



UNIVERSITY OF NAIROBI

SCHOOL OF THE BUILT ENVIRONMENT

DEPARTMENT OF ARCHITECTURE AND BUILDING SCIENCE

***INSTITUTIONAL CHALLENGES FOR SUSTAINABLE MANAGEMENT
OF URBAN AREAS IN KENYA: A CASE STUDY OF KAJIADO COUNTY***

BY

PARASHINA ISAAC KEEN

B.A (Planning), UoN

REG. NO.: W50/75552/2014

***A RESEARCH PROJECT REPORT SUBMITTED TO THE SCHOOL OF
THE BUILT ENVIRONMENT IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF
URBAN MANAGEMENT OF THE UNIVERSITY OF NAIROBI***

OCTOBER, 2018

DECLARATION

I declare that this research project is my original work and has not been submitted for examination or presented in any other university/institution for an award of degree or any form of certification.

Signature..... Date.....

Parashina Isaac Keen

Reg. No.: W50/75552/2014

This research project has been submitted for appraisal with our approval as University

Supervisors:

Signature..... Date.....

Dr. K'akumu Owiti Abiero

Department of Architecture and Building Science

University of Nairobi.

Signature..... Date.....

Dr. Ondieki Edwin Oyaro

Department of Architecture and Building Science

University of Nairobi.

DEDICATION

To my family and the County Government of Kajiado.

ACKNOWLEDGEMENT

First and foremost, I thank the Almighty God for His divine guidance, strength, gift of life, and good health throughout my studies.

My special thanks goes to my wife Rosemary and our beloved children – Lemayian and Sanaipei, for their moral and material support throughout the study.

I would also like to convey my utmost appreciation of the entire community of the University of Nairobi for creating an exciting intellectual and scholarly environment within which the conduct of this study became a success. In particular, I am indebted to my very able supervisors – Dr. K’akumu Owiti Abiero and Dr. Ondieki Edwin Oyaro, for their insightful and professional guidance and support, and for their continued belief in the merit of my work and direction of my research.

I would like to sincerely acknowledge the productive efforts of my research assistants – Felix Omondi and Kasaine Kereto, towards ensuring the timely collection of the necessary data, and that the study was completed in a timely manner.

Many thanks to the cooperative and supportive officials of the County Government of Kajiado for lending their professional thoughts and volunteering valid information to the study.

Last but not least, I am grateful to the households and residents of the five selected towns of Kitengela, Kajiado, Kiserian, Ongata Rongai, and Ngong, for their unconditional participation in the study. In addition, my sincere thanks goes to all the private and local community entities in the towns for gracing this study.

ABSTRACT

Given the increased rate of urbanization and the consequent social disorder and high levels of pollution in different cities and urban areas across the world, the concept of sustainable urban management has been touted by urban management scholars and practitioners as the most effective approach to managing cities and urban areas around the world, especially those in the developing world. However, the effective and successful application of this urban management approach in developing countries such as Kenya has faced and continue to face a number of challenges, most of which are often reported as institutional in nature. Therefore, given the fact that the phenomenon of rapid urbanization in developing countries is expected to continue, and considering the importance of cities and urban areas as engines of economic, social, and environmental growth and development of the developing countries, this study, while taking Kajiado County as a case study, sought to assess the institutional challenges facing the sustainable management of urban areas in Kenya, with an ultimate goal of proposing a roadmap for the sustainable management of urban areas in the County and beyond. In order to collect the necessary qualitative and quantitative data for answering the research questions, the study adopted a mixed methods research methodology, which involved the use of researcher-administered questionnaires, semi-structured interview schedules, observation check list, and photography, as data collection tools. The qualitative and quantitative data collected from the five selected major towns in the County was analysed quantitatively and qualitatively using SPSS and content analysis respectively. The findings of the study revealed that a number of actors from the public and private sectors as well as the local communities are currently involved in the urban management processes in the selected towns. With regard to challenges, the study found that sustainable management of towns in the County is currently faced with a range of institutional challenges, which have affected the governance, organizational, legal, and administrative frameworks of the local institution of urban management. Such challenges include ineffective legal and policy framework, inadequate financial resources, inadequate human technical capacity, inadequate human resource, lack of political goodwill, ineffective organizational structure, poor governance structure, corruption and wastage of resources, as well as nepotism and favouritism. In order to effectively and sustainably address the identified institutional challenges, the study makes a number of recommendations for action, including *inter alia*, development of public-private partnerships for service delivery in the urban areas within the town, establishment of citizen fora to enhance residents' participation in urban management processes, decentralization of urban management functions to lower levels of the service chain, expansion of the County's revenue base and prudent use of available scarce financial resources, enhancement of transparency and accountability in urban governance, as well as embracing technology for urban management.

TABLE OF CONTENTS

<i>DECLARATION</i>	<i>i</i>
<i>DEDICATION</i>	<i>ii</i>
<i>ACKNOWLEDGEMENT</i>	<i>iii</i>
<i>ABSTRACT</i>	<i>iv</i>
<i>TABLE OF CONTENTS</i>	<i>v</i>
<i>LIST OF TABLES</i>	<i>vii</i>
<i>LIST OF FIGURES</i>	<i>ix</i>
<i>LIST OF PLATES</i>	<i>x</i>
<i>LIST OF ABBREVIATIONS AND ACRYONYMS</i>	<i>xi</i>
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	4
1.3 Area of Study.....	5
1.4 Purpose of the Study.....	10
1.5 Objectives of the Study.....	11
1.6 Research Questions.....	11
1.7 Significance of the Study.....	11
1.8 Justification of the Study.....	13
1.9 Limitations and Delimitations of the Study.....	14
1.9.1 Limitations.....	14
1.9.2 Delimitations.....	15
1.10 Assumptions of the Study.....	16
1.11 Operational Definition of Terms.....	16
1.12 Organization of the Project Report.....	17
CHAPTER TWO: REVIEW OF RELATED LITERATURE	19
2.1 Introduction.....	19
2.2 The Concepts of Management and Sustainable Urban management.....	19
2.2.1 The Concept of Management.....	19
2.2.2 The Concept of Sustainable Urban Management.....	24
2.3 Institutional Framework for Urban Management.....	31
2.4 Institutional Challenges for Urban Management.....	35
2.5 Institutional Best Practices for Urban Management.....	43
2.6 Identification of Knowledge Gaps.....	45
2.7 Conceptual Framework.....	47
CHAPTER THREE: RESEARCH METHODOLOGY	50
3.1 Introduction.....	50
3.2 Research Design.....	51
3.3 Research Philosophy.....	52
3.4 Research Approach.....	55
3.5 Mixed Methods Approach to Research.....	59
3.6 Research Strategy.....	60
3.7 Data Collection.....	62
3.7.1 Target Population.....	63
3.7.2 Sampling Techniques and Sample Size.....	63

3.7.3 Data Collection Methods	68
3.7.4 Reliability and Validity.....	69
3.7.4.1 Reliability	69
3.7.4.2 Validity	70
3.8 Data Analysis and Presentation	70
3.9 Ethical Considerations	70
3.10 Methodological Lessons	71
CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION, AND DISCUSSION	72
4.1 Introduction.....	72
4.2 Response Rate and Respondents’ Socio-Demographics.....	72
4.3 Current Urban Management Institutions and their Specific Roles	76
4.4 Nature and Extent of Institutional Challenges	80
4.4.1 Governance Challenges	82
4.4.2 Organizational Challenges	99
4.4.3 Legal Challenges.....	104
4.4.4 Administrative Challenges.....	109
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS	117
5.1 Introduction.....	117
5.2 Summary of Research Findings	117
5.3 Conclusion	119
5.4 Recommendations.....	120
5.5 Areas for Further Study	122
REFERENCES	123
APPENDICES.....	133
Appendix 1: Household Questionnaire.....	133
Appendix 2: Institutional Questionnaire.....	141
Appendix 2: Semi-Structured Interview Schedule	146
Appendix 4: Work Plan	148
Appendix 5: Research Budget	149
Appendix 6: The 2009-2017 County’s Population Growth and Distribution by Age Cohort	150

LIST OF TABLES

<i>Table 1.1: Electoral Constituencies in Kajiado County.....</i>	<i>10</i>
<i>Table 2.1: A Summary of the Various Definitions of Management.....</i>	<i>20</i>
<i>Table 2.2 Nature and Characteristics of the Concept of Management.....</i>	<i>22</i>
<i>Table 2.3: Major Components of an Institutional Framework.....</i>	<i>33</i>
<i>Table 2.4: Reported Institutional Best Practices for Urban Management.....</i>	<i>45</i>
<i>Table 3.1: Reported Interpretations of Research Design.....</i>	<i>53</i>
<i>Table 3.2: Distinctive Features of Positivism, Interpretivism, and Critical Realism.....</i>	<i>55</i>
<i>Table 3.3: Characteristics of Deduction, Induction, and Abduction Approaches.....</i>	<i>58</i>
<i>Table 3.4: Characteristics of Research Strategies.....</i>	<i>64</i>
<i>Table 3.5: A Summary of Socio-Demographic Characteristics of Sampled Respondents.....</i>	<i>69</i>
<i>Table 3.6: Distribution of Sampled Institutions by Category.....</i>	<i>70</i>
<i>Table 4.1: Respondents Distribution by Age by Gender.....</i>	<i>77</i>
<i>Table 4.2: Respondents' Distribution by Highest Level of Education.....</i>	<i>77</i>
<i>Table 4.3: Household Findings on Urban Management Institutions and their Roles.....</i>	<i>80</i>
<i>Table 4.4: Household Respondents' Perceptions on Service Delivery.....</i>	<i>82</i>
<i>Table 4.5: A Summary of Perceived Institutional Challenges in the Towns.....</i>	<i>84</i>
<i>Table 4.6: Respondents' Perception on Poor Governance Structure.....</i>	<i>86</i>
<i>Table 4.7: Respondents' Perception on the Current State of Transparency/Accountability</i>	<i>87</i>
<i>Table 4.8: Respondents' Perception on Citizen Participation.....</i>	<i>89</i>
<i>Table 4.9: Institutional Respondents' Perceptions on Requisite Urban Governance Tools.....</i>	<i>93</i>
<i>Table 4.10: Effectiveness of Urban Management Structures.....</i>	<i>101</i>
<i>Table 4.11: Respondents' Perceptions on Organizational Status.....</i>	<i>103</i>

Table 4.12: Distribution of Failure to Decentralize by Institutions/Entities.....106

Table 4.13: Respondents' Perceptions on Financial Management.....115

LIST OF FIGURES

<i>Figure 1.1: The Location of Kajiado County on the National Map.....</i>	<i>7</i>
<i>Figure 2.1: The Shanghai Declaration’s Sustainable Urban Management Model.....</i>	<i>30</i>
<i>Figure 2.2: Conceptual Model for the Study.....</i>	<i>50</i>
<i>Figure 3.1: The Research Onion.....</i>	<i>54</i>
<i>Figure 4.1: Household Respondents’ Distribution by Gender.....</i>	<i>76</i>
<i>Figure 4.2: Respondents’ Distribution by Period Lived in the Town of Residence.....</i>	<i>78</i>
<i>Figure 4.3: Areas where Town Residents Participate the Most.....</i>	<i>92</i>
<i>Figure 4.4: Capacity of Towns to Deliver Essential Urban Services.....</i>	<i>95</i>
<i>Figure 4.5: Decentralization of Urban Management Functions by Institutions.....</i>	<i>105</i>
<i>Figure 4.6: Respondents’ Perceptions on Legal and Policy Structures.....</i>	<i>108</i>
<i>Figure 4.7: Major Source of Finance.....</i>	<i>114</i>
<i>Figure 4.8: Economic, Functional, and Financial Viability of Towns.....</i>	<i>116</i>
<i>Figure 4.9: State of Human Technical and Technological Capacities.....</i>	<i>118</i>

LIST OF PLATES

<i>Plate 5.1: An Overcrowded Kiserian Market.....</i>	<i>96</i>
<i>Plate 5.2: An Illegal Dumpsite in Kiserian Town.....</i>	<i>98</i>
<i>Plate 5.3: The Current State of Ngong Dumpsite.....</i>	<i>99</i>

LIST OF ABBREVIATIONS AND ACRYONYMS

AKP	:	Athi Kapiti Plains
AP	:	Amboseli Plains
ASAL	:	Arid and Semi-Arid Lands
CA	:	County Assembly
CARPC	:	County Assembly Rules and Procedures Committee
CASB	:	County Assembly Service Board
CAW	:	County Assembly Ward
CBG	:	Central Broken Ground
CBOs	:	Community-Based Organizations
CECM	:	County Executive Committee Member
CGA	:	County Government Act, 2012
CGG	:	Commission on Global Governance
CGK	:	County Government of Kajiado
CIDP	:	County Integrated Development Plan
CoA	:	Committee on Appointment
CoDCL	:	Committee on Delegated County Legislation
CoI	:	Committee on Implementation
CPIAC	:	County Public and Investment and Account Committee
DMC	:	Disability Mainstreaming Committee
DTB	:	Diamond Trust Bank
HBC	:	House Business Committee
I&M	:	Investments and Mortgages

IEBC	:	Independent Electoral and Boundaries Commission
IRA	:	Intergovernmental Relations Act
JLAC	:	Justice and Legal Affairs Committee
KNBS	:	Kenya National Bureau of Statistics
KWFT	:	Kenya Women Finance Trust
LC	:	Liaison Committee
MoNMD	:	Ministry of Nairobi Metropolitan Development
NA	:	National Assembly
NGOs	:	Non-Governmental Organizations
NMR	:	Metro of the Nairobi Metropolitan
PFMA	:	Public Finance Management Act, 2012
PPP	:	Public-Private Partnership
REA	:	Rural Electrification Authority
RV	:	Rift Valley
SC	:	Select Committee
SCALTD	:	SC on Agriculture, Livestock and Tourism Dev.
SCEGYCSS	:	SC on Education, Gender, Youth, Cultures, & Social Services
SCFEP	:	SC on Finance and Economic Planning
SCHS	:	SC on Health Services
SCICSS	:	SC on Information, Communication, & Social Services
SCLPPENRM:		SC on Land, Physical Planning, Evt. & Natural Resource Mgt.
SCPSMEG	:	SC on Public Service Management & E-Government
SCPWRTE	:	SC on Public Works, Road, Transport, & Energy

SCTICD	:	SC on Trade, Industrialization & Co-operative Dev.
SCWIS	:	SC on Water, Irrigation, & Sanitation
SDG	:	Sustainable Development Goal
SID	:	Society for International Development
SSOs	:	Sanitary Sewer Overflows
TTDGA	:	Transition to Devolved Government Act, 2012
UACA	:	Urban Areas and Cities Act, 2011
UN	:	United Nations
UNDESA	:	United Nations Department of Economic and Social Affairs
UNDP	:	United Nations Development Programme
WCED	:	World Commission on Environment and Development

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

The increased rate of urbanisation has become a global phenomenon that is evident across the spectrum of both developed and developing economies, an indication that the world is increasingly becoming more urbanised (Boyd, 2017). For instance, the global urban population grew from 30 percent in 1950 to 54 percent in 2014(UN, 2014, as cited in Boyd, 2017, p.2). The UN projects that about 6.3 billion people will be leaving in urban areas across the world by 2050 against a rural population of 3.2 people (UN, 2014, as cited in Boyd, 2017, p.2). Given the current rate of urbanization combined with the overall global population growth, the UNDESA projects an additional increase of 2.5 billion people to the global urban population by the year 2050 (UN, 2015). Accordingly, about 90 percent of the 2.5 billion people will be concentrated in Africa and Asia, both of which are urbanizing the fastest, and whose urban populations by 2050 are projected to comprise 56 percent and 64 percent of the total population respectively (UN, 2015).

The rapid growth of urbanization and urbanism has occasioned numerous challenges for the effective and sustainable management of urban areas, more so in the developing world (Sanaei et al., 2015). For instance, an increase in the number of urban dwellers leads to an increase in social and economic activities (Douti, Abanyie, & Ampofo, 2017), most of which exert substantial pressure on the more often limited and inadequate social amenities, transportation infrastructure, land, and fragile ecological systems within urban areas. Increased urbanisation has been found to cause traffic congestion in most urban areas, a phenomenon that often pose a significant challenge for urban managers (Alam & Ahmed, 2013). According to Cui and Shi (2012), rapid urbanisation has created a number of economic, social, and environmental

problems ranging from the local to the global scale. Some of these problems include increased air pollution (Song et al., 2008), water pollution (Qin et al., 2014), noise pollution (Hunashal & Patil, 2012; Jamir, Nongkynrih, & Gupta, 2014), and visual pollution (Jana & De, 2015). In addition, rapid urbanisation, if not managed effectively, leads to decreased water supply (Shao et al., 2006); alteration of local climatic conditions and increased energy demands (Gonzalez et al., 2005); insufficient housing and sanitation facilities as well as traffic congestion (Jago-on et al., 2009); increased generation of waste (Douti et al., 2017); a major reduction in natural vegetation production and carbon sequestration (Yuan, 2008) and productive agricultural land (Satterthwaite, McGranahan, Tacoli, 2010); as well as increased levels of urban poverty, social disorder, and crime (McIlwaine, 2013; Hove, Ngwerume, & Muchemwa, 2013; Graif, Gladfelter, & Mathews, 2014).

It is noteworthy to point out that if managed effectively and sustainably, urbanization has played and can play a significant role in accelerating economic growth and social development of underdeveloped and developing countries, as well as serving as engines of economic growth and centres of innovation and technological advancement for both domestic and global economies (De Sherbinin, Schiller, & Pulsipher, 2007). In addition, sustainably managed and more inclusive urban areas can lead to creation of employment opportunities (Ajaero & Onokala, 2013), enhancement of social integration and transfer knowledge (McGranahan, Schensul, & Singh, 2016), as well as creation of markets for the rural agricultural produce and non-agricultural productions (Satterthwaite et al., 2010). However, as Keivani (2010) points out, the probability of deriving the full potential of urbanization is conditional in nature, as it depends on the institutional and policy contexts within which the economic, social, and ecological domains of an urban setting are managed.

Ensuring functional, inclusive, orderly, attractive, and competitive cities and urban areas remains a critical challenge for the twenty-first century urban manager, especially in the developing world (Lindfield, 2017). This is due to a range of urban management challenges, including those that are institutional in nature. In the Sub-Saharan Africa for instance, Okpala (2009) identifies crippling weakness of institutions of urban development, planning, and management as the greatest challenge facing the sustainable management of cities and urban areas in the region. According to Okpala (2009), most institutions involved in the development, planning, and management of cities and urban areas in Sub-Saharan Africa are either devoid of or characterized by inadequate requisite capacity to keep up with the pace of the current rapid urbanization. In their study, Turok and McGranahan (2013) attributed the inability of most cities and urban areas in Africa to exploit the full potential of urbanization, in terms of promoting social and economic growth on *inter alia*, existing weak institutional settings. Similarly, Hove, Ngwerume, and Muchemwa (2013) have blamed poorly managed cities and urban areas in Sub-Saharan Africa on weak and incapacitated urban management institutions.

Like most countries in Africa, Kenya is characterized largely by malfunctioning, exclusive, disorderly, unattractive, and uncompetitive cities and urban areas, despite existence of a legal regime that provides for an institutional framework for the management of her cities and urban areas. For instance, the Constitution of Kenya, 2010 (“the 2010 Constitution” or “the Constitution”) and a range of statutes, including the Urban Areas and Cities Act, 2011 (UACA); Public Finance Management Act, 2012 (PFMA); Transition to Devolved Government Act, 2012 (TTDGA); and the County Government Act, 2012 (CGA), explicitly or implicitly provide for the establishment of the necessary institutional frameworks for the effective management of Kenya’s cities and urban areas. The phenomenon of poorly managed cities and urban areas

in Kenya is thus a major concern, as it not only jeopardizes the achievement of the Kenya Vision 2030 (“Vision 2030”), but also endangers the realization of SDG 11 on sustainable cities and communities. Kenya’s Vision 2030’s goal is to make Kenya a globally competitive and prosperous nation with a high quality of life by 2030. The SDG 11 on the other hand aspires for inclusive, safe, resilient, and sustainable cities and communities by 2030. In this regard, ensuring functional, inclusive, orderly, attractive, and competitive cities and urban areas in Kenya is thus critical to the achievement of both the Vision 2030 and SDG 11. Exploring current institutional challenges compromising sustainable management of urban areas in Kenya is therefore of the essence. It is against this backdrop that the current study was mounted.

1.2 Statement of the Problem

Despite their potential for spurring economic growth and social development, providing opportunities for employment, technological innovation and transfer, knowledge exchange, social integration, as well as ready market for fresh produce from the rural areas and peri-urban fringes, most of Kenya’s urban areas, if not all, have instead become theatres for unemployment, violent crimes, pollution, social misdemeanours, poverty, congestion, heat islands, informal economies and settlements, ecological distraction, as well as general social disorder. This is largely attributed to existence of weak and incapacitated urban development, planning, and management institutions. Such institutions are often bedevilled by a myriad of challenges to the extent that they cannot respond effectively to the management issues of individual urban areas in a manner that enhances the functionality, attractiveness, and competitiveness of such urban areas (Cheema, 1993; Gitau, 2011).

Nairobi City County (NCC), which also serves as Kenya’s capital city, has been undergoing rapid urbanization over the years. The negative externalities associated with a poorly managed

NCC such as urban sprawl are spilling over and being felt in urban areas in adjacent counties such as Kajiado, Machakos, and Kiambu. In Kajiado County (“the County”) for instance, urban centres such as Ong’ata Rongai, Kitengela, and Ngong act as dormitory towns for the city of Nairobi. This has led to *inter alia*, congestion, pollution, and social disorder in these urban areas and increased demand for services, which are often in short supply, a phenomenon that continues to pose urban management challenges in the County. The phenomenon of congestion and social disorder in the County is evident in the four major towns of Kitengela, Ongata Rongai, Ngong, and Kiserian. The streetscapes of these towns are characterized by traffic jams, sanitary sewer overflows (SSOs), illegally dumped solid waste, and unplanned street vending activities.

The problem of effective management of urban areas in the County is exacerbated by the County’s systemic shortcomings such as inadequate transportation infrastructure and social amenities, weak revenue base, a generic and conflicting legal framework, inadequate housing stock, and lack of an all-inclusive and clear-cut urban development, planning, and management culture, all of which adversely affect the functionality of the institution of urban management in the County. In this regard, as well as considering the proximity of the County to NCC, given the important role of institutions in the management of urban areas, and aware that the phenomenon of rapid urbanization is expected to continue, exploring institutional challenges for the sustainable management of urban areas in the County became a necessity.

1.3 Area of Study

The selected area for the study was Kajiado County, which is listed as county number 34 under the First Schedule of the 2010 Constitution, and is one of the 47 counties that constitute the territorial make-up of the Republic of Kenya, pursuant to Article 6(1) of the 2010 Constitution.

Kajiado County, which covers a total area of 21,900.9 square kilometres (Km²), is located in the southern part of the Republic of Kenya; and situated between Longitudes 3605' and 3705' East and Latitudes 100 and 300 South (CIDP, 2013). The County is bordered by NCC to the North, Machakos County to the Northeast, Kiambu and Nakuru Counties to the Northwest, Narok County to the West, Makueni County to the East, Taita Taveta County to the Southeast, and the Republic of Tanzania to the South. Figure 1.1 shows the location of Kajiado County on the national map of Kenya.

Regionally, Kajiado County forms the Southern Metro of the Nairobi Metropolitan Region (NMR), and is one of the four counties (the other three counties being NCC, Kiambu, and Machakos) that constitute the larger NMR. The NMR is an urban planning area that extends over 32,000 km²; comprises the jurisdiction of the four counties of NCC, Machakos, Kiambu, and Kajiado; and had a population size of 6.65 million people in 2009, thus constituting approximately 15 percent of Kenya's population (MoNMD, 2011). According to the MoNMD (2011), the NMR is a highly urbanized region, as it covers an estimated 73 percent of Kenya's total urbanized areas.



Figure 1.1: The Location of Kajiado County on the National Map
 Source: (Google Map, 2017)

Demographically, the 2009 Kenya Population and Housing Census – Kenya’s latest national census, assigns Kajiado County an annual population growth rate of 5.5 percent (CIDP, 2013). According to the Kajiado CIDP 2013-2017, The County’s total population stood at approximately 807,069 people in 2012, with 50.2 percent of the population being men and 49.8 percent being women (CIDP, 2013). The male-to-female population ratio is thus estimated at 1:1. Appendix 6 shows the County’s 2009-2017 population growth and distribution by age cohort. In 2012, the County’s total urban population was estimated at 191,827, representing 23.8 percent of the County’s total population (CIDP, 2013). Ngong is the most populated urban area in Kajiado County (i.e. 41 percent of the County’s total urban population), followed by Kitengela at 23 percent, Ongata Rongai at 16 percent, Kiserian at 10 percent, and Kajiado town at 6 percent in that order (CIDP, 2013). Nonetheless, generally, all the County’s four main urban areas are experiencing steady population growth, and hence the need for effective urban planning and management principles for the County’s urban areas.

In terms of administration, Kajiado County is an electoral constituency for the election of the county woman representative, county senator, and county governor, pursuant to Articles 97(1)(b), 98(1)(a), and 180(1) of the 2010 Constitution respectively. The holders of these three positions of county woman representative, county senator, and county governor play constitutional roles, perform constitutional functions, and exercise constitutional powers that have a significant impact on the effective and sustainable management of the County.

In addition, the Kajiado County is divided into five electoral constituencies for purposes of electing members of parliament to represent the legislative interests of the County’s residents, at the National Assembly (NA) level, pursuant to Articles 95 and 97(1)(a) of the Constitution. The constitutional roles played and functions performed by the elected members of the NA

from the five electoral constituencies have a significant impact on urban management tasks and processes within the County. The five electoral constituencies within the County are: - Kajiado Central, Kajiado North, Kajiado South, Kajiado West, and Kajiado East. Table 1.1 shows the current five electoral constituencies, the population, and the count assembly wards (CAWs) therein.

In accordance with Article 176(1) of the 2010 Constitution and the provisions of existing relevant statutes, Kajiado County has an established County Government that consists of a county assembly and a county executive, with stated powers, functions, and responsibilities. The County's legislative authority is exercised by the county assembly, pursuant to Article 185 of the Constitution. The Assembly's legislative tasks and processes of law-making, approvals, budget-making, representation, and oversight, have a significant influence and/or impact on the effective management of urban areas in the County.

The County's executive authority on the other hand is vested on and exercised through its executive committee, pursuant to Article 179(1) of the 2010 Constitution. The County Executive Committee, which comprises the governor, his/her deputy, and CECMs appointed in accordance with Article 179(2) and (3) of the Constitution, is responsible for performing the functions specified and/or contemplated under Article 183 of the Constitution. One of such functions is the implementation of the County's legislation. Therefore, the institution of the County Executive Committee has a critical role to play in ensuring that urban areas in the County are effectively managed. Other organs such as sub-county administrators, ward administrators, and village administrators also play a critical role in ensuring delivery of urban services.

Table 1.1: Electoral Constituencies in Kajiado County

County Name	Constituency Code	Constituency Name	Constituency Population	CAW Code	CAW Name
O D A I J A K	183	Kajiado North	202,651	0911	Olkeri
				0912	Ongata Rongai
				0913	Nkaimurunya
				0914	Oloolua
				0915	Ngong
	184	Kajiado Central	102,978	0916	Purko
				0917	Ildamat
				0918	Dalalekutuk
				0919	Matapato North
				0920	Matapato South
	185	Kajiado East	137,254	0921	Kaputiei North
				0922	Kitengela
				0923	Oloosirkon/Sholinke
				0924	Kenyawa/Poka
				0925	Imaroro
186	Kajiado West	106,933	0926	Keekonyokie	
			0927	Iloodokilani	
			0928	Magadi	
			0929	Ewuaso Oonkidoi	
			0930	Mosiro	
187	Kajiado South	137,496	0931	Entonet/Lenkisim	
			0932	Mbirikani/Eselen	
			0933	Kuku	
			0934	Rombo	
			0935	Kimana	

Source: (IEBC, 2017; IEBC, 2013, as cited in CIDP, 2013, p.7)

1.4 Purpose of the Study

This study was mounted to assess the institutional challenges facing sustainable management of urban areas in Kenya, with a particular focus on urban areas situated in Kajiado County.

Ultimately, the study hoped to propose a road map for enhancing the sustainable management of urban areas in the County and beyond.

1.5 Objectives of the Study

In a bid to realize its purpose, the study hoped to achieve the following specific objectives:

1. To identify existing urban management institutions and their specific roles in the management of urban areas in Kajiado County.
2. To explore the nature and extent of challenges facing urban management institutions in Kajiado County.
3. To propose strategies for the sustainable management of urban areas in Kajiado County and beyond.

1.6 Research Questions

In light of the foregoing specific objectives, the study sought to answer the following questions:

1. Which institutions are currently involved in the management of urban areas in Kajiado County, and what are their specific roles in urban management in the County?
2. What is the nature and the extent of challenges facing urban management institutions in Kajiado County?
3. What appropriate strategies can be adopted to enhance sustainable management of urban areas in Kajiado County and beyond?

1.7 Significance of the Study

The phenomenon of rapid urbanization, particularly in developing countries such as Kenya is inevitable, as about 70 percent of the world's population is projected to be urban by 2050 (Boyd, 2017). As pointed out by De Sherbinin et al. (2007), urbanization can play an important role in accelerating the economic growth and social development of developing countries. Besides,

urban centres can serve as centres of innovation and technological advancement for the developing countries if managed effectively and sustainably (De Sherbinin et al., 2007). Keivani (2010) has demonstrated that institutions play a determining role in the achievement of more functional, inclusive, orderly, attractive, and competitive cities and urban areas. However, Lindfield (2017) posits that ensuring more functional, inclusive, orderly, attractive, and competitive cities and urban areas remains a critical challenge for the twenty-first century manager in a developing country.

Therefore, by assessing the institutional challenges that currently hinder the sustainable management of urban areas in Kajiado County, and ultimately proposing a road map for ensuring the sustainable management of urban areas in the County and beyond, this study provides an important opportunity for policy makers and urban managers to effectively respond to the specific management issues of individual urban areas in a manner and to the extent that enhances the effective and efficient performance of the urban areas.

Article 184(1)(b) of the 2010 Constitution provides for the enactment of a national legislation that informs the governance and management of urban areas and cities, in terms of establishing the principles of governance and management of urban areas and cities. The UACA is the legislation that is contemplated under Article 184(1)(b) of the Constitution. Section 12(1) of the UACA vests the management of cities and municipalities in the respective county governments, which delegate such management roles to boards of cities and municipalities as well as city or municipal managers. The findings of this study are therefore expected to provide a host of stakeholders involved in the management of urban areas in the County, including the County's government, with useful insights on the current institutional challenges hindering the sustainable management of urban areas in Kajiado County. Such insights are expected to go a

long way in informing urban management policy decisions and the development of sustainable urban management strategies within and without Kajiado County.

One of the current urban management problems stated in section 1.2 of this report is the existence of generic and conflicting legal frameworks for urban management, which often do not respond effectively to the contextual and specific urban management issues of individual urban areas. Article 185(2) of the Constitution permits a county assembly to enact necessary laws for the effective performance of the functions and exercise of the powers of the county government, as specified under the Fourth Schedule of the Constitution. Urban management is one of such functions vested on the county government. The findings of this study are therefore expected to go a long way in influencing the County Assembly to enact a county-specific urban management law that enhances the effective performance of the functions of urban management institutions in the County.

In addition, the findings of the study are expected to contribute, significantly, to the existing database for updating the 2013-2017 Kajiado CIDP and/or developing the County's 2018-2022 CIDP. Moreover, the findings of this study as well as its recommendations and identification of areas for further/future study are expected to inform and/or influence future researchers and shape future studies on urban management issues within and without Kajiado County.

1.8 Justification of the Study

The choice of Kajiado County for this study was necessitated by a number of factors. First, Kajiado is one of the four counties that currently constitute the Nairobi Metropolitan Region ("the Region"), as such, is significantly affected by the phenomenon of urban sprawl that is characteristic of the Region. As has been pointed out in section 1.2, the County is home to several dormitory towns for Nairobi City County. Consequently, the dormitory towns in the

County are currently faced with a myriad of urban management challenges, including congestion, pollution, social disorder, and increased demand for services. Therefore, given these challenges and considering the geographical expansiveness and socio-economic uniqueness of Kajiado County, a sustainable approach to managing towns within the County is of the essence. Lastly, Kajiado County was deemed appropriate for this study due to the researcher's in-depth knowledge about various aspects of urban management in the County.

1.9 Limitations and Delimitations of the Study

This section highlights the limitations and delimitation of the study.

1.9.1 Limitations

The current study was characterized by a number of limitations. Firstly, the study was confined to Kajiado County, and particularly assessed the current institutional challenges affecting the sustainable management of urban areas in the County. The study did not therefore assess other potential forms of challenges such as sociocultural barriers, economic instability, as well as political instability, each or all which may equally be affecting the sustainable management of urban areas in the County.

Secondly, only the County's five major and fastest growing urban areas of Ngong, Ongata Rongai, Kitengela, Kiserian, and Kajiado town were included in the study. Other urban areas within the County such as Isinya, Loitoktok, Namanga, Bissil, and Sultan Hamud, were therefore excluded from the study. Such exclusion was necessitated by the limited amount of time and financial resources that were available for the execution of the study. Nevertheless, efforts were made to ensure that the samples selected for the study were representative, as much as possible, of the general character of the urban areas within the County.

Thirdly, the use of self-administered questionnaire (in some case), semi-structured interview guide, and observation guide, as data collection tools in the current study may have had an impact on the quality of the responses, as some of the sampled respondents may have chosen to avoid certain questions and/or provide inaccurate or untruthful answers to the questions posed. This may therefore have had an effect on the validity and reliability of the findings of the study. However, such limitations were addressed by excluding perceived sensitive questions from the survey, providing the respondents with a precise brief of the purpose of the study before their actual participation, assuring them of their anonymity and confidentiality of the information they volunteer during the study, ensuring data triangulation by collecting information from various classes of respondents, as well as including closed-ended questions in the survey so as to prevent the potential problem of survey fatigue. In addition, the study adopted and adapted a mixed methods research strategy, and which strategy allowed for the collection of both qualitative and quantitative data from various sources, using various tools, in a manner and to the extent that enabled data triangulation (Cohen, Manion, & Morrison, 2000), and hence reducing or eliminating instances of validity and reliability.

1.9.2 Delimitations

The scope of this study was limited to assessing the institutional challenges hindering the sustainable management of urban areas within Kajiado County, with an ultimate aim of proposing a road map for the effective and sustainable management of the urban areas. Accordingly, the study was restricted to identifying urban management institutions in the County, describing the specific roles of such institutions, exploring the nature and extent of challenges faced by the institutions in the performance of their roles, and making appropriate recommendations for the sustainable management of the urban areas within the County.

1.10 Assumptions of the Study

This study was premised on the following assumptions:

1. That there are institutions that are currently involved in the management of urban areas in Kajiado County, and that these institutions play specific urban management roles.
2. That the institutions that are currently involved in the management of urban areas in Kajiado County are faced with challenges of varying nature and extent.
3. That the current institutional challenges hinder the sustainable management of urban areas in Kajiado County.

1.11 Operational Definition of Terms

The various terms and concepts used in this study are to be construed as follows:

- ***Urbanization***

The gradual growth of the proportion of city dwellers and population of urban areas, and the mechanisms with which such cities and urban areas adapt to such increase in their population.

- ***Urban Area***

A human settlement with a relatively high population density and infrastructure of built environment, and which emerge as a consequent of urbanization, and can be classified as either a city, municipality, town, conurbation, or suburb.

- ***Urban Sprawl***

An unplanned low-density linear expansion or ‘leapfrog development’ of a city into the surrounding municipalities, towns, or suburbs within the city’s peri-urban areas.

- ***Urban Dwellers***

All human beings and animals that live in or at a specific region or zone within an urban area.

- ***Urban Environment***

The economic, social, ecological, political, cultural, policy, and legal components that constitute an urban area.

1.12 Organization of the Project Report

The first chapter of this research project report has provided a brief background to the study; stated the research problem, purpose and the specific objectives of the study, , as well as the research questions that the study sought to answer; described the area of study; explained the significance of the study; highlighted the assumptions upon which the study was premised; outlined the limitations and delimitation of the study; as well as defined and operationalized the various terms and concepts applied in the study. The rest of the report is thus organized into five additional chapters as follows:

Chapter two reviews existing relevant literature, with a view to identifying existing knowledge gaps that the study hoped to fill. The chapter also presents a conceptual framework within which the study was executed.

Chapter three on the other hand outlines the research methodology – research design and methods, adopted by the study for purposes of sampling and recruiting the desired participants in the study, collecting the necessary sufficient data for answering the research questions, as well as analysing and presenting the collected data. In addition, the chapter outlines the ethical considerations observed in the course of the study. Basically, this chapter establishes the requisite methodological framework for the study.

Chapter four analyses the collected data, presents the results of the analysis, and interprets such results. In addition, the chapter discusses the results of the study in the light of existing literature, most of which are reviewed in the second chapter of this report.

Chapter five summarizes the findings of the study, concludes the study, and makes the necessary recommendations for action vis-à-vis the findings of the study. As part of recommendations, the chapter also identifies areas for further and/or future research.

In addition to the six chapters enumerated herein above, the report comprises sections on references and appendices.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction

As has been indicated in the preceding chapter, the current chapter reviews existing relevant theoretical and empirical literature, with a view to identifying existing knowledge gaps that the study hoped to fill, and informing the appropriate design of the study. In particular, the review hereunder covers the concept of sustainable management, institutional frameworks for urban management, institutional challenges for urban management, as well as institutional best practices for urban management. Furthermore, under this chapter, the existing knowledge gaps are identified and a conceptual framework for the study is described.

2.2 The Concepts of Management and Sustainable Urban management

This section attempts to explore the concepts of management and sustainable urban management.

2.2.1 The Concept of Management

It is imperative to develop an *ab initio* understanding of the general concept of management, and figure out how it fits within the context of the current study. The term ‘management’ has been perceived and construed variously by scholars in different disciplines. For instance, economists such as Koohafkan (2000) and Kamble (2016) perceive management as a resource, just like land, labour, capital, and organization. Bureaucrats such as Max Weber on the other hand construe management as a system of authority that is crafted for purposes of achieving clearly defined organizational goals (Sapru, 2008). As for the sociologists, managers constitute an elitist class in society (Thiel & Mayer, 2009). The sociologists’ perception of management thus seem to suggest that management, as a function, is a preserve of the elite members of

society, and hence entails exercising an arbitrary authority over the subjects by members of the elitist class. These variations in the perception and construal of the concept of management has led to the advancement of different definitions of the term ‘management’, by different management thinkers. Table 2.1 summarizes some of these definitions.

Table 2.1: A Summary of the Various Definitions of Management

Management Thinker(s)	Definition of the Term ‘Management’
<i>Henry L. Sisk</i>	The act of coordinating requisite resources through planning, organizing, directing, and controlling, with an aim of achieving stated objectives (Sisk, 1973, p.6).
<i>James Leroy Lundy</i>	The principal task of planning, coordinating, motivating, and controlling the efforts of other people towards the achievement of an organization’s specific objectives (Lundy, 1957).
<i>Frederick Winslow Taylor</i>	The art of knowing what needs to be done and then ensuring that it is done in a cost effective manner (Taylor, 1911, p.11).
<i>Henri Fayol</i>	Management entails, forecasting, planning, organizing, commanding, coordinating, and controlling (Fayol, 1949, cited in Wren, Bedeian, & Breeze, 2002, p.907).
<i>Peter Ferdinand Drucker</i>	A multipurpose system responsible for the management of different aspects of business enterprise (Drucker, 1954, p.26).
<i>Max Weber</i>	A bureaucratic process that is characterized by clearly defined organizational roles and processes based on specified job qualifications (cited in Lutzker, 1982, p.120).
<i>Ricky W. Griffin</i>	A set of organizational activities that are directed at an organization’s resources, with the ultimate purpose of achieving organizational goals efficiently and effectively (Griffin, 2002, p.7).
<i>Heinz Wehrich and Harold Koontz</i>	The process of creating and maintaining an enabling work environment for the efficient accomplishment of selected aims (Wehrich & Koontz, 1994, p.6)
<i>John R. Schermerhorn, Jr.</i>	The process of planning, organizing, leading, and controlling the use of resources to accomplish performance goals (Schermerhorn, 2005, p.8).
<i>Conor Vibert, Alex Kondra, and Chuck Williams</i>	Management is getting work done through others (Vibert et al., 2004, p.5).
<i>Owolabi L. Kuye</i>	A practice and a process of integrating and mobilizing human efforts to enhance purposeful organization (Kuye, 2009, p.4).
<i>John Kroon</i>	The act of utilizing human and non-human resources for purposes of achieving an organization’s specific goals (Kroon, 1995, p.7).

Management Thinker(s)	Definition of the Term ‘Management’
<i>Michael Mattingly</i>	The act of assuming sustained responsibility for actions for purposes of achieving specific objectives in relation to a specific object (Mattingly, 1995).

In view of the foregoing definitions, it is evident that the term ‘management’ is a placeholder term that defies easy categorization and straightforward definition. However, from the definitions summarized in table 2.1, one can easily deduce what management entails. For instance, in almost all the thirteen definitions considered in the said table, there is almost a universal sense that management is a goal-oriented activity that entails creating a conducive environment within which to effectively and efficiently forecast, plan, recruit, organize, integrate, coordinate, direct, lead, control, and motivate available resources (both human and non-human resources), all for purposes of achieving specific goals and objectives. The basic activity of planning in the management process entails decision-making, in terms of determining the right courses of action, while organizing entails coordinating management activities and resources (Lundy, 1957; Sisk, 1973). Leading on the other hand involves managing and motivating the human resources (Griffin, 2002), while controlling concerns the monitoring and evaluation of the management activities to ensure that they are in keeping with the decided cause(s) of action (Fayol, 1949).

Other than being conceptualized as a goal-oriented activity, different management theorists, thinkers, and/or scholars have also conceptualized the term ‘management’ as a universal phenomenon, an integrative force, a social process, a multidisciplinary practice, a continuous process, an intangible concept, as well as an art and a science. Table 2.2 summarizes the various characteristics of the concept of management.

Table 2.2 Nature and Characteristics of the Concept of Management

Characteristic of Management	Description
<i>Goal-Orientedness</i>	As is evident from the definitions summarized in table 2.1, management is not an end in itself, but a means through which to achieve specified goals and/or objectives. This implies that the existence of the activity of management would become unjustifiable in the absence of group/organizational goals and/or objectives (Sisk, 1973).
<i>Universality</i>	Management thinkers who conceptualize management as a universal phenomenon, consider it an essential element of every organized activity that is dedicated to achieving a common goal (Fayol, 1949). According to this school of thought, all types of organizations (formal or informal, small or large) require management, which is construed as a 'pervasive' activity (Fayol, 1949).
<i>An Integrative Force</i>	The essence of management is to organize and coordinate individual efforts into team efforts (Kuye, 2009). This implies that management seeks to reconcile individual goals with organizational goals. Therefore, as a unifying force, management is keen on creating a whole that exceeds the sum of individual parts, through the integration of human resources and non-human resources (Wehrich & Koontz, 1994; Kuye, 2009).
<i>A Social Process</i>	As pointed out by Tian et al. (2015), management is undertaken by people, through people, and for people. Management is thus a social process or a social function that is concerned with interpersonal relations as well as effective interaction and communication among members of an organized group (Robbins, De Cenzo, & Stuart-Kotze, 2003). Management scholars who subscribe to this conceptualization of management, thus consider human factor as the most important element of management (Robbins & Coulter, 1999). According to Robbins et al. (2003), management ought to focus on developing the human resource and not directing the resource. This school of thought opines that a good manager should be a leader not a boss. The pervasiveness of human element in the management process thus necessitates the conceptualization of management as a social process or function.
<i>Multidisciplinary</i>	The activity of management deals with human behaviour under dynamic conditions (Williams, 2004). In this regard, Williams (2004) contends that the effectiveness of the practice of management is dependent upon a wide range of knowledge, skills, and experience derived from various disciplines, including but not limited to engineering, sociology, economics, psychology, anthropology, law, project planning, finance, and public relations.
<i>A Continuous Process</i>	According to this school of thought, management is a dynamic and an-ongoing process, whose cycle persists provided there exists an organized action aimed at achieving specified organizational or group goals (Yalokwu, 2006).
<i>Intangibility</i>	Those who consider management as an intangible concept posit that it is an invisible force, or that which is unseen (Sisk, 1973). Whereas management or invisible, proponents of this approach to conceptualizing management contend that the presence of management can be felt in the form of results (Sisk, 1973; Wehrich & Koontz, 1994; Kroon, 1995).

Characteristic of Management	Description
<i>An Art and Science</i>	According to this school of thought, management not only comprises a systematic body of theoretical knowledge (Vibert et al., 2004), but also entails the practical application of such knowledge (Taylor, 1911), a phenomenon that makes it both an art and a science. As a discipline, management entails specialized training, and is guided by a clearly defined ethical code arising out of its social obligations (Vibert et al., 2004).

While it is worth acknowledging and appreciating the insightful nature of the foregoing definitions and characteristics of the concept of management, in terms of understanding and explain emerging institutional issues in urban management (e.g. professional competences, integrity and values, interagency coordination, PPP, as well as inadequacy of human resources and non-human resources), the concept of management, at least as canvassed herein above, appears to be focused on a single organization or group, with a single set of organizational or group goals. However, in circumstances where one is faced with the question of managing a multisectoral organization such as an urban ecosystem, as is the case in the current study, the development of a relatively wider understanding of the concept of management would be of the essence, especially considering that urban management entails managing the activities of various actors with different (sometimes competing and/or conflicting) organizational or group goals. In this regard, such a scenario, in the opinion of the current study, would thus necessitate adoption of a more sustainable approach to management. Therefore, with a background knowledge and understanding of the general concept of management, the subsequent subsection explores the concept of sustainable urban management.

2.2.2 The Concept of Sustainable Urban Management

Drawing from the review in the preceding subsection, and at least for this study, it is now a settled conceptual principle that management is a process and practice that involves the creation of a requisite environment within which to effectively and efficiently forecast, plan, recruit, organize, integrate, control, influence, lead, and motivate human resources and non-human resources (e.g. financial, intellectual, and physical resources) for purposes of achieving specific organizational or group goals. What therefore is sustainable urban management? Before answering this critical question, perhaps it would be beneficial to develop an understanding of what constitutes urban management.

Like in the case of management, the concept of urban management has been perceived and construed variously by different urban management scholars and practitioners. For instance, Meine Pieter van Dijk posited that urban management is the practice by local authorities to focus on the major issues identified by the urban population, and pay attention to the most important problems, with a view to furthering the development of the urban economy (van Dijk, 2006). This definition is characterized by a number of fundamental flaws. Firstly, it seem to suggest that the practice of management is a preserve of the local authority, a notion that negates the very essence of integrated and participatory approach to urban management (Brown, 2005; Pascariu & Pascariu, 2013). Secondly, van Dijk's (2006) definition appear to be purporting that it is up to the local authority in a given urban area to determine what issues are important for implementation. Lastly, and regrettably, this definition considers furtherance of the development of the urban economy as the ultimate aim of urban management. *Prima facie*, such a consideration is unconscious of the essence of sustainable urban development, which is

concerned with the furtherance of the social, economic, and environmental aspects of an urban area.

Given the inherent deficiencies in van Dijk's (2006) definition, van Dijk (2008) attempted to offer what he termed as an improvement of van Dijk's (2006) definition. According to van Dijk (2008), urban management refers to the effort directed at coordinating and integrating both public and private actions for purposes of tackling the major problems faced by inhabitants of cities, in an integrated way, and in a manner that not only makes such cities more competitive and equitable, but also sustainable. Noteworthy, van Dijk's (2008) definition thus highlights fundamental principles of management – coordination and integration of public resources for purposes of addressing urban problems, as espoused by Fayol (1949); Lundy (1957); Sisk (1973); Griffin (2002); Schermerhorn (2005); and Kuye (2009). The definition by van Dijk (2008) provides an important framework within which to construe not only the concept of urban management, but also that of sustainable urban management, as it roots for an integrated approach to addressing collectively identified problems of urban areas in a manner and to the extent that make the urban areas competitive, equitable, and sustainable.

Apart from van Dijk (2006) and van Dijk (2008), other urban researchers and commentators have also attempted to conceptualize urban management. For instance, in an introductory note exploring the meaning and scope of urban management, Acioly Jr. (2003) described the concept of management as a set of instruments, activities, tasks, and functions for assuring that a city functions. According to Acioly Jr. (2003), urban management is concerned with ensuring that urban dwellers have access to water and are served with a functional transport system, that land is available for urban growth and development, and that public interest is safeguarded against the whims of individuals and/or corporate entities. Like van Dijk (2008), Acioly Jr. (2003)

recognizes that urban management is a process that involves the coordination of the participation of a range of stakeholders (e.g. public, private, and community-based) in the provision of basic urban services to urban dwellers.

Elsewhere in a 2012 study mounted to explore the role of urban management in the spatial development of the Iraqi city of Nahavand, Khazee and Razavian (2012) conceptualized the term 'urban management' to mean the necessary organizational framework, governance structure, urban development plans, policies, programs, and operations for providing services to the urban population. Khazee and Razavian (2012) appear to be corroborating an earlier assertion by Davey (1993), who affirmed that urban management entails policies, plans, programs, and practices that strive to assure that population growth is matched by access to infrastructure, housing, and employment. According to Acioly Jr. (2003), such access is dependent, largely, on the initiatives of the private sector, which is affected by the policy actions of the public sector and legal functions of local governments.

Since the public sector, working on its own, cannot fulfil its constituent role in urban management, Acioly Jr. (2003) contends that the concept of PPPs in the supply, management, and maintainance of urban public services has gained significant popularity, as an effective urban management instrument, in contemporary urban management systems. This is due to the inherent problems in budget restrictions, decreasing revenues, as well as cuts in public sector expenditures and the efficiency in service delivery that is associated with the private sector (Acioly Jr., 2003). In this regard, Acioly Jr. (2003) identifies public transportation, solid waste management, as well as electricity and water supply, as the components of urban management that have been characterized by the most forms of privatization and concessions in most cities and urban areas across the globe.

In view of the various conceptualizations of urban management, as advanced by Davey (1993), Mattingly (1995), Acioly Jr. (2003), van Dijk (2006), van Dijk (2008), Khazee and Razavian (2012), it is suffice for the current study to conclude that urban management, just like the general activity of management, is a process and practice that involves the development of requisite policy, legal, institutional, and infrastructural frameworks, within which to effectively and efficiently recruit, organize, integrate, and coordinate the meaningful participation and actions of relevant stakeholders for purposes of effective and efficient service delivery to the urban population, and in a manner that makes the urban areas more competitive, equitable, inclusive, safe, resilient, and sustainable.

As pointed out by Michael Mattingly in a working paper dubbed; *Urban Management in Less Developed Countries*, the activity of urban management has the potential for “directing efforts towards common goals, glean benefits from coordination of expenditures and human actions, focus resources on high priority targets, and organize and initiate essential tasks, which competition, confusion, inertia, or neglect often leave undone” (Mattingly, 1995, p.1). In addition, a sound urban management activity can “husband and efficiently utilize scarce resources, vastly expanding the resource pool available for the needs of urban life” (Mattingly, 1995, p.1).

What does sustainable urban management therefore entail? The concept of sustainable urban management is anchored in the principle of sustainable development, as explicitly contextualized and popularized in the Brundtland Commission Report (popular known as *Our Common Future*), as development that meets the needs of the present generation without jeopardizing the future generations’ ability to meet their own needs (WCED, 1987). This definition is often criticized, mostly by ecological conservatives, for being vague, in terms of

being implicit on the ecological dimension of development, and focusing more on human beings (Holden, Linnerud, & Banister, 2014). However, in the *Hungary v Slovakia* (1997) case, which concerned the *Gabcikov-Nagymoros Project*, Weerematty J observed that sustainable development entails striking a balance between development and environmental protection. A review of the Brundtland Report leaves one with the impression that a sustainable development is that which is economically vibrant, socially inclusive, and environmentally sound. Well, the Brundtland Report's conceptualization of sustainable development in this regard, does have merit.

Nonetheless, the challenge with that kind of conceptualization is the ambiguous manner in which the report approaches the idea of environment. It is the view of this study that the term 'environment' is an umbrella term, which, just like management, evades easy categorization and straightforward definition. Take for instance, an urban environment, which is a macro-environment, and within which exist a range of microenvironments (e.g. economic, social, ecological, political, physical, policy, institutional, and legal environments). Therefore, in the opinion of this study, a sustainable development would be that, which enhances the economic, social, ecological, and physical wellbeing of the environment within which such a development is implemented. The foregoing thus creates a *prima facie* feeling that a sustainably managed urban environment would be that, which is characterized by enhanced and more resilient economic, social, ecological, policy, and physical aspects. This implies building livable communities that are more competitive, equitable, inclusive, safe, resilient, and sustainable.

The *Shanghai Declaration on Better Cities, Better Life*, provides cities with a framework within which to build friendly and livable communities. Accordingly, the Declaration proffers the

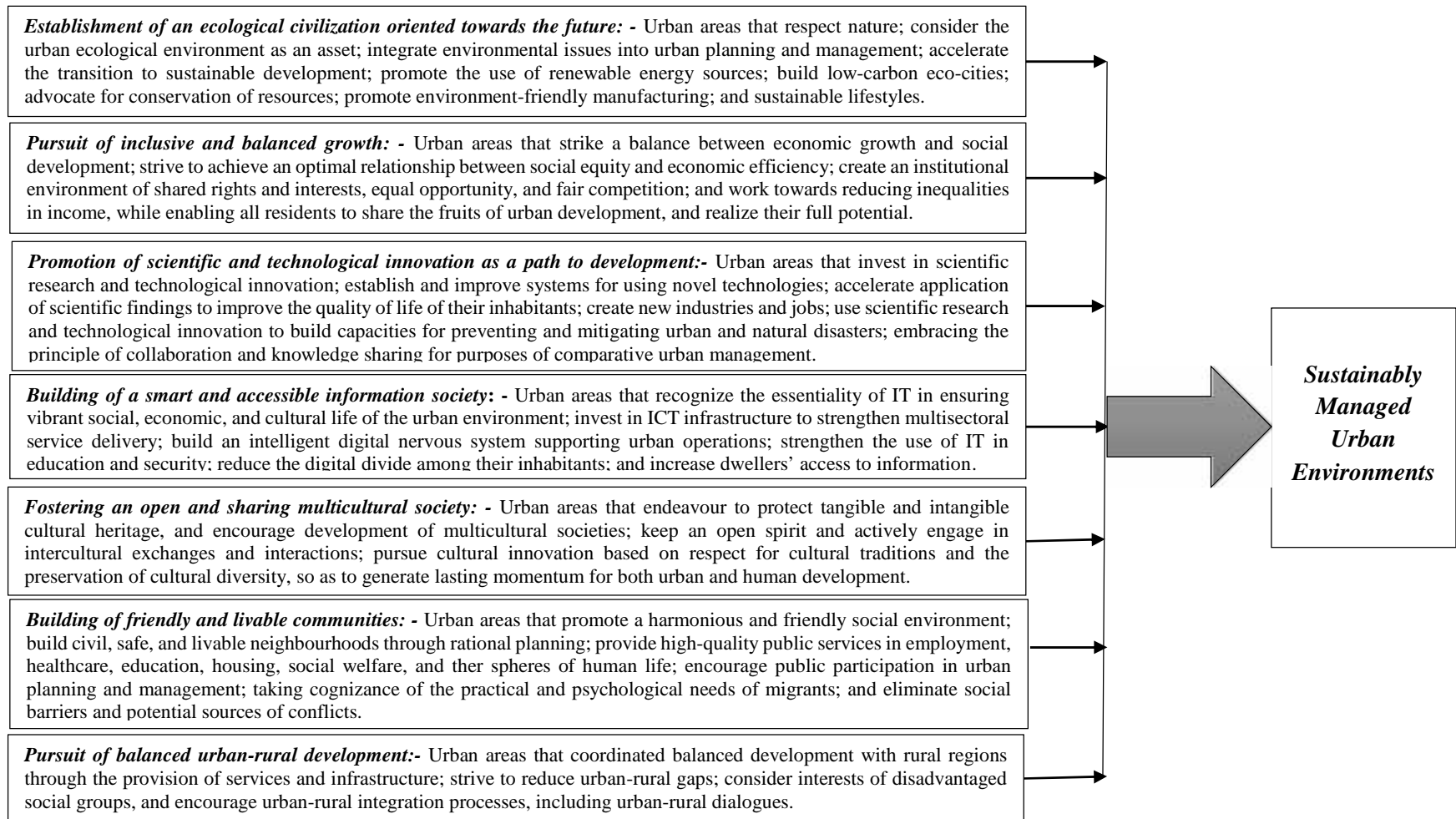
following roadmap to sustainable urban development planners, managers, as well as urban management policy decision-makers:

“Cities should promote a harmonious and friendly social environment, and build civil, safe and livable urban neighbourhoods through rational planning. They should provide high-quality public services in employment, healthcare, education, housing, social welfare, and other areas. They should encourage public participation in urban planning and governance, take into consideration the practical and psychological needs of migrants to the cities, and eliminate social barriers and conflicts” (UN, 2010, p.15).

The Shanghai Declaration suggests a sustainable urban management model that is anchored in seven fundamental propositions, as modelled in figure 2.1.

The Shanghai Declaration thus advocates sustainably managed cities and urban areas that embrace cooperation, knowledge exchanges, and capacity building for both their institutions and residents (UN, 2010). According to the UN (2010), sustainable managed cities can help in tackling the economic, social, institutional, and ecological challenges of the 21st century.

Figure 2.1: The Shanghai Declaration's Sustainable Urban Management Model



Source: (Adapted from UN, 2010, pp.14-15)

Sustainable urban management can thus be construed, at least in the context of this study, to mean a form of urban management that promotes more competitive, equitable, inclusive, safe, resilient, and sustainable urban environments by enhancing the economic, social, cultural, ecological, institutional, policy, and physical wellbeing of such environments; investing on building the capacity of urban populations, and ensuring rational and reasonable participation of such populations, established institutions, and existing organizations, in the urban management process(es) and execution of urban management tasks; advocating a futuristic ecological civilization; investing in research and technological innovation; fostering information sharing and knowledge exchange; promoting comparative urban management initiatives through inter-urban and intra-urban collaborations; as well as encouraging urban-peri-urban/rural integrations. Delivering a sustainably management urban environment is no doubt, a herculean and challenging task that requires a functionally effective and efficient institutional framework. The subsequent section explores the institutional framework necessary for ensuring a sustainably managed urban environment.

2.3 Institutional Framework for Urban Management

In view of the discussion in the preceding section, sustainable urban management can thus be inferred a coordinated service-oriented process that involves the participation of a wide range of institutions (both formal and informal), and the linkage between which constitute an institutional framework for the management of a given urban ecosystem.

As explained by Wapwera, Mallo, and Jiriko (2015), institutions refer to a set of norms, values, and beliefs, which are formed for purposes of ensuring that set targets are achieved. A framework on the other hand “is the linkage that supports two or more subsystems, ensuring the easy flow of information or data from one subsystem to another” (Wapwera et al., 2015,

p.245). According to Gupta (2001) and Goldratt (2004), an institutional framework plays a critical determining role in assuring more functional and sustainably managed urban environments. Wapwera's et al. (2015) conceptualization of institutions and institutional framework has subsequently been adopted and adapted by Rahman and Abdullah (2016) to guide their development of a theoretical concept for the urban public transportation framework in Malaysia. For purposes of a developing country such as Nigeria, and by extension, Kenya, Wapwera et al. (2015) identified four major components of the institutional frameworks for urban management (i.e. the governance, organizational, legal/legislative, and administrative), and which components are summarized in table 2.3.

In its 2011 report, the CGG, as cited in Wapwera et al. (2015, p.247), observed that an effective governance component of an urban management framework is that which assures that political, social, ecological, and economic priorities are informed by the broadest consensus of the urban community, and that the voices of the marginalized, including the urban poor, are heard in urban management decision-making processes. According to the UNDP (2003), effective urban governance is deemed to take place if and when urban residents are empowered by societal norms and practices to assume greater control over their own development in a manner and to the extent that does not impinge upon guaranteed rights of others (cited in Wapwera et al., 2015, p.247). Wapwera et al. (2015) point out that effective and meaningful urban governance entails rational and reasonable interactions between formal institutions (e.g. boards of urban areas) and those of civil society (e.g. NGOs, FBOs, CBOs, Women and Youth Groups).

Table 2.3: Major Components of an Institutional Framework

Component of Institutional Framework	Description
<i>Governance Framework</i>	This component comprises institutions of urban governance/management, and the channels of information flow within the jurisdiction of governance (i.e., the National and County Governments - two tiers of institutions). Institutions at the two tiers of government exercise not just political and economic authority, but also administrative authority in the management of the urban area's affairs. Considerable participation, equity, and effectiveness, as well as transparency and accountability, effectiveness, and equity are necessary at the two tiers of government, for purposes of promoting the rule of law at every level of governance.
<i>Organizational Framework</i>	The organizational framework includes urban management authorities (i.e. boards of urban areas of Kajiado County) and service providers in the towns within the County. The urban management programme for addressing service delivery in an urban area needs to be effective, in terms of considering fundamental components that meet an immense scale of needs of the urban dwellers and the urban environment.
<i>Legal Framework</i>	This component comprises the policy, legislative, regulatory, and proactive interventions employed within the urban management cycle for purposes of ensuring compliance, and effective and efficient service delivery within the urban environment. The legal framework identifies and defines the relationship(s) between the various actors in the urban management value chain, as well as describes how such actors ought to conduct themselves in the course of executing designated or delegated/assigned urban management roles and/or tasks.
<i>Administrative Framework</i>	This is the structure of administration necessary for controlling urban management processes and tasks. Such a structure may include national and county governments, as well as urban management boards, and committees, as is the case in Kenya.

Source: (Adapted from Wapwera et al., 2015, pp.245-249).

With regard to the organizational component of the urban management institutional framework, Wapwera and Egbu (2013) observed that a functional and effective organizational framework needs to clearly define the roles and responsibilities of, and functions designated to, the various actors in the urban management process. In addition, such a framework recognizes significant elements in an urban management scenario, and understands the relationship between such elements [i.e. urban management skills exhibited and the ability to solve economic, social,

ecological, cultural, physical, policy, and political problems in a manner and to the extent that is beneficial to the urban ecosystem and various actors in the urban management and service value chains] (Wapwera et al., 2015). Elsewhere, Rydin (2011) and Hull (2011) contended that the *modus operandi* (i.e. form of governance) of an urban management institutional framework, in terms of its administrative structure, legal framework, as well as organizational framework, all determine the extent of effectiveness and efficiency of the urban management process. In addition, Wapwera et al. (2015) posited that an independent judiciary and incorruptible police service were critical for assuring a functional urban management system.

The urban management legal regime plays a critical role in guiding the provision of public services to the urban population, and governing the participation of relevant stakeholders in the urban management processes (Wapwera et al., 2015). According to Levi-Faur (2011), regulations can be considered as actions of conduct imposing sanctions, such as fines, to the extent that is permissible under the constitution and/or applicable laws. As pointed out by Wapwera et al. (2015), regulations, at least in the context of urban management, are artefacts of urban management policy statements. Such regulations have to be responsive, if and in the event that the desired outcomes of the urban management process are to be achieved (Levi-Faur, 2011; Rydin, 2011).

In a 2006 study that sought to assess the trends, future projections, and key challenges of urbanization in developing countries, Cohen (2006) established that regulation, if and when used as an approach, can serve as an important tool for describing and prescribing how the regulatory enforcement action best promotes compliance via the urban planning and management legislations. Accordingly, Walker (2010) and Levi-Faur (2011) pointed out that for purposes of ensuring efficiency, effectiveness, and legitimacy, a regulatory policy that is

expected to occasion controlled urban development and management must neither adopt a solely deterrent approach nor that which is perceived to be solely cooperative.

The four major components of institutional framework, as summarized in table 2.3, and the descriptions thereof, as well as the discussion thereafter, thus provide an important standpoint from which to assess and model the existing institutional framework for urban management in Kajiado County. For instance, in Kenya, the UACA explicitly provides that entities (e.g. boards of urban areas, as is relevant in the current study), which are charged with the responsibility of governing urban areas, carry out their functions and exercise their powers on behalf of their respective county governments. In this regard, Section 11(b) of the UACA provides that the governance and management of urban areas and cities is to be premised on the principal-agency relationship, involving county governments and respective boards of urban areas as well as cities.

Section 11(b) of the UACA thus underscores an important urban governance and management principle in respect of existing administrative structure in the area of study, that the relationship between the CGK and board of the urban areas in the County, is that of a principal-agent relationship, and which relationship is akin to the Council-Manager System, as identified by Wapwera et al. (2015). The next section explores reported institutional challenges for urban management.

2.4 Institutional Challenges for Urban Management

To reiterate, urban management is an integrated and coordinated multi-organizational activity that is characterized by a wide range of tasks and processes. Mattingly (1995) identified a number of urban management tasks, including the provision of basic public goods and services such as water and sanitation, drainage, transportation and telecommunication, healthcare,

security and safety, employment opportunities, energy, education, food, housing, recreational facilities, as well as protection of urban ecological systems. Mattingly (1995) opines that these tasks must be performed exemplarily well, if urban areas “are to be effective and efficient centres of production and satisfactory environments for habitation” (p.17). With regard to processes, Mattingly (1995) lists planning, coordinating, resourcing, human resource development and management, financial and material resource(s) mobilization, institutional development and management, information management, developing, operating, and maintaining, as the fundamental urban management processes. In most cities and other urban areas, especially those in the developing world, the effective and efficient execution of the aforesaid tasks and processes is often jeopardized by a range of challenges, most of which are institutional in nature (Mattingly, 1995; Wapwera et al., 2015).

According to Wapwera et al. (2015), institutional frameworks (whether coordinated or non-coordinated) for management of urban ecosystems in most developing countries are highly constrained, making it almost impracticable to assure the effective and sustainable management of such ecosystems, and hence the inefficiencies in service delivery and haphazard growth and development, a phenomenon that perhaps explains the general social and ecological disorders witnessed in most of the urban areas in the developing world.

Mattingly (1995) blames the deplorable economic, social, ecological, and physical conditions in, and poor management status of, most urban areas in developing countries on the national governments of those countries, which governments, in his view, have failed to effectively perform their customary roles of organizing the requisite urban management processes and superintending the effective and efficient execution of the fundamental urban management tasks. According to Mattingly (1995), these national governments have shifted the enormous,

yet important, task of managing the respective local urban areas to local governments, which in most circumstances, are bedevilled by weak governance structures, inadequate administrative capacities, conflicting legal regimes, and uncertain organizational layouts. Given the significance of the governance component, organizational component, legal component, and administrative component, as prerequisites for assuring an effective and functional institutional framework for ensuring sustainably management urban areas (Wapwera et al., 2015), the foregoing scenario, as portrayed by Mattingly (1995), thus posits weak, ineffective, and inefficient urban management institutional frameworks in most of the developing countries.

Most of the previous attempts to assess the [institutional] challenges for effective urban management in the developing world (i.e. notable studies or seminal papers by, Mattingly, 1995; Gitau, 2011; Kakoi, 2013; Wapwera, 2013; Wapwera & Egbu, 2013; Nduthu, 2014; Wapwera et al., 2015; Rahman & Abdulla, 2016), or aspects of urban management such as urban planning and development control, are often characterized by a common denominator – that the institution of urban management in developing countries is under-resourced, to the extent that assurance of sustainably managed urban areas in such countries is impracticable.

For instance, Mattingly (1995) noted that despite shouldering the burden of managing the urban areas within their jurisdictions, local governments in developing countries continuously grapple with the challenge of institutional incapacities. According to Mattingly (1995), such challenges include weak and underdeveloped organizational institutions; lack of clearly defined roles and responsibilities of urban management agencies; lack of or inadequate requisite knowledge, skills, and/or experience among actors responsible for executing assigned urban management tasks; lack of autonomy and sufficient powers to undertake urban management processes as chief actors; lack of authority to raise revenues via taxation and license fees, and in most cases,

urban management agencies are not incorporated as legal entities, and thus lack capacity to borrow funds from the private sector or enter into legal partnerships or agreements with private sector or community organizations. From a legal standpoint, the failure to incorporate urban management agencies as legal persons, deprives such agencies of the opportunity and capacity to enter into legally binding and actionable contracts, sue, as well as be sued, a phenomenon that has a direct negative impact on the operational abilities of the urgencies.

The challenge of incorporation of urban management agencies, as pointed out by Mattingly (1995), is evident in the Kenyan situation. For instance, as already stated in the preceding section of this review, Section 11(b) of the UACA provides for a principal-agent relationship between county governments and boards of urban areas, and in which relationship, the latter is literally an employee of the former, and thus cannot act in its own motion. The failure by the UACA to address the institutional challenges for effective management of cities and urban areas in Kenya was succinctly highlighted by the Institute of Economic Affairs (IEA) in a 2012 bulletin, in which the Institute assessed the quality of the UACA in light of the 2010 Constitution. In that bulletin, and after analysing the various provisions of the Act, the IEA arrived at the following insightful conclusion:

“.....Although the Act provides for the governance structure of cities and municipals, it is weak on the governance of towns and leaves a lot to assumptions. In addition, the public finance framework for urban areas and cities appears to be wanting although this may be supplemented by the organic budget law titled the *Public Finance Management Bill, 2012* once it is passed” (p.7).

It is imperative to emphasize from the outset that the Bill referred to by the IEA has since been enacted into law – *The Public Finance Management Act* of 2012. Nevertheless, the IEA’s conclusion is explicitly suggestive of existing weak and, to a large extent, dysfunctional governance, organizational, legal, and administrative frameworks within the realm of urban

management, more so at the town levels. For instance, it is clear from the IEA's conclusion that the UACA provides for a weak governance structure for urban areas classified as towns in Kenya. Moreover, the UACA's "wanting public financial framework for urban areas and cities", as pointed out by IEA (2012, p.7), has a direct effect on the administrative frameworks of the urban areas and cities in Kenya, and the quality of the overall urban management process in such urban areas. It has been pointed out in Chapter Three of this report that based on the classification criteria set out in the UACA, all urban areas in Kajiado County, which is the focus of the current study, are considered to be, and treated, at least in the context of this study, as towns. In this regard, such inadequate legal frameworks, as is evident in the UACA, which is the *de jure* principal urban management statute in Kenya, must generate considerable concerns, at least among urban management professionals and practitioners.

Besides Mattingly (1995) and the IEA (2012), instances of institutional challenges, mostly in developing countries, have also been reported in studies conducted by other previous researchers from across Africa and beyond. One of such cases is a study conducted by Gitau (2011) to assess the urban management challenges facing Kenya's emerging towns, with a particular focus on Kiserian Town in Kajiado County. In that study, Gitau (2011) found *inter alia*, that existing urban governance structures for managing Kiserian Town were relatively weak, in terms of decision-making processes, the sectoral and conflicting nature of existing urban management-related legislations, and failure to provide for a rational and meaningful participation of stakeholders in the urban management processes. Given that it is approximately five years since the commencement of the devolved governance system in Kenya, and considering the fact that Gitau's (2011) study took place at least two years before the first leg of devolution, it would be excusable and justifiable to assume that a lot of urban management-

related governance, organizational, legal, and administrative reforms have since been undertaken for and in the 47 counties of Kenya, including Kajiado County. Nonetheless, Gitau's (2011) findings are considerable and insightful, at least for the current study.

Still in Kajiado County, Kakoi (2013) conducted a study to assess the institutional framework for the management of peri-urban areas in Ongata Rongai. Accordingly, Kakoi (2013) found that the management of peri-urban areas in Ongata Rongai was faced with a range of institutional challenges, the reported of which included piecemeal planning and management practices, failure by officials in the Physical Planning Departments of both the City Council of Nairobi (CCN, as it was then) and County Council of Olkejuado (CCO, as it was then), as well as lack of a framework for coordinating the relationship between the central and local governments (as they were then). While it is worthwhile to embrace the findings by Kakoi (2013), and take cognizance of the possibility that some of the identified challenges may have found their way into the current governance arrangements, some of these challenges, as reported by Kakoi (2013), may have since been addressed. For instance, the issue of intergovernmental relationship has been, to a large extent, addressed through the enactment of the *Intergovernmental Relations Act* (IRA) of 2012, whose main object is to provide a framework within which the national government and county governments can consult and cooperate.

Elsewhere in Kiambu County, Nduthu (2014) investigated the institutional challenges facing development control processes in Thika Municipality. The study found that weak legislative framework [i.e. the *Physical Planning Act* (Cap 286 of the Laws of Kenya)], lack of a spatial planning framework, inadequate human resource capacity, and legal inertia (i.e. reluctance in adopting and adapting new legislations such as the UACA and the CGA), were the main institutional challenges facing development control in Thika Municipality. The foregoing

findings by Gitau (2011), IEA (2012), Kakoi (2013), and Nduthu (2014) are thus demonstrative of the various aspects of institutional inadequacies for effective and sustainable urban management in Kenya. The findings of the four studies corroborate Mattingly's (1995) assertion that the institution of urban management in developing countries is bedevilled by weak governance structures, inadequate administrative capacities, conflicting legal regimes, and uncertain organizational layouts.

Research on institutional challenges for urban management have also been carried out in other urban areas outside Kenya. For instance, in his study, Wapwera (2013) found that the institutional framework for spatial planning in the Metropolis was characterized by legal and administrative constraints, which rendered the urban planning system ineffective, in terms of enhancing controlled urban development and management. In what appeared to be a follow-up inquiry on the study by Wapwera (2013), Wapwera et al. (2015) carried out a critical analysis of the existing institutional frameworks for urban and regional planning in Nigeria's Jos Metropolis. The study found that while the organizational component of the Metropolis' institutional framework for urban and regional planning was significantly affected by the cultural, physical, political, financial, knowledge, skills, and legal constraints, such constraints had no significant effect on the governance, legal, and administrative components of the Metropolis' institutional framework (Wapwera et al., 2015).

According to Wapwera et al. (2015), constraints in the context of urban planning and management refer to any factor that hinders the various components of the urban planning and management institutional framework from achieving the desired goals. Ebohon, Field, and Mbuga (2002) and Goldratt (2004) contend that constraints can be caused by lack of a clear hierarchy in the organizational component of an institutional framework for urban planning and

management, administrative-related conflicts or those associated with governance, as well as compromises made in the course of executing urban management tasks and processes. Gupta (2001) opines that constraints are ideally restrictions to urban planning and management frameworks based on limited resources, urban planning and management laws and regulations, as well as the need to avoid harming an urban planning and management system. Some of the constraints considered by Wapwera et al. (2015) in their study bore various characteristics, including political, cultural, institutional, legal, knowledge and skills, physical, ecological, social, and analytical.

Research has shown that even in situations where an urban management institutional framework clearly defines the roles, functions, and responsibilities for the various actors involved in the urban management processes, conflict may still exist between the levels of government, if and when a linkage does not exist between such levels of government. Such was the case in a study conducted by Wapwera and Egbu (2013) to review the roles, functions, and responsibilities of planning authorities in Nigeria's Jos Metropolis. In that study, it emerged that while each planning authority had its roles, functions, and responsibilities clearly defined within the planning system, conflicts always existed at various tiers of government due to lack of linkages between them (Wapwera & Egbu, 2013). Moreover, Wapwera and Egbu (2013) found that obsolete decrees often formed barriers to the effective and efficient functioning of the planning authorities.

The findings by Wapwera and Egbu (2013) seem to corroborate an assertion by Garner (1962), who observed that stratification in management may exist, but not functional, a phenomenon that creates friction between the various levels of government, and of the urban planning and management authorities.

How then have the challenges been addressed in the past? In a bid to address the foregoing institutional challenges, a number of urban management initiatives have been implemented in different cities and other urban areas from across the globe, with various outcomes being documented and reported. The next section reviews some of the reported institutional best practices for effective and/or sustainable urban management.

2.5 Institutional Best Practices for Urban Management

Drawing from concepts of governmentality, Bulkeley (2006) argued that “best practices are at once a political rationality and a governmental technology through which urban sustainability’s policy problem is framed and defined” (p.1029). As noted by Raven et al. (2017), cities and urban areas have gained recognition in the international sustainable development agenda as key sites for negotiating and shaping sustainable development, economic growth, technological innovation, social cohesion, and environmental soundness. Accordingly, a number of best practices aimed at promoting the sustainable development agenda have been implemented and reported in different cities and urban areas across the globe.

One of the world cities that is often cited in existing sustainable urban management literature as a model for a sustainable city is the Brazilian city of Curitiba (Soltani & Sharifi, 2012). As noted by Mills (2006), Curitiba is one of the most reputable world cities, in terms of ensuring sustainable urban management. Curitiba’s sustainability achievements can be classified into six main integrated projects: local environmental consciousness, integrated urban planning, pedestrian and public priority in the city, effective public transport system, local waste management system, and social justice concentration (Mills, 2006). Table 2.4 summarizes some of the reported institutional best practices for urban management.

Table 2.4: Reported Institutional Best Practices for Urban Management

Best Practice	Urban Area & Country	Description	Success Story
<i>Participatory Budgeting</i>	Proto Alegre, Brazil	Citizens participate in the budget-making processes of the city through a series of thematic meetings at regional and sub-regional levels. The citizens, with the assistance of experts, develop Investment Plans, which are then forwarded the City's executive council.	A more transparent and accountable budget decision-making. Funds are allocated according to the citizens' priorities.
<i>Community Infrastructure Programme</i>	Dar-es-Salaam, Tanzania.	The programme works in collaboration with the City Council, donors, and local community to enhance their planning and implementing capacities.	The local community is committed to increasing their financial support for the programme, and consequently, more planned roads have been upgraded.
<i>The Naga City People's Council (NCPC)</i>	Naga City, The Philippines	The "Empowerment Ordinance" of 1995, provided a framework for institutionalizing citizen participation in the city's decision-making processes through Naga City People's Council (NCPC).	A more empowered civil society that works collaborative and in partnership with the local government in designing and implementing the development agenda of the city.
<i>Digital Democracy</i>	Bologna, Italy	The establishment of the "digital democracy" via the <i>Iperbole</i> Civic Network, has increased internet access among the city's residents.	There has been a significant improvement in transparency and accountability in the city's urban management processes.

2.6 Identification of Knowledge Gaps

It is evident from the foregoing review that not much research have been carried out to investigate the institutional challenges facing sustainable management of urban areas in Kenya generally, and Kajiado County particularly. While the current study acknowledges and appreciates the contributions made by the works of Gitau (2011), IEA (2012), Kakoi (2013), and Nduthu (2014), in terms of providing useful contextual insights, with respect to [institutional] challenges hindering the management of Kenya's urban areas, a judicious assessment of these works reveals considerable unfilled knowledge gaps, which this study found necessary to fill.

For instance, the study by Gitau (2011) focused on urban management challenges facing emerging towns in Kenya, with a bias in Kiserian Town. Even though that study was conducted in Kajiado County, which is the locale of the current study, Gitau's (2011) study leaves a number of gaps worth filling. Firstly, Gitau (2011) takes a general assessment of the urban management challenges (i.e. institutional, economic, political, social, legal, cultural, geographical, e.t.c.), a phenomenon that may have had an effect on the rigour and quality of that research. Such rigour, in the view of the current study, would be more enhanced if Gitau (2011) focused on a specific form of challenge(s), say institutional challenges or socio-economic challenges. Secondly, and more fundamentally, focusing on Kiserian Town *per se*, makes the scope of Gitau's (2011) study somewhat narrow, especially considering that urban areas, even those within the same county, for instance, would, in most case, have unique and distinct characteristics. In this regard, the adoption of such a narrow scope would most likely have a limiting effect on the extent to which the findings and recommendations of the study by Gitau (2011) can be replicated in other urban areas within and without Kajiado County. As

such, the current study opines that a comparative approach to assessing the urban management challenges would have been more appropriate for the study by Gitau (2011). Thirdly, and lastly, Gitau's (2011) study took place before the actual implementation of the devolved system of government. Therefore, considering that significant reforms and restructuring have taken place in Kajiado County since 2011, the nature and extent of urban management challenges, as reported by Gitau (2011) may have changed by now, and hence the need for a fresh and further and further study of the challenges.

Like was the case with Gitau (2011), the study by Kakoi (2013) was also conducted in Kajiado County, although with a particular focus on Ong'ata Rongai, which is one of the major towns/urban areas in the County. While Kakoi's (2013) study focused on institutional challenges, its inherent gap is that it limited itself to peri-urban areas, which in the opinion of the current study, are not urban areas. In this regard, the gap therein is that Kakoi (2013) approached Ong'ata Rongai as a peri-urban area, contrary to the position of the current study, and which position is that Ong'ata Rongai is a full-fledged town (urban area), based on its 2009-2017 population projections, as indicated in table 3.2 of this report, and pursuant to Section 10(2)(a) of the UACA.

Unlike the studies by Gitau (2011) and Kakoi (2013), the study by Nduthu (2014) was conducted in Thika Municipality, Kiambu County, and thus outside the locale of the current study. The other inherent gap in Nduthu's (2014) study is that whereas it focused on institutional challenges, it limited itself to development control, which in the opinion of the current study, is just an aspect of urban management.

Therefore, in view of the foregoing, it can be concluded that none of the reported previous studies have explored institutional challenges facing the management of urban areas in the

devolved Kenya, and particularly in Kajiado County. Those that have attempted to do so like Kakoi (2013), have focused on peri-urban areas. The current study thus sought to fill this gap.

2.7 Conceptual Framework

As shown in figure 2.2, sustainable management of an urban area (dependent variable - DV) is affected by affected by four components of challenges/constraints (independent variables – IV) – governance challenges, organizational challenges, legal challenges, and administrative challenges.

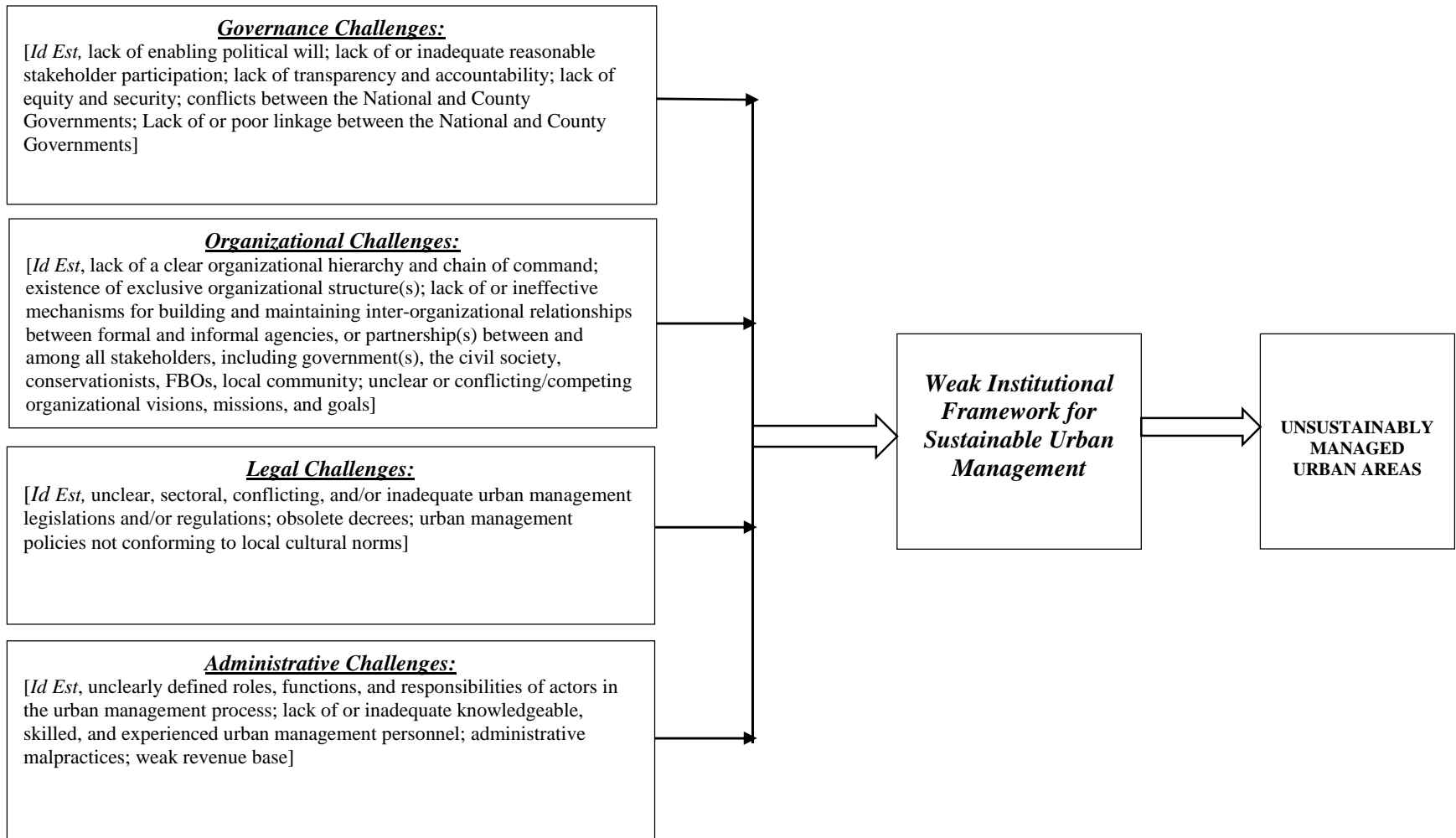


Figure 2.2: Conceptual Model for the Study
 Source: (Researcher, 2018)

All the four classes of challenges have a weakening effect on the institutional framework for sustainable urban management (mediating variable – MV) of a given urban area, and which framework then leads to unsustainably managed urban areas.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Generally, the *Oxford Advanced Learner's Dictionary* (8th Edition) defines the term 'research' as *a careful study of a subject, for purposes of discovering new facts, or information regarding the subject*. Saunders, Lewis, and Thornhill (2003) on the other hand posit that research is an activity that an individual undertakes for purposes of establishing new facts in a systematic manner, thus increasing existing knowledge. In view of the foregoing definitions, it follows therefore, that research is a methodical process that entails methodological tasks, with an ultimate aim of establishing novel facts and information about a phenomenon of interest. The *Oxford Advanced Learner's Dictionary* (8th Edition) defines methodology as *a set of methods and principles for performing a given activity*.

According to Schwardt (2007), research methodology refers to a theory of how an inquiry ought to proceed. Prior to Schwardt (2007), Sapsford (2006) had contended that research methodology is the philosophical view or world view that underlies and informs the style of a given research process. Following Sapsford (2006), Wapwera (2013) asserts that a research methodology is "a set of principles and ideas upon which the design of a given research is anchored" (p.112). This chapter is thus dedicated to discussing the methodological framework adopted by the current study for purposes of obtaining the necessary sufficient data, as well as analysing, and presenting such data, for purposes of answering the research questions, and achieving the specific objectives of the study.

3.2 Research Design

The term ‘research design’ in social sciences research has been conceptualized variously by different scholars and commentators. Table 3.1 summarizes how research design has been construed by different authors.

Table 3.1: Reported Interpretations of Research Design

Author(s)	Interpretation
<i>Leedy (1997)</i>	An overall data collection plan for a study.
<i>De Vaus (2001)</i>	The overall strategy form integrating various components of a study in a more coherent and logical manner. The nature of the research problem determines what research design is adopted.
<i>MacMillan & Schumacher (2001)</i>	A comprehensive plan for organizing a research process, with the ultimate goal of producing credible results.
<i>Durrheim (2004)</i>	A strategic framework with which to bridge the research question and implementation of the adopted research strategy.

In view of the foregoing interpretations, a research design thus constitutes the blueprint for executing a research process, in terms of identifying target population(s), sampling, collecting, measuring, analysing data, and presenting the analysed data, with an ultimate purpose of answering the research questions. In other words, a research design operationalizes a research methodology by outlining the various phases of a research process. The various choices, paradigms, strategies, and steps for guiding the choice and development of a research design were summarized by Saunders et al. (2003), in what is often referred to as the research “onion.”

Figure 3.1 presents the research onion.

As is evident from figure 3.1, the research onion provides a summary of critical factors that need to be considered when developing a research design. The various layers of the onion

provide the basis upon which to consider the philosophical orientation of the researcher, with respect to the intended research; the research approach; appropriate research strategies; the research timelines; as well as the data collection techniques gathering the necessary sufficient data for answering the research questions.

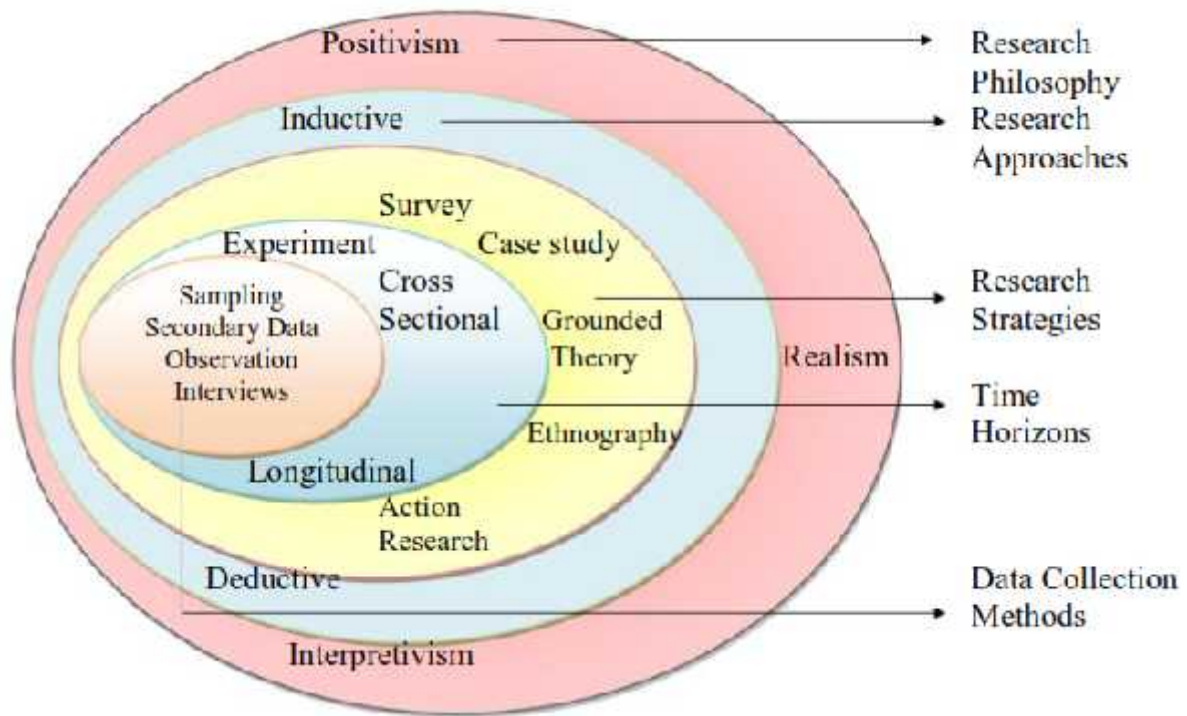


Figure 3.1: The Research Onion
 Source: (Adopted From; Saunders et al., 2003, p.83)

Therefore, following Saunders’ et al. (2003) research onion, the next sections of this chapter describe the various aspects of the methodological framework adopted by the current study.

3.3 Research Philosophy

As noted by Quaye (2013), any research process is underpinned by certain philosophies that define important assumptions on which the research’s perception of the social world is premised, and which philosophies thus determine the researcher’s approach to, and inquiry of,

a phenomenon of interest. According to Guba and Lincoln (1994) and Wahyuni (2012), such assumptions or claims (i.e. *ontology*) of the real world, and how knowledge of the real world is gained (i.e. *epistemology*), play a critical role in facilitating the breakdown of the complexity of the world's reality. The three main research philosophical standpoints include positivism/objectivism, interpretivism/constructivism, and critical realism. Table 3.2 summarizes the main characteristics of the three research philosophies.

Table 3.2: Distinctive Features of Positivism, Interpretivism, and Critical Realism

Research Approach	Positivist	Interpretivist	Critical Realism
<i>Assumption(s)</i>	Testing of an existing theory	Reality can only be accessed through social constructions.	Social reality, which is constituted historically, is produced and reproduced by people.
<i>Goal of Research</i>	To increase predictive understanding of a phenomenon.	To understand a phenomenon through the meanings human beings assign to them (i.e., hermeneutics and phenomenology)	To bring to light the realities of the social world.
<i>Existing Data</i>	Formal propositions, quantitative measuring of variables, testing of hypothesis, drawing of inferences regarding a research phenomenon.	Both dependent and independent variables are not pre-defined. However, the focus is on the full complexity of the activity of sense-making as the situation evolves.	Oppositions, conflicts, and contradictions in contemporary society.

Source: (Adapted From: Myers, 1997; Crotty, 1998, as reported in Wardner, 2014, p.3).

The comparative assessment of the three research philosophical standpoints - *positivism*, *interpretivism*, and *critical realism* - thus led to the conclusion that critical realism offered a better philosophical framework for the comprehensive execution of the current study, at least for the following reasons:

First, the phenomenon under the current study – *institutional challenges for sustainable management of urban areas in Kenya*, do not exist in isolation from the context within which they occur or are experienced, contrary to the postulation by the positivist school of thought.

Second, since the beliefs and experiences of the researcher in the current case, as well as the various actors in the urban management process within the area of study, can, and would have had an influence on the research process, it was imperative, and incumbent upon the current study to gain knowledge of the institutional challenges through an approach that reasonably takes cognizance of both the objective and subjective aspects of the research phenomenon. Such approach was best offered by the critical realism, and not the positivist framework or the interpretivist thinking.

Third, the critical realism's reliance on a realistic approach to problems, its acknowledgment of the contributions of positivist and interpretivist approaches to research in the understanding of reality, as well as its emphasis on the need for adoption of an integrated approach to research, provided an important opportunity for combining both positivist and interpretivist approaches in the current study, and consequently enjoying the benefits of each of the two approaches. Whittal (2008) usefully reminds us that the critical realism approach is relatively tolerant, with respect to the use of a wide range of research methods. Accordingly, the adoption of the critical realist approach afforded the current study the leverage of employing a mixed methods research methodology, involving the use of both quantitative and qualitative data collection methods, as explained latter in this chapter. It is however necessary to take note of Sayer's (2000) advice, that the particular combination of research methods, whenever a researcher is proceeding from a critical realism standpoint, is dependent on the nature of the study in question as well as its expected outcome(s).

Last, and more fundamentally, critical realism has been employed successfully in a number of previous urban management-related studies, some of which include empirical investigations conducted by Banai (1995); Lawson (2003, 2006); Wardner (2014); and Naess (2015).

3.4 Research Approach

Under section 3.3 of this report, it has been explained that the current study was underpinned by *critical realism* as the philosophical framework of choice, and within which the study was executed. As noted in section 3.3, the choice of *critical realism* was necessitated by the ability of such philosophical orientation to *inter alia*, allow for the adoption of a mixed methods approach to research. In their research onion, Saunders et al. (2003) identify deductive and inductive reasoning, as the two main research/logical approaches that underpin social sciences researches. However, a third approach called abductive reasoning, has since been introduced to the list of logical approaches (Dudovskiy, 2018). Table 3.3 summarizes key characteristics of deductive, inductive, and abductive logical approaches. According to Dudovskiy (2018), whether a research is approached from a deductive logical perspective, an inductive perspective, or abductive perspective, is dependent on the relevance of the hypotheses that the research seeks to test. Considering it need for a philosophical orientation that allows for adoption of a mixed methods approach to research, the abductive research approach was deemed appropriate for the study.

Table 3.3: Characteristics of Deduction, Induction, and Abduction Approaches

Characteristics	Reasoning Approaches		
	<i>Deduction</i>	<i>Induction</i>	<i>Abduction</i>
Logic	True premises imply true conclusions.	Untested conclusions are generated using known premises.	Testable conclusions are generated using known premises.
Generalizability	Generalization flows from the general to the specific.	Generalization flows from the specific to the general.	Generalization occurs as a consequent of the interactions between the specific and the general.
Use of Data	Data collection is necessary for evaluating the propositions/ hypotheses relating to an existing theory.	Data collection is necessary for phenomenon exploration, as well as identification of themes and patterns, and the creation of a conceptual framework.	Data collection is necessary for the exploration of a phenomenon, identification of themes and patterns, locating the themes and patterns in a conceptual framework, as well as testing them through a subsequent data collection.
Theory	Theory confirmation/verification or rejection/falsification.	Theory generalization and building	Generalizing or modifying theory by incorporating existing theory where deemed necessary for purposes of developing a new theory or modifying and existing one.

Source: (Adapted from; Saunders et al., 2012, p.145).

Deductive reasoning is a “top-down” approach to a research process (Wapwera, 2013), as it starts with a theory, which informs the development of a hypothesis, and which hypothesis is tested or confirmed through a rigorous research process. Deductive reasoning’s tendency to allow for the development of a theory-based hypothesis, which is then subjected to a rigorous test through the research process, makes it a popular approach in the natural sciences, where laws present the basis of explanation, allow the anticipation of phenomena, predict the occurrence of the phenomena, and thus permitting their control (Saunders et al., 2012).

Deduction is useful for explaining the causal relationships between concepts and variables, using largely quantitative data (Saunders et al., 2012).

Inductive reasoning is a ‘bottom-up’ approach to a research process, and is considered as the reverse of deduction, as it involves working from observations towards developing a theory or drawing an inference. An inductive research approach does not involve the formulation of hypotheses, but instead commences with research question(s), aim, and objectives to be achieved during the research process (Dudovskiy, 2018). According to Saunders, Lewis, and Adrian (2009), an inductive reasoning is premised on observation of empirical data, drawing conclusions from specific to general, and subsequently using the results to develop a theory.

In an abductive reasoning approach, the research process is devoted to providing explanations of incomplete observations, surprising facts, or puzzles, which are specified at the outset of the study (Bryman & Bell, 2015; Dudovskiy, 2018). As demonstrated in *example 1*, abductive reasoning entails making a decision on the most likely inference that can be drawn from a set of observations.

Example 1:

Observation: *Town Y was unsustainably managed when I visited it.*

Known Fact: *Institutional challenges can occasion unsustainable management of towns.*

Abductive Inference: *Town Y is probably experiencing institutional challenges.*

Instead of proceeding from theory to data (as is the case with deduction) or data to theory (as is the case with induction), Suddaby (2006) points out that an abductive approach moves back and forth, in effect integrating deduction with induction. As demonstrated in *example 1*, abduction commences with the observation of a ‘surprising fact’, and then proceeds to work out a plausible theory of how the observed fact could have occurred. Van Maanen et al. (2007)

noted that certain plausible theories can account for what is observed better than others, and hence it is such theories that aid the uncovering of more ‘surprising facts’. According to Van Maanen et al. (2007), such ‘surprising facts’ can occur at any stage in the research process, including at the research report writing stage. Deduction and induction approaches complement abduction as logics for testing plausible theories (Van Maanen et al., 2007).

Therefore, in the context of the current study, an abductive approach would imply obtaining data that are sufficiently detailed and rich enough to allow for the exploration of the research phenomenon, and identify and explain themes and patterns regarding institutional challenges for sustainable urban management in Kajiado County. The study would then try to integrate such explanations in an overall conceptual framework, thus building up a theory of institutional challenges facing sustainable management of urban areas in Kajiado County. The developed theory is then tested using evidence gleaned from both existing and new data.

The choice of an abductive approach for the current study was informed by a number of factors. For instance, given the amorphous nature of the institutional framework for urban management, particularly in developing countries such as Kenya (Wapwera et al., 2015), and considering that the concepts of institutional challenges and sustainable urban management are not well defined in developing countries (El Sakka, 2016), the adoption of an exclusively deductive approach for this study, would thus be insufficient and limiting, in terms of exploring the qualitative aspects of the research phenomenon. Besides, as stated in section 1.4 of this report, the second objective of this study was to explore the *nature* and *extent* of institutional challenges facing urban management in Kajiado County. This implies that the study was not only committed to describing such challenges, but also understanding the context within which they occurred. The foregoing scenario thus made an inductive approach more appropriate for the current study, in

terms of gaining an in-depth understanding of the lived experiences of relevant institutions, with respect to urban management challenges they face in the area of study.

It therefore follows that both deductive and inductive approaches were necessary for the current study. Consequently, an approach that allows for effective integration of the deductive and inductive approaches was of the essence. In this regard, the abductive research approach was considered most appropriate. An abductive approach, which largely follows *critical realism*, combines aspects of deductive and inductive approaches (Suddaby, 2006), in a manner and to the extent that permits adoption of a mixed methods research methodology. A mixed methods research methodology enables a researcher to collect both qualitative and quantitative data. Section 3.5 discusses the mixed methods research methodology, and why it was more appropriate for the current study.

3.5 Mixed Methods Approach to Research

As has been pointed out in the preceding sections of this report, the current study adopted a mixed methods research methodology. As pointed out by Burke and Onwuegbuzie (2005), a mixed methods research paradigm integrates aspects of qualitative and quantitative research paradigms in a single study. According to Onwuegbuzi's (2004), a mixed methods research paradigm allows the use of deduction, induction, and abduction logical approaches.

A quantitative research paradigm largely approaches a research phenomenon from a positivist perspective, and relies primarily on the collection of quantitative data for purposes of testing a pre-formulated theory-based hypothesis. Qualitative research paradigm on the other hand approaches a research phenomenon from an interpretivist perspective, and relies primarily on the collection of qualitative data for purposes of developing an observation-based theory. In this regard, a quantitative research paradigm is largely underpinned by the deductive reasoning

approach, while a qualitative research paradigm largely adopts an inductive reasoning approach.

Therefore, based on the basic characteristics of the three research paradigms – quantitative, qualitative, and mixed methods research, and following the current study’s philosophical orientation (i.e. *critical realism*) and reasoning approach (i.e. *abduction*), the mixed methods research paradigm was deemed feasible, in terms of providing a suitable framework within which to combine quantitative and qualitative research methods, procedures, and paradigm characteristics in a manner that the resulting combination would have complementary strengths and non-overlapping weaknesses. Such a combination is what constitutes the *fundamental principle of a mixed methods research methodology* (Johnson & Christensen, 2016).

3.6 Research Strategy

Sounders et al. (2003) identified *surveys, case studies, grounded theory, ethnography, and action research*, as the main research strategies (see figure 4.1). Table 3.4 summarizes the various characteristics of different research strategies.

Table 3.4: Characteristics of Research Strategies

Research Strategy	Characteristics			
	Goal	Procedure	Techniques	Types of Research
<i>Surveys</i>	Establish patterns in data	Collection of data from a bigger population of research objects systematically and in a standardized manner; evaluation of the collected data; identification of patterns; and interpretation of results.	Observation; measurement; construction; questionnaires, interviews, literature search.	Inductive, empirical.
<i>Experiments</i>	Test hypotheses	Formulation of a hypothesis; collection of evidence; testing of the hypothesis based on collected evidence.	Benchmarking; testing of statistical significance.	Positivist, deductive, quantitative.

<i>Case Studies</i>	Study the characteristics of a real-life instance.	Selection of an instance to be studied; collection of data; analysis and interpretation of the collected data systematically; understanding the reasons for the characteristics of the instance.	Interviews; discussions; observations; questionnaires.	Interpretivist; inductive; empirical; qualitative.
<i>Action Research</i>	Iteratively solve a problem with a community of practice.	Planning (i.e. analysis of the problem together with practitioners, and development of solution[s] with the help of theories, and planning actions); Action (i.e. implementing solution/action, evaluation of the implemented action/solution, learning by improving the solution as required); Reflection (i.e. deriving design principles from outcome).		Interpretivist, constructive, qualitative
<i>Design Science Research</i>	Designing and creating artefacts (constructs, models, methods, and instantiations).	Analysis of the problem and determination of research goals; development of artefact with recognized methodologies; justification of solution and differentiating from known solutions; validation of approach with respect to research goals; dissemination of results.		Interpretivist, constructive, qualitative

Source: (Adopted from; Yin, 2003; Coghlan & Brydon-Miller, 2014; Beach & Pedersen, 2016).

According to Wapwera (2013), the philosophical orientation of a study, together with the research approach adopted by the study, determine the study's choice of research strategy. Robson (2011) observed that the choice of an appropriate research strategy for a given study is influenced by the research questions that the study seeks to answer, and the setting within which the study is being conducted. The current study began by posing questions that it need to answer, as well as propositions (assumptions) that need corroborative evidence or falsification. Consequently, the study was oriented to *critical realism* philosophical framework, and adopted an abductive reasoning approach, both of which influenced the choice a mixed methods research methodology.

In view of the questions posed at the outset of this study, assumptions made, aforesaid philosophical orientation, adopted reasoning approach, and the chosen research methodology; considering the various characteristics of different research strategies, as summarized in table 3.5; and given that the current study was multi-disciplinary, multi-dimensional, and multifaceted in nature (see the conceptual model presented in figure 2.2), a *descriptive mixed model case study research* strategy was deemed appropriate.

A descriptive research is a study that is designed to depict the participants in an accurate way. Simply put, a descriptive research seeks to describe a research phenomenon within its natural setting (Given, 2007). As noted by Cooper et al. (2003), a descriptive research is concerned with explaining the 'who', 'what', 'when', and 'how' of a phenomenon.

The foregoing explanation thus justifies the choice of a *descriptive mixed model case study research* strategy for this study. As a descriptive study, the current study sought to accurately depict institutions currently involved in urban management (i.e. cases), in terms of their specific roles and the challenges they are facing in executing their urban management mandates, roles, and responsibilities. A case study was appropriate, in terms of gaining an in-depth understanding of such roles and challenges, as opposed to conducting a sweeping statistical survey or comprehensive comparative inquiry (Yin, 2003). In addition, urban management is a very broad system that involves a wide range of actors. Thusly, a case study was deemed appropriate for narrowing down such a very broad field.

3.7 Data Collection

A data collection process in a social science study like this one, involves largely describing the target population for the study, adopted sampling technique(s) and sample size, data collection

methods employed, as well as means of enhancing reliability of data collection instruments and validity of collected data. This section explains these tasks in relation to the current study.

3.7.1 Target Population

According to Mugenda and Mugenda (2003), population refers to the entire group of individuals or subjects under study, and characterized by a common attribute that the study seeks to investigate. Gay and Airasian (1996) observed that a target population is the group in which a researcher has interest, and to which he/she would like the results of the study to be generalized. In relation to the current study, the target population included all entities (both formal and informal) who affect and/or are affected by urban management processes and tasks within Kajiado County. Such entities included the various actors involved in urban management tasks and processes within the five major towns of Ngong, Ongata Rongai, Kiserian, Kitengela, and Kajiado Town, as well as residents of the five towns.

3.7.2 Sampling Techniques and Sample Size

Given the limited time and financial resources at the disposal of this study, it became uneconomical and tedious to include all members of the target population into the study. Accordingly, representative samples were obtained from the target population. This subsection describes the sampling techniques employed to obtain the sample size that was adopted by the study.

3.7.2.1 Sampling Techniques

According to Adams et al. (2007), sampling describes the process or technique through which a suitable sample is selected for the purposes of determining parameters or characteristics of the target population. The two main sampling techniques in social sciences research include probability sampling and non-probability sampling (Mugenda & Mugenda, 2003; Adams et al.,

2007). Both of these sampling techniques were found appropriate for the current study, as explained in the following subsections.

3.7.2.1.1 Probability Sampling

This is a sampling technique in which every member of the target population stands an equal chance of being selected to participate in the study (Adams et al., 2007). According to Mugenda and Mugenda (2003) and Adams et al. (2007), probability sampling is further classified into *simple random sampling, systemic or quasi-random sampling, stratified random sampling, and cluster or multistage) sampling*. The probability sampling technique was used to obtain participating households from the selected five major towns in the County. Given the unplanned nature of most, if not all, of settlements in the selected towns, it became difficult to accurately classify the households into clusters of high-income, medium-income, and low-income residential areas, a phenomenon that left simple random sampling technique as the most appropriate form of probability sampling for adoption by the study.

3.7.2.1.2 Non-Probability Sampling

Non-probability sampling, also known as biased sampling method, is a sampling technique in which the probability of selecting members of the target population is unknown due to *inter alia*, lack of a clearly defined sampling frame (Adams et al., 2007). In addition, Adams et al. (2007) observe that non-probability sampling becomes appropriate where a study is faced with cost and time constraints. It is mostly applied in qualitative studies, where the focus is often on developing an in-depth understanding of a research phenomenon (Mugenda & Mugenda, 2003). Non-probability sampling is further classified into *purposive sampling (e.g. judgement sampling and quota sampling), snowball (network or chain) sampling, quota sampling, and convenient sampling* (Adams et al., 2007).

In the current study, purposive sampling technique was used to obtain the necessary urban management institutions/entities (see table 3.7) to participate in the study. In addition, purposive sampling technique was used to identify the three sub-county administrators for Kajiado East Sub-County, Kajiado West Sub-County, and Kajiado North Sub-County, with whom the researcher conducted interviews.

3.7.2.2 Sample Size

A total of 20 households were randomly sampled from each of the five selected towns of Kitengela, Kajiado, Kiserian, Ongata Rongai, and Ngong, giving a total sample size of 100 respondents, and whose socio-demographic characteristics are summarized in table 3.5.

Table 3.5: A Summary of Socio-Demographic Characteristics of Sampled Respondents

Respondents' Distribution by Socio-Demographic Characteristics	Frequency (N)	
<i>Gender</i>	Male	49
	Female	51
Total	100	
<i>Age (in Years)</i>	15-19	6
	20-24	8
	25-29	23
	30-34	20
	35-39	12
	40-44	8
	45-49	10
	50 and Above	13
Total	100	
<i>Highest Level of Education</i>	Primary	7
	Secondary	16
	A-Levels	4
	Certificate	8
	Diploma	24
	Bachelor	28
	Master	12
	PhD	1
Total	100	
<i>Period Lived in the Town</i>	Less than a Year	4
	1-3 Years	18
	4-6 Years	23
	7-9 Years	27
	10 Years and Above	28
Total	100	

Source: (Researcher, 2018)

In addition to the 100 randomly sampled households (i.e. 20 households from each of the five selected towns) , the necessary primary data for answering the research questions were obtained from a total of 30 purposively sampled relevant institutions and entities involved in urban management processes within the County. As shown in table 3.6, such institutions were

categorized into four main groups: - national government institutions/entities, county government institutions/entities, private institutions/entities, and local community entities.

Table 3.6: Distribution of Sampled Institutions by Category

Category of Sampled Institutions/Entities	Examples	Frequency (N)	Percentage (%)
<i>National Government Institutions/Entities</i>	KPLC, Kajiado East Sub-County Commissioner Office, Kajiado East CDF Office, NLC, NEMA	6	20.0
<i>County Government Institutions/Entities</i>	Physical Planning Department, Public Health Department, Olooloiser Water and Sewerage Company, Kajiado North Sub-County Administration Office, Kajiado West Sub-County Administration Offices, Department of Environment, Department of Public Works, Department of Trade and Tourism, Survey Department.	14	46.7
<i>Private Institutions/Entities</i>	Jackin Gardens-Ongata Rongai, Barclays Bank-Ngong, Mariakani Cottage Hospital, Ongata Academy, Eureka Water Point-Kiserian, Rembo Shuttle SACCO, Saltes Ltd (Kiserian)	7	23.3
<i>Local Community Entities</i>	Kiserian Market Committee, Milimani Residents Association, Kiserian Plot Owners Association (KIPOA).	3	10.0
Total		30	100.0

Source: (Researcher, 2018).

The sampled institutions and entities were involved in the provision of a range of urban services in the towns within the County, with some of the services being solid waste management, pre-primary education, security, enforcement of building safety, business licencing, street lighting, protection of towns' environments, public transport, recreational services, water, as well as provision housing and food supplies.

3.7.3 Data Collection Methods

The study adopted a mixed methods approach to data collection that comprised the use of researcher-administered questionnaires, semi-structured interview schedules, observation checklists, and documentation review.

3.7.3.1 Researcher-Administered Questionnaires

In order to obtain the necessary quantitative and qualitative data from the sampled 100 households (see table 3.6) and representatives of selected institutions/entities (see table 3.7), the researcher and a team of trained research assistants administered household questionnaires and institutional questionnaires to representatives of the selected households and institutions. Such questionnaires were designed to include both closed-ended questions and open-ended questions (see appendices 1 and 2).

3.7.3.2 Semi-Structured Interviews

Semi-structured interviews were used to gather the necessary qualitative and quantitative data from sub-county administrators of Kajiado West Sub-County (in which Kiserian Town is located), Kajiado North Sub-County (in which Ngong and Ongata Rongai Towns are located), and Kajiado East Sub-County (in which Kitengela Town is located). These three County officials were deemed appropriate in terms of providing useful insights regarding current institutional challenges affecting sustainable management of the towns within their jurisdictions.

3.7.3.3 Observation Checklist

Various manifestations of urban management challenges in the area of study, such as illegal dumping of urban solid waste, open sanitary sewer overflows, encroachment on road reserves, unplanned settlements, dilapidated urban infrastructure such as roads, traffic congestion, and

unplanned street vending, were observed. Photography was used to aid the recording of such observations.

3.7.3.4 Review of Documented Information

This method was largely used to collect the necessary secondary data. It included gleaning relevant information from a wide range of sources, including the 2010 Constitution, existing urban management policy documents, statutes, regulations, planning documents, peer reviewed journal articles, as well as relevant published and unpublished materials.

3.7.4 Reliability and Validity

This section describes the means through which reliability and validity was enhanced in this study.

3.7.4.1 Reliability

Reliability implies the consistency of measurement, in terms of the similarity of the research results over different scenarios of data collection (McMillan and Schumacher, 2009). According to Orodho (2005), scores obtained from different respondents are deemed to be reliable if they bear similarity or are relatively close.

In the context of this study, reliability of the data collection instruments was enhanced at the design stage through consultations with and review by the university supervisors. In this regard, the contributions of the supervisors informed the clarification of identified ambiguous and/or insensitive questions and enabled the incorporation of additional questions that may have been omitted. This approach to the design of the data collection instruments played an important role in enhancing the instruments' validity and thus reducing potential errors in data collection and analysis.

3.7.4.2 Validity

Validity is the degree to which results of a study are representative of the research phenomenon (Mugenda and Mugenda, 2003). Kombo and Tromp (2009) defined validity as a measure of how well a research test measures what it is supposed to measure. In this study, the validity of collected data was enhanced through the choice of a mixed methods approach to data collection, which permitted collection of both qualitative and quantitative data from different sources, and hence allowing for data triangulation.

3.8 Data Analysis and Presentation

The collected quantitative data was coded using category-specific codes for purposes of facilitating analysis, minimizing bias, as well as enhancing data reliability, before being analysed descriptively using the SPSS software (version 22). Instances of data errors and anomalies were established through special analyses such as frequencies, means, and standard deviation. For purposes of ensuring precision in the interpretation of findings, scores ranging between *Agree* and *Strongly Agree* were interpreted as portraying a positive or favourable view concerning the research phenomenon, while scores ranging from *Disagree* to *Strongly Disagree* were interpreted to imply a negative or unfavourable perception of the research phenomenon.

The collected qualitative data on the other hand was analysed using thematic analysis method, which entailed synthesizing textual responses to identify common themes and drawing valid inferences. The analysed data was then presented using frequency tables, percentages, charts, and graphs.

3.9 Ethical Considerations

A number of ethical considerations were observed in the course of executing this study. For instance, the informed consents of all the participants was sought prior to the actual data

collection process. Also, the identities of the participants were kept anonymous, and any information volunteered by the participants during the study was kept confidential, and used only for the purposes of the study. In addition, the participants were provided with a clear understanding of the purpose of the study before being recruited to take part in the study. Moreover, the participants were informed that their participation in this study was voluntary, and that they were free to withdraw at any stage of the study, without suffering any consequences.

3.10 Methodological Lessons

A number of lessons have been learnt from the research design adopted by this study. First, through this study, the research has learnt that by approaching a research of this kind from an abductive logical standpoint, one gets an opportunity to navigate from theory to data and vice versa, depending on the research need(s). Even though, researcher-administered questionnaires appeared to be somewhat time consuming, this approach to questionnaire administration gave the research an opportunity to watch the respondents complete the questionnaires, and intervene and seek clarifications from the respondents on the spot. The researcher's experience from this study is that a mixed methods research methodology enhances data triangulation, as the researcher was able to gather both qualitative and quantitative data from a wide range of sources using a wide range of data collection instruments.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION, AND DISCUSSION

4.1 Introduction

The purpose of this chapter was to analyze, present, interpret, and discuss the findings of the study. The analysed and interpreted findings of the study are presented and discussed within the context of the conceptual model presented in figure 2.2, and in the light of the existing theoretical and empirical literature, as reviewed under the second chapter of this project report.

4.2 Response Rate and Respondents' Socio-Demographics

The study obtained a response rate of 100 percent for both the household questionnaires and institutional questionnaires. This may have been attributed to the fact that both household questionnaires and institutional questionnaires were administered by the researcher himself, assisted by a team of trained and experienced research assistants.

In terms of household respondents' socio-demographic characteristics, as presented in figure 4.1, 49.0 percent of the household respondents were male, while 51.0 percent of such respondents were female, giving a *mean* of 1.51 and *standard deviation* of 1.502, and a normal distribution curve. Such statistics thus imply that the current study was gender sensitive. The slightly higher number of female respondents in this study could be attributed to the fact that most of the household questionnaires were administered on weekdays, during which it emerged that most of the available members of households, with the requisite competency to complete the questionnaires, were females.

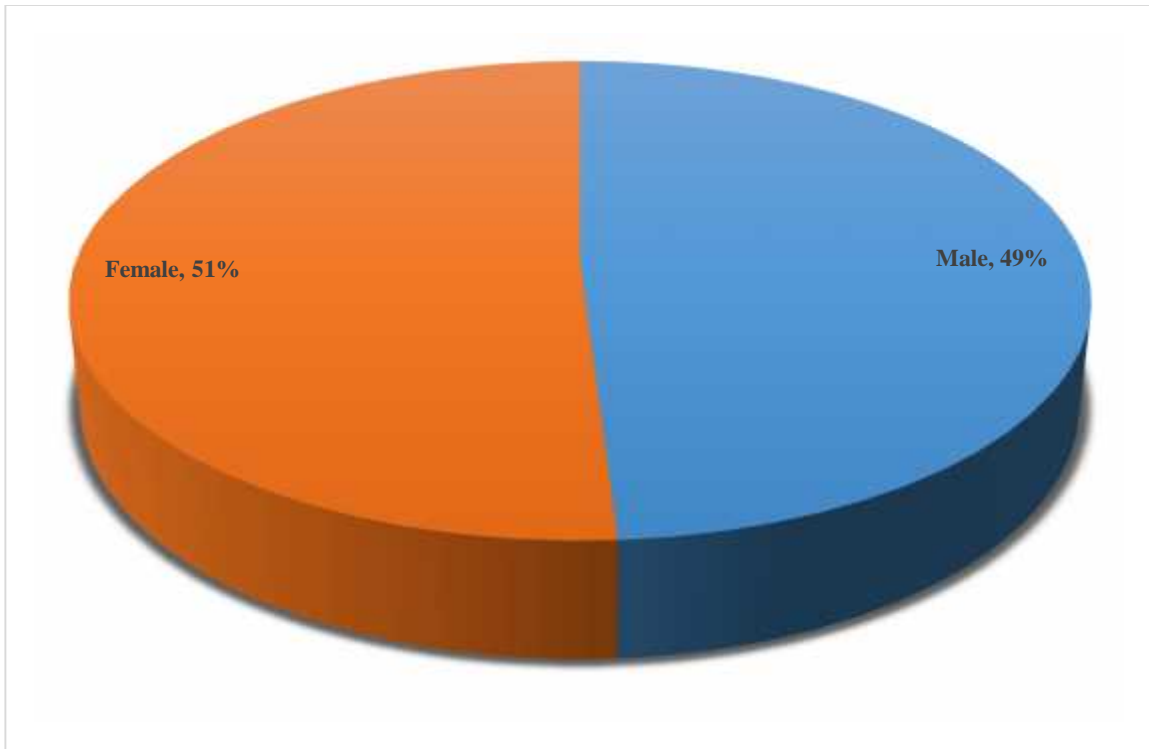


Figure 4.1: Household Respondents' Distribution by Gender
Source: (Researcher, 2018).

With regard to age, most of the household respondents (i.e. 23 percent) were aged between 25 and 29 years. Table 4.1 indicates the distribution of the respondents by age. Therefore, the findings presented in table 4.1 indicate that about 86.0 percent of the household respondents in the current study were aged 25 years and above.

Table 4.1: Respondents Distribution by Age by Gender

Age Bracket	Percentage (%)			Mean & Std. Deviation
	Male	Female	Cumulative Percent	
Below 15 Years	0.0	0.0	0.0	<i>Mean = 5.53</i> <i>Std. Dev. = 2.067</i>
15-19 Years	1.0	5.0	6.0	
20-24 Years	2.0	6.0	8.0	
25-29 Years	8.0	15.0	23.0	
30-34 Years	11.0	9.0	20.0	
35-39 Years	7.0	5.0	12.0	
40-44 Years	6.0	2.0	8.0	
45-49 Years	6.0	4.0	10.0	
50 Years and Above	8.0	5.0	13.0	
Total	49.0	51.0	100.0	

Source: (Researcher, 2018).

The household respondents were also characterized by varying education levels. According to the findings presented in table 4.2, majority of the respondents (28.0 percent) had bachelor degrees as their highest level of education.

Table 4.2: Respondents' Distribution by Highest Level of Education

Highest Level of Education Attained	Percentage (%)			Mean & Std. Deviation
	Male	Female	Cumulative Percent	
Primary	4.0	3.0	7.0	<i>Mean = 6.63</i> <i>Std. Dev. = 1.884</i>
Secondary	4.0	12.0	16.0	
A-Levels	3.0	1.0	4.0	
Certificate	7.0	1.0	8.0	
Diploma	12.0	12.0	24.0	
Bachelor	12.0	16.0	28.0	
Master	7.0	5.0	12.0	
PhD	0.0	1.0	1.0	
Total	49.0	51.0	100.0	

Source: (Researcher, 2018)

As shown in table 4.2, the female respondents reported most (16 percent) of the bachelor degrees. The findings of the study, as presented in figure 4.2 also indicate that majority of the household respondents (i.e. 28.0 percent) had lived in their respective towns of residence for at least 10 years. This therefore afforded the respondents the necessary experience with which to respond to the questions in the questionnaire.

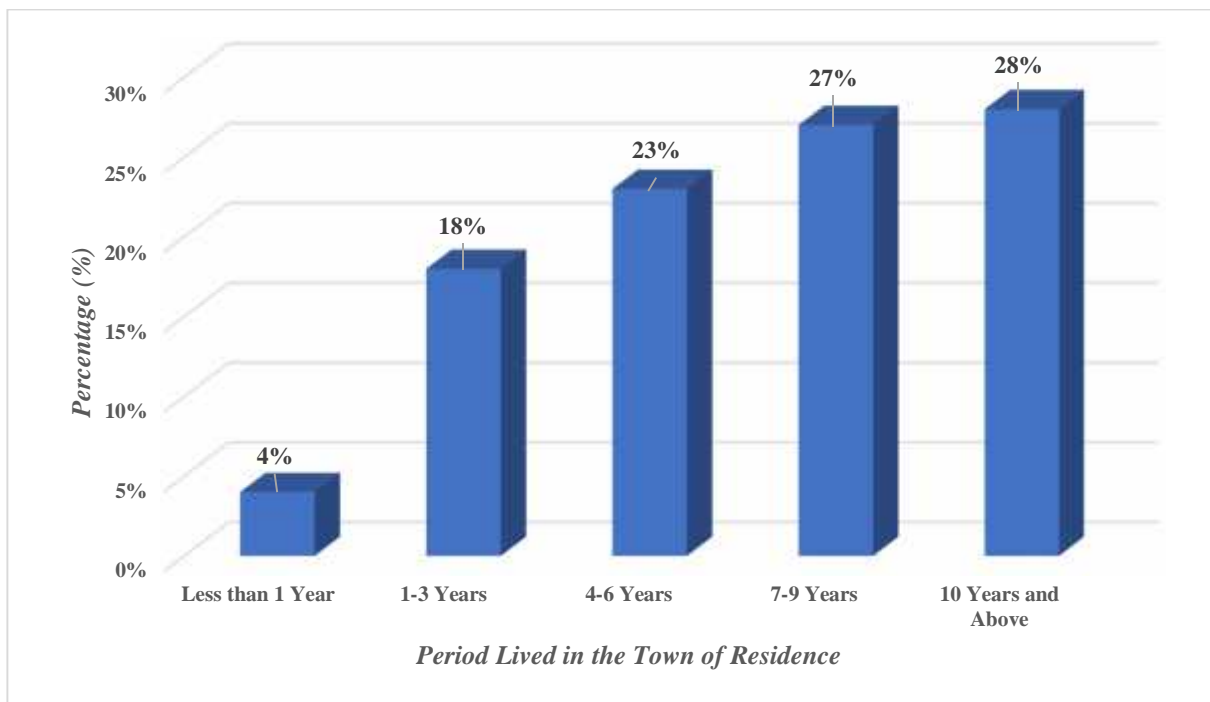


Figure 4.2: Respondents' Distribution by Period Lived in the Town of Residence
 Source: (Researcher, 2018)

In the case of institutions, the findings of the study, indicate that majority of the selected institutions (i.e. 43.3 percent), and most of which were county government institutions (46.7 percent, see table 3.7), had operated in the area of study for a period of between 4 and 6 years. This can be explained by the fact that the county government system in Kenya has been in existence for a period of less than 10 years. Nevertheless, about 96.6 percent of the sampled institutions or entities had operated in the selected towns for at least 4 years. This therefore

afforded the institutions/entities the necessary experience with which to meaningfully participate in the current study.

Therefore, in view of the extent of gender balance considered in the current study, as well as the age and levels of education of the household respondents, and the period for which the respondents had lived in their respective towns of residence, and the duration for which the sampled institutions had operated in the five towns, it can be concluded that the participants in the current study had the requisite competency and sufficient experience to provide the necessary information for answering the research questions.

4.3 Current Urban Management Institutions and their Specific Roles

The first and second objectives of this study were aimed at identifying institutions that are currently involved in urban management processes in the five selected towns, and the specific roles of such institutions in the urban management process. As has been pointed out by Acioly Jr. (2003), urban management is a process that involves the participation of a wide range of actors drawn from the public and private sectors, as well as the local communities. The findings of this study indicate that the County Government of Kajiado (through different entities, as indicated in table 3.7), National Government (through different entities, as indicated in table 3.7), as well as several private and local community entities, are the institutions that are currently involved in the urban management processes and tasks in the five towns. According to the data obtained from the selected 100 households, these institutions and entities provide a range of public urban services, ranging from solid waste management to urban land management, as summarized in table 4.3.

Table 4.3: Household Findings on Urban Management Institutions and their Roles

Institutions/Entities	Main Services Provided	% Majority Response
<i>National Government Institutions/Entities</i>	Postal services	67.0
	Security and safety services	40.0
	Other services (e.g. judicial services)	58.0
<i>County Government Institutions/Entities</i>	Solid waste management services	78.0
	Business licensing and regulation services	83.0
	Outdoor advertising services	61.0
	Firefighting and disaster management services	65.0
	Market management services	77.0
<i>Private Institutions/Entities</i>	Public transport services	54.0
	Housing services	51.0
	Food supply services	57.0
	Telecommunication services	60.0
	Health care services	47.0
	Library services	52.0
	Recreational services	38.0
	Child care services	67.0
<i>National Institutions/Entities and County Government Institutions/Entities</i>	Storm drainage services	38.0
	Land management services	42.9
<i>County Government Institutions/Entities and Private Institutions/Entities</i>	Water and sanitation services	86.0
<i>National Institutions/Entities, County Government Institutions/Entities, and Private Institutions/Entities</i>	Street lighting services	36.0
<i>National Institutions/Entities and Private Institutions/Entities</i>	Education services	36.0
	Electricity and gas reticulation	68.0
<i>Local Community Entities</i>	Urban agricultural services	69.0
	Sports and cultural services	63.0

Source: (Researcher, 2018)

It is important to note that majority of the household respondents (i.e. 61.0 percent) had no idea as to which institutions and/or entities are currently involved in the protection of the linkage

between the urban, peri-urban, and rural environments in their respective towns of residence. As is discussed later in this chapter, lack of awareness of urban management tasks and processes among the residents of the selected towns, as well as among some of the representatives of the sampled institutions/entities, is one of institutional challenges currently facing the sustainable management of towns in Kajiado County.

From the findings presented in table 4.3, it is evident that the national government institutions/entities such as the office of the County Commissioner and parastatals, which are currently operating in the selected towns in the County are mainly involved in the provision of postal services, security and safety services, and other services such as judicial services. The existing county government institutions on the other hand are largely involved in the provision of solid waste management services, business licensing and regulation services, outdoor advertising services, firefighting and disaster management services, as well as market management services.

The private institutions/entities currently operating in the towns within the County are mainly involved in the provision of public transport services, housing services, food supply services, telecommunication services, health care services, library services, recreational services, and child care services. The local community entities in the towns on the other hand are largely responsible for providing urban agricultural services as well as sports and cultural services.

The study also established that urban services such as storm drainage services and land management services are provided mostly by national and county government institutions or entities. Similarly, a service like provision of water and sanitation is done mostly by county government and private institutions/entities. Such is the case in the provision of education services, electricity, and gas reticulation, where the study found that the national government

and private institutions/entities are the main providers. According to the findings of the study, street lighting services are mainly provided by the national government, county government, and private institutions/entities that are currently operating in the town. Essentially, the findings of the study suggest that the County Government of Kajiado's current major roles in the urban management process in the County are the provision of solid waste management services as well as regulatory and policy development services.

With regard to efficiency and effectiveness of services delivery, the results summarized in table 4.4 indicate that majority (about 84.0 percent) of the households thought the delivery of urban public services (e.g. water, waste-removal, public transport, business licensing, energy and gas reticulation) is inefficient and ineffective.

Table 4.4: Household Respondents' Perceptions on Service Delivery

Town of Residence	<i>The Delivery of Urban Public Services in my Town of Residence is Efficient and Effective</i>					
	<i>Strongly Agree (%)</i>	<i>Agree (%)</i>	<i>Neither Agree nor Disagree (%)</i>	<i>Disagree (%)</i>	<i>Strongly Disagree (%)</i>	<i>Cumulative Percent</i>
Kitengela Town	0.0	2.0	1.0	17.0	0.0	20.0
Kajiado Town	0.0	1.0	3.0	16.0	0.0	20.0
Kiserian Town	0.0	0.0	0.0	18.0	2.0	20.0
Ongata Rongai Town	0.0	3.0	0.0	14.0	3.0	20.0
Ngong Town	0.0	1.0	0.0	19.0	0.0	20.0
Total	0.0	7.0	4.0	84.0	5.0	100.0

Source: (Researcher, 2018)

Based on the results in table 4.4, it can be argued that service delivery is very ineffective and inefficient in Kiserian Town (household response rate of 20.0 percent), and less ineffective and inefficient in Kajiado Town (household response rate of 16.0 percent).

The foregoing findings thus suggest that several institutions are currently involved in the provision of necessary urban services to the residents of the five towns of Kitengela, Kajiado, Kiserian, Ongata Rongai, and Ngong. It has also emerged from the findings of the study that majority of the residents (i.e. 61.0 percent) do not know who is currently responsible for the protection of the linkage between the urban, peri-urban, and rural environments in their respective towns of residence, a phenomenon that depicts lack of awareness on urban management tasks and processes. In addition, most of the households in all the five towns are dissatisfied with the current state of service delivery in their towns.

4.4 Nature and Extent of Institutional Challenges

The third objective of the current study was to explore the nature and extent of institutional challenges facing the sustainable management of towns within Kajiado County. The study found that the process of urban management in the County is currently faced with a wide range of challenges, including inadequate financial resources; inadequate human technical capacity; lack of effective residents' participation in the management of the towns' affairs; inadequate human resources; lack of political good will; ineffective legal and policy framework; ineffective organizational structure; poor governance structure; corruption and wastage of public resources; retrogressive and negative administrative cultures; lack of awareness on urban management tasks and processes; as well as poor working relationship between various actors in the urban management process. In the context of the current study, and as modelled in figure 2.2, these institutional challenges were conceptualized as governance challenges,

organizational challenges, legal challenges, and administrative challenges. Table 4.5 summarizes the findings of the current study in respect of perceived institutional challenges that are currently affective the sustainable management of the towns in the County the most.

Table 4.5: A Summary of Perceived Institutional Challenges in the Towns

Institutional Challenge Currently Affecting Sustainable Management of the Towns the Most	Household Respondents		Institutional Respondents	
	<i>Frequency (N)</i>	<i>Percentage (%)</i>	<i>Frequency (N)</i>	<i>Percentage (%)</i>
Inadequate Financial Resources	7	7.0	17	56.7
Inadequate Human Technical Capacity	4	4.0	-	-
Ineffective Residents' Participation in Town Management	15	15.0	3	10.0
Inadequate Human Resource	4	4.0	-	-
Lack of Political Good Will	5	5.0	-	-
Ineffective Legal and Policy Frameworks	6	6.0	-	-
Ineffective Organizational Structure	3	3.0	1	3.3
Poor Governance Structure	15	15.0	5	16.7
Corruption and Wastage of Public Resources	30	30.0	4	13.3
Nepotism and Favouritism	10	10.0	-	-
Destruction of Local Environment	1	1.0	-	-
Total	100	100.0	30	100.0

Source: (Researcher, 2018)

It is evident from the findings presented in table 4.5 that whereas majority of the household respondents (about 30.0 percent) perceived corruption and wastage of public resources as the biggest challenge that is currently affecting the sustainable management of towns in the County, most of the institutions operating in the County (i.e. 56.7 percent) thought that inadequate

financial resources was the biggest constrained to the sustainable management of towns in the County.

Therefore, in the subsequent subsections, this chapter analyses, presents, and discusses the findings of the study on the nature and extent of institutional challenges within the conceptual framework modelled in figure 2.2

4.4.1 Governance Challenges

Urban management has been construed by Nahavand et al. (2012) to entail the establishment of the necessary organizational framework, governance structure, urban development plans, policies, programs, and operations for the efficient, effective, and sustained provision of essential urban products and services to the urban population. According to Mattingly (1995), good urban governance, in terms of transparency and accountability, effective and meaningful participation in decision-making, and availability of political good will are essential elements for ensuring sustainable and functional urban areas. In this regard, an effective governance structure is thus a critical component of a functional institutional framework for fostering a sustainably managed urban area.

In the current study, about 15.0 percent of the household respondents and 16.7 percent of the participating institutions indicated that the existence of a poor governance structure is the institutional challenge that has the most effect on the sustainable management of their respective towns of residence. As shown in table 4.6, majority (i.e. 4.0 percent) of the household respondents who perceived poor governance structure as having the most effect on the sustainable management of the towns were the residents of Ngong Town. With regard to institutions, most of respondents (about 10.10 percent) who considered poor governance

structure as the biggest challenge for sustainable management of towns in the County were representative of private institutions or entities.

Table 4.6: Respondents' Perception on Poor Governance Structure

	Town of Residence	% Response
<i>Household Respondents</i>	Kitengela Town	3.0
	Kajiado Town	4.0
	Kiserian Town	3.0
	Ongata Rongai Town	3.0
	Ngong Town	3.0
	Total	15.0
	Category of Institution	% Response
<i>Institutional Respondents</i>	National Government Institutions/Entities	6.60
	County Government Institutions/Entities	0.0
	Private Institutions/Entities	10.10
	Local Community Entities	0.0
	Total	5.0

Source: (Researcher, 2018)

Contrary to the important role of an effective governance structure in sustainable urban management processes as emphasized by Mattingly (1995), this study found that the current urban management system in the towns within Kajiado County is characterized by a number of governance challenges such as lack of or inadequate transparency and accountability, lack of meaningful and sustainable participation of town residents in urban management decision-making processes, lack of reasonable political good will, as well as lack of essential tools of urban governance such as an integrated urban development plan and town committees, as required by the UACA of 2011.

4.4.1.1 Lack of Transparency and Accountability

In a 2009 study conducted to understand the role of efficient urban governance in managing Kuala Lumpur city-region development, Jusoh, Malek, and Rashid (2009) found that transparency and accountability, equity, and civic engagement were some of the important predictors of efficient and sustainable urban governance. Mattingly (1995) identified transparency and accountability as an element of good urban governance, and one of the objectives for effective and sustainable urban management. The finding by Jusoh et al. (2009) and contention by Mattingly (1995) thus underscore the important role of the practice transparency and accountability in effective and sustainable urban management.

To establish the current state of transparency and accountability in the urban management process in the County, respondents were asked about their levels of [dis]agreement with three statements of transparency and accountability. As shown in table 4.7, majority of the respondents disagreed that the institutions and entities currently involved in the management of towns in the County are transparent and accountable to the residents of the towns.

From the findings in table 4.7, about 80.0 percent of the respondents believed that the County Government of Kajiado is not transparent in its urban management operations, neither is it accountable to the residents of the towns in the County. Majority of the respondents (about 74.0 percent) also thought that other entities currently involved in the management of the towns within the County are neither transparent in their operations nor accountable to the residents of the town. It is also interesting to note from table 4.7 that despite the current absence of town committees in the County, majority of the respondents (i.e. about 64.0 percent) perceived such committees as non-transparent in their operations and unaccountable to the town residents. This perhaps is a demonstration of a lack of awareness on the part of the respondents or simply a

depiction of the attitude of most of the town residents towards the current state of transparency and accountability among urban management actors in the County.

Table 4.7: Respondents' Perception on the Current State of Transparency and Accountability

Transparency and Accountability Statement	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Cumulative Percent
The County Government of Kajiado is transparent in its operations and accountable to town residents	0.0	3.0	15.0	80.0	2.0	100.0
The Town Committee is transparent in its operations and accountable to town residents, in terms of regularly disclosing the town's state of affairs, including its finances.	0.0	1.0	30.0	64.0	5.0	100.0
Other involved in the management of the town are transparent in its operations and accountable to town residents	0.0	8.0	15.0	74.0	3.0	100.0
The town committee informs me of its decisions that affect my rights, property, reasonable expectations.	0.0	10.0	1.0	70.0	19.0	100.0

Source: (Researcher, 2018)

4.4.1.2 Ineffective Resident Participation

According to the findings of the study, about 15.0 percent of the household respondents (see table 4.5), and most of whom (i.e. 7.0 percent) resided in Kajiado Town, perceived ineffective resident participation in town management as the biggest institutional challenge that is currently affective the process of urban management in the five major town in Kajiado County. As shown in table 4.4, such was also the case for about 10.0 percent of the institutional respondents, most of whom (i.e. 6.6 percent) represented private institutions/entities.

The ineffective resident participation in the urban management decision-making process in the towns in the County can be attributed to the current absence of citizen fora in the towns as established by this study. Table 4.8 summarizes the findings of the study in relation to resident participation in the urban management decision-making process.

Table 4.8: Respondents' Perception on Citizen Participation

Citizen Participation Statement	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Cumulative Percent
There exists an institutionalized and active participation of residents in the town's management through citizen for a.	0.0	4.0	20.0	72.0	4.0	100.0
As a resident, I have had an occasion to participate in the urban management decision-making of my town by submitting written/ oral presentation(s) of suggestions, or complains to the town administrator.	0.0	8.0	1.0	76.0	15.0	100.0
Residents of my town are empowered, and have an appropriate platform on which to object unacceptable town management practices and/or administrative malpractices such as corruption, mismanagement of public resources, and nepotism.	0.0	9.0	19.0	70.0	2.0	100.0

Source: (Researcher, 2018)

It is evident from the findings in table 4.8 that majority of the household respondents (72.0 percent) did not think that an institutionalized active participation of residents in the urban management process existed in their respective towns of residence. A similar perception was held by the institutional respondents, majority (i.e. 66.7 percent) of whom indicated the current

lack of an institutionalized active participation of residents in the urban management process. In addition, about 76.0 percent of the residents of the five major towns in the County had not had an opportunity to participate in the urban management decision-making processes of their respective towns. Moreover, the findings of the study indicate that about 70.0 percent of the respondents thought that the residents of their respective towns of residence were not empowered, and lacked an appropriate platform on which to object unacceptable town management practices and/or administrative malpractices such as corruption, mismanagement of public resources, and nepotism. The foregoing findings are not only worrying in terms of ensuring and assuring effective and sustainably managed towns in the County, but are also not in keeping with established sustainable urban management norms as well as statutory provisions and policy statements.

For instance, the effective coordination and active participation of various actors (e.g. public, private, and community-based actors) in the urban management activity have been reported by Acioly Jr. (2003) and van Dijk (2008) as critical aspects of effective and sustainable urban management. In addition, the *Shanghai Declaration on Better Cities, Better Life* advocates sustainably managed cities and urban areas that *inter alia*, encourage public participation in the urban planning and governance processes (UN, 2010).

In Kenya, the practice of citizen participation in the management of the affairs of their towns is a matter of law, which is entrenched in existing relevant statutes. For example, Section 22 of the UACA establishes the concept of *citizen fora* for purposes of affording the residents of a town the opportunity to deliberate and make proposals on policies and plans for the locality, plan strategies for engaging various tiers and units of urban governance on matters of concern, monitor activities of urban management entities and officials, and receive feedback from such

entities and officials on issues raised by the town residents. Under Section 22(2) of the UACA, town committees are required to promote the engagement of town residents in the urban management activity by inviting the residents to present petitions and representations with regard to the administration and management of the affairs of their towns. Similarly, Part VIII of the CGA provides for citizen participation in the management of county affairs, including the towns within such county.

Therefore, the current absence of a citizen/resident fora not only violates the object of devolution as provided under Article 174 of the 2010 Constitution, but also unlawfully denies the town residents an opportunity to effectively participate in the management of the affairs of their towns. This can impede the development of the all-important sense of belonging in and ownership of the urban management tasks and processes among the town residents, who may feel disenfranchised and excluded in the urban management process. As shown in figure 4.3, this may be the current feeling among most of the residents in the selected towns, in which a considerable majority (74.0 percent) of the household respondents indicated that the town residents participate mostly in the election of county representatives, and less in other important urban management processes such as advocacy, budgeting, development planning, policy formulation, as well as project identification, planning, implementation, and management. The perception that the town residents participated mostly in the election of county representatives was also reported by about 66.7 percent of the institutional respondents.

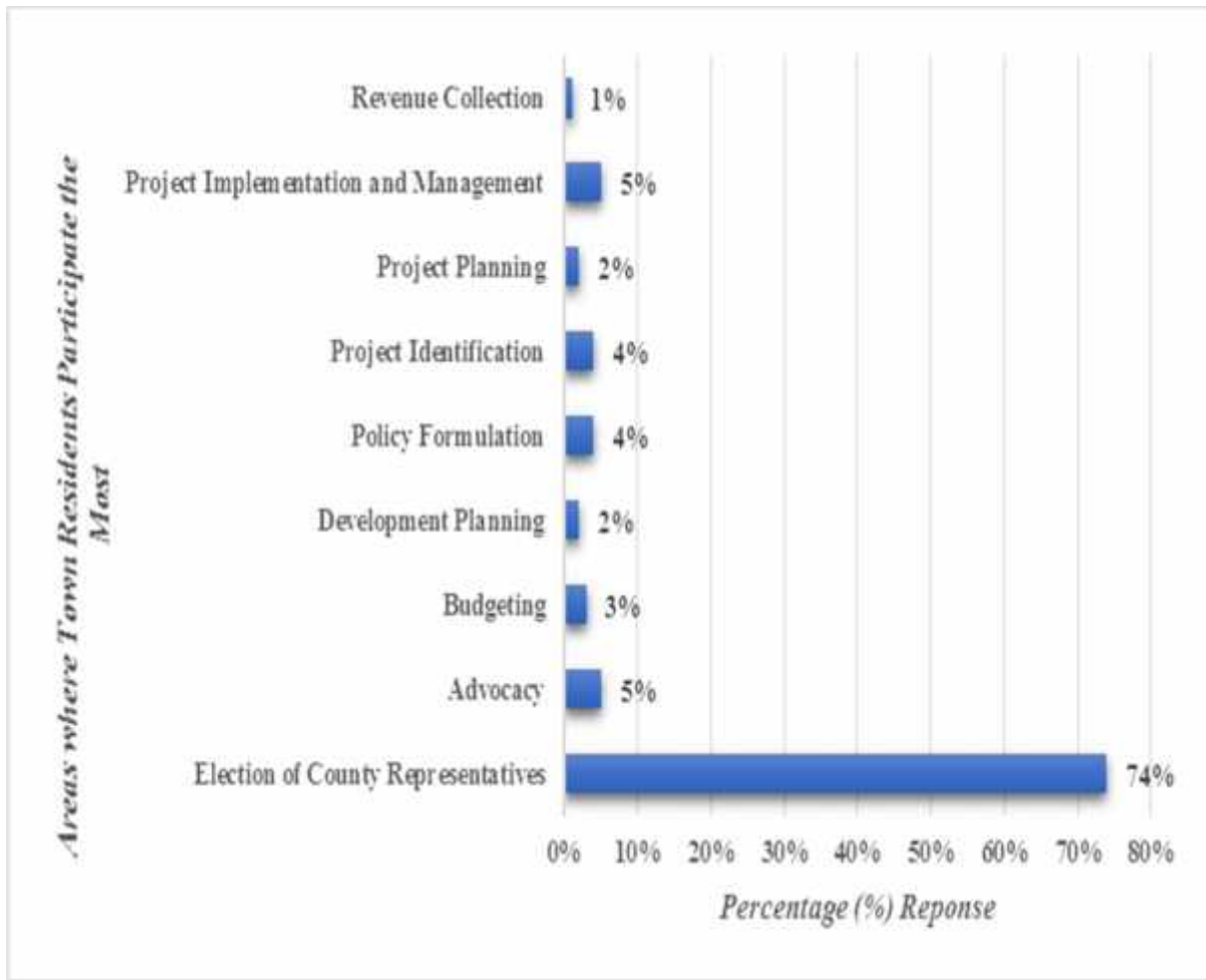


Figure 4.3: Areas where Town Residents Participate the Most.
 Source: (Researcher, 2018)

4.4.1.3 Lack of Requisite Urban Governance Tools

In addition to the establishment of resident fora, the UACA provides that a town committee is to be the governing entity of a town, and calls for the establishment of a town administrator, whose functions are to be determined by the town committee, pursuant to Section 31(2) of the Act. Whereas the establishment of a town committee and recruitment of a town administrator constitute essential components of a town's governance structure, this study found that none of the five selected towns in Kajiado County has an established town committee or a town administrator, pursuant to the provisions of the UACA. What currently exist are sub-county

administrators established pursuant to Section 50 of the CGA, and who, by dint of Section 50(3) of the CGA, are responsible for the coordination, management, and supervision of the general administrative functions in the sub-county unit, including those of the towns within their jurisdictions. Table 4.9 presents the findings of the current study with regard to the lack of requisite urban governance tools.

Table 4.9: Institutional Respondents' Perceptions on Requisite Urban Governance Tools

Requisite Governance Tools Statement	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Cumulative Percent (%)
The town in which my organization operates has a town committee established in accordance with the provisions of the <i>Urban Areas and Cities Act, 2011</i> .	3.3	0.0	10.0	80.0	6.7	100.0
The established town committee operates, and the town is managed, with the framework of an integrated development plan, which is prepared and adopted in accordance with the provisions of the <i>Urban Areas and Cities Act, 2011</i> .	0.0	3.3	16.7	73.3	6.7	100.0
The town has an administrator with clearly defined functions, pursuant to Sections 20(2), 29, 30, and 31(2) & (3) of the <i>Urban Areas and Cities Act, 2011</i> .	0.0	3.3	26.7	66.7	3.3	100.0

Source: (Researcher, 2018)

From the findings presented in table 4.9, it is evident that majority of the respondents (80.0 percent), most of whom (i.e. 42.9 percent) were representatives of county government institutions/entities, believed that the selected five towns of Kitengela, Kajiado, Kiserian, Ongata Rongai, and Ngong, lack statutory town committees, while about 66.7 percent of the respondents indicated that the towns in which their respective organizations operated did not

have town administrators with clearly defined functions, pursuant to Sections 20(2), 29, 30, and 31(2) & (3) of the *Urban Areas and Cities Act*, 2011. Furthermore, the findings indicated that about 73.3 percent of the respondents thought that the towns are currently not managed within frameworks of integrated development plans (IDPs), prepared and adopted in accordance with the requirements of the UACA, which is the applicable law.

The foregoing findings point to a considerable institutional challenge, in terms of ensuring effective, adequate governance structure for the sustainable management of the towns in the County. For instance, from the UACA standpoint, an IDP is the *sine qua non* for fostering sustainable development and management of cities and urban areas such as towns. Accordingly, and as pointed out by the IEA (2012), the IDP plays a critical role in promoting the objects of devolution as encapsulated under Article 174 of the 2010 Constitution, and which objects include *inter alia*, separation of power, transparency and accountability, participation of the citizenry in the decision-making processes involving issues affecting it, self-governance, autonomy of local communities in the management of their affairs, equitable sharing of local and national resources, as well as development of easily accessible services. These objects lie at the heart of effective and sustainable urban management (Mattingly, 1995). In this regard, the absence of local IDPs poses a major challenge for sustainable urban management in the County, as such absence limits the strategic capacity of the institution of urban management in the selected towns to effectively, efficiently, and sustainably ensure and assure the proper execution of the necessary urban management actions – tasks and processes.

The current absence of IDPs for the five selected towns in the County perhaps explains why majority (about 83.3 percent – see figure 4.4) of the institutions currently operating in the towns think that the towns as currently governed, lack the capacity to effectively and efficiently

deliver essential public urban services to their residents in a manner and to the extent provided under the First Schedule of the UACA.

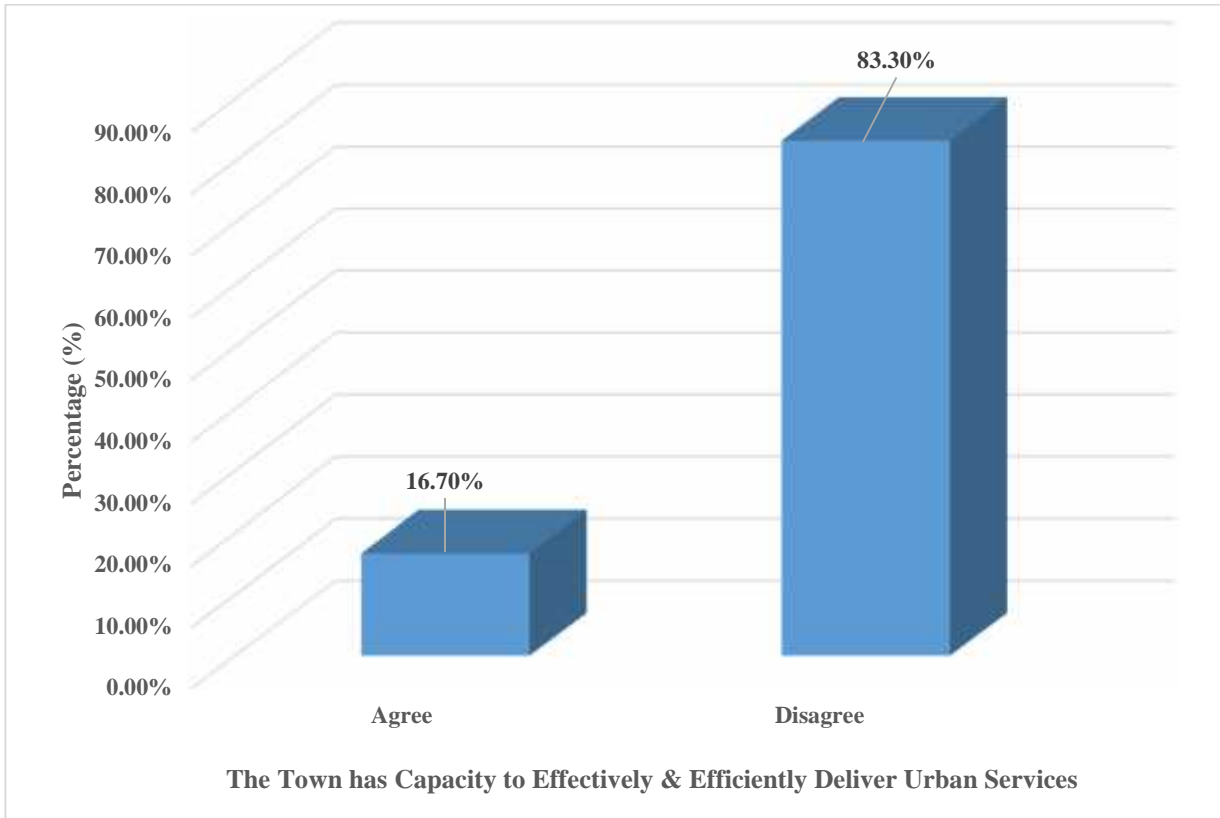


Figure 4.4: Capacity of Towns to Deliver Essential Urban Services
Source: (Researcher, 2018)

The findings of this study (see table 4.10) reveal that the towns in the County are currently devoid of effective structures for managing their local ecological systems, promoting physical planning and development control, ensuring the provision and maintainance of the necessary infrastructure for service delivery, as well as fostering sustainable land administration and management. For instance, the results presented in table 4.10 indicate that about 80.0 percent of the participating institutions did not think that the towns in the County had developed effective structures for ensuring that necessary infrastructure for delivering services to the town residents were provided and maintained. In addition, a simple majority of the institutions (i.e.

43.3 percent) were of the view that effective structures for managing the local natural environments were currently lacking in the towns within which they operated.

In the course of conducting this study, evidence of lack of effective structures for ensuring the provision and maintainance of necessary infrastructure for service delivery was observable in a number of poorly planned, developed, and/or managed public amenities and physical infrastructures within the selected towns. For instance, plate 4.1 shows an overcrowded and poorly managed Kiserian Market.



Plate 4.1: An Overcrowded Kiserian Market
Source: (Field Survey, 2018)

Due to the inadequate space inside the Kiserian market, some traders who cannot find space in the market have opted to encroach into the available road reserve, which also act as a parking space for the town residents and those visiting the town for different reasons such as business-related or work-related reasons. During this study, the researcher noticed that the human

movements, as well as trading and parking activities on the road reserve, are left uncontrolled, thus occasioning human-vehicular conflicts. As is evident from plate 4.1, from a bird's eye view, the temporary structures erected by the encroaching traders act as a source of visual pollution. The observable scenario presented in plate 4.1 thus attest to the apparent lack of effective structures for ensuring that critical service delivery infrastructure such as markets are adequately provided and properly maintained.

According to the findings of this study, about 43.3 percent of the participating institutions pointed to the lack of effective structures for the proper management of the towns environments. Such structures should ensure for instance, adoption of proper solid waste management practices. However, as shown in plate 4.2, this study observed that proper solid waste management was one of the biggest environmental management problems in the selected towns.



Plate 4.2: An Illegal Dumpsite in Kiserian Town

Source: (Field Survey, 2018)

The illegal dumping shown in plate 4.2 is apparently being undertaken on an access road within the town, and is a manifestation of the absence of effective structures (e.g. a designated dumpsite) for facilitating the proper management of the town's local environment. The images of livestock feeding on the illegally dumped waste in plate 4.2 is also suggestive of lack of effective animal control mechanisms in the town.

In Ngong Town, the designated dump site is unfenced and located right in the middle of a residential area. This poses public health risks to the locals. Plate 4.3 shows the current state of Ngong dumpsite.



Plate 4.3: The Current State of Ngong Dumpsite
Source: (Field Survey, 2018)

4.4.1.4 Lack of Awareness among Actors of Urban Management Actions

The problem of lack of awareness among different actors in the urban management activity in the selected towns emerged in the course of the current study. For instance, the findings of the

study, as presented in table 4.10 indicate that majority of the household respondents (about 49.0 percent) had no idea as to whether their respective towns have effective structures in place for managing health and local natural environments. Moreover, a considerable 36.7 percent of the institutions that participated in the study did not know whether such structures existed in the towns within which they operated. Nevertheless, 48.0 percent of the households and 43.3 percent of the participating institutions/entities (see table 4.10) were in agreement that the towns lack effective structures for managing public health and the local natural environments. The absence of such structures can explain the current observable environmental problems in the towns such as poorly managed household, business, livestock, and industrial waste; drying local rivers; as well as cases of sanitary sewer overflows (SSOs). It is important to note that 1.0 percent of the local households in the selected towns believe that destruction of the local environment is the biggest problem that is currently hindering the sustainable management of the towns.

The lack of knowledge of the existence of urban management strategies in the selected towns is again evident in the case of physical planning and development control (see table 4.10). Even though about 40.0 percent of the participating institutions agreed that the towns had developed effective structures for ensuring sustainable physical planning and development control, majority of the local households (about 59.0 percent) did not know whether such structures existed or did not exist. Such was the case with infrastructure for service delivery and land administration/management, in which 58.0 percent (in the case of for ensuring sustainable physical planning and development control) and 64.0 percent (in the case of land administration/management) of the participating households indicated their lack of knowledge of the existence of associated structures.

Table 4.10: Effectiveness of Urban Management Structures

Statement	Respondents	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	CP (%)
The town has effective structures in place for managing health and local natural environments.	Household	0.0	3.0	49.0	44.0	4.0	100.0
	Institutional	3.3	16.7	36.7	43.3	0.0	100.0
The town has effective structures in place for ensuring sustainable physical planning and development control	Household	0.0	13.0	59.0	26.0	2.0	100.0
	Institutional	0.0	40.0	36.7	23.3	0.0	100.0
The town has effective structures in place for the sustainable provision of & maintenance of necessary infrastructure for service delivery	Household	0.0	8.0	58.0	32.0	2.0	100.0
	Institutional	0.0	6.7	13.3	80.0	0.0	100.0
The town has effective structures in place for sustainable land administration and management	Household	0.0	6.0	64.0	29.0	1.0	100.0
	Institutional	0.0	23.3	40.0	33.0	3.3	100.0

CP: Cumulative Percent

Source: (Researcher, 2018)

Urban management actors' awareness of the urban management tasks and processes, in terms of what those tasks and processes are and who is responsible for the execution of such tasks and processes, is an important institutional aspect for effective and sustainable urban management. Awareness raising among different constituencies of urban management actors such as town residents, the private sector, and the local community-based entities, is an important component of the strategy to enhance the enthusiasm and support of such stakeholder constituencies for the urban management actions. Creation of public awareness is important for stimulating self-mobilization and action of stakeholders, encouraging stakeholders to actively participate in the urban management process, as well as mobilizing critical local knowledge and

resources for sustainable urban management. Awareness creation also serves as an effective tool for empowering stakeholders such as town residents to keep those responsible for urban management actions to account for such actions. In this regard, the current lack of or inadequate awareness among different urban management actors in the towns occasions a considerable governance challenge, which is expected to have a significant impeding effect on the process of ensuring that local towns in the County are sustainably managed.

4.4.2 Organizational Challenges

As already indicated in table 4.5, the percentage of households and institutions that identified ineffective organizational structure as the biggest institutional challenge that is currently affecting the sustainable management of towns in Kajiado County were 3.0 percent and 3.3 percent respectively.

It is imperative to point out that an effective institutional framework that guarantees efficient and sustainable management of an urban area must be characterized by *inter alia*, a comprehensively inclusive organizational structure that clearly defines the chain of command, describes the role(s) of every actor in the urban management process, creates room for effective co-ordination between the actors, and spells out the relationships between the actors in the course of executing the urban managements tasks and processes (Mattingly, 1995). As indicated in the conceptual model (see figure 2.2) that was adopted and adapted by this study, organizational challenges within the institution of urban management are often manifested by *inter alia*, lack of a of a clear organizational hierarchy and chain of command, existence of an exclusive organizational structure, as well as lack of effective mechanisms for building and maintaining partnerships between various actors in the urban management process.

The findings of this study are suggestive of the existence of a number of organizational challenges in the urban management institutions of the selected towns. As shown in table 4.11, some of such challenges include unclear assignment and overlapping of urban management functions of entities that are currently involved in the execution of urban management actions in the towns, as well as failure by most entities to decentralize their urban management functions to lower levels of the service chain, so as to enhance the ease with which town residents access the services.

Table 4.11: Respondents' Perceptions on Organizational Status

Organizational Structure Statement	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Cumulative Percent (%)
There is clear assignment of urban management functions to entities involved in the process of urban management in the town.	0.0	20.0	26.7	53.3	0.0	100.0
The County Government of Kajiado through the town committee, has established operational sectors and service delivery entities for the efficient performance of urban management functions and delivery of the necessary services to town residents.	3.3	13.3	43.3	40.0	0.0	100.0
The County Government of Kajiado builds partnerships with utility companies for purposes of providing infrastructural services to the town residents.	3.3	40.0	30.0	26.7	0.0	100.0
The County Government of Kajiado through the town committee and with the approval of the County Assembly, contracts private entities for purposes of delivering necessary services.	0.0	40.0	46.7	13.3	0.0	100.0

Source: (Researcher, 2018)

From table 4.11, it is evident that a significant majority (i.e. 53.3 percent) of the participating institutions thought that the entities that are currently involved in the management of urban areas in the County have not been assigned clear urban management functions, a phenomenon that in some cases occasioned duplicated and conflicting roles, as was witnessed in the case of NEMA and the Department of Environment of the County Government of Kajiado. Nevertheless, as indicated by majority (about 40.0 percent) of the institutions, most (i.e. 66.7 percent) of which were county government institutions/entities, it is encouraging to see that the CGK builds partnerships with utility companies within and without the County for purposes of providing infrastructural services to the residents of the towns. Such partnerships are important and worth encouraging for purposes of ensuring sustainable management of the towns.

However, this study noticed that majority of the institutions (about 43.3 percent) did not know whether the CGK through the town committees, had established operational sectors and service delivery entities for the efficient performance of urban management functions and delivery of the necessary services to town residents. Similarly, about 46.7 percent of the participating institutions could not confirm or deny whether the CGK through the town committee and with the approval of the County Assembly, contracts private entities for purposes of delivering necessary services. Such was the case with the participating local households where majority (about 54.0 percent) of the household respondents could not confirm or deny whether the CGK through the town committees, had established operational sectors and service delivery entities for purposes of enhancing service delivery. These findings not only attest to the lack of awareness among different stakeholders in the urban management process in the towns, but are also a testament to the existing poor organizational structure for urban management in the towns.

As shown in figure 4.5, the study found that most of the institutions currently operating in the selected towns had not devolved or decentralized their urban management functions to lower levels of the service chain.

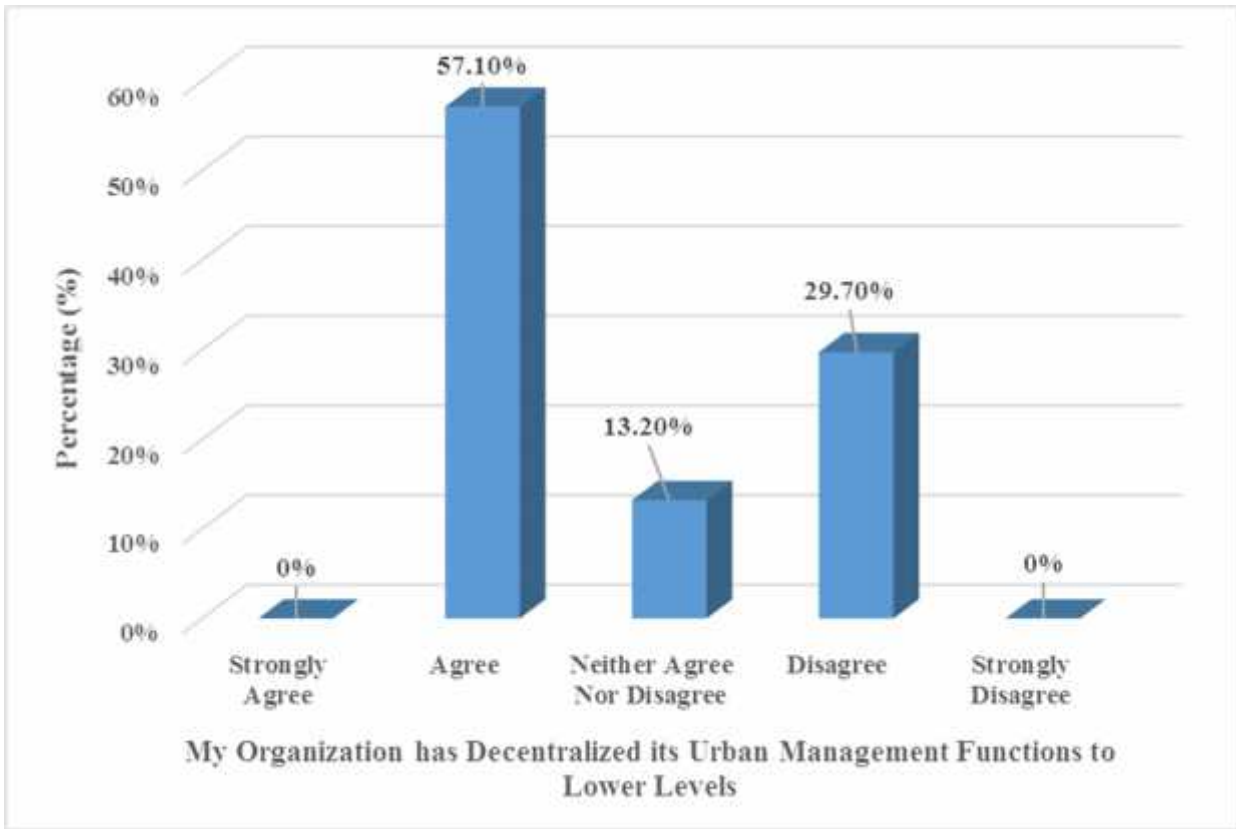


Figure 4.5: Decentralization of Urban Management Functions by Institutions
Source: (Researcher, 2018)

From figure 4.5, it is evident that a significant 57.1 percent of the institutions have not decentralized their urban management functions to the lower levels of service chain. The current lack of decentralization of such functions is expected to have hampering effect on the town residents' access to the services offered by the institutions and entities. In order to establish the nature and extent of the failure to decentralize, the study performed a further analysis by cross-

tabulating the levels of [dis]agreements of the institutional respondents and their respective institutions/entities. The results of the crosstabulation are summarized in table 4.12.

Table 4.12: Distribution of Failure to Decentralize by Institutions/Entities

Category of Institution/Entity	My Organization has not Decentralized its Urban Management Functions to Lower Levels					
	Strongly Agree (%)	Agree (%)	Neither Agree nor Disagree (%)	Disagree (%)	Strongly Disagree (%)	Cumulative Percent (%)
National Govt. Institutions/Entities	0.0	16.5	3.3	0.0	0.0	19.8
County Govt. Institutions/Entities	0.0	37.3	3.3	6.6	0.0	47.2
Private Institutions/Entities	0.0	3.3	6.6	13.2	0.0	23.1
Local Community Entities	0.0	0.0	0.0	9.9	0.0	9.9
Total	0.0	57.1	13.2	29.7	0.0	100.0

Source: (Researcher, 2018)

The results presented in table 4.12 indicate that county government institutions/entities are the institutions/entities that have not decentralized their urban management functions the most (about 37.3 percent), followed by national government institutions/entities at 16.5 percent. This was corroborated by qualitative data obtained from a number of respondents (majority – 59.0 percent, of whom resided in Ongata Rongai, Kitengela, and Kiserian towns), in which the respondents complained that most of essential services were still centralized at the County Headquarter in Kajiado Town. For instance, when asked what urban management strategies the institutions/entities currently involved in the management of the towns could adopt so as to enhance the effective management of the towns, one of the respondents remarked as follows:

The county government needs to adopt a more decentralized approach to services delivery. Currently as I speak to you, most of the services are still being offered in Kajiado Town, and some of us have to travel all the way to Kajiado in search of those services. This has become very expensive and inconveniencing for me, and I suspect for most of the people living here. I have to burn fare and spend a lot of time commuting to Kajiado. How I wish these services could be localized.

The above statement thus captures the frustration of most of the residents of the selected towns in accessing basic urban services, and is a demonstration of how failure by institutions/entities to decentralize their urban management functions is currently hampering access to services by the locals. It is imperative to note that Article 176(2) of the 2010 Constitution makes it mandatory for county governments, including the CGK, to decentralize their functions and provision of their services to the extent that is efficient and practicable.

4.4.3 Legal Challenges

Even though none of the institutions participating in the current study thought that ineffective legal and policy framework was the institutional challenge that is affecting the sustainable management of the towns within the County the most, about 6.0 percent of the households indicated that the process of sustainable management of the local towns is mostly affected by the existence of ineffective legal and policy frameworks. The respondents also reacted variously to the contention that the County, through relevant entities, has put in place effective structures for enacting necessary legislations, enforcing the enacted legislations, and implementing formulated policies. The results of the reactions are presented in figure 4.6.

The comparative results presented in figure 4.6 reveals that majority of the households (about 66.0 percent) and institutions (about 46.7 percent) neither agreed nor disagreed with the contention that the County, through relevant entities, had put in place effective structures for enacting and enforcing necessary legislations, as well as implementing policy instruments. This perhaps explains the lack of awareness among these urban management stakeholders (i.e. the

households and institutions) on how the urban management activity is currently functioning in the County in general and their respective towns in particular.

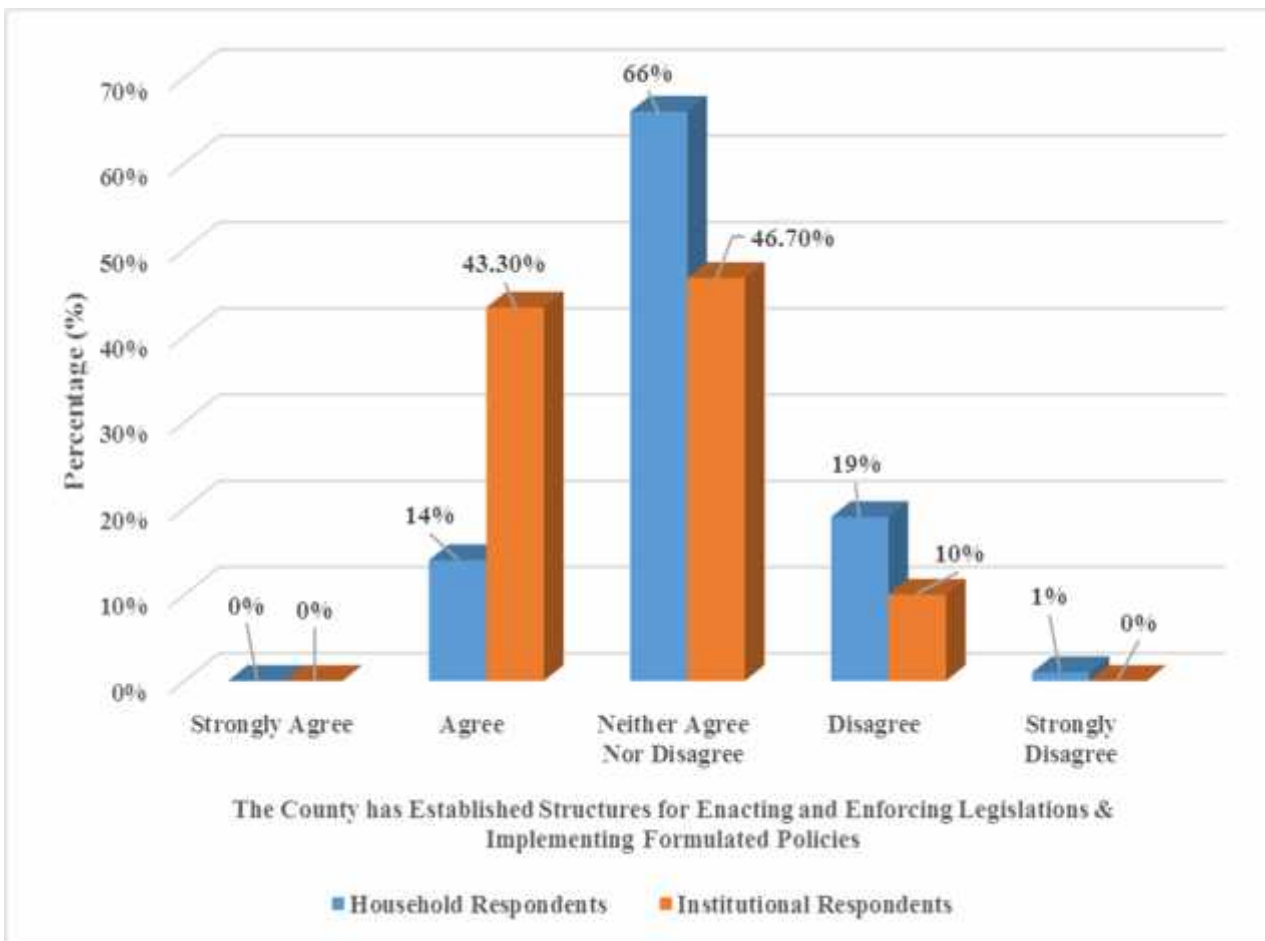


Figure 4.6: Respondents' Perceptions on Legal and Policy Structures
Sources: (Researcher, 2018)

Such lack of awareness raises concerns as to the nature and extent of engagement between the county government for instance, and the residents of the towns, as well as the residents' ability to access information regarding the management of the affairs of their towns, and whether the urban management institutions/entities (e.g. the county government of Kajiado affiliated institutions/entities in the current case) publish and publicize important information affecting the residents of the towns within their jurisdictions, as required by law. Section 24(1) of the

UACA provides for the management of information and publicity in an urban area making it mandatory for the town committee to publish and publicize important information within its mandate affecting the town for which it is responsible.

Therefore, the finding that town committees or management boards are yet to be established in the towns within Kajiado County presents a considerable legal constraint for the effective and sustainable management of the towns, given that a range of urban management actions (e.g. management of information, establishment of operational sectors and service delivery entities, recruitment of town administrators, development of partnerships and joint ventures, as well as establishment of citizen/resident fora), as operationalized by the UACA, cannot be executed effectively. Accordingly, this study holds that the delay or reluctance by the CGK to fully comply with the relevant provisions of the substantive urban management statute (i.e. the UACA), poses a major legal challenge for the effective and sustainable management of the local towns.

This study recognizes the UACA (“the Act”) as the substantive urban management law in Kenya, and whose objective, as stated in its long title, is to operationalize Article 184 of the 2010 Constitution by providing for *inter alia*, the governance and management of towns in Kenya, the principle of governing the towns, as well as participation of residents in the management of their towns. In this regard, the Act formed part of the secondary sources of data for this study.

While the current study acknowledges the important role of the Act, in terms of providing a critical legal framework for executing urban management tasks and processes, the study established that the Act as currently enacted is characterized by a range of legal lacunas, inadequacies, and grey areas, a phenomenon that poses legal challenges for the sustainable

management of towns in Kenya, including the five case towns adopted for the current study. For example, while the Act makes it clear that a town committee is the governing entity of a town, the committee unlike the boards of cities or municipalities, is not corporate body, pursuant to Section 31(1) of the Act. This implies that a town committee lacks the requisite managerial autonomy, as it cannot enter into contracts, acquire property or funds from lending agencies, or sue and be sued.

For a town committee to function effectively and act transparently, and for town residents to hold the committee and its membership to account, the clarity of the committee's organizational structure, composition, as well as the roles and terms of office of its members, are of the essence. However, this study noticed a number of omissions in the Act, as far as the size and composition of the committee is concerned. For example, the Act is silent on the qualifications of members of the committee, and neither is the Act clear on whether it is the sole responsibility of the county governor to appoint all members of the town committee [Cf. Section 20(2) of the Act], or the private sector and/or local community has a role in nominating members to the committee. In addition, the Act is characterized by grey areas when it comes to the terms of office of the committee members, or conditions for which the members can vacate office. These omissions create room for corrupt practices and abuse of power by the appointing authority, as s/he can for instance, not only appoint unqualified cronies to the committee, but also unreasonably remove committee members from office. The current scenario thus implies that committee members are more likely to operate at the whim of the appointing authority instead of serving the town residents in accordance with the law. In addition, in circumstances where the committee members have no defined qualifications, roles, and terms of office, it becomes

procedurally difficult for the town residents and other stakeholders in the urban management activity to hold such members accountable.

Under Section 31(2) and (3), the Act assigns the governance and management of a town to a town administrator, who is recruited by the county public service organ. While the Act (presumably to avert the problem of conflict of interest) denies the county government an opportunity to play a role in recruiting the town administrator, Section 31(3) leaves the determination of the functions of the administrator to the town committee, which is appointed by the county governor. It is therefore the contention of this study that even though the Act assumes that the county governor does not play a role in the recruitment of the administrator, the governor can influence the recruitment of the administrator by influencing the appointing body.

In the context of the UACA, the governance structure of a town is executive in nature, implying that a town does not have own-legislature or a quasi-legislative organ. Under the Act, the town can only make and administer by-laws. This therefore imply that the town committee and administrator rely on the county assembly for the enactment of necessary urban management legislations at the county level, pursuant to Article 185 of the Constitution and relevant provisions of the CGA. This requires the mobilization of political goodwill, which about 5.0 percent (see table 4.5) of the households residing in the towns included in the current study believe is currently lacking.

The Act is also characterized by a grey area when it comes to development planning within town contexts. According to the Act, towns are expected to operate within a framework of integrated development planning. Accordingly, Section 36(1)(d) and (2) of the Act provide that the IDPs are to be the basis of the necessary town management and development plans, policies,

programs, projects, and processes. However, despite the significant role of IDPs in fostering effective and sustainable management of cities and urban areas, the Act is unclear as to whether the management of a town is to be undertaken within a framework of an inclusive strategic plan (ISP) or IDP. For instance, while Section 39(1) of the Act identifies an ISP as the necessary planning tool for a town, Section 39(2) requires towns to operate within the framework of IDPs. This uncertainty thus occasions an institutional challenge, in terms of developing legally binding planning documents for towns.

With regard to engagement of town residents in the management of the affairs of their towns, Section 22 of the Act introduces the concept of *citizen fora*, which presumably, are expected to provide town residents with opportunities to participate in the town management process. However, the Act does not make explicit reference to ‘town residents’, but refers to ‘county citizens’ in its instead. The Act’s intention in this regard is thus unclear.

4.4.4 Administrative Challenges

A number of administrative challenges have been found to exist in the current institution of urban management for the selected five towns. As shown in table 4.5, such challenges include administrative malpractices such as corruption and nepotism, inadequate human resource, inadequate human technical capacity, as well as inadequate financial resources.

4.4.4.1 Inadequate Financial Resources

An effective and functional administrative system is critical for ensuring the efficient and sustainable execution of the urban management actions (i.e. urban management tasks and processes). Such effectiveness and efficiency is dependent on *inter alia*, adequate financial resources. However, this study established that the existing administrative component of the institution of urban management in Kajiado County is bedevilled by inadequate financial

resources. As indicated in table 4.5, about 7.0 percent of the households and 56.7 percent of the institutions involved in urban management in the County, identified inadequacy of financial resources as the biggest institutional challenge that is currently impacting on the sustainable management of towns in the County. In addition, about 70.0 percent of the participating institutions/entities indicated that their financial capacities are inadequate. The challenge of financial inadequacy could be attributed to the nature of sources of finance (see figure 4.7) for the institutions that are currently involved in the execution of urban management actions in the County.

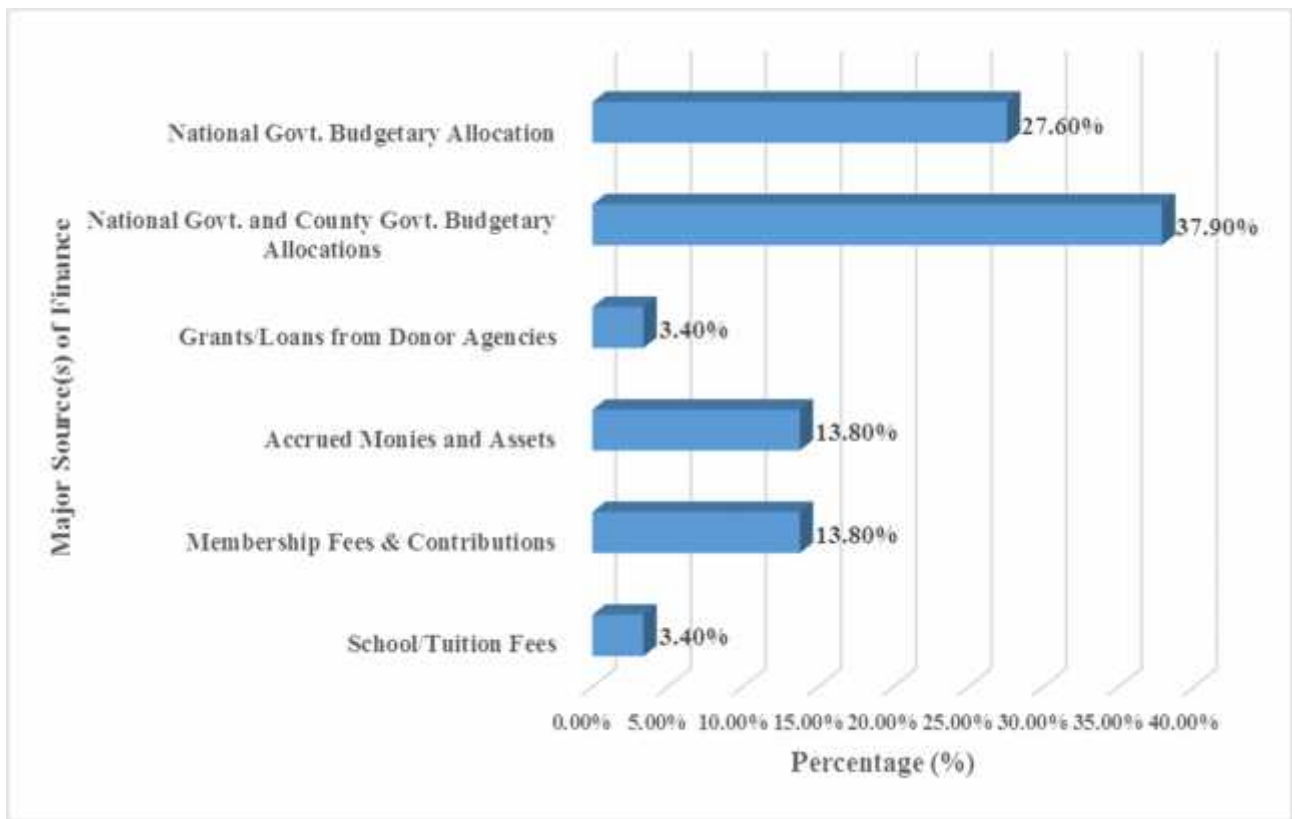


Figure 4.7: Major Source of Finance
Source: (Researcher, 2018)

It is evident from figure 5.7 that majority (about 37.9%) of the institutions depend on budgetary allocations from the national and county governments as their main source of finance. The results of a crosstabulation analysis of the category of institution and major source of finance indicated that county government institutions/entities (about 33.3 percent) are the biggest reliers on national government and county government budgetary allocations as a major source of finance. Majority (about 13.8 percent) of the private institutions/entities on the other hand depend on monies and assets accrued to them (in the course of performing their urban management functions), as their major source of finance. As for the local community entities, the study findings indicated that membership fees and contributions formed the major source of finance.

Such dependence on national government and county government budgetary allocations can explain the inadequacy of financial resources among the county government institutions/entities, given that the disbursement of budgetary allocations from the national government for instance, has, in a number of media-reported cases, been delayed to the extent that county governments have been unable to finance intended development projects at the county level, as well as pay they staff promptly.

The inadequacy of financial resources, especially among county government institutions/entities, could also be attributed to lack of effective revenue generation and management strategies in the County, a weak revenue base, as well as corruption and misuse of public resources. As shown in table 4.13, about 27.0 percent of the participating households and 34.5 percent of the institutions indicated that their respective towns lacked effective structures for ensuring effective financial management, including revenue collection.

Table 4.13: Respondents' Perceptions on Financial Management

Respondents	<i>The Town has Effective Structures in place for Effective Financial Management, including Revenue Collection</i>					
	<i>Strongly Agree (%)</i>	<i>Agree (%)</i>	<i>Neither Agree nor Disagree (%)</i>	<i>Disagree (%)</i>	<i>Strongly Disagree (%)</i>	<i>Cumulative Percent (%)</i>
Households	0.0	13.0	60.0	25.0	2.0	100.0
Institutions	0.0	24.1	41.4	34.5	0.0	100.0

Source: (Researcher, 2018)

From the results in table 4.13, it is noticeable that majority (about 60.0 percent) of the households and about 41.4 percent of the institutions, could not confirm or deny if their respective towns had put in place effective strategies for ensuring that finances were effectively managed. Again, in the opinion of the current study, such inability by the respondents is a demonstration of lack of awareness among the town residents and other urban management stakeholders in the towns, and hence brings to question the nature and extent of engagement between the urban management agencies and the town residents for instance.

As is shown in figure 4.8, there is a significant agreement that the five selected towns have demonstrable economic, functional, and financial viability, as about 90.0 percent of the respondents indicated that that was the case.

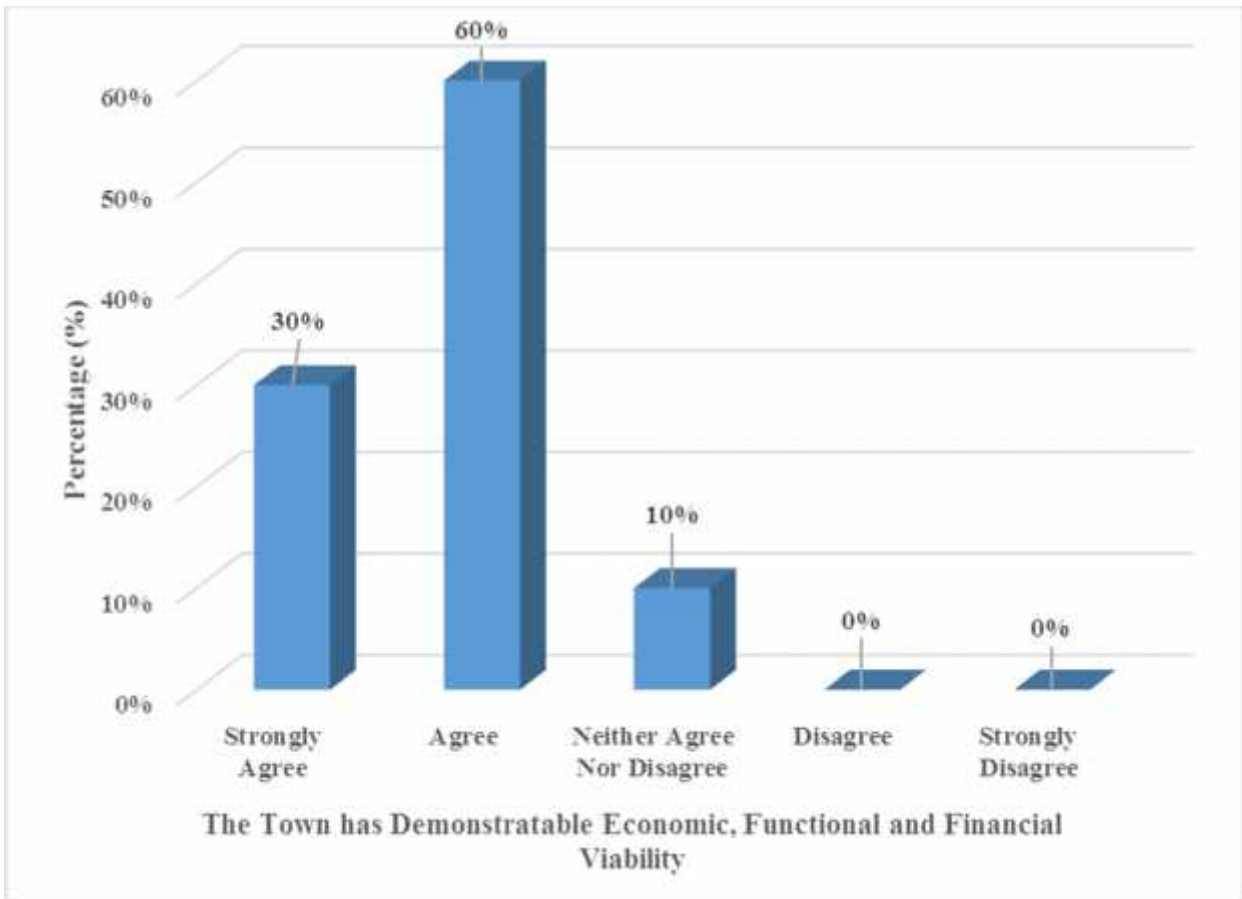


Figure 4.8: Economic, Functional, and Financial Viability of Towns
 Source: (Researcher, 2018)

Therefore, in view of the finding that the towns are economically, functionally, and financially viable (see figure 4.8), and given the indicated lack of effective structures for ensuring effective financial management, including revenue collection (see table 4.13), the inadequacy of financial resources that was reported by most of the county government institutions/entities in this study, can be attributed to lack of effective revenue generation and management strategies in the County.

4.4.4.2 Inadequate Human Technical Capacity

Human technical capacity entails the training or experience required for full scale implementation. The results of the study summarized in table 4.5 indicate that 4.0 percent of the respondents believed that inadequate human technical capacity of the urban management agencies in the County is the biggest challenge facing the sustainable management of local towns. Figure 4.9 shows that both the human technical capacity and technological capacity were fair in majority (i.e. 60.0 percent and 53.3 percent respectively) of the participating institutions/entities.

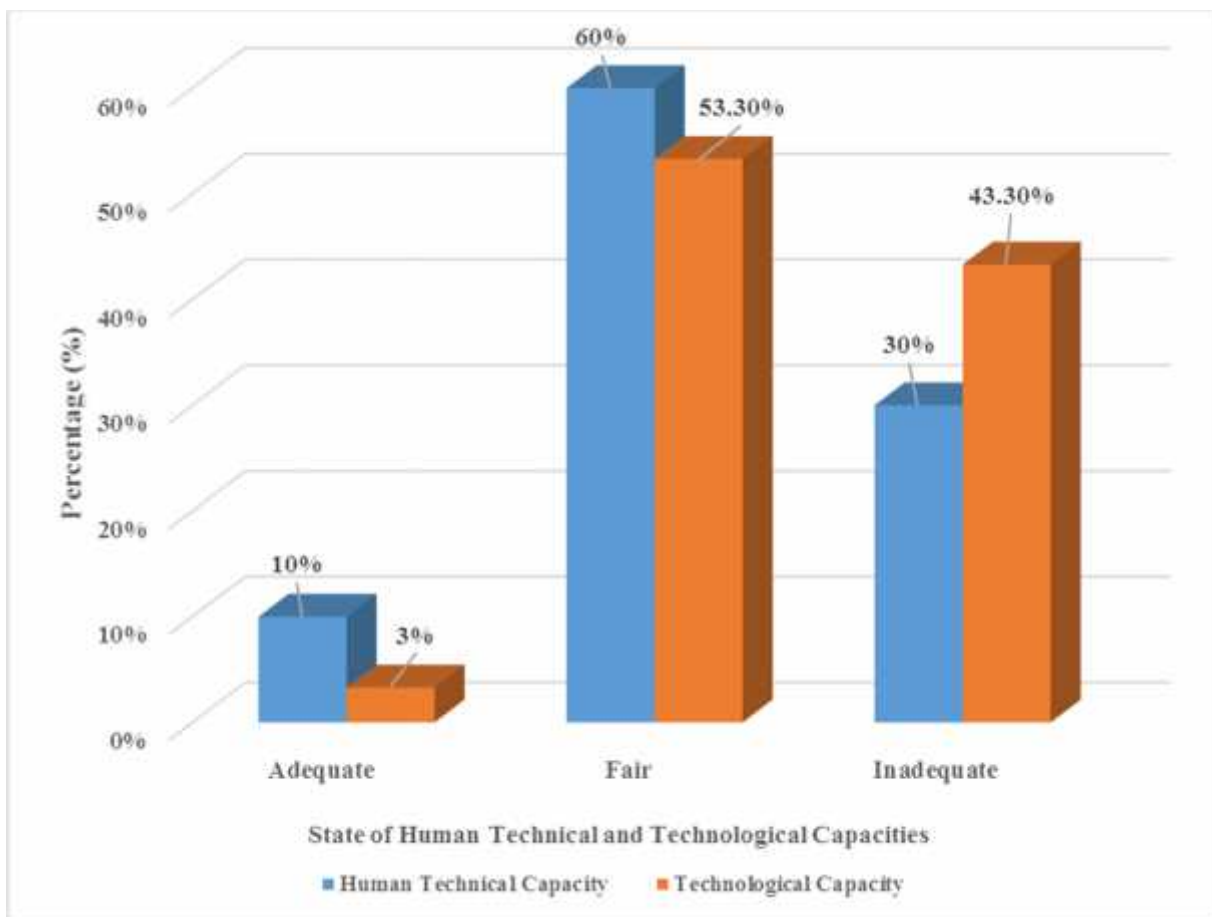


Figure 4.9: State of Human Technical and Technological Capacities
Source: (Researcher, 2018)

Based on the evidence presented in figure 4.9, it is suffice to conclude that more institutions/entities currently involved in the urban management process in the County are characterized by inadequate human technical and technological capacities compared to those whose human technical and technological capacities are adequate.

4.4.4.3 Inadequate Human Resource

Effective and sustainable management of urban areas require a knowledgeable, creative, innovative, experienced, motivated, and committed human resource that adopts a client-oriented view of town urban dweller (consumers of urban services), and thus strives to improve the customers' satisfaction with service delivery (Thite, 2011). Having such a human resource implies having adequate human resource that is effectively developed and managed. Adequacy of the necessary human resource is one of the setbacks in sustainable urban management (Mattingly, 1995). In the current study, inadequate human resource was considered by 5.0 percent of the participants to be the biggest institutional challenge that is currently affecting the sustainable management of the urban areas in the County. The challenges of inadequate human resource was attributed to *inter alia*, inadequate financial resources. For instance during an interview with representatives of selected institutions/entities, one of the interviewees stated as follows:

Considering our mandate and the geographical size of our jurisdiction, I can say that our human resource is inadequate. We are understaffed. The funds were receive is not enough to hire enough qualified people to perform the various tasks assigned to us. We have therefore to do with the little resources we get from the headquarters.

In circumstances where an understaffed urban management institution/entity is expected to deliver its assigned mandate within an expansive jurisdiction, chances are that such staff is overworked and demotivated, and ultimately the quality of service delivery is compromised.

4.4.4.4 Administrative Malpractices

Administrative malpractices such as corruption, misuse of public resources, discrimination in employment, nepotism, and favouritism can have a significant negative impact on ensuring effective and sustainable urban management. In the current study, corruption and misuse of public resources was identified by about 30.0 percent of the households as the biggest impediment to effective and sustainable urban management in the County. In addition, about 10.0 percent of the households thought that nepotism and favouritism were the administrative malpractices that impacted the most, on the sustainable management of their towns.

Pervasive corruption has been reported as a major administrative problem not just in the realm of urban management, but also in other disciplines. According to Mattingly (1995), widespread corruption, especially in developing countries such as Kenya is a matter of concern, as it has a diluting effect on efforts directed at making management effective in its utilization of scarce resources. Corruption in administrative cycles is often occasioned by a number of conditions, including poor remuneration and “traditional customs of gift giving and administrative practices that provide a range of attractive opportunities for unlawful gain” (Mattingly, 1995, p.7).

Nepotism and favouritism can have a significant limiting effect on staff capacity, especially in circumstances where urban management personnel is recruited on the basis of friendship, clan, tribe, family, as well as political and/or religious affiliation(s), and selection of staff is undertaken for reasons other than published and publicized qualifications. According to Mattingly (1995), the services rendered by a staff selected on the basis of nepotism more often than not tend to favour a certain segment of the urban population, and the services tend to lack quality in the event.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The overarching purpose of this chapter is to provide a summary of the findings of this study, conclude the study, and make appropriate recommendations for action, pursuant to the fourth specific objective of the study. In the course of making such recommendations, the chapter also highlights areas for further and/or future study.

5.2 Summary of Research Findings

This study was mounted to assess the institutional challenges facing the sustainable management of urban areas in Kenya, with a specific focus on Kajiado County. Accordingly, the study hoped to achieve four specific objectives and answer four research questions. Firstly, the study sought to identify the institutions that are currently involved in the management of urban areas in the County. Secondly the study intended to describe the specific roles of those institutions. Thirdly, the study hoped to explore the nature and extent of challenges faced by the institutions/entities in the course of executing their urban management functions. Ultimately, the study was to develop an appropriate framework for the sustainable management of the urban areas within the County.

The findings of the study indicate that the process of urban management in Kajiado County involves a wide range of institutions/entities. In the context of the current study, these institutions include national government institutions/entities (such as constitutional commissions, national government representatives at the county level, and parastatals); county government institutions/entities (such as CECs and line departments, legislative organs, and administrative units); private institutions/entities (such as public transport SACCOs, private

education and health care entities); and local community entities (such as local neighbourhood associations, CBOs, FBOs, and NGOs).

In terms of roles, the study found that these institutions/entities perform different urban management roles, singly or jointly, with the county government institutions/entities, in most instances, playing the regulatory role across the board. Specifically and in most instances, the national government institutions/entities provided postal services, security and safety services, judicial services, and electricity. The county government institutions on the other hand were found to provide mainly solid waste management services, water and sanitation services, business licensing and regulation services, firefighting and disaster management services, storm drainage services, and market management services. The main services provided by the private institutions/entities included public transport services, housing services, health care services, child care services, telecommunication services, food supply services, recreational services, and library services. The local community entities on the other hand emerged as the major providers of agricultural services as well as sports and cultural services.

A number of institutional challenges are currently facing sustainable urban management in the County. These challenges are governance, organizational, legal, and administrative in nature. The governance challenges included lack of transparency and accountability, ineffective resident participation, lack of essential urban management tools (e.g. IDPs, town committees and administrators), and lack of awareness among different actor in the urban management process of the various urban management tasks and processes. The organizational challenges were found to include unclearly assigned and overlapping urban management functions, poorly co-ordinated urban management actors, failure by the actors to decentralize their urban management functions to lower levels of service chain, and lack of an institutionalized platform

on which to initiate, promote, and encourage service delivery partnerships. The legal challenges included the existence of legal lacunas and grey areas in and inadequacies of the substantive urban management statute, lack of effective structures for enacting and enforcing necessary urban management legislations, and implementing formulated urban management policies, as well as lack of political goodwill. Lastly, the administrative challenges included inadequate human resource, inadequate technological capacity of urban management institution/entities, inadequate financial resources, inadequate human technical capacity, corruption and wastage of public resources, as well as nepotism and favouritism.

5.3 Conclusion

Urban areas such as towns are critical hubs for the social, economic, and environmental development at both the local and national levels. Their huge manufacturing, processing, and service potentials are essential, in terms of creating job opportunities, generating income for both urban and rural households, acting as sources of revenue for both the local and national governments, as well as enhancing trade at the local, national, and international levels. Environmentally destructive activities in urban areas, in most cases, emerge as externalities, which impact negatively on the peri-urban and rural environments. Social misdemeanours initiated in urban areas often create spillovers for the adjacent peri-urban areas. In this regard, urban areas can be a blessing or a curse for a country and/or county (in the case of Kenya) depending on how such urban areas are developed and managed. A better management approach for urban areas is that which ensures and assures delivery of quality products and services to urban dwellers, while protecting the linkage between the urban, peri-urban, and rural environments. Such management approach is what urban management scholars such as Mattingly (1995) have described as 'sustainable urban management'.

In this study, it has emerged that the existing urban management regime for towns in Kajiado County is faced with a range of institutional challenges, which are governance, organizational, legal, and administrative in nature. Such challenges pose a significant threat to the realization of sustainably managed urban areas, which are more competitive, equitable, inclusive, safe, resilient, and sustainable. The failure to realize competitive, equitable, inclusive, safe, resilient, and sustainable urban areas would thus jeopardize the County's vision of being a prosperous, globally competitive county, offering quality life.

In conclusion therefore, given the critical roles that urban areas (i.e. towns) in Kajiado County are playing, and expected to continue playing in the realization of the County's vision and mission; and considering the important role of sustainable urban management in having more competitive, equitable, inclusive, safe, resilient, and sustainable urban areas in the County, there is need to address the institutional challenges that are currently facing the sustainable management of towns in the County. This study therefore proposes a roadmap for addressing the identified institutional challenges, and hopes that the proposed roadmap will provide useful insights, and contribute to the development of an integrated sustainable urban management plan for urban areas in Kajiado County and beyond.

5.4 Recommendations

Therefore, in view of the identified institutional challenges that are currently facing the effective and sustainable management of urban areas (towns) in Kajiado County, and in keeping with fourth objective of this study, the following strategies are proposed to enhance sustainable management of urban areas in Kajiado County. The proposed strategies can be replicated in other counties in Kenya as well as other urban areas outside Kenya.

- Develop an integrated county-specific urban management policy framework that is focused on *inter alia*, providing the criteria for classifying all urban areas based on relative population sizes. The said policy framework should also provide effective strategies for financing urban development programs as well as highlight the institutional framework for managing urban areas within counties.
- Develop an elaborate model for PPPs' contractual or advisory engagement in the provision of urban services. The development of the model for PPPs' engagement should be guided by a county-specific legislative framework.
- Adopt an inclusive and participatory governance model as a means of enhancing transparency and accountability in governance systems as well as the management of urban tasks and processes. Besides, participatory governance should also be enhanced by establishing active citizen fora as envisaged under the UACA, 2011, while embracing a bottom-up approach to urban management decision-making processes and encouraging an integrated urban management approach by adopting a tripartite urban management model that includes the active and collaborative participation of national and county government agencies, non-state agencies, as well as the urban residents. The encouragement of an integrated urban management approach is necessary for drawing synergies for sustainable urban development, particularly in project planning, implementation, monitoring and evaluation.
- Decentralize urban management services to all major towns (with population of 10,000 and beyond) by establishing functional and fully-fledged urban management units in the towns.

- Develop a county-based urban investment and growth strategy that provides long-term, medium-term and short-term infrastructural development for various categories of urban centres in the counties. The county-based urban investment and growth strategy should indicate the role of various actors in promoting growth and development at the county level, as well as outline measures for making the counties attractive for investors.

5.5 Areas for Further Study

In the course of this study, the private sector has emerged as a critical actor in the urban management process. Therefore, in furtherance of the sustainable urban management agenda, the study suggests the need for future research on the following areas:

- The role of the private sector in ensuring and assuring sustainable management of urban areas.
- The prospect of public-private partnerships in sustainable urban management activity.

REFERENCES

- Acioly Jr., C. (2003). The meaning and scope of urban management: An introductory note. In A. Sirry, *Urban management practices in secondary cities in Egypt: The case of Belbeis* (127-140). Cairo, Egypt: Elias Modern Publishing House.
- Adams, J., Khan, H. T.A., Raeside, R., & White, D. (2007). *Research methods for graduate business and social science students*. London: Sage Publications.
- Afolabi, A. (2008). Improving urban land use planning and management in Nigeria: The case of Akure. *Theoretical and Empirical Researches in Urban Management*, 3(9), 1- 15.
- Ajaero, C. K. & Onokala, P. C. (2013). The Effects of Rural-Urban Migration on Rural Communities of Southeastern Nigeria. *International Journal of Population Research*, 1(1), 1-13. Doi: 10.1155/2013/610193
- Alam, M. A. & Ahmed, F. (2013). Urban transportation systems and congestion: A case study of Indian cities. *Transport and communication Bulletin for Asia and the Pacific*, 82(1), 33-43.
- Ariffin, R. N. R. & Zahari, R. K. (2013). Towards a sustainable urban transport system in the Klang Valley, Malaysia: The key challenges. *Procedia-Social and Behavioural Sciences* 85(1), 638-645.
- Banai, R. (1995). Critical realism, and urban and regional studies. *Environment and Planning B: Urban analytics and City Science*, 22(5), 563-580.
- Bazely, P. (2003). Teaching mixed methods. *Qualitative Research Journal*, 3(1), 117-126.
- Beach, D. & Pedersen, R. B. (2016). *Causal case study methods: Foundations and guidelines for comparing, matching, and tracing*. Ann Arbor, MI: University of Michigan Press.
- Boyd, B. (2017). *Urbanization and the mass movement of people to cities*. Available at: <https://graylinegroup.com/urbanization-catalyst-overview/> [Accessed December 28, 2017]
- Brown, R. R. & Farrelly, M. A. (2009). Challenges ahead: Social and institutional factors influencing sustainable urban stormwater management in Australia. *Water Science & Technology*, 59(4), 653-660. Doi: 10.2166/wst.2009.022
- Brown, R. R. (2005). Impediments to integrated urban stormwater management: The need for institutional reform. *Environmental Management*, 36(3), 455-468.
- Bryman, A. & Bell, E. (2015). *Business research methods* (4th Ed.). Oxford: Oxford University Press.
- Burke, R. J. & Onwuegbuzie, A. J. (2005). Mixed methods research: A research paradigm whose time has come. *Educational Researcher*, 33(7), 14-26.

- Cheema, S. G. (1993). The challenge of urban management: some issues. In S. G. Cheema and S. E. Ward (Eds). *Urban management policies and innovations in developing countries* (pp.1-17). London: Praeger Westport.
- Coghlan, D. & Brydon-Miller, M (2014). *The Sage Encyclopedia of Action Research*. Thousand Oaks, CA: Sage.
- Cohen, B. (2006). Urbanization in developing countries: Current trends, future projections, and key challenges for sustainability. *Technology in Society*. 28(1), 63-80.
- County Government of Kajiado (CGK). (2013). *County integrated development plan (2013-2017)*. Nairobi, Kenya: The Author.
- Creswell, J., Fetters, M., & Ivankova, N. (2004). Designing a mixed methods study in primary care. *Annals of Family Medicine*, 2(1), 7-12.
- Cui, L. & Shi, J. (2012). Urbanization and its environmental effects in Shanghai, China. *Urban Climate*, 2(1), 1-15.
- Davey, K. J. (1993). *Elements of urban management*. Urban Management Programme Discussion Paper No. 11, UNCHS/World Bank.
- De Sherbinin, A., Schiller, A., & Pulsipher, A. (2007). The vulnerability of global cities to climate hazards. *Environment and urbanization*, 19(1), 39-64.
- De Vaus, D. A. (2001). *Research design in social research*. London: SAGE.
- Dijk, M. P. (2006). *Managing cities in developing countries: The theory and practice of urban management*. Cheltenham: Edward Elgar.
- Dixon, T. (2011). *Sustainable urban development to 2050: Complex transitions in the built environment of cities*. (Retrofit 20150 Working Paper No. 5). Oxford Institute for Sustainable Development, Oxford Brookes University.
- Douti, N. B., Abanyie, S. K., & Ampofo, S. (2017). Solid waste management challenges in urban areas of Ghana: A case study of Bawku Municipality. *International Journal of Geosciences*, 8(1), 494-513. Doi: 10.4236/ijg.2017.84026
- Drucker, P. F. (1954). *The practice of management*. New York, NY: Harper & Row.
- Dudovskiy, J. (2018). *The ultimate guide to writing a dissertation in business studies: A step-by-step assistance*. Available at: <https://research-methodology.net/about-us/ebook/>
- Durrheim, K. (2004). Research design. In M. T. Blanche, and K. Durrheim (Eds.). *Research in practice: Applied methods for the social sciences* (pp.29-53). Cape Town: University of Cape Town.
- Easterby-Smith, M., Thorpe, R., Jackson, P., & Lowe, A. (2012). *Management research* (4th Ed.). London: Sage.
- Ebohon, O. J., Field, B. G., & Mbuga, R. R. (2002). A conceptual analysis of the problems associated with real property development in sub-Saharan Africa. *Property Management*, 20(1), 7-22.

- El Sakka, S. (2016). Developing countries challenges in applying sustainable urban development: An application on Egypt. *International Journal of Business and Economic Development*, 4(2), 50-60.
- Gitau, F. P. (2011). *Urban management challenges facing emerging towns in Kenya: A case study of Kiserian market centre in Kajiado County*. Master's thesis. University of Nairobi, Kenya.
- Given, L. M. (2007). Descriptive research. In N. J. Salkind, and K. Rasmussen (Eds.). *Encyclopedia of Measurement and Statistics* (pp.251-254). Thousand Oaks, CA: Sage.
- Goldratt, E. M. (2004). *Essays on the Theory of Constraints*. Great Barrington, MA]: North River Press.
- González, J. E., Luvall, J. C., Rickman, D., Comarazamy, D., Picón, A., & Harmsen, E. (2005). Urban heat islands developing in coastal tropical cities. *EOS Transactions, AGU* 86(42), 397-403.
- Graif, C., Gladfelter, A. S., & Mathews, S. A. (2014). Urban poverty and neighborhood effects on crime: Incorporating spatial and network perspectives. *Sociology Compass*, 8(9), 1140-1155. Doi: 10.1111/soc4.12199
- Griffin, R. W. (2002). *An Introduction to management* (7th Ed.). Boston: Houghton Mifflin Company.
- Guba, E. G. & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. In N. K. Denzin and Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105-117). Thousand Oaks: Sage Publications.
- Gupta, D. K. (2001). *Analysing public policy. Concepts tools and techniques*. N.W Washington. D.C.: CQ Press A division of Congressional Quarterly Inc.
- Healy, M. & Perry, C. (2000). Comprehensive criteria to judge validity and reliability of qualitative research within the realism paradigm. *Qualitative Market Research: An International Journal*, 3(1), 118-126.
- Hildebrand, M., Kanaley, T., & Roberts, B. (2013). *Sustainable and inclusive urbanization in Asia Pacific*. New York, NY: United Nations Development Programme (UNDP).
- Holden, E., Linnerud, K., & Banister, D. (2014). Sustainable development: Our Common Future revisited. *Global Environmental Change*, 26(1), 130-139.
- Hove, M., Ngwerume, E. T., & Muchemwa, C., (2013). The urban crisis in Sub-Saharan Africa: A threat to human security and sustainable development. *Stability: International Journal of Security and Development*. 2(1), 1-14. Doi: 10.5334/sta.ap
<https://www.sswm.info/content/urban-sustainable-sanitation-and-water-management>
- Hull, A. (2011). Modernising democracy: Constructing a radical reform of the planning system? *Euro. Plann. Stud.*, 8(1), 767-82.

- Hunashal, R. B. & Patil, Y. B. (2012). Assessment of noise pollution indices in the city of Kolhapur, India. *Procedia - Social and Behavioral Sciences*, 37(1), 448-457. Doi: 10.1016/j.sbspro.2012.03.310
- Hungary v Slovakia*. (1997) WL 1168556 (I.C.J-1997)
- Independent Electoral and Boundaries Commission (IEBC). (2017). *Tallying Centres for the 8th August, 2017 General Election (The Kenya Gazette. Vol. CXIX – No. 86. Gazette Notice No. 6396)*. Nairobi, Kenya: Government Printer.
- Jago-on, K. A., Kaneko, S., Fujikura, R., Fujiwara, A., Imai, T., & Matsumoto, T. (2009). Urbanization and subsurface environmental issues: an attempt at DPSIR model application in Asian cities. *Science of the Total Environment*, 407(9), 3089-3104.
- Jamir, L., Nongkynrih, B., & Gupta, S. K. (2014). Community noise pollution in urban India: Need for public health action. *Indian Journal of Community Medicine*, 39(1), 8-12. Doi: 10.4103/0970-0218.126342
- Jana, M. K. & De, T. (2015). Visual pollution can have a deep degrading effect on urban and sub-urban community; A study in few places of Bengal, India, with special reference to unorganized billboards. *European Scientific Journal*, 1(1), 1-14.
- Johnson, R. B. & Christensen, L. (2016). *Educational research. Quantitative, qualitative, and mixed approaches*. London, UK: Sage Publications.
- Johnson, R. B. & Onwuegbuzie, A. J. (2004). Mixed methods research: A research paradigm whose time has come. *Educational Researcher*, 33(1), 14-26.
- Jusoh, H., Malek, J. A., & Rashid, A. A. (2009). The role of efficient urban governance in managing Kuala Lumpur city-region development. *Asian Social Science*, 5(8), 14-32.
- Kacyira, A. K. (2016). *Housing is at the center of the sustainable development agenda*. Availableat:<http://blogs.worldbank.org/psd/housing-center-sustainable-development-agenda>
- Kakoi, M. O. (2013). *Institutional framework for the management of peri-urban areas in Kenya: The case of Ongata Rongai*. A Master's Thesis. University of Nairobi, Kenya.
- Kamble, B. B. (2016). *Changing paradigm in investment management among SC/ST people*. Solapur, Maharashtra: Laxmi Book Publication
- Keivani, R. (2010). A review of the main challenges to urban sustainability. *International Journal of Urban Sustainable Development*, 1(1-2), 5-16.
- Kemper, E. A., Springfield, S., & Teddlie, C. (2003). Mixed methods sampling strategies in social science research. In A. Tahakkori, and C. Teddlie (Eds). *Handbook of mixed methods in social and behavioural research* (pp.273-296). Thousand Oaks, CA: Sage Publications.
- Kenya National Bureau of Statistics (KNBS). (2015). *County statistical Abstract: Kajiado County*. Nairobi, Kenya: Author.

- Khazee, M. & Razavian, T. (2012). The role of urban management in city spatial development: Case study Nahavand City. *International Research Journal of Applied and Business Sciences*, 3(3), 659-666.
- KNBS and SID. (2013). *Exploring Kenya's inequality – Pulling apart or pooling together?: Kajiado County*. Nairobi: The Authors.
- Koohafkan, A. P. (2000). Land resources potential and sustainable land management: An overview. *Natural Resources Forum: A United National Sustainable Development Journal*, 24(2), 69-81. Doi: 10.1111/j.1477-8947.2000.tb00933.x
- Kroon, J. (1995). *General management*. Pretoria: Van Schaik
- Kuye, O. L. (2009). *Management: Process and concepts*. Lagos: Concept Publications.
- Lawson, J. M. (2006). *Critical realism and housing research*. New York, NY: Routledge.
- Lawson, J. M. (2006). *Critical realism and housing studies: An explanation for diverging housing solutions*. Amsterdam: AME, Universiteit van Amsterdam.
- Leedy, P. D. (1997). *Practical research: Planning and design* (6th Edition). New Jersey: Prentice-Hall.
- Levi-Faur, D. (2011). Regulation and regulatory governance. *Handbook on the Politics of Regulation*, 1(1), 1-25.
- Lindfield, M. (2017). *Fostering competitive cities and urban areas in the greater Mekong sub-region: Building inclusive economic clusters sustainability* (ADB Southeast Working Paper No. 14). Retrieved from Asian Development Bank website: www.adb.org.openaccess.adb.org
- Lubale, G. (2013). *An introduction to the county governments of Kenya*. Available at: <http://gabriellubale.com/an-introduction-to-the-county-governments-of-kenya/> [Accessed 3rd January, 2018]
- Lundy, J. L. (1957). *Effective industrial management*. New York, NY: Macmillan.
- Lutzker, M. A. (1982). Max Weber and the analysis of modern bureaucratic organization: Notes towards a theory of appraisal. *American Archivist/Spring*, 1(1), 119-130.
- MacMillan, J. H. & Schumacher, J. F. (2001). *Understanding and evaluating educational research* (2nd Ed.). New Jersey: Merrill Prentice Hall.
- Mativo, J. M. (2015). *The role of law in urban planning in Kenya: Towards norms of good urban governance*. Master's thesis. University of Nairobi, Kenya.
- Mattingly, M. (1995). *Urban management in less developed countries*. DPU Working Paper No. 72. DPU/UCL, London.
- McGranahan, G., Schensul, D., & Singh, G. (2016). Inclusive urbanization: Can the 2030 Agenda be delivered without it? *Environment and urbanization*, 28(1), 13-34.
- McIlwaine, C. (2013). Urbanization and gender-based violence: Exploring the paradoxes in the global South. *Environment and Urbanization*, 25(1), 65-79.

- Milosevic, D. & Winker, M. (2015). The role of water for sustainable urban planning. In J. Condie and A. M. Cooper (Eds.). *Dialogues of sustainable urbanisation: Social science research and transitions to urban contexts* (pp.311-322). Sydney, NSW, Australia: Western Sydney University.
- Ministry of Nairobi Metropolitan Development (MoNMD). (2011). *Development of a spatial planning concept for Nairobi Metropolitan Region –Draft Plan*. Nairobi, Kenya: The Author.
- Naess, P. (2015). Critical realism, urban planning and urban research. *European Planning Studies*, 23(6), 1228-1244.
- Nduthu, D. M. (2014). *The institutional challenges of development control in urban areas: A case study of Thika Municipality, Kenya*. A Master's Thesis. University of Nairobi, Kenya.
- Nilsson, K., Nielsen, T. S., Aalbers, C., Bell, S., Boitier, B., Chery, J. P., Fertner, C., Groschowski, M., Haase, D., Loibl, W., Pauleit, S., Pintar, M., Piorr, A., Ravetz, J., Ristimaki, M., Rounsevell, M., Tosics, I., Westerink, J., & Zasada, I. (2014). Strategies for sustainable urban development and urban-rural linkages. *European Journal of Spatial Development*, 1(1), 1-26.
- Okpala D. (2009). *Regional overview of the status of urban planning and planning practice in Anglophone (sub-Saharan) African countries*. Regional study prepared for revisiting urban planning: Global report on human settlements 2009. Available at: <http://www.unhabitat.org/grhs 2009> [Accessed 29 December, 2017]
- Pascariu, G. & Pascariu, S. (2013). Integrated urban development through participatory approach: A Romanian Story. *Romanian Journal of Regional Science*, 7(1), 69-85.
- Perry, B. & Harding, A. (2002). The future of urban sociology: report of joint sessions of the British and American Sociological Associations. *International Journal of Urban and Regional Research*, 26(4), 884-853. Doi: 10.1111/1468-2427.00423
- Philip, R., Anton, A., & Loftus, A. C. (2011). *Urban sustainable sanitation and water management*.
- Qin, H., Su, Q., Khu, S.-T., & Tang, N. (2014). Water quality changes during rapid urbanization in the Shenzhen River catchment: An integrated view of socio-economic and infrastructure development. *Sustainability*, 6(1), 7433-7451. Doi: 10.3390/su6107433.
- Quaye, B. A. (2013). *Formal and informal land institutions, land information deficiencies, and the development of urban land markets in Ghana*. A PhD Dissertation. University of Otago, Dunedin, New Zealand.
- Rahman, N. A. A. & Abdullah, Y. A. (2016). Theorizing the concept of urban public transportation framework in Malaysia. *MATEC Web of Conferences*, 66(1), 1-6.
- Robbins, S. P. & Coulter, M. (1999). *Management* (6th Ed.). London: Prentice Hall Inc.
- Robbins, S. P., De Cenzo, D. A., & Stuart-Kotze, R. (2003). *Fundamentals of management: essential concepts and applications* (2nd Ed.). Ontario: Prentice Hall Inc.

- Robson, C. (2011). *Real world research: A resource for social scientist and practitioner-researchers* (3rd Ed.). Oxford: Blackwell.
- Roth, W. D. & Mehta, J. D. (2002). The Rashomon Effect: Combining positivist and interpretivist approaches in the analysis of contested events. *Sociological Methods & Research*, 31(1), 131-173.
- Rydin, Y. (2011). *The purpose of planning creating sustainable towns and cities*. Bristol, UK: University of Bristol Policy Press.
- Sanaei, A., Latifi, G., Nariman, S., Saadi, H. A., & Emami, F. (2015). Feasibility of new public management (NPM) in urban management: A case study of Municipality of Miandoab. *Bulletin of Environment, Pharmacology and Life Sciences*, 4(5), 31-39.
- Sapru, R. K. (2008). *Administrative theories and management thought*. New Delhi: Prentice-Hall of India Private Limited.
- Sapsford, R. (2006). *Survey research*. London: Sage.
- Satterthwaite, D., McGranahan, G., & Tacoli, C. (2010). Urbanization and its implications for food and farming. *Philosophical Transactions of the Royal Society B: Biological Sciences*, 365(1554), 2809-2820. Doi: 10.1098/rstb.2010.0136
- Saunders, M., Lewis, P., & Adrian, T. (2009). *Research method for business students*. Harlow: Prentice Hall
- Saunders, M., Lewis, P., & Thornhill, A. (2003). *Research method for business students* (3rd Ed.). New York, NY: Prentice Hall.
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research methods for business students* (6th Ed.). London, UK: Education Limited.
- Sayer, A. (2000). *Realism and social science*. London U.K.: SAGE Publications.
- Schermerhorn, J. R. (2005). *Management* (6th Ed.). New York, NY: Wiley & Sons Inc.
- Schwardt, T. A. (2007). *The Sage Dictionary of Qualitative Inquiry* (3rd Ed.). Thousand Oaks, California: Sage Publication, Inc.
- Shao, M., Tang, X.Y., Zhang, Y.H., & Li, W. J. (2006). Environmental pollution of city clusters in China: current situation and challenges. *Frontiers in Ecology and the Environment*, 4(7), 353-361.
- Shiraz, M. S. & Shokouhi, M. A. (2016). Measuring the level of citizen participation in urban management based on urban good governance pattern. Case study: Mashhad. *International Journal of Humanities and Cultural Studies*, 1(1), 759-774.
- Sisk, H. L. (1973). *Management and organization*. Nashville, TN: South-Western Publishing Co.
- Song, J., Webb, A., Parmenter, B., Allen, D. T., & McDonald-Buller, E. (2008). The impacts of urbanization on emissions and air quality: Comparison of four visions of Austin, Texas. *Environmental Science & Technology*, 42(19), 7294-7300.

- Suddaby, R. (2006). What grounded theory is not. *Academy of Management Journal*, 49(4), 633-643.
- Taylor, F. W. (1911). *The Principles of scientific management*. New York, NY, USA and London, UK: Harper & Brothers.
- The Institute of Economic Affairs (IEA). (2012). Assessment of the Urban Areas and Cities Act, 2011 in light of the Constitution of Kenya, 2010. *The Futures Bulletin*, 12(1), 1-8.
- The World Commission on Environment and Development (WCED). (1987). *Our Common Future*. Oxford: Oxford University Press.
- Thiel, A. & Mayer, J. (2009). Characteristics of voluntary sports clubs management: a sociological perspective. *European Sport Management Quarterly*, 9(1), 81-98.
- Thite, M. (2011). Smart cities: Implications of urban planning for human resource development. *Human Resource Development International*, 14(5), 623-631.
- Tian, M., Rohlfer, S., Zhao, W., & Álvaro, A. (2015) People-centric innovation: Strategic HR management and innovation. In: *The source of innovation in China. Palgrave studies in Chinese management* (pp.179-234). London: Palgrave Macmillan.
- Torres-Lima, P., Chávez-Muñoz, A., Ávila-Jiménez, G., & Contreras-Prado, S. (2010). Urban agriculture as a part of a sustainable metropolitan development program: A case study in Mexico City. *The Journal of Field Actions*, 1(1), 11-23.
- Turok, I. & McGranahan, G. (2013). Urbanization and economic growth: The arguments and evidence for Africa and Asia. *Environment and Urbanization*, 25(2), 465-482. Doi: 10.1177/0956247813490908
- United Nation (UN). (2015). *World urbanization prospects: The 2014 revision*. New York: Department of Economic and Social Affairs.
- United Nations (UN). (2010). *Shanghai manual: A guide for sustainable urban development of the 21st century*. New York, NY: United Nations, Bureau International des Expositions.
- United Nations General Assembly (UNGA). (2015). *Transforming our world: The 2030 agenda for sustainable development*. New York, NY: The Author.
- van Dijk, M. P. (2008). *Urban management and institutional change: An integrated approach to achieving ecological cities*. HIS Working Papers, Number 16/2008. Rotterdam, The Netherlands.
- Van Maanen, J., Sorensen, J. B., & Mitchel, T. R. (2007). The interplay between theory and method. *Academy of Management Review*, 32(4), 1145-54.
- Vibert, C., Kondra, A. Z., & Willams, C. (2004). *Management*. Toronto: Thompson& Nelson Publishers.
- Wahyuni, D. (2012). The Research design maze: Understanding paradigms, cases, methods and methodologies. *Journal of Applied Management Accounting Research*, 10(1), 69-80.

- Wapwera, S. D. & Egbu, C. O. (2013). Planning authorities: A review of roles, functions and responsibilities in Jos Metropolis, Nigeria. *The Built and Human Environment Review*, 6(1), 30-45.
- Wapwera, S. D. (2013). *Spatial planning framework for urban development and management in Jos Metropolis, Nigeria*. A PhD Dissertation. University of Salford, Greater Manchester, UK.
- Wapwera, S. D., Mallo, D. M., & Jiriko, G. J. (2015). Institutional framework and constraints in the urban and regional planning system in Jos Metropolis, Nigeria. *Journal of Geography and Regional Planning*, 8(10), 244-260.
- Wardner, P. (2014). *Explaining mixed-use developments: A critical realist's perspective*. 20th Annual Pacific-Rim Real Estate Society Conference. Christchurch, New Zealand, 19-22 January, 2014.
- Weeks, J. R. (2010). Defining urban areas. In T. Rashed and C. Jurgens (Eds.). *Remote sensing of urban and suburban areas* (pp.33-45). San Diego, CA: Springer Science + Business Media B.V.
- Wehrich, H. & Koontz, H. (1994) *Management: A global perspective* (10th Ed.). London: McGraw Hill International.
- Whittal, J. (2008). *Fiscal cadastral systems reform: A case study of the General Valuation Project 2000 in the City of Cape Town*. Calgary, Alberta: University of Calgary.
- Williams, C. & Wynn Jr., D. (2008). *Critical realm-based explanatory case study research in information systems*. ICIS 2008 Proceedings. Available at: <http://aisel.aisnet.org/icis2008/202>.
- Williams, C. R. (2004). *Effective management: A multimedia approach*. Mason, OH: Thomson South-Western Press.
- World Bank. (1996). *Sustainable transport: Priorities for policy reform*. Washington, D.C.: The World Bank.
- World Health Organization (WHO). (2017). *Density of physicians (total number per 1000 population, latest available year) - Global Health Observatory (GHO) data*. Available at: http://www.who.int/gho/health_workforce/physicians_density/en/ [Accessed 4th January, 2017]
- Wren, D. A., Bedeian, A. G., & Breeze, J. D. (2002). The foundations of Henri Fayol's administrative theory. *Management Decision*, 40(9), 906-918.
- Yalokwu, P. O. (2006). *Fundamentals of management* (2nd Ed.). Lagos: African Center of Management & Education.
- Yin, R. K. (2003). *Case study research: Design and theory* (3rd Ed.). Thousand Oaks, CA: SAGE, 2003.

Yuan, F. (2008). Land-cover change and environmental impact analysis in the Greater Mankato area of Minnesota using remote sensing and GIS modeling. *International Journal of Remote Sensing*, 29(4), 1169-1184.

APPENDICES

Appendix 1: Household Questionnaire

Introduction/Preamble:

I am *Parashina Isaac Keen*, a Master of Urban Management (MUM) student at the University of Nairobi, Kenya – Department of Architecture and Building Science. I am currently in the process of writing my research project on: *Institutional Challenges for Sustainable Management of Urban Areas in Kenya: A Case Study of Kajiado County*. Being a residence of a town in the County, and thus a relevant stakeholder in this study, I am kindly requesting your participation in the study by completing this questionnaire. In doing so, I assure you that your identity will be kept anonymous during the entire research process, and that whatever information you volunteer in the process of completing this survey, will be kept confidential, and will be used only for purposes of the study. Besides, I wish to remind you that your participation in this study is voluntary, and that you may withdraw from the same at will without suffering any kind of consequences. This survey is expected to last for at most 15 minutes. I therefore urge you to answer the questions herein with utmost honesty and to the best of your ability, and where necessary, please mark the box or choice that best describes your status, view(s), and/or perception of the phenomenon or issue in question.

Part A: Socio-Demographic Information

This part seeks to capture your socio-demographic characteristics. As have been aforesaid in the preamble herein above, such characteristics shall be kept confidential throughout the study.

1. Which is your current town of residence?

Kitengela
Kajiado Town
Kiserian
Ongata Rongai
Ngong

2. Gender:

Male
Female

3. Age (in years):

Below 15
15-19
20-24
25-29
30-34
35-39
40-44
45-49
50 and Above

4. Highest Level of Education Attained:

No Education
Primary
Secondary
Diploma
Bachelor
Master
PhD

Any Other (Specify)

5. Period lived in your current town of residence:
- Less than 1 year
 - 1-3 Years
 - 4-6 Years
 - 7-9 Years
 - 10 Years and Above

Part B: Institutions Involved in Urban Management

This part seeks to get information regarding your views on and understanding of the institutions that are currently involved in providing public urban services in your town of residence.

6. Which of the following public urban services are you currently receiving in your town of residence? (***You may identify more than one service***).

S/N	Service	S/N	Service
	Street lighting		Outdoor advertising
	Library services		Traffic control and parking
	Health services		Public transport
	Ambulatory services		Storm drainage
	Solid waste management		Drug control
	Funeral parlour		Sports and cultural activities
	Cemeteries and crematoria		Electricity and gas reticulation
	Abattoirs		Community radio services
	Pollution (air, noise, visual, water) control		Internet and telecommunication services
	Child care facilities		Water and sanitation
	Pre-primary education		Security and safety services
	Polytechnic services		Protection of urban ecological system
	Airstrip services		Housing services
	County school services		Financial services
	Postal services		Food security-related services
	Recreational parks		Community social halls
	Management of markets		Disaster management services
	Animal control and welfare		Any other (<i>specify</i>).....
	Religious services		

7. Which of the following institutions/entities are currently involved in the provision of the public urban services in your town of residence? (***You may identify more than one institution/entity, and specify where and if possible***).

S/N	Entity	S/N	Entity
	County Executive Committees		Ward Administrators
	Board of urban areas/Town Committees		Local banks
	County Assembly		Local corporative societies)
	Sub-County Administrators		Local Village Council
	Ololaiser Water and Sewerage Company		Olkejuado Water and Sewerage Company
	Kenya Police Service		Housing cooperation
	County Commissioner		Private sector
	NEMA		Private health providers
	Business community		Non-Governmental Organizations (NGOs)
	Local Neighbourhood Associations		Faith-Based Organizations (FBOs)
	Community-Based Organizations (CBOs)		National and local housing entities
	Local Telecommunication & Network Providers (e.g. Safaricom, Airtel, Telkom, e.t.c.)		Any other (specify).....

8. How satisfied are you with the current level of provision of the following services in your town of residence?

No.	Service	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
a.	<i>Solid waste management (e.g. collection, disposal, e.t.c.) services</i>					
b.	<i>Educational services</i>					
c.	<i>Street lighting services</i>					
d.	<i>Water and sanitation services</i>					
e.	<i>Public transport services</i>					
f.	<i>Storm drainage services</i>					
g.	<i>Business licencing and regulation services</i>					
h.	<i>Outdoor advertising services</i>					
i.	<i>Sports and cultural activities</i>					
j.	<i>Protection of the town's ecological system</i>					
k.	<i>Housing services</i>					
l.	<i>Food-related services</i>					
m.	<i>Telecommunications services</i>					
n.	<i>Protection of the linkage between the urban, peri-urban and rural environments.</i>					
o.	<i>Security and safety services</i>					
p.	<i>Health-related services</i>					
q.	<i>Electricity and gas reticulation services</i>					
r.	<i>Firefighting and disaster management services</i>					
s.	<i>Library services</i>					
t.	<i>Market management services</i>					
u.	<i>Recreational services</i>					
v.	<i>Child care services</i>					
w.	<i>Urban agricultural services</i>					
x.	<i>Postal services</i>					
y.	<i>Other services</i>					

Part C: Roles of Institutions Involved in Urban Management

The purpose of this Part is to gather information regarding your view on the specific roles of the institutions that are currently involved in the urban management processes and tasks in your town of residence.

9. Which institution(s) or entit(y)(ies) are currently performing the following urban management roles in your town of residence?

No.	Urban Management Role	Institution(s) or Entit(y)(ies)
a.	<i>Provision of solid waste management (e.g. collection, disposal, e.t.c.) services</i>	
b.	<i>Provision of educational services</i>	
c.	<i>Provision of street lighting services</i>	
d.	<i>Provision of water and sanitation services</i>	
e.	<i>Provision of public transport services</i>	
f.	<i>Provision of storm drainage services</i>	
g.	<i>Business licencing and regulation services</i>	
h.	<i>Outdoor advertising services</i>	
i.	<i>Sports and cultural activities</i>	
j.	<i>Protection of the town's ecological system</i>	
k.	<i>Provision of housing services</i>	
l	<i>Provision of foodstuff</i>	
m.	<i>Provision of telecommunications services</i>	
n.	<i>Protection of the linkage between the urban, peri-urban and rural environments.</i>	
o.	<i>Provision of security and safety services</i>	
p.	<i>Provision of health-related services</i>	
q.	<i>Electricity and gas reticulation services</i>	
r.	<i>Firefighting and disaster management services</i>	
s.	<i>Library services</i>	
t.	<i>Market management services</i>	
u.	<i>Provision of recreational services</i>	
v.	<i>Child care services</i>	
W	<i>Urban agricultural services</i>	
x.	<i>Postal services</i>	
y.	<i>Urban land management services</i>	
z.	<i>Other services</i>	

Part D: Challenges Faced by Institutions Involved in Urban Management

This Part seeks to gain an understanding of your perceptions of and views on the nature and extent of the challenges faced by the institutions that are currently involved in the urban management tasks and processes in your town of residences.

10. What is your level of [dis]agreement with the following statements?

No.	Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
<i>a.</i>	There is an institutionalised active participation of residents (i.e. through citizen fora) in the management of the town affairs.					
<i>b.</i>	I have had an occasion to participate in the urban management decision-making processes of my town by submitting written or oral presentation(s) of complaints to the Town Committee through the town administrator.					
<i>c.</i>	The Town Committee informs me of its decisions, affecting my rights, property, and reasonable expectations.					
<i>d.</i>	The delivery of urban public services in my town of residence is efficient and effective.					
<i>e.</i>	The County Government of Kajiado is transparent in its operations, and accountable to the residence of the town.					
<i>f.</i>	The Town Committee is transparent in its operations, and accountable to the residents of the town, in terms of regularly disclosing the town's state of affairs, including its finances.					
<i>g.</i>	Other entities involved in the management of the town are transparent in their operations, and accountable to the residence of the town.					
<i>h.</i>	The County Government through the Town Committee/Administrator, has established operational sectors and service delivery entities, for the efficient carrying out of urban management functions and the delivery of the necessary services to the town residents.					
<i>i.</i>	Residents of the town are empowered, and have an appropriate platform on which to object town management and/or administrative malpractices.					
<i>j.</i>	The town has effective structures in place for managing local ecological systems.					
<i>k.</i>	The town has effective structures in place for ensuring physical planning and development control.					
<i>l.</i>	The town has effective structures in place for the provision and maintainance of the necessary infrastructure for service delivery.					

No.	Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
m.	The town has effective structures in place for effective financial management, including revenue collection.					
n.	The town has effective structures in place for land administration and management.					
o.	The town has effective structures in place for the enactment of necessary legislation(s), enforcement of enacted legislation(s), and implementation of policy instruments.					

11. Based on your experience in this town, in which of the following areas do the town residents participate the most?

- Election of county representatives
- Advocacy
- Budgeting
- Development planning
- Policy formulation
- Project identification
- Project planning
- Project implementation and management
- Any other (*specify*).....

12. In your considered opinion, which of the following institutional challenges is currently affecting the sustainable management of the town the most?

- Inadequate financial resources
- Inadequate human technical capacity
- Lack of effective residents' participation in the management of the town's affairs
- Inadequate human resource
- Lack of political good will
- Ineffective legal and policy framework
- Ineffective organizational structure
- Poor governance structure
- Corruption and wastage of public resources
- Any other (*specify*)

13. In your view, which of the following models would be appropriate for ensuring effective and sustainable management of urban areas in Kajiado County?

- Public-Private Partnerships (PPPs)
- Establishment of Urban Management Boards (UMB)
- Designation of specific departments within the County Government to oversee the management of urban areas
- Creation of Metropolitan Oversight Authority (MOA)
- Any other (*specify*)

14. Based on your knowledge and experience in urban management, which strategies can the County Government of Kajiado, the Town Committee, and/or other entities involved in the management of the town, adopt for its (the town's) effective management?

.....
.....

15. Do you have any additional comment(s) or observation(s) regarding this study?

.....
.....

Thank you very much for participating!

Appendix 2: Institutional Questionnaire

Introduction/Preamble:

I am *Parashina Isaac Keen*, a Master of Urban Management (MUM) student at the University of Nairobi, Kenya – Department of Architecture and Building Science. I am currently in the process of writing my research project on: *Institutional Challenges for Sustainable Management of Urban Areas in Kenya: A Case Study of Kajiado County*. Being a residence of a town in the County, and thus a relevant stakeholder in this study, I am kindly requesting your participation in the study by completing this questionnaire. In doing so, I assure you that your identity will be kept anonymous during the entire research process, and that whatever information you volunteer in the process of completing this survey, will be kept confidential, and will be used only for purposes of the study. Besides, I wish to remind you that your participation in this study is voluntary, and that you may withdraw from the same at will without suffering any kind of consequences. This survey is expected to last for at most 15 minutes. I therefore urge you to answer the questions herein with utmost honesty and to the best of your ability, and where necessary, please mark the box or choice that best describes your status, view(s), and/or perception of the phenomenon or issue in question.

Respondent's Information:

<i>Name of Institution:</i>	
<i>Role(s) of Institution in Urban Management:</i>	
<i>Urban Area(s)Town(s) in which the institution Operates:</i>	
<i>Designation of Respondent:</i>	

Part A: Institution-Specific Information:

This Part is aimed at collecting specific information about your organization.

- For how long has your organization been operating [i.e. playing its urban management role(s)] in the town?
 - Less than 1 year
 - 1-3 Years
 - 4-6 Years
 - 7-9 Years
 - 10 Years and Above
- What institutional challenges does your organization face in the process of playing its urban management role(s)?
 - Governance Challenges:*
.....
 - Organizational Challenges:*
.....
 - Legal Challenges:*
.....
 - Administrative Challenges:*
.....

3. How would you rate the current state of your organization with respect to the following areas? (*Tick the box that best represents your view of each of the areas*).

No.	Area	Adequate	Fair	Inadequate
	a. Financial capacity			
	b. Human (technical capacity) resource			
	c. Technological capacity			
	d. Organizational autonomy			
	e. Internal governance structure			
	f. External coordination with other actors in the urban management process in the town			
	g. Enabling policies, laws, and regulations.			
	h. Conflict resolution mechanism			

4. Which is the major source of finance for your organization?

National government budgetary allocations

County Government budgetary allocations.

Public-Private Partnerships

Grants and loans from donor agencies

Monies and assets accrued to the organization in the course of performing its role.

Any other (*specify*).....

Part B: Institutions Currently Involved in Urban Management

This Part seeks to collect information regarding your view on institutions/entities that are currently involved in urban management in the town in which you operate, and the roles of such entities.

5. Based on your experience in your town of operation, which institution(s) or entit(y)(ies) – **including your own organization**, are currently performing the following urban management roles in the town?

No.	Urban Management Role	Institution(s) or Entit(y)(ies)
a.	<i>Provision of solid waste management (e.g. collection, disposal, e.t.c.) services</i>	
b.	<i>Provision of educational services</i>	
c.	<i>Provision of street lighting services</i>	
d.	<i>Provision of water and sanitation services</i>	
e.	<i>Provision of public transport services</i>	
f.	<i>Provision of storm drainage services</i>	
g.	<i>Business licencing and regulation services</i>	
h.	<i>Outdoor advertising services</i>	
i.	<i>Sports and cultural activities</i>	
j.	<i>Protection of the town's ecological system</i>	
k.	<i>Provision of housing services</i>	
l.	<i>Provision of foodstuff</i>	

No.	Urban Management Role	Institution(s) or Entit(y)(ies)
m.	<i>Provision of telecommunications services</i>	
n.	<i>Protection of the linkage between the urban, peri-urban and rural environments.</i>	
o.	<i>Provision of security and safety services</i>	
p.	<i>Provision of health-related services</i>	
q.	<i>Electricity and gas reticulation services</i>	
r.	<i>Firefighting and disaster management services</i>	
s.	<i>Library services</i>	
t.	<i>Market management services</i>	
u.	<i>Provision of recreational services</i>	
v.	<i>Child care services</i>	
w.	<i>Urban agricultural services</i>	
x.	<i>Postal services</i>	
y.	Urban land management services	
z.	<i>Other services</i>	

Part C: Challenges Faced by Institutions Involved in Urban Management

This Part seeks to gain an understanding of your perceptions of and views on the nature and extent of the challenges faced by the institutions that are currently involved in the urban management tasks and processes in the town in which you operate.

6. What is your level of [dis]agreement with the following statements?

No.	Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
o	The town in which my organization operates has a Town Committee established in accordance with the provisions of the Urban Areas and Cities Act, 2011.					
o	The town operates within the framework of an integrated development plan, which is prepared and adopted in accordance with the provisions of the Urban Areas and Cities Act, 2011.					
o	The town has the capacity to effectively and efficiently deliver essential services to its residents, as provided under the First Schedule of the Urban Areas and Cities Act.					
o	The town has demonstrable economic, functional, and financial viability.					
o	There is an institutionalised active participation of residents (i.e. through					

No.	Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	citizen fora) in the management and governance of the town's affairs.					
	○ There is clear assignment of urban management functions to entities involved in the process of urban management in the town.					
	○ The town has an Administrator, with clearly defined functions, pursuant to Sections 31 and 20(2) of the Urban Areas and Cities Act.					
	○ The County Government through the Town Administrator, has established operational sectors and service delivery entities, for the efficient carrying out of urban management functions and the delivery of the necessary services to the town residents.					
	○ The County Government builds partnership(s) with utility companies (within and without) the County for the provision of social infrastructural services.					
	○ Where a private entity is deemed best able to provide a public service to the town residents, the County Government through the town committee, and with the approval of the County Assembly, often contracts such private entity for purposes of delivering such service.					
	○ The town has effective structures in place for managing local ecological systems.					
	○ The town has effective structures in place for ensuring physical planning and development control.					
	○ The town has effective structures in place for the provision and maintainance of the necessary infrastructure for service delivery.					
	○ The town has effective structures in place for effective financial management, including revenue collection.					
	○ The town has effective structures in place for land administration and management.					
	○ The town has effective structures in place for the enactment of necessary legislation(s), enforcement of enacted legislation(s), and implementation of policy instruments.					
	○ My organization has not devolved					

No.	Statement	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
	/decentralized its urban management functions to lower levels.					

7. Based on you experience in this town, in which of the following areas do the town residents participate the most?

- Election of county representatives
- Advocacy
- Budgeting
- Development planning
- Policy formulation
- Project identification
- Project planning
- Project implementation and management
- Any other (*specify*).....

8. In your considered opinion, which of the following institutional challenges is affecting the sustainable management of the town the most?

- Inadequate financial resources
- Inadequate human technical capacity
- Lack of effective residents’ participation in the management of the town’s affairs
- Inadequate human resource
- Lack of political good will
- Ineffective legal and policy framework
- Ineffective organizational structure
- Poor governance structure
- Corruption and wastage of public resources
- Any other (*specify*).....

16. In your view, which of the following models would be appropriate for ensuring effective and sustainable management of urban areas in Kajiado County?

- Public-Private Partnerships (PPPs)
- Establishment of Urban Management Boards (UMB)
- Designation of specific departments within the County Government to oversee the management of urban areas
- Creation of Metropolitan Oversight Authority (MOA)
- Any other (*specify*).....

9. Base on your knowledge and experience in urban management, which strategies can the County Government of Kajiado, the Town Committee, and/or other entities involved in the management of the town, adopt for its (the town’s) effective management?

.....

10. Do you have any additional comment(s) or observation(s) regarding this study?

.....

Thank you very much for participating!

Appendix 2: Semi-Structured Interview Schedule

Introduction/Preamble:

I am *Parashina Isaac Keen*, a Master of Urban Management (MUM) student at the University of Nairobi, Kenya – Department of Architecture and Building Science. I am currently in the process of writing my research project on: *Institutional Challenges for Sustainable Management of Urban Areas in Kenya: A Case Study of Kajiado County*. Being a residence of a town in the County, and thus a relevant stakeholder in this study, I am kindly requesting your participation in the study by granting me an interview. In doing so, I assure you that your identity will be kept anonymous during the entire research process, and that whatever information you volunteer in the process of completing this survey, will be kept confidential, and will be used only for purposes of the study. Besides, I wish to remind you that your participation in this study is voluntary, and that you may withdraw from the same at will without suffering any kind of consequences. I therefore urge you to answer the questions herein with utmost honesty and to the best of your ability.

1. Which institutions/entities are currently involved in the management of urban areas (towns) in the County of Kajiado?
2. What are the specific roles of these institutions/entities?
3. In your view, what institutional challenges currently affect the sustainable management of urban areas in the County?
 - a. Governance challenges?
 - b. Organizational challenges?
 - c. Legal challenges?
 - d. Administrative challenges?
4. What role(s) does your organization/office play in the management of urban area(s)/town(s) within Kajiado County?
 - a. What institutional challenges do you face in the course of playing such role(s)?
 - b. In your view, how can the challenges be addressed?
5. Section 31(1) of the *Urban Areas and Cities Act*, 2011 provides that an area granted the status of a town under the Act is not a body corporate, and lacks perpetual succession. This implies that a Town Committee, which is the entity entrusted with management of towns under the Act, cannot enter into contracts or acquire property. Therefore, in your view, how does this affect the effective and sustainable management of urban areas/towns in the County?
6. Under the *Urban Areas and Cities Act*, 2011, there is no statement of the qualifications for being a member of the Town Committee, neither does the Act state the size and composition of the Committee. What impact does such omission have on the effective and sustainable management of towns in the County?
7. Currently, are the Town Committee members wholly appointed by the County Executive Committee (CEC), or NGOs and other interest groups allowed to nominate members of the Committee?
8. Since the terms of office or conditions for vacation of office for Town Committee members is not provided for in the Act, in your view;
 - a. How does such a grey area impact on the Committee's autonomy?
 - b. What impact does the absence of clearly stipulated terms and conditions for removal from service affect the operations of the Committee and committee members?
 - c. How does the absence of clearly stipulated terms and conditions for removal from service hinder the Committee's and committee members' accountability to town residents?
9. Do the towns in Kajiado County have integrated development plans (IDPs) and/or inclusive strategic plans (ISPs) that are developed and adopted in accordance with the Act?

10. What are the sources funds for the Town Committees in the County?
11. In relation to service delivery, the *Urban Areas and Cities Act, 2011* does not make reference to a town committee (reference is only made to a city or municipal board). In addition, the Act does not allow or encourage urban management entities (i.e. city/municipal boards and town committees) to enter into partnership with non-governmental entities to deliver services. In your view, what impact does the foregoing scenario have on effective and sustainable service delivery in the towns within the County?
12. What system has the County Government in general and your organization/office in particular, put in play to enhance town residents' access to information affecting the town(s)?
13. What system has the County Government in general and your organization/office in particular, put in play to enhance town residents' participation in the management processes of their respective towns?
14. Given your knowledge of and experience in urban management, how should the urban areas in the County be managed effectively and sustainably, going forward?

Thank you very much for participating!

Appendix 4: Work Plan

Research Project Activity	Year 2017												Year 2018	
	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Jan</i>	<i>Feb</i>
Proposal Development and Submission	■	■	■											
Proposal Revision and Resubmission			■	■	■									
Data Collection					■	■	■							
Data Analysis							■	■	■					
Presentation of the 1 st Draft of Research Project Report								■	■	■				
Revision 1 st Draft of Research Project Report											■			
Presentation of the 2 nd Draft of the Research Project Report												■	■	
Binding of the Final Research Project Report														■

Appendix 5: Research Budget

S/No.	Item	Amount (Ksh)
1.	Proposal development	0.00
2.	Stationary, printing and binding the project	20,000
3.	Field travel for data collection	20,000
4.	Access to secondary and primary materials for research	20,000
	TOTAL	60,000

Appendix 6: The 2009-2017 County's Population Growth and Distribution by Age Cohort

Age Cohort	2009 Census			2012 Projections			2015 Projections			2017 Projections		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
0-4	56172	54591	110763	65959	64103	130062	73415	71348	144763	81712	79412	161124
5-9	48440	47402	95842	56880	55661	112541	63309	61953	125262	70465	68955	139420
10-14	40160	39366	79526	47158	46225	93383	52488	51450	103938	58420	57265	115685
15-19	32318	34114	66432	37949	40058	78007	42238	44586	86824	47012	49625	96637
20-24	33929	43374	77303	39841	50932	90773	44344	56688	101032	49356	63095	112451
25-29	35722	36250	71972	41946	42566	84512	46687	47377	94064	51964	52732	104696
30-34	26909	24084	50993	31598	28280	59878	35169	31477	66646	39144	35034	74178
35-39	21693	18752	40445	25473	22019	47492	28352	24508	52860	31556	27278	58834
40-44	15178	12571	27749	17823	14761	32584	19837	16430	36267	22079	18287	40366
45-49	10912	9402	20314	12813	11040	23853	14262	12288	26550	15873	13677	29550
50-54	7460	6382	13842	8760	7494	16254	9750	8341	18091	10852	9284	20136
55-59	5161	4079	9240	6060	4790	10850	6745	5331	12076	7508	5934	13442
60-64	3716	3508	7224	4363	4119	8482	4857	4585	9442	5406	5103	10509
65-69	2305	2255	4560	2707	2648	5355	3013	2947	5960	3353	3280	6633
70-74	1885	2003	3888	2213	2352	4565	2464	2618	5082	2742	2914	5656
75-79	1083	1159	2242	1272	1361	2633	1415	1515	2930	1575	1686	3261
80+	1939	2718	4657	2277	3192	5469	2534	3552	6086	2821	3954	6775
N/S	164	156	320	193	183	376	214	204	418	239	227	466
Total	345146	342166	687312	405285	401785	807070	451092	447197	898289	502077	497742	999819

Source: (KNBS 2009 Population and Housing Census, as cited in CIDP, 2013, p.8)