself causing traffic hazards.
13. **Social housing** is housing development partly or fully funded by the government to assist low income families.
14. A **stakeholder** is a person that has an interest (stake) in a project or organization, like a business. Stakeholders can include employees, internal teams, customers, vendors and even members of the surrounding community or local economy who are affected by business decisions.
15. **Sustainable urban development** may be defined as a process of synergetic integration and co-evolution among the great subsystems making up a city – economic, social, physical and environmental – which guarantees the local population a non-decreasing level of well-being in the long term, without compromising the possibilities of development of surrounding areas and contributing by this towards reducing the harmful effects of development on the biosphere.
16. An **urban area** is characterized by a concentration of economic activity and infrastructure in addition to having a vastly higher population density than its surrounding area. Urban areas means market centres, towns, municipalities, cities and metropolitan regions or conurbations and are created and further developed by the process of urbanization.
17. **Urban decay** is the process whereby a previously functioning city, or part of a city, falls into disrepair and decrepitude.
18. **Urban renewal** refers to the process where an urban neighbourhood or area is improved and rehabilitated.
19. **Urbanization** is the process whereby a society is transformed from an essentially rural one to a predominantly urban one.
20. **Vulnerable groups** are groups that experience a higher risk of poverty and social exclusion than the general population. Ethnic minorities, migrants, disabled people, the homeless, those struggling with substance abuse, isolated elderly people and children all often face difficulties that can lead to further social exclusion, such as low levels of education and unemployment or underemployment.
21. **Urban boards and town committees** are as defined in the Urban Areas and Cities Act, Cap 275 of the Laws of Kenya
22. **National Urban Coordination Council (NUCC)** a proposed body to coordinate implementation of the NUDP.



Ministry of Transport, Infrastructure, Housing and Urban Development



National Urban Development Policy (NUDP) – Implementation Matrix

Goal: To guide urbanisation by providing a framework for sustainable urban development.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
<p>Prioritisation: 1 = within three years. 1* = continuous. Prioritisation applies to URBAN MANAGEMENT and URBAN CORE only. URBAN ADVISORY is just that; 'advisory'.</p>						
URBAN MANAGEMENT						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
2. URBAN GOVERNANCE						
Objective: Promote effective governance and management of urban areas.						
2.2 Constitutional policy and legislative frameworks.						
2.2.1 Urban governance.						
RECOMMENDATIONS:						
f) Legislate for minimum qualifications for urban leadership;	1	National		Counties	By 2018	Draft legislations/regulations
g) Legislate for stakeholder representation in governance of urban areas;	1	Counties		National	By 2018	Draft guidelines at county level.
h) Promote civic education for citizens to appreciate the need to elect persons committed to local issues;	1	Counties		National	By 2018	Civic education programme.
i) Provide a framework for citizen obligation to participate in the affairs of the urban area; and	1	Counties		National	By 2018	Local guidance.
j) Legislate for clear mechanisms for the governance of urban areas.	1	Counties		National	By 2018	Draft legislations/regulations
2.2.2 Urban management.						
RECOMMENDATIONS:						
g) Review and harmonize all legislation relating to urban governance and management;	2		Shared		By 2021.	Draft amendment bill/regulation;
h) Strengthen institutional frameworks both at the national	1		Shared		By 2017	Review current

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
and county governments to provide leadership and coordinate and enhance urban governance and management						mechanisms; towards a briefing paper
i) Establish criteria for further decentralization for effective urban management;	1	Counties		National	By 2018.	Guidelines prepared: possible criteria based on the Urban Score Card.
j) Formulate urban development strategies and programmes with emphasis on urban poverty eradication and equal access to services	1		Shared		By 2018	Urban IDEPs prepared
k) Design appropriate service delivery mechanisms	1	Counties		National	By 2018	Guidelines
l) Create a system for checks and balances in the delivery of services by urban authorities	1*	Counties		National	By 2018	Guidelines and frameworks.
2.2.3 Metropolitan governance. RECOMMENDATIONS:						
e) Legislate for the management of metropolitan areas;	1	National		Counties	By 2017	Policy and legislation
f) Create metropolitan areas governance arrangements to ensure effective cooperation and management;	1		Shared		By 2018	Guidelines and frameworks.
g) Develop criteria for the designation and management of metropolitan areas; and	1		Shared		By 2017	Incorporated in legislation (a)
h) Define the spatial extent for metropolitan planning area.	1	National		Counties	By 2018	Metropolitan strategy
2.2.4 Enabling urban boards/committees through capacity building. RECOMMENDATIONS:						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
k) Institutionalise Chapter 6 of the Constitution of Kenya 2010 on leadership and integrity, and Chapter 13 on values of public service, with clearly stated codes of conduct for urban boards/committees' staff and managers;	1*	Counties		National	Continuous	Action through annual budget commitments.
l) Build the capacity of county governments to manage urban areas;	1*	Counties		National	Continuous	Capacity assessment
m) Promote best practices in procurement procedures and risk management;	1*	Counties		National	Continuous	Capacity building
n) Ensure competitive vetting criteria for office bearers to enhance competence, transparency and accountability;	1*	Counties		National	Continuous	Enforcement of existing laws
o) Identify capacity gaps and rationalize staff establishments in consultation with the county civil service board;	1*	Counties		National	Continuous	Staff audit
p) Attract and retain qualified competent staff;	1	Counties		National	Continuous	Competitive incentives
q) Actively develop human resources at all levels;	1*	Counties		National	Continuous	Human resource strategy
r) Strengthen capacities at all levels to adopt the principles of devolved urban governance;	1*	Counties		National	Continuous	Human resource strategy
s) Capacity build for urban boards/committees on the principles and tools of good governance and management; and	1*	Counties		National	Continuous	Human resource strategy
t) Ensure the incorporation of performance based management in the running of urban areas	1*	Counties		National	Continuous	Enforcement of human resource management strategy

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
2.2.5 Inclusive urban governance and management. RECOMMENDATIONS:						
Citizen participation will be guided by a number of principles, including:						
o) Timely access to information relevant to policy formulation and implementation;	1*	Counties		National	Continuous	ARPB
p) Participatory policy formulation and implementation;	1*	Counties		National	Continuous	Action through annual budget commitments.
q) Capacity building at the community level to ensure effective community participation in urban development;	1*	Counties		National	Continuous	Action through annual budget commitments.
r) Protecting and promoting the interests and rights of minorities, marginalised groups and vulnerable communities;	1*	Counties		National	Continuous	Action through annual budget commitments.
s) Protecting the legal rights of interested or affected persons to appeal against decisions on urban management;	1*	Counties		National	Continuous	Action through annual budget commitments.
t) Ensuring reasonable balance in the roles and obligations of national and county governments, institutions and non-state actors in urban decision making and development;	1*		Shared		Continuous	Through engagement with the intergovernmental relations committee
u) Promoting public-private partnerships for urban development;	1*	Counties		National	Continuous	Action through Urban IDEPs, MTEFs and annual budgets.
v) Enact legislation to provide for broad-based and inclusive representation in the management of urban		Counties		National	Continuous	Action through Urban IDEPs, MTEFs and

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
areas;						
w) Strengthen the capacity of county government to engage in urban management and development;	1*	Counties		National	Continuous	annual budgets. Action through Urban IDEPs, MTEFs and annual budgets.
x) Develop guidelines to improve stakeholder participation in urban development;	1*	Counties		National	Continuous	Action through Urban IDEPs, MTEFs and annual budgets.
y) Provide adequate and relevant information to urban communities;	1*	Counties		National	Continuous	Action through annual budget commitments.
z) Design ICT systems to enhance information sharing, management, monitoring and public accountability; and	1		Shared		By 2018	ICT strategy implementation
aa) Allocate adequate budgets for participatory processes.	1*	Counties		National	Continuous	Action through annual budget commitments.
3. URBAN FINANCE						
Objective: Build efficient financial management systems in urban areas.						
3.2 Urban fiscal policy and local development. RECOMMENDATIONS:						
i) Manage finances according to the financial management principles provided for in Article 201 of the Constitution and enabling laws;	1*	Counties		National	Continuous	Action through 5-year IDEPs, 3 year MTEFs and annual budget commitments.
j) Develop mid-term plans and strategies for infrastructure	1*	Counties		National	Continuous	Action through 5-year

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
development and service provision;						IDEPs, 3 year MTEFs and annual budget commitments.
k) Develop a strategy for investments promotion;	1*	Counties		National	Continuous	Action through 5-year IDEPs, 3 year MTEFs and annual budget commitments.
l) Finance projects that have a high positive impact on social well-being of the citizens;	1*	Counties		National	Continuous	Action through 5-year IDEPs, 3 year MTEFs and annual budget commitments.
m) Develop revenue collection systems that will increase efficiency;	1*	Counties		National	Continuous	Action through spatial planning and urban IDEPs.
n) Develop adequate accountability mechanism;	1*	Counties		National	Continuous	Action through spatial planning and urban IDEPs.
o) Invest in institutional capacity building; and	1*	Counties		National	Continuous	Formation of urban boards/committees.
p) Develop strategies for encouraging local economic planning (development) - LED.	1*	Counties		National	Continuous	Formation of urban boards.
3.3 Financing urban services. RECOMMENDATIONS:						
f) Establish fully owned independent service units to manage the delivery of basic services;	1	Counties		National	Continuous	Formation of urban boards/committees.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
g) Hand over the assets and corresponding liabilities to these service units;	2	Counties		National	Continuous	Formation of urban boards/committees.
h) Ensure that all funds raised by the autonomous service units are utilized to improve service delivery;	1	Counties		National	Continuous	Through budget commitments
i) Fund the development of infrastructure; and,	1*	Counties		National	Continuous	Through budget commitments
j) Outsource non-core services to the private sector.	1*	Counties		National	Continuous	Procurement, PPP
3.4 Devolution and fiscal decentralisation. RECOMMENDATIONS:						
e) Ensure that only settlements meeting the criteria provided by legislation are given urban status;	1*	Counties		National	Continuous	Classification
f) Ensure that urban areas are adequately funded to transform them into engines of urban and rural development;	1		Shared		Annual cycle	Action through 5-year IDEPs, 3 year MTEFs and annual budget commitments, PPP
g) Rationalize existing urban areas in line with national legislation; and	1*	Counties		National	Continuous	Classification
h) Ensure that all urban areas are adequately funded from local, county and national sources.	1*	Counties		National	Continuous	Action through annual budget commitment, Urban Fund, Equalization Fund
3.5 Urban revenue.						
3.5.1 Ensuring adequate resources and a robust revenue base. RECOMMENDATIONS:						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
a) Promote revenue mobilisation by pegging financial transfers to the efficiency of local revenue collection by urban and city management entities;	1*	Counties		National	Continuous	Urban Fund, lobbying
b) Adopt an incentive scheme to reward good financial performance among urban areas	1*	Counties		National	Continuous	Urban Fund, lobbying
c) Develop innovative and effective sources of finance to fund urban development and the provision of services.	1*	Counties		National	Continuous	Urban Fund, PPP, lobbying
3.5.2 Efficiency in revenue collection. RECOMMENDATIONS:						
e) Strengthen their capacity to collect revenues;	1*	Counties		National	Continuous	Action through annual budget commitments, revenue enhancement strategy, incentives, penalties
f) Undertake public education on the need to pay taxes;	1*	Counties		National	Continuous	Incentives, sensitization
g) Where appropriate, out-source the revenue collection function; and	1*	Counties		National	Continuous	Procurement, PPP
h) Recover outstanding revenues from any appropriate source of income and assets of defaulters, including freezing accounts of such defaulters.	1*	Counties		National	Continuous	Enforcement of relevant laws
3.5.4 Maximising generation of internal revenues from property tax and other resources. RECOMMENDATIONS:						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
e) Reform the property tax regime to make it easier to implement.	1	Counties		National	2018	Policy and legislation
f) Continuously update property databases to enhance accuracy and consequently, tax compliance;	1*	Counties		National	Continuous	Periodic updating, integration of databases
g) Prepare valuation rolls for rating;	1	Counties		National	Continuous	Action through annual budget commitments.
h) Bring all properties within the jurisdiction of urban areas into the tax bracket.	1*	Counties		National	Continuous	Action through annual budget commitments.
3.5.5 User charges.						
RECOMMENDATIONS:						
a) Adopt, at a minimum, cost-recovery pricing strategies to assure sustainability of service provision;	1*	Counties		National	Continuous	Action through annual budget commitments, cost recovery pricing strategy
b) Utilize cross-subsidies – wherever possible with full cost recovery - to ensure access for the poor to basic urban services; and,	1*	Counties		National	Continuous	Action through annual budget commitments.
c) Computerize the customer base to enhance the efficiency of revenue forecasting and collection.	1*	Counties		National	Continuous	Action through annual budget commitments.
3.5.6 Enhance the revenue generated from natural resources. RECOMMENDATIONS:						
a) Legislate the sharing of revenues raised from royalties and management of natural resources;	1	National		County	2018	Policy and legislation
b) Ensure that such legislation mainstreams the participation of local communities in making decisions	1*		Shared		Continuous	Civic education,

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
assessment and change management.						building plan
3.8.2 Urban financial reporting systems. RECOMMENDATIONS:						
e) Strengthening the financial management system to secure internal controls that are linked to the budgetary process;	1*	Counties		National	Continuous	Action through annual budget management and IFMIS
f) Adopt financial reporting frameworks based on accounting standards that are spelt out by the National Treasury and benchmarked against international best practice;	1*	Counties		National	Continuous	Deploy nationally approved reporting frameworks
g) Prepare annual audited financial reports and publish these in appropriate media with wide circulation; and	1*	Counties		National	Continuous	Publish FR in accordance with PFM Act
h) Commit sufficient resources towards engaging professionals in ensuring prudent financial management.	1*	Counties		National	Continuous	Capacity building and outsourcing
4. URBAN ECONOMICS						
Objective: Create systems for vibrant economic growth and development in urban areas.						
4.2 The Urban Economy and National Development. RECOMMENDATIONS:						
d) Formulate plans for the development of urban areas through investments in large scale infrastructure programmes so as to influence balanced urbanisation;	1*	National		Counties	Continuous	Action through spatial planning and supporting investment.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
g) Collaborate with the private sector in planning, funding and implementing infrastructure projects; and	1*		Shared		Continuous	Action through spatial plans and IDEPs
h) Customize PPP regulations to the financing needs of urban development.	1*		Shared		Continuous	Regulations through consultations
3.7.4 Borrowing.						
RECOMMENDATIONS:						
c) Legislate a mechanism that will guarantee urban authorities unfettered but prudent access to long term credit and external financing for capital investment; and	1		Shared		By 2018	Regulations through consultations
d) Legislate for the issue of urban bonds as a sustainable mechanism for accessing capital.	1		Shared		By 2018	Regulations through consultations
3.8 Risk management and financial reporting.						
3.8.1 Risk management.						
RECOMMENDATIONS:						
e) Prioritize institutional risk management and development of an Enterprise Risk Framework;	1*		Shared		Continuous	Risk management strategy including the enterprise risk framework
f) Enhance the role of the audit function – both internal and external - including non-financial aspects of audit such as value for money;	1*		Shared		Continuous	Capacity building
g) Take deliberate steps to secure the independence of the audit function; and,	1*	Counties		National	Continuous	Ensure independence from the County Treasury function
h) Invest in capacity building for institutional risk	1*	Counties		National	Continuous	Annual capacity

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
over the management of natural resource; and, c) Apply objective criteria for sharing the revenues between urban areas and other parts of the county government.	1*	County		National	Continuous	Policy paper
3.5.7 Resolving non-performing loans and statutory debt. RECOMMENDATIONS:						
a) Ensure that the outstanding debts of urban authorities are settled within the meaning of Articles 203(1) (b) and 214(2) and provisions made for their resolution;	1*		Shared		Continuous	Legal action
b) Undertake the development of debt resolution mechanisms; and	1*		Shared		Continuous	Budget, arbitration
c) Ensure appropriate management of their finances based on the principles of sustainability, accountability, efficiency and equity.	1*		Shared		Continuous	Enforcement of PFM Act
3.6 Budgeting and budgetary controls.						
3.6.1 Budget formulation. RECOMMENDATIONS:						
h) Legislate the use of medium-term expenditure frameworks, integrated development plans and strategic plans in the management of urban areas	1*	Counties		National	Continuous	Continue through annual budgets, within rolling MTEF, to implement urban IDEPs
i) Institutionalize checked autonomy of urban boards/committees in budget implementation in liaison with the Office of the Controller of Budget for assessment of compliance;	1*	Counties		National	Continuous	Already committed through annual budgets, within rolling MTEF, to implement urban IDEPs

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
j) Ensure that budgets shall be based on approved plans;	1*	Counties		National	Continuous	Enforcement of the urban IDEP legislation
k) Prepare annual budgets based on the approved medium term expenditure framework, the integrated urban development plan and the urban authority's strategic plan;	1*	Counties		National	Continuous	Already committed through annual budgets, within rolling MTEF, to implement urban IDEPs
l) Establish an emergency fund by committing a given proportion of urban revenue towards emergencies;	1*	Counties		National	Continuous	Commit through annual budgets, within rolling MTEF, to implement urban IDEPs
m) Strengthen the process of budgeting by ensuring participation of professionals in budget formulation and monitoring; and	1*	Counties		National	Continuous	Capacity building
n) Provide for effective public participation in the formulation of annual budgets.	1*	Counties		National	Continuous	Through ARPB process
3.6.2 Budget implementation and control.						
RECOMMENDATIONS:						
e) Ensure that all expenditure is based on approved annual budgets;	1*	Counties		National	Continuous	Already required through annual budgets, within rolling MTEF, to implement urban IDEPs
f) Prepare quarterly budget realization reports in accordance with approved procedures; and,	1*	Counties		National	Continuous	Already required through annual

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
						budgets, within rolling MTEF, to implement urban IDePs
g) Publish a summary of the quarterly budget realization reports for public consumption.	1*	Counties		National	Continuous	Already required through annual budgets, within rolling MTEF, to implement urban IDePs
h) Facilitate the monitoring of budget execution by all stakeholders.	1*	Counties		National	Continuous	Already required through annual budgets, within rolling MTEF, to implement urban IDePs
3.7 Financing urban development. RECOMMENDATIONS:						
a) Collaborate to develop projects that guarantee efficient resource utilisation;	1*		Shared		Continuous	Frameworks developed accordingly to identified needs and opportunities (e.g. cross border sanitation).
b) Promote the establishment of an Urban Development Fund to fund infrastructure, services and private investment in the urban areas; and	1	National		Counties	2017	Action through national budget,
c) Establish joint committees/mechanisms to implement	1*		Shared		Continuous	Through the intergovernmental

	Priority	Lead agency	Shared	Support agency	Time frame	Method of Implementation
projects across county boundaries.						relations committee
3.7.1 Internally generated funds and national government transfers. RECOMMENDATIONS:						
c) Take deliberate steps to direct at least 40% of internally generated funds and transfers from the national government to development expenditure; and,	1*		Shared		Annual	Action through annual budget commitments.
d) Incrementally grow the share of available funds dedicated to development expenditure.	1*		Shared		Annual	Action through annual budget commitments.
3.7.2 Equalisation fund. RECOMMENDATIONS:						
c) Present their case to the national government for a share of the equalisation fund, where justified, to finance the provision of basic services; and	1*	Counties		National	Continuous	Present justification for submission
d) Ensure prudent management of their portions of Equalization Fund.	1*		Shared		Continuous	Management through annual budget and audits
3.7.3 Mobilising private capital. RECOMMENDATIONS:						
e) Seek private capital to finance urban development by providing appropriate incentives to private partners, such as guarantees and facilitation through direct inputs such as land;	1*	County		National	Continuous	Explore PPP initiatives, Bonds and other initiatives
f) Improve the financial standing of urban areas to attract private capital for infrastructure development;	1*	National		Counties	Continuous	Action to improve credit worthiness

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
e) Plan the orderly development of urban areas within transport corridors; and,	1	Counties		National	Continuous	Action through spatial planning and supporting investment
f) Inter-connect transportation corridors so as to further integrate the development of urban areas.	1*	Counties		National	Continuous	Action through spatial planning and supporting investment
4.3 Global Competitiveness of Urban Areas. RECOMMENDATIONS:						
e) Harmonise the business regimes to improve the ease of doing business in our urban areas;						
Develop a national strategy for improving urban competitiveness and encourage counties to pursue policies that attract local and foreign investments						
f) Facilitate the provision of world class infrastructure and services in all urban areas; and	1*	National		Counties	Continuous	Action through spatial planning and supporting investment
g) Ensure that there is continuous fiscal stability in the national economy.	1*	National		Counties	Continuous	Action through annual budget commitments.
4.4 Promoting urban investment. RECOMMENDATIONS						
j) Promote inter-city investment forums for large investments and information sharing;	1*	National		Counties	Continuous	Action through metropolitan initiatives
k) Build the capacity of the staff dealing with investment and trade promotion; and,	1*	Counties		National	Continuous	Capacity building
l) Prepare national economic development plans.	1*	National		Counties	Continuous	Full consultation with the counties

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
m) Ensure provision of adequate infrastructure in urban areas;	1*		Shared		Continuous	Action through spatial planning and supporting investment
n) Promote awareness of the available investment opportunities;	1*	Counties		National	Continuous	Urban marketing strategy
o) Promote improved taxation regime;	1*	Counties		National	Continuous	Explore tax incentives possibilities
p) Increase access to serviced land;	1*	Counties		National	Continuous	Action through spatial planning and supporting investment
q) Build efficient administration; and	1*	Counties		National	Continuous	Develop sustainable management system
r) Prepare LED plans and strategies.	1*	Counties		National	Continuous	Through spatial & economic planning and budget commitments.
4.5 Rural-urban linkages for development. RECOMMENDATIONS:						
f) Encourage agro-processing enterprises close to urban areas to support livelihoods for both urban and urban catchment populations;	1*	Counties		National	Continuous	Action through spatial planning, supporting investment and capacity building.
g) Encourage specific programmes granting support to small- and medium-sized enterprises in urban areas;	1*	Counties		National	Continuous	Action through credit facilities.
h) Sustain the focus on the establishment of infrastructure linking urban areas with rural hinterlands;	1*	Counties		National	Continuous	Action through spatial planning, supporting

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
						investment and capacity building
i) Plan urban peripheries alongside the respective urban areas; and,	1*	Counties		National	Continuous	Action through spatial planning, supporting investment and capacity building
j) Strengthen urban economy in the counties to stem urban in-migration.	1*	Counties		National	Continuous	Strengthen county economies
4.6 Promoting urban industrial development.						
RECOMMENDATIONS:						
n) Institute appropriate mechanisms that will catalyse the development of industries in urban areas, to make such areas more productive;	1*	Counties		National	Continuous	Action through spatial planning, supporting investment
o) Fast-track regulatory reforms that promote transparent procedures for allocating industrial land to investors;	1*	Counties		National	Continuous	Establish investment promotion councils
p) Institute mechanisms to lower the cost of key utility services;	1*	Counties		National	Continuous	Improve efficiency of service delivery; liberalise service providers
q) Encourage sub-contracting arrangements between SMEs and large enterprises	1*	Counties		National	Continuous	Action through incentives such as tax rebates and duty waivers
r) Engage the private sector to promote product and skills development, capacity building, and standards and	1*	Counties		National	Continuous	Action through research and

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
quality assurance						
s) Fast-track regulatory and institutional reforms that respond swiftly and efficiently to the needs of the local industry, especially SMEs, and that also support the growth and development of these firms;	1*	Counties		National	Continuous	development (R&D); Regulatory and institutional reforms fast tracked
t) Allocate a considerable portion of their procurement contracts to the local industry;	1*	Counties		National	Continuous	Action through procurement systems
u) Work with the financial sector to support affordable microfinance and venture capital as a way of promoting the establishment and growth of SMEs;	1*	Counties		National	Continuous	Action through annual business and investment plan
v) Establish and support documentation centres and information networks to provide information to potential investors and SMEs;	1*	Counties		National	Continuous	Establish county investment promotion office
w) Prioritize and secure land for industrial development;	1*	Counties		National	Continuous	Action through spatial planning, supporting investment
x) Identify priority sectors for industrial promotion specific to county peculiarities;	1*	Counties		National	Continuous	Action through annual investment and business plan
y) Support marketing of locally produced products; and,	1*	Counties		National	Continuous	Action through annual investment and business plan
z) Improve access to serviced land for industrial development.	1*	Counties		National	Continuous	Action through spatial planning, supporting investment

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
4.7 Promoting agglomeration through new specialised urban areas.						
RECOMMENDATIONS:						
e) Mobilize capital for public infrastructure through direct funding but also through PPPs;	1*	Counties		National	Continuous	Action through spatial planning, supporting investment and capacity building.
f) Create an enabling environment to attract private finance to complement public investments in infrastructure;	1	National		Counties	Continuous	Action through annual investment and business plan
g) Apply appropriate international best practices in planning and managing the new towns; and	1	Counties		National	Continuous	Action through spatial planning, supporting investment and capacity building
h) Build the capacity to plan and manage urban areas through specialised institutional mechanisms and legislation.	1*	Counties		National	Continuous	Utilise national institutions, including universities, to build capacity
4.8 Local economic development.						
4.8.1 Local economic planning.						
RECOMMENDATIONS:						
a) In collaboration with national planning agencies, initiate baseline studies of the local urban economy to generate economic planning data;	1*	Counties		National	Continuous	Baseline surveys through spatial planning
b) Within the legal requirement for integrated urban	1*	Counties		National	Continuous	Baseline surveys

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
development planning, formulate a set of LED policies and a coherent strategy for promoting the growth of employment and income in the urban areas; and						through spatial planning
c) Ensure that LED strategies identify the predominant sectors of the local economy that aim to fully exploit the counties' comparative advantages in resource endowments.	1*	Counties		National	Continuous	Through spatial planning and Urban IDePs
4.8.2 Framework for promoting LED and Public-Private Partnerships. RECOMMENDATIONS:						
d) Implement legal frameworks to promote the use of the LED approach by urban authorities; including systematic collection and analysis of economic planning statistics;	1*	Counties		National	Continuous	Through urban IDePs
e) Strengthen the human resource capacity for LED at county and municipal levels; and	1*	Counties		National	Continuous	Capacity building
f) Promote a conducive environment for LED.	1*	Counties		National	Continuous	Action through spatial planning, supporting investment
URBAN CORE						
5. URBAN PLANNING						
Objective: Mainstream spatial planning to drive sustainable urban development.						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
5.2 Public participation in urban planning. RECOMMENDATIONS:						
h) Legislate on public participation in urban planning;	1*	Counties				
i) Develop and institutionalize guidelines on public participation;	1*	Counties				
j) Mainstream public participation in urban development activities;	1*	Counties				
k) Improve access to information to facilitate public participation;	1*	Counties		National	Continuous	Public participation is embedded in relevant legislations as practiced through spatial planning.
l) Ensure that the public is adequately informed about planning proposals;	1*	Counties				
m) Foster public-private partnerships in monitoring and evaluation of planning activities; and,	1*	Counties				
n) Ensure regular monitoring and evaluation of the effectiveness public participation in urban planning.	1*	Counties				
5.3 Urban renewal and redevelopment. RECOMMENDATIONS:						
h) Legislate on urban renewal and economic regeneration as a basis for enabling urban areas to face global and local competitiveness;	1*	Counties		National	Continuous	
i) Promote urban regeneration programmes to increase intensification and densification of prime land use in cities;	1*	Counties		National	Continuous	
j) Maintain neighbourhood infrastructure;	1*	Counties		National	Continuous	

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
k) Re-design and develop infrastructure in support of high growth sectors in urban centres;	1*	Counties		National	Continuous	
l) Promote the formation of neighbourhood associations to foster public participation on issues of urban areas by the residents;	1*	Counties		National	Continuous	Legislation exists; Action through spatial planning, supporting investment
m) Formalise landholding in urban informal settlements; and	1*	National		Counties	Continuous	
n) Improve access to affordable services.	1*	National		Counties	Periodical	
5.4 Identification and classification of urban areas. RECOMMENDATIONS:						
e) Legislate criteria for the classification and designation of urban areas;	1		Shared		Periodical	
f) Develop guidelines for the classification of urban land uses and design;	1		Shared		Periodical	
g) Facilitate the development of at least one municipality in every county; and	1	Counties		National	Current	All committed through the Urban Areas and Cities (Amendment) legislation (5 Aug 2015).
h) Assign every county headquarters (capital), municipal status.	1	Counties		National	Current	
5.5 Designation and establishment of special purpose urban areas. RECOMMENDATIONS						
d) Legislate criteria for the designation and establishment of special purpose urban areas;	1	Counties		National	Continuous	Action through spatial planning.
e) Research and document the comparative advantage of each urban area as the basis for their development; and	1*	Counties		National		Action through spatial planning.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
f) Develop urban areas on the basis of their comparative advantage.	1*	Counties		National	Continuous	Action through spatial planning.
5.6 Conservation and urban heritage. RECOMMENDATIONS:						
f) Legislate on the criteria for Identification and classification of urban heritage sites;	1	Counties		National	Continuous	
g) Establish mechanisms for the awareness of importance of conservation of urban heritage;	1	Counties		National	Continuous	
h) Establish collaboration mechanism among players in the conservation urban heritage;	1	Counties		National	Continuous	
i) Develop an integrated urban heritage conservation strategy; and	1	Counties		National	Continuous	Action through spatial planning and supporting investment
j) Domesticating international heritage treaties and conventions on urban heritage.	1	Counties		National	Continuous	
5.7 Balanced urban development. RECOMMENDATIONS:						
h) Proactively engage in urban planning and investment as a basis for structuring balanced urban development;	1*	Counties		National	Continuous	
i) Promote the development of all county headquarters as strategic urban areas with a defined minimum bundle of services and infrastructure;	1	Counties		National	Continuous	
j) Ensure that county governments establish a sustainable, integrated and cost-effective hierarchy of lower-level urban areas as focal points for service provision;	1	Counties		National	Continuous	Action through spatial planning and supporting investment
k) Improve transport and communication links between	1*	Counties		National	Continuous	

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
urban areas and their hinterlands;						
l) Provide an equalization and affirmative fund for the development of urban areas;	1	Counties		National	Continuous	Action through annual budget.
m) Provide resources for the improvement of security, infrastructure and information systems in urban areas; and,	1*	Counties		National	Continuous	Action through annual budget.
n) Establish an integrated database in every county linked to the national spatial data infrastructure.	1*	Counties		National	Continuous	Action through County Planning Unit
5.8 Smart growth planning. RECOMMENDATIONS:						
i) Promote compact urban development and smart growth planning, including the planning of peri-urban areas;	1*	Counties		National	Continuous	Action through spatial planning.
j) Require planning authorities and associations to inform and educate members of the public on values and principles of compact urban planning and development;	1*	Counties		National	Continuous	Action through spatial planning.
k) Review and enforce laws and regulations on land subdivision, survey, allocation and sale or transfer to ensure conformity with planning requirements;	1*	Counties		National	Continuous	Action through spatial planning.
l) Ensure that no registration and titling of urban land takes place outside the framework of approved urban development plans;	1*	Counties		National	Continuous	Action through spatial planning.
m) Ensure that transport systems and land use planning are integrated;	1*	Counties		National	Continuous	Action through spatial planning.
n) Ensure provision of serviced land for urban development;	1*	Counties		National	Continuous	Action through spatial planning.
o) Mainstream environmental concerns in urban and city	1*	Counties		National	Continuous	Action through spatial

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
planning and development; and p) Engage an inter-governmental relations framework to resolve inter-jurisdictional issues.	1*		Shared		Periodical	planning. Through inter-governmental mechanisms
5.9 Integrated urban planning and development. RECOMMENDATIONS:						
i) Review and harmonize all legislation relating to urban planning and development to mainstream an integrated approach;	1	National		Counties	Continuous	Action through amend/ repeal legislation accordingly
j) Ensure establishment of a National Institute for Urban Development to provide for Training, Research and Planning;	2	National		Counties	Continuous	Action through annual budget commitments.
k) Ensure that every County establishes a Department or Unit to undertake Urban Development Research and Planning;	1	Counties		National	Continuous	Action through annual budget commitments.
l) Foster public-private sector partnerships for urban development;	1*	Counties		National	Continuous	Action through annual investment business plan.
m) Undertake strategic environmental assessments and annual audits for programmes for urban areas;	1*	Counties		National	Continuous	Action through spatial planning and project appraisals.
n) Ensure that social impact assessments are conducted ahead of the implementation of urban projects;	1*	National		Counties	Continuous	Action through spatial planning and project appraisals.
o) Roll out massive training programme for urban	1*	National		Counties	Continuous	Action IDEPs, MTEFs

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
professionals in the country; and						and annual budgets.
p) Make budgetary provisions commensurate with the importance of urban areas in national and county budgets.	1*	National		National	Continuous	Action through annual budgeting
5.10 Urban design and architecture. RECOMMENDATIONS:						
d) Develop standards and guidelines for the creation of urban design to cater for different bio – physical, socio-cultural and economic characteristics;	1	Counties		National	Continuous	
e) Ensure that urban areas create and maintain attractive built environment; and,	1*	Counties		National	Continuous	Action through spatial planning and supporting investment
f) Promote capacity development of urban design professionals.	1*		Shared		Continuous	
5.11 Research. RECOMMENDATIONS:						
h) Promote research in urban development to provide insight on emerging urban issues and provide solutions to such issues;	1*	Counties		National	Continuous	
i) Initiate periodic research on urban issues;	1*	Counties		National	Continuous	
j) Make interventions on urban development based on research;	1*	Counties		National	Continuous	
k) Institutionalise monitoring and evaluation of urban planning and development processes; and	1*					Action through monitoring & evaluation in support for spatial planning
l) Institutionalize mandatory periodic auditing of urban	1*	Counties		National	Continuous	

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
development.						
5.12 M&E. RECOMMENDATIONS:						
c) Institutionalise monitoring and evaluation of urban planning and development processes; and	1*	Counties		National	Annual	Action through IDEPs
d) Institutionalize mandatory periodical auditing of development plans.	1*	Counties		National	Continuous	Action through IDEPs
6. URBAN LAND, ENVIRONMENT & CLIMATE CHANGE						
Objectives:						
Improve access to land of the right quality for urban development.						
Promote urban environmental planning and management as well as climate change adaptation in urban areas.						
6.2 Land						
6.2.1 Land for urban development:						
RECOMMENDATIONS:						
h) Prepare inventories of land within all urban areas;	1*	Counties		National	Continuous	Action through spatial planning and supporting investment
i) Regularly assess the demand and supply of land for urban development;	1*		Shared		Continuous	Action through spatial planning and supporting investment

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
j) Identify and acquire adequate land for urban development;	1*	Counties		National	Continuous	Action through spatial planning and supporting investment
k) Legislate a mechanism for ensuring compliance with approved urban plans;	1	Counties		National	Continuous	Enforce current legislation
l) Formalise land ownership in informal neighbourhoods;	1*	Counties		National	Continuous	Action through spatial planning and supporting investment
m) Legislate against land hoarding; and	1	National		Counties	Continuous	Enforce current legislation
n) Promote land banking to meet current and future demands.	1*	Counties		National	Continuous	Action through spatial planning and supporting investment
6.2.2 Land preparation – surveying, planning and registration of land for urban development: RECOMMENDATIONS:						
e) Put in place mechanisms to ensure timely preparation of land for urban development;	1*		Shared		Continuous	Action through spatial planning and supporting investment
f) Harmonize legislation and regulations dealing with surveying, planning and registration of land for urban development;	1*		Shared		Continuous	Action through amend/ repeal legislation accordingly
g) Develop comprehensive national and county land monitoring and evaluation frameworks; and	1*	National		Counties	Continuous	Through National Land Commission
h) Register all public utility land to protect it from illegal	1*	National		Counties	Continuous	Through National Land

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
privatisation.						Commission
6.2.3 Land allocation: RECOMMENDATIONS:						
e) Streamline and digitise all land records in urban areas;	1*	National		Counties	Continuous	Action through spatial planning and supporting GIS.
f) Put in place mechanisms for the resolution of multiple allocations;	1*	National		Counties	Continuous	Through National Land Commission
g) Investigate and punish illegality and irregularity in past land allocations; and	1*	Counties		National	Continuous	
h) Streamline the process for the allocation of public land.	1*	Counties		National	Continuous	
6.2.4 Land utilisation: RECOMMENDATIONS:						
d) Promote optimal utilization of land to yield the best results;	1*	Counties		National	Continuous	
e) Ensure compliance with land development control regulations; and	1*	Counties		National	Continuous	Action through spatial planning.
f) Discourage urban sprawl.	1*		Shared		Continuous	
6.2.5 Land records and information systems: RECOMMENDATIONS:						
e) Establish efficient interactive digital land Information Systems (LIS) in all urban areas;	1		Shared		Continuous	
f) Issue guidelines for regular updating of urban land information systems;	1		Shared		Continuous	
g) Create land-based addresses in urban areas; and	1	Counties		National	Continuous	Through NLC
h) Recommend a replica of Ardhi House in every county.	1	National		Counties	Continuous	Devolve services from

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
						Ardhi House
6.2.6 Urban public open space and other community land: RECOMMENDATIONS:						
e) Undertake an inventory of all land for public open spaces and other community land;	1	Counties		National	Continuous	
f) Establish measures for securing such land through surveying, planning and titling;	1	Counties		National	Continuous	
g) Institutionalize the custody of such land; and	1	Counties		National	Continuous	
h) Establish mechanisms to ensure no unjustified change-of-user for such land.	1	Counties		National	Continuous	Action through spatial planning and development control
6.2.7 Public open spaces, parks and recreational facilities. RECOMMENDATIONS:						
h) Set criteria for provision of public open spaces, parks, and other recreational facilities in urban areas;	1	Counties		National	Continuous	
i) Provide adequate multifunctional public open spaces and cultural facilities such as libraries, museums and theatres, some at the neighbourhood level;	1*	Counties		National	Continuous	
j) Rehabilitate quarries and other degraded areas for use as public open spaces, parks and other recreational facilities;	1*	Counties		National	Continuous	
k) Put in place measures to secure the space allocated for such facilities;	1*	Counties		National	Continuous	
l) Develop a 'culture of maintenance' and improve budgeting processes so that funds for maintenance are included in annual budgets;	1*	Counties		National	Continuous	Action through spatial

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
m) Pursue innovative and participatory/partnership approaches to the provision, ownership; operation and maintenance of open spaces, libraries, cultural centres, and recreational facilities; and,	1*	Counties		National	Continuous	planning and supporting investment
n) Explore opportunities to tap the potential of hitherto untapped natural resources, for example, for public purposes like river banks and beaches for recreational purposes.	1*	Counties		National	Continuous	
6.2.8 Urban agriculture						
RECOMMENDATIONS:						
j) Include urban agriculture land use in the planning of urban areas;	1	Counties		National	Continuous	
k) Provide more land including peri-urban areas for urban agriculture;	1	Counties		National	Continuous	
l) Promote non-traditional agriculture practices;	1*	Counties		National	Continuous	
m) Encourage use of forested and protected areas including water bodies for non-traditional agriculture practices like bee keeping, aquaculture;	1*	Counties		National	Continuous	Action through spatial planning and supporting investment
n) Sensitization and awareness creation for urban agriculture;	1*	Counties		National	Continuous	
o) Review of prohibitive legislation on urban agriculture; and	1*	Counties		National	Continuous	
p) Promote small holder urban agriculture.	1*	Counties		National	Continuous	
6.3 The Urban Environment.						
6.3.1 Water, air and land quality.						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
RECOMMENDATIONS:						
f) Enforce compliance with environmental legislation;	1*	Counties		National	Continuous	
g) Establish urban area-wide integrated environmental planning and management;	1*	Counties		National	Continuous	Action through annual budget commitments.
h) Encourage conservation and preservation of urban water and land resources...	1*	Counties		National	Continuous	Action through annual budget commitments.
i) Promote the application of the polluter-pays-principle; and	1*	Counties		National	Continuous	Action through annual budget commitments.
j) Support the adoption of environmentally friendly technology.	1*	Counties		National	Continuous	Action through spatial planning.
6.3.2 Settlements in hazard prone areas.						
RECOMMENDATIONS:						
d) Identify and gazette all hazard prone areas;	1	Counties		National	Continuous	Action through spatial planning.
e) Enforce development regulations in hazard prone areas; and	1*	Counties		National	Continuous	Action through spatial planning and development control
f) Relocate households occupying environmentally sensitive or hazard prone areas.	1*	Counties		National	Continuous	Action through annual budget commitments.
6.3.3 Degradation and depletion of natural resources.						
RECOMMENDATIONS:						
f) Promote efficiency in resource utilization for urban development;	1*	Counties		National	Continuous	Action through annual budget commitments.
g) Promote technological innovations and the use of	1*	Counties		National	Continuous	Action through annual budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
alternative eco-friendly raw materials and other inputs;						budget commitments.
h) Enforce regulation on payment for ecosystem services;	1*	Counties		National	Continuous	Action through annual budget commitments.
i) Enforce regulations and safety measures in natural resource utilization; and	1*	Counties		National	Continuous	Action through annual budget commitments.
j) Rehabilitate degraded eco-systems.	1*	Counties		National	Continuous	Action through annual budget commitments.
6.3.4 Loss of biodiversity RECOMMENDATIONS:						
d) Identify and conserve biodiversity resources;	1*	Counties		National	Continuous	Action through annual budget commitments.
e) Promote knowledge on biodiversity conservation; and	1*	Counties		National	Continuous	Action through annual budget commitments.
f) Replenish the lost diversity.	1*	Counties		National	Continuous	Action through annual budget commitments.
6.3.5 Diminishing green urban spaces RECOMMENDATIONS:						
d) Promote the creation and conservation of ample green spaces;	1*	Counties		National	Continuous	Action through spatial planning and annual budget commitments.
e) Support planting of trees, including indigenous flora; and	1*	Counties		National	Continuous	Action through annual budget commitments.
f) Initiate a policy for the greening of private spaces and public utility areas.	1*		Shared		Continuous	Action through spatial planning annual budget

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
6.3.6 Greenhouse gases RECOMMENDATIONS:						
d) Promote the use of eco-friendly technologies that reduce the emission of greenhouse gases;	1*		Shared		Continuous	Action through annual budget commitments.
e) Promote efficient, safe and affordable integrated urban transport systems; and,	1*		Shared		Continuous	Action through annual budget commitments.
f) Educate the public on the negative impact of greenhouse gases.	1*	Counties		National	Continuous	Action through annual budget commitments.
6.3.7 Rationalising urban environmental management mandates. RECOMMENDATIONS:						
c) Streamline institutional mandates on urban environmental management; and	1*	Counties		National	Continuous	Action through IDEPs and capacity building plan
d) Regularly monitor urban environmental management.	1*		Shared		Continuous	Action through spatial planning and its M&E.
6.4 Climate change						
f) Promote better quality housing that is adaptive to climate change;	1*	Counties		National	Continuous	Civic education
g) Institutionalise the development of green urban landscapes with networks of open spaces and parks;	1		Shared		Continuous	Action through spatial planning
h) Incorporate climate in urban infrastructure design and flood protection;	1*		Shared		Continuous	Action through dynamic research

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
i) Promote technological innovation for climate change adaptation and mitigation; and,	1*		Shared		Continuous	Action through dynamic research agenda.
j) Expand access to information about climate change through research, education, periodic vulnerability assessments, and impact monitoring at national, county and urban levels.	1*		Shared		Continuous	Action through dynamic research agenda.
7. URBAN INFRASTRUCTURE						
Objective: Promote the development of requisite infrastructure and services in urban areas.						
7.2 Infrastructure in urban development						
RECOMMENDATIONS:						
h) Develop and publicise standards and guidelines for provision of physical infrastructure and services;	1	National		Counties	2018	Action through annual budget commitments.
i) Adopt compact planning for urban areas;	1*	Counties		National	Open	Action through spatial planning.
j) Integrate environmental concerns in the development, operation and maintenance of infrastructure;	1*	Counties		National	Continuous	Action through annual budget commitments.
k) Put in place mechanisms to ensure coordination of	1	Counties		National	2018	Action through annual

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
infrastructure development with land use planning and financing including PPP;						budget commitments.
l) Ensure proper maintenance of available infrastructure;	1*	Counties		National	Continuous	Action through annual budget commitments.
m) Use alternative low-cost technologies to provide infrastructure; and	1*	Counties		National	Continuous	Action through annual budget commitments.
n) Make adequate budgetary provision for the development and maintenance of infrastructure.	1*	Counties		National	Continuous	Action through annual budget commitments.
7.3 Transportation						
RECOMMENDATIONS:						
a) Ensure that all urban areas prepare and implement an appropriate transportation strategy with emphasis on mass transport, pedestrian and cycling modes;	1*	Counties		National	Continuous	Action through spatial planning and budget commitments.
b) Ensure safe, affordable, efficient, comfortable, reliable, inter-connected and sustainable transport systems in urban areas;	1	Counties		National	2018	Action through spatial planning and budget commitments.
c) Ensure that the urban transport system is properly integrated with land use planning and development;	1	Counties		National	Continuous	Action through spatial planning and budget commitments.
d) Acquire and protect land reserves for transportation facilities;	1*	Counties		National	Continuous	Action through spatial planning.
e) Develop a transport system that more efficiently supports the economic development of urban areas and is interconnected with the rest of the country and neighbouring countries;	1*	Counties		National	Continuous	Action through annual budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
f) Establish a comprehensive transportation management information system for all transportation modes;	2	Counties		National	2019	Action through annual budget commitments.
g) Enforce (a) emission testing in all transport modes and (b) the polluter pays principle;	1	Counties		National	2019	Action through urban IDEP.
h) Set standards and guidelines for timely decommissioning of vehicles, marine vessels, aircraft and trains; and,	1	Counties		National	2019	Action through urban IDEP.
i) Harmonise the roles and mandates of all transportation agencies in the urban sector.	1	Counties		National	2019	Action through urban IDEP.
7.4 Water and sanitation services						
RECOMMENDATIONS:						
n) Protect and conserve water towers and other water sources;	1*	Counties		National	Continuous	Action through spatial planning and annual budget commitments.
o) Ensure sustainable and affordable access to safe water and sanitation for the entire urban populations;	1*	Counties		National	Continuous	Action through spatial planning and annual budget commitments.
p) Ensure adequate water and sanitation for industrial development;	1*	Counties		National	Continuous	Action through annual budget commitments.
q) Implement the legal framework that promotes equitable pricing of water and sanitation services;	1*	Counties		National	Continuous	Action through IDEP.
r) Develop and manage water resources with the aim of increasing per capita availability to 1,000m ³ ;	1*	Counties		National	Continuous	Action through annual budget commitments.
s) Ensure good governance in the sector to ensure that human rights to water and sanitation are protected;	1*	Counties		National	Continuous	Action through IDEP.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
t) Implement strategies that deliberately address water and sanitation needs of the urban poor;	1*	Counties		National	Continuous	Action through annual budget commitments.
u) Invest in capacity development including research, technology and innovation;	1*	Counties		National	Continuous	Action through annual budget commitments.
v) Develop an appropriate information, education and communication framework for the sector;	1*	Counties		National	Continuous	Implement civic education.
w) Develop a framework to streamline and strengthen the institutional capacity of the water and sanitation sector;	1*	Counties		National	Continuous	Action through annual capacity building plan.
x) Encourage rainwater harvesting and storage;	1*	Counties		National	Continuous	Action through civic education.
y) Explore alternative sources of water; and	1*	Counties		National	Continuous	Action through civic education.
z) Promote water recycling.	1*	Counties		National	Continuous	Action through civic education.
7.5 Solid waste management RECOMMENDATIONS:						
o) Prioritise solid waste management as a key result area;	1*	Counties		National	Continuous	Action through annual budget commitments.
p) Identify and set aside land for disposal of solid waste;	1	Counties		National	By 2017	Action through spatial plan.
q) Strengthen institutional capacity on solid waste management, through legislative reforms;	1*	Counties		National	Continuous	Action through annual budget commitments.
r) Make adequate budgetary provision for solid waste management;	1*	Counties		National	Continuous	Action through annual budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
s) Develop strong technical human capacity for solid waste management;	1*	Counties		National	Continuous	Action through capacity building plan.
t) Establish adequate solid waste management infrastructure for the entire solid waste management cycle from generation, transportation, intermediary treatment, resource recovery, and final disposal;	1	Counties		National	By 2017	Action through spatial plan and annual budget commitments.
u) Promote stakeholder participation in solid waste management, including Public Private Partnerships;	1*	Counties		National	Continuous	Action through annual budget commitments.
v) Create incentives for sustainable solid waste management such as favourable taxation regimes;	1*	Counties		National	Continuous	Action through annual budget commitments.
w) Establish innovative practices in waste reduction, reuse, recycling, treatment and disposal to reduce disposable materials;	1*	Counties		National	Continuous	Action through annual budget commitments.
x) Ensure compliance with waste management legislation;	1*	Counties		National	Continuous	Action through annual budget commitments.
y) Educate the public on proper solid waste management;	1*	Counties		National	Continuous	Action through annual budget commitments.
z) Develop e-waste and other hazardous waste management strategies;	1	Counties		National	By 2018	Action through spatial planning.
aa) Ensure that all urban authorities prepare and implement solid waste management plans; and	1*	Counties		National	Continuous	Action through annual budget commitments.
bb) Establish an implementation and monitoring framework for waste management in all urban area.	1	Counties		National	2018	Action through annual budget commitments.
7.6 Energy RECOMMENDATIONS:						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
j) Promote the development and use of renewable energy;	1*		Shared		Continuous	Action through annual budget commitments.
k) Develop prudent urban energy efficiency management and conservation;	1*		Shared		Continuous	Action through annual budget commitments.
l) Establish strategic petroleum reserves;	1		Shared		2018	Action through annual budget commitments.
m) Develop strategies to replenish depleted biomass energy resources;	1		Shared		2018	Action through annual budget commitments.
n) Promote eco-friendly technology in urban architecture and design;	1		Shared		2018	Action through annual budget commitments.
o) Develop strategies and programmes for power generation, transmission and supply in consultation with relevant energy sector agencies;	1		Shared		2018	Action through annual budget commitments.
p) Promote the use of green energy;	1*		Shared		Continuous	Action through annual budget commitments.
q) Promote utilization of the vast coal deposits and geothermal sources in Kenya for energy generation; and	1*		Shared			
r) Explore alternative sources of energy.	1*		Shared		Continuous	Action through annual budget commitments.
7.7 Information communication technology						
RECOMMENDATIONS:						
f) Mainstream ICT infrastructure as an enabler of other urban services;	1*	Counties		National	Continuous	Action through annual budget commitments.
g) Establish universal open network for urban areas to ensure that ICT infrastructure becomes an enabler of all	1*	Counties		National	Continuous	Action through annual

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
urban development;						
h) Popularize the use of open source software in urban authorities as well as the funding of related training, research and development;	1*	National		Counties	Continuous	budget commitments. Action through annual budget commitments.
i) Develop a regulatory framework that separates infrastructure providers from service providers; and,	1	National		Counties	By 2018	Action through annual budget commitments.
j) Design all physical infrastructures to accommodate the needs of ICT.	1*	National		Counties	Continuous	Action through household surveys.
8. URBAN HOUSING						
Objective: Support the development of affordable housing of acceptable quality in urban areas.						
8.2 Urban housing markets.						
RECOMMENDATIONS:						
l) Conduct periodic housing surveys and reviews to assess the demand and supply of housing, and to establish rent and price indices;	1*	Counties		National	Continuous	Action through spatial planning.
m) Finance infrastructure and services in green field sites and informal settlements in order to improve the quality and quantity of infrastructure services;	1*	Counties		National	Continuous	Action through urban IDePs
n) Promote the use of PPPs to expand housing delivery;	1*	National		Counties	Continuous	Action through annual budget commitments.
o) Encourage mixed housing developments in order to	1*	Counties		National	Continuous	Action through annual

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
make housing affordable through cross subsidies;						budget commitments.
p) Provide emergency housing to accommodate, on a temporary basis, those displaced by disasters, and those who must vacate disaster prone areas;	1*	Counties		National	Continuous	Action through annual budget commitments.
q) Provide social housing to accommodate the destitute and other people in difficult circumstances;	1*	Counties		National	Continuous	Action through annual budget commitments.
r) Ensure that there is no discrimination in provision of housing;	1*	Counties		National	Continuous	Action through annual budget commitments.
s) Minimise the use of regulatory tools to encourage proper maintenance of housing stock and increase investment in housing;	1*	Counties		National	Continuous	Action through spatial planning.
t) Promote residents associations as a means to improving management of housing estates;	1*	National		Counties	Continuous	Action through civic education.
u) Redevelop and densify housing where serviced and underutilized land already exists; and	1*	Counties		National	Continuous	Action through spatial planning.
v) Institute measures to reduce the cost of delivery of housing;	1*	Counties		National	Continuous	Action through spatial planning.
8.3 Housing configuration. RECOMMENDATIONS:						
h) Promote compact residential neighbourhoods for optimal use of land and infrastructure;	1*	Counties		National	Continuous	Action through spatial planning and budget commitments.
i) Promote the development of varied types of housing including family and single person dwellings;	1*	Counties		National	Continuous	Action through spatial planning and budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
j) Ensure that multi-storey apartment blocks exceeding four storeys are provided with lifts, fire escape stairs, fire-fighting equipment and adequate parking space;	1*	Counties		National	Continuous	Action through spatial planning and budget commitments.
k) Encourage green construction especially the use of renewable energy sources and recycling of grey water in housing development;	1*	Counties		National	Continuous	Action through spatial planning and budget commitments.
l) Ensure that housing is responsive to positive aspects of culture and lifestyles;	1*	Counties		National	Continuous	Action through spatial planning and budget commitments.
m) Require housing designs to be responsive to regional climatic conditions and climate change; and,	1*	Counties		National	Continuous	Action through spatial planning and budget commitments.
n) Enforce construction standards as set in statutes.	1*	Counties		National	Continuous	Action through spatial planning and budget commitments.
8.4 Land for urban housing. RECOMMENDATIONS:						
g) Promote forward planning for efficient delivery of serviced land for housing development;	1*	Counties		National	Continuous	Action through spatial planning and budget commitments.
h) Promote urban land redevelopment and readjustment to optimize land utilization in low-density areas with dilapidated low-income housing;	1*	Counties		National	Continuous	Action through spatial planning and budget commitments.
i) Customize the existing PPP framework to facilitate housing development on privately held land;	1	Counties		National	By 2017	Action through spatial planning and budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
j) Introduce incentives to accelerate the delivery of land for housing development especially for the poor;	1*	Counties		National	Continuous	commitments. Action through spatial planning and budget commitments.
k) Develop a penalty system to discourage land hoarding by speculators; and,	1	Counties		National	By 2018	Action through spatial planning and budget commitments.
l) Legislate for taxation to exclude speculation on undeveloped prime urban land.	1	Counties		National	By 2018	Action through annual budget commitments.
8.5 Urban informal housing. RECOMMENDATIONS:						
j) Map the existing informal settlements;	1	Counties		National	Continuous	Action through spatial planning.
k) Establish inspectorate mechanisms in urban authorities to enforce legislation on urban informal housing;	1	Counties		National	Continuous	Action through urban IDEP.
l) Impose severe penalties for invasion on public land;	1	Counties		National	Continuous	Action through urban IDEP.
m) Have a committed budget for social housing development;	1*	Counties		National	Continuous	Action through annual budget commitments.
n) Initiate a programme of phased improvement and redevelopment of informal housing, including the provision of infrastructure and services and secure tenure;	1*	Counties		National	Continuous	Action through spatial planning.
o) Phase out informal housing by the year 2030 in all urban areas by accelerating the delivery of affordable housing	3	Counties		National	By 2030	

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
through private and public formal channels;						
p) Completely prohibit the formation of new informal housing settlements; and	1	Counties		National	By 2018	Action through spatial planning and development control.
q) Formalise informal settlements on land that is not encumbered and complies with the spatial plan.	1*	Counties		National	Continuous	Action through spatial planning and development control.
8.6 Citizen and community participation in urban housing. RECOMMENDATIONS:						
g) Promote integrated and coordinated management of the entire housing process;	1*	National		Counties	Continuous	
h) Develop frameworks for effective citizen participation in housing development;	1*	Counties		National	Continuous	Implement comprehensive civic education programme.
i) Educate community members about their rights, roles and obligations in urban housing delivery;	1*	Counties		National	Continuous	
j) Work with the communities to develop appropriate mechanisms for empowering them to participate in decision making; and	1*	Counties		National	Continuous	
k) Sensitize the citizens on the central role of planning in the development of urban housing.	1*	Counties		National	Continuous	
8.7 Urban housing for vulnerable groups. RECOMMENDATIONS:						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
d) Improve access for the vulnerable to affordable housing that has secure tenure and is in locations near their work places; and,	1*	Counties		National		
e) Target vulnerable groups in the development and allocation of housing through affirmative action,	1*	Counties		National	Continuous	Implement comprehensive civic education programme.
f) Establish modalities for institutional frameworks for creating community voice amongst the vulnerable groups.	1*	Counties		National	Continuous	
8.8 Urban housing infrastructure.						
RECOMMENDATIONS:						
h) Build the institutional and financial capacity of urban authorities to provide and maintain housing infrastructure;	1*	Counties		National	Continuous	Action through annual budget commitments.
i) Increase public budget allocations for housing infrastructure;	1*	Counties		National	Continuous	Action through annual budget commitments.
j) Provide appropriate fiscal incentives to encourage the private sector to provide housing infrastructure;	1*	Counties		National	Continuous	Action through annual budget commitments.
k) Legislate on the adoption of urban infrastructure by urban authorities;	2	Counties		National	Continuous	Action through annual budget commitments.
l) Promote pro-poor pricing of infrastructure and services in housing;	2	Counties		National	Continuous	Action through annual budget commitments.
m) Adopt green concept in the development of housing infrastructure; and,	1*	Counties		National	Continuous	Action through spatial planning's development control system.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
n) Promote the development of sustainable housing infrastructure including rain water harvesting and the reduction of energy consumption in houses.	1*	Counties		National	Continuous	Action through spatial planning's development control system.
8.9 Urban housing management.						
RECOMMENDATIONS:						
e) Enforce the provision of as-built drawings and maintenance manuals for new residential buildings;	1*	Counties		National	Continuous	Action through annual budget commitments.
f) Provide guidelines on housing maintenance;	1*	Counties		National	Continuous	Action through annual budget commitments.
g) Mount public education and sensitisation programmes to the public on the need to keep the housing environment clean and well maintained; and	1*	Counties		National	Continuous	Action through annual budget commitments.
h) Build capacities of residents associations as partners in the management of housing estates.	1*	National		Counties	Continuous	Action through annual budget commitments.
8.10 Urban housing finance.						
RECOMMENDATIONS:						
i) Promote the supply of long-term capital for mortgages;	1*	National		Counties	Continuous	Action through annual budget commitments.
j) Simplify the legal and regulatory framework for mortgage finance, especially property registration;	2	National		Counties	2019	Policy paper
k) Encourage the expansion of credit reference bureaux as a means of mitigating the credit risk that accompanies lending for housing;	1*	National		Counties	Continuous	Action through annual budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
l) Improve credit enhancement mechanisms, such as guarantees, to reduce credit risk and thus encourage the banking sector to lend to housing microfinance intermediaries;	1*	National		Counties	Continuous	Action through annual budget commitments.
m) Support capacity building for housing microfinance lenders and housing cooperatives to enable them to scale up their operations;	1*	National		Counties	Continuous	Action through annual budget commitments.
n) Promote a savings culture through tax incentives to individuals saving with housing microfinance lenders and housing cooperatives;	1*	National		Counties	Continuous	Action through annual budget commitments.
o) Offer fiscal incentives, such as tax breaks, to private developers who are able to supply housing that is affordable by the majority of households; and	1*	National		Counties	Continuous	Action through annual budget commitments.
p) Establish National Housing Fund to promote housing for the poor.	1	National		Counties	2018	Action through annual budget commitments.
8.11 Capacity building, research and development. RECOMMENDATIONS:						
c) Establish a National Urban Observatory to undertake urban research; and	1	National		Counties	Continuous	Action through spatial planning.
d) County governments to establish supporting local inter-active civic education exhibitions.	1	County		National	Continuous	
9. URBAN DISASTER & RISK MANAGEMENT						
Objective: Mainstream urban safety, security and						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
disaster risk management in urban planning and development.						
9.2 Urban planning and safety.						
RECOMMENDATIONS:						
j) Develop mechanisms to mainstream safety in urban planning and design;	1*	Counties		National	Continuous	Action through annual budget commitments.
k) Conduct safety, security impact assessment and audit at the point of approving urban development projects;	1*	National		National	Continuous	Action through annual budget commitments.
l) Institute measures to enhance capacity to enforce safety regulations at all levels from individuals to institutions;	1*	Counties		National	Continuous	Action through annual budget commitments.
m) Develop comprehensive data bases for informed decision making in crime prevention;	1		Shared		2018	Action through annual budget commitments.
n) Establish a framework for PPPs in service provision and management of urban safety;	2		Shared		Continuous	Action through annual budget commitments.
o) Institute measures to deal with terrorism and proliferation of small arms at all levels;	1		Shared		2018	Action through annual budget commitments.
p) Promote use of approaches such as Crime Prevention through Environmental Design (CPTED);	1*		Shared		Continuous	Action through annual budget commitments.
q) Promote partnerships between urban boards/committees and security agents in enhancing urban safety; and	1*	Counties		National	Continuous	Action through annual budget commitments.
r) Promote ICT in DRM.	1*	Counties		National	Continuous	Action through annual budget commitments.
9.3 Urban social fabric and security.						
RECOMMENDATIONS:						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
e) Provide pro-poor social and economic opportunities for its citizens;	1*	Counties		National	Continuous	Action through annual budget commitments.
f) Develop programmes to address social deviance among the youth;	1*	Counties		National	Continuous	Action through annual budget commitments.
g) Develop programmes that promote cultural transformation and civic culture in urban areas; and,	1*		Shared		Continuous	Action through annual budget commitments.
h) Adopt international standards for evictions and relocations.	1*	Counties		National	Continuous	Action through spatial planning.
9.4 Urban security systems.						
9.4.1 Urban policing RECOMMENDATIONS:						
g) Institutionalise the role of urban authorities in crime prevention;	1*	National		Counties	Continuous	Action through annual budget commitments.
h) Develop institutional and legal frameworks for metropolitan and urban policing;	1	Counties		National	By 2018	Action through annual budget commitments.
i) Enhance mechanisms to entrench safety requirements in urban planning;	1*	Counties		National	Continuous	Action through spatial planning ("Defensible Space" annual budget commitments.
j) Adopt international standards on policing and safety;	1	Counties		National	By 2018	Action through annual budget commitments.
k) Develop a regulatory framework for private security agencies to raise the standards of service delivery; and	1	Counties		National	Continuous	Action through annual budget commitments.
l) Involve the community more on their security matters through a structured engagement mechanism.	1*	Counties		National	Continuous	Action through annual budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
9.4.2 Neighbourhood and community policing						
RECOMMENDATIONS:						
a) Establish and fast track an integrated institutional framework for community policing and crime prevention.	1		Shared		2018	Action through annual budget commitments.
9.4.3 Information systems on urban safety and crime						
RECOMMENDATIONS:						
f) Develop and institutionalise integrated safety and crime management information systems;	1*		Shared		Continuous	Action through annual budget commitments.
g) Develop capacity for crime and safety management information system;	1*		Shared		Continuous	Action through annual budget commitments.
h) Establish frameworks with appropriate capacity for research and regular reviews to inform the design and implementation of urban safety programmes;	1*		Shared		Continuous	Action through annual budget commitments.
i) Develop mechanisms for utilization of modern technologies for crime analysis and prevention to provide real time solutions, and	1*		Shared		Continuous	Action through annual budget commitments.
j) Mainstream community participation by sharing information on safety and security.	1*	Counties		National	Continuous	Action through annual budget commitments.
9.5 Urban disaster risk management (DRM).						
RECOMMENDATIONS:						
m) Formulate institutional frameworks for integrated approaches to urban DRM;	1	National		Counties	By 2018	DRM strategy prepared.
n) Develop mechanisms to strengthen urban community	1	Counties		National	By 2018	DRM strategy

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
responses to disaster risks;						prepared.
o) Institute measures to harness the capacity of the private sector and communities for DRM;	1	Counties		National	By 2018	DRM strategy prepared.
p) Establish effective early warning systems that incorporate local knowledge;	1	Counties		National	By 2018	Action through annual budget commitments.
q) Formulate M&E systems for DRM;	1	Counties		National	By 2018	Action through annual budget commitments.
r) Introduce mechanisms for public awareness and DRM training programmes at all levels;	1	Counties		National	By 2018	Action through annual budget commitments.
s) Develop mechanisms for capacity building in DRM at all levels;	1	Counties		National	By 2018	Action through annual budget commitments.
t) Establish a framework for mainstreaming disaster mitigation measures in operation budgets;	1	Counties		National	By 2018	Action through annual budget commitments.
u) Develop mechanisms for enforcing disaster-related legislations;	1	Counties		National	By 2018	Action through annual budget commitments.
v) Introduce mechanism for enhancing mitigation at all levels;	1	Counties		National	By 2018	Action through annual budget commitments.
w) Establish mechanisms to ensure efficient fire services in urban areas; and,	1				By 2018	Action through annual budget commitments.
x) Establish systems for sharing of disaster response services across urban areas.	1	Counties		National	By 2018	DRM being captured in fledgling integrated GIS system.
9.6 Urban disaster risk management information systems.						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
RECOMMENDATIONS:						
f) Develop an integrated DRM information system;	1	Counties		National	By 2017	DRM being captured in fledgling integrated GIS system.
g) Establish mechanisms for access and dissemination of urbanDRM information;	1	Counties		National	By 2017	DRM being captured in fledgling integrated GIS system.
h) Institute measure for continuous vulnerability assessments for DRM;	1*	Counties		National	By 2017	DRM being captured in fledgling integrated GIS system.
URBAN ADVISORY						
10. URBAN SOCIAL ISSUES						
10.2 Education						
RECOMMENDATIONS:						
m) Adopt a more rigorous physical planning approach to the provision of quality and secure educational facilities at all levels;		Counties		National	Continuous	Action through spatial planning.
n) Promote private-public partnerships in the provision of education services;		Counties		National	Continuous	Action through annual budget commitments.
o) Reinforce measures to improve access to, and retention		Counties		National	Continuous	Action through annual

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
of, pupils in schools;						budget commitments.
p) Enhance the mainstreaming of early childhood learning and special needs education into the educational system;		Counties		National	Continuous	Action through annual budget commitments.
q) Support review of curricula to re-orient them towards meeting the skills requirements of the majority of people in urban areas;		Counties		National	Continuous	Action through annual budget commitments.
r) Ensure provision of improved quality assurance services in relation to teaching and physical facilities;		Counties		National	Continuous	Action through annual budget commitments.
s) Adopt innovative approaches to design and building of educational facilities which put much more emphasis on improving quality, safety and physical accessibility;		Counties		National	Continuous	Action through annual budget commitments.
t) Mainstream a 'culture of maintenance' and improve budgeting processes so that funds for school maintenance are included in annual budgets;		Counties		National	Continuous	Action through annual budget commitments.
u) Promote local level stakeholder partnerships in asset management of educational facilities;		Counties		National	Continuous	Action through annual budget commitments.
v) Support integration of non-formal schools into the formal educational system;		Counties		National	Continuous	Action through annual budget commitments.
w) Provide for adequate multi-functional space for nomadic communities in ASAL areas to meet the educational needs of their school-aged children; and		Counties		National	Continuous	Action through annual budget commitments.
x) Mainstream education for the mentally and physically challenged in the general education system.		Counties		National	Continuous	Action through annual budget commitments.
10.3 Health						
RECOMMENDATIONS:						

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
h) Adopt a more rigorous physical planning approach to the provision of health facilities;		Counties		National	Continuous	Action through spatial planning.
i) Develop at least one Level 6 hospital in each county;		Counties		National	Continuous	Action through annual budget commitments.
j) Increase provision of government health services in the urban slums by adopting more innovative approaches such as mobile health clinics;		Counties		National	Continuous	Action through annual budget commitments.
k) Develop a holistic health package that places greater emphasis on preventive and promotive services;		Counties		National	Continuous	Action through annual budget commitments.
l) Develop a 'culture of maintenance' and improve budgeting processes to ensure that adequate funds for maintenance are included in annual budgets;		Counties		National	Continuous	Action through annual budget commitments.
m) Promote public-private partnerships in health service provision; and,		Counties		National	Continuous	Action through annual budget commitments.
n) Roll out universal health insurance scheme.		National		Counties	Continuous	Action through annual budget commitments.
10.4 Public open spaces, parks and recreational facilities. RECOMMENDATIONS:						
h) Set criteria for provision of public open spaces, parks, and other recreational facilities in urban areas;		Counties		National	Continuous	Action through spatial planning.
i) Provide adequate multi-functional public open spaces and cultural facilities such as libraries, museums and theatres, some at the neighbourhood level;		Counties		National		
j) Acquire exploited quarries and other degraded areas for rehabilitation and use as public open spaces, parks and		Counties		National	Continuous	Action through annual budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
other recreational facilities;						
k) Put in place measures to secure the space allocated for such facilities;		Counties		National		
l) Develop a 'culture of maintenance' and improve budgeting processes so that funds for maintenance are included in annual budgets;		Counties		National	Continuous	Action through annual budget commitments.
m) Pursue innovative and participatory/partnership approaches to the provision, ownership, operation and maintenance of open spaces, libraries, cultural centres, and recreational facilities; and,		Counties		National	Continuous	Action through annual budget commitments.
n) Explore opportunities to tap the potential of hitherto untapped natural resources, for example, for public purposes like river banks and beaches for recreational purposes.		Counties		National	Continuous	Action through annual budget commitments.
10.5 Sports facilities. RECOMMENDATIONS:						
f) Facilitate provision of multi-purpose sports facilities in all urban areas;		Counties		National	Continuous	Action through annual budget commitments.
g) Develop a 'culture of maintenance' and improve budgeting processes so that funds for maintenance are included in annual budgets;		Counties		National	Continuous	Action through annual budget commitments.
h) Capitalise on the country's sporting prowess by supporting sporting events organised to international standards;		Counties		National	Continuous	Action through annual budget commitments.
i) Undertake training of professionals needed to promote		Counties		National	Continuous	Action through annual

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
the development of sports in the country; and						
j) Secure and register all land set aside for sport in urban areas.		Counties		National	Continuous	budget commitments. Action through annual budget commitments.
10.6 Financing and investment is social infrastructure development and management RECOMMENDATIONS:						
e) Introduce a more coherent resource mobilisation process towards social infrastructure and services;		Counties		National	Continuous	Action through annual budget commitments.
f) Pursue innovative and participatory/partnership approaches to the financing, provision, operation and maintenance of social infrastructure and services;		Counties		National	Continuous	Action through annual budget commitments.
g) Ensure more promotion of sports; and		Counties		National	Continuous	Action through annual budget commitments.
h) Promote professionalism in the management of sports and sports facilities.		Counties		National	Continuous	Action through annual budget commitments.
11. URBAN MARGINALISED GROUPS						
11.2 Generic policies and the poor implementation of existing policies. RECOMMENDATIONS:						
g) Review laws that may discriminate or exclude the marginalised and vulnerable groups in urban areas;		National		Counties	By March 2016.	Draft ministerial guidelines on integrated approaches

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
		Counties		National	Continuous	to DRM. Action through annual budget commitments.
h) Ensure that the needs and priorities of the vulnerable and marginalised groups are mainstreamed in all strategies and programmes in urban areas;		Counties		National	Continuous	Action through annual budget commitments.
i) Collect and maintain data on the vulnerable and marginalised groups in support affirmative action from an informed position;		Counties		National	Continuous	Action through annual budget commitments.
j) Ensure effective implementation of laws that empower or support the vulnerable and marginalised groups in urban areas;		Counties		National	Continuous	Action through annual budget commitments.
k) Facilitate public participation by, and representation of, the marginalized and vulnerable groups in decision making in all aspects of urban development; and,		Counties		National	Continuous	Action through annual budget commitments.
l) Promote awareness of existing urban policies that empower the marginalised groups and thus ensure their inclusion and participation in decision making.		Counties		National		
11.3 Poverty and economic empowerment. RECOMMENDATIONS:						
e) Promote poverty reduction strategies to help fight the deprivation and exclusion of these groups;		Counties		National	Continuous	Action through annual budget commitments.
f) Promote incentives to encourage employment creation for the marginalised and vulnerable groups in urban areas;		Counties		National	Continuous	Action through annual budget commitments.
g) Promote strategies and programmes that encourage the marginalised and vulnerable groups to engage in		Counties		National	Continuous	Action through annual budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
productive economic activity; and h) Develop strategies to empower the marginalised and vulnerable groups.		Counties		National	Continuous	Action through annual budget commitments.
11.4 Gender and urban development. RECOMMENDATIONS:						
f) Ensure that urban policies and programmes create gender awareness and fully integrate gender parity in all structures of management and other spheres of life in urban areas;		Counties		National	Continuous	Action through annual budget commitments.
g) Protect and promote women's human rights, including access to employment and resources;		Counties		National	Continuous	Action through annual budget commitments.
h) Ensure urban planning takes cognisance of gender parity;		Counties		National	Continuous	Action through annual budget commitments.
i) Ensure gender equity in resource allocation and distribution in urban planning and development; and,		Counties		National	Continuous	Action through annual budget commitments.
j) Ensure that urban policies foster improved livelihoods for women in order to minimize vulnerabilities.		Counties		National	Continuous	Action through annual budget commitments.
11.5 The youth. RECOMMENDATIONS						
g) Implement youth development strategies and programmes that promote the youth's socio-economic empowerment;		Counties		National	Continuous	Action through annual budget commitments.
h) Establish technical and vocational training as well as other learning institutions for the youth in urban areas;		Counties		National	Continuous	Action through annual budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
i) Ensure adequate financial support for the development of sports and recreational activities for the youth;		Counties		National	Continuous	Action through annual budget commitments.
j) Ensure representation of young people in urban decision making bodies related to youth affairs;		Counties		National	Continuous	Action through annual budget commitments.
k) Ensure the participation of the youth, their, representation, and inclusion in urban planning and development; and		Counties		National		
l) Initiate youth empowerment programmes.		Counties		National	Continuous	Action through annual budget commitments.
11.6 The elderly.						
RECOMMENDATIONS:						
g) Establish strategies and programmes that are responsive to the needs of the aged in urban areas;		Counties		National	Continuous	Action through annual budget commitments.
h) Enact by-laws on built environment, physical and social infrastructure sensitive to the needs of the elderly in urban areas;		Counties		National	Continuous	Action through annual budget commitments.
i) Review existing policies and legislation to improve social security for the elderly in urban areas;		Counties		National	By March 2016.	Draft ministerial guidelines on integrated approaches to DRM.
j) Implement policies on the establishment and maintenance of elderly people's homes by private and public agencies;		Counties		National	Continuous	Action through annual budget commitments.
k) Promote measures to enhance social security of the elderly including the provision of public medical		Counties		National	Continuous	Action through annual budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
services for elderly persons in urban areas; and, l) Establish mechanisms for the involvement of the aged in all affairs of urban areas.		Counties		National	Continuous	Action through annual budget commitments.
11.7 Persons with disabilities. RECOMMENDATIONS						
j) Promote both disability-inclusive and disability-specific development programmes in urban areas;		Counties		National	Continuous	Action through annual budget commitments.
k) Implement policies that equalize opportunities for persons with disabilities;		Counties		National	Continuous	Action through annual budget commitments.
l) Construct more education and learning institutions in urban areas equipped to meet the learning needs of persons with disabilities;		Counties		National	Continuous	Action through annual budget commitments.
m) Introduce technologies to suit the needs of persons with disabilities;		Counties		National	Continuous	Action through annual budget commitments.
n) Improve rehabilitation facilities in urban areas for persons with disabilities;		Counties		National	Continuous	Action through annual budget commitments.
o) Support community-based rehabilitation as an integral part of basic urban services;		Counties		National	Continuous	Action through annual budget commitments.
p) Ensure full access for people with disabilities to health, education and recreational facilities in all urban areas;		Counties		National	Continuous	Action through annual budget commitments.
q) Support national and local production of low cost artificial limbs and other mobility devices, and their use by people with disabilities from the earliest possible age; and,		Counties		National	Continuous	Action through annual budget commitments.

	Priority	Lead agency	Shared	Support agency	Time frame	Method of implementation
r) Mainstream policies and legislations related to persons with disabilities in all sectors of urban development.		Counties		National	Continuous	Action through annual budget commitments.
11.8 Street families. RECOMMENDATIONS:						
h) Promote programme and strategies for the poor, street families and homeless persons;		Counties		National	Continuous	Action through annual budget commitments.
i) Ensure that programmes and strategies provide access to basic facilities like shelter, food, education, health and clothing;		Counties		National	Continuous	Action through annual budget commitments.
j) Establish referral centres for psycho-social, life skills education, counselling, medical services, recreation, and temporary shelter and care;		Counties		National	Continuous	Action through annual budget commitments.
k) Promote family welfare programmes for needy persons;		Counties		National	Continuous	Action through annual budget commitments.
l) Pursue re-integration and family reunion programmes for the street persons and the homeless;		Counties		National	Continuous	Action through annual budget commitments.
m) Facilitate access to education and skills training for the street persons; and,		Counties		National	Continuous	Action through annual budget commitments.
n) Establish a harmonized data bases for the poor and needy to facilitate coordinated interventions by various line government ministries/department partners.		Counties		National	Continuous	Action through annual budget commitments.

