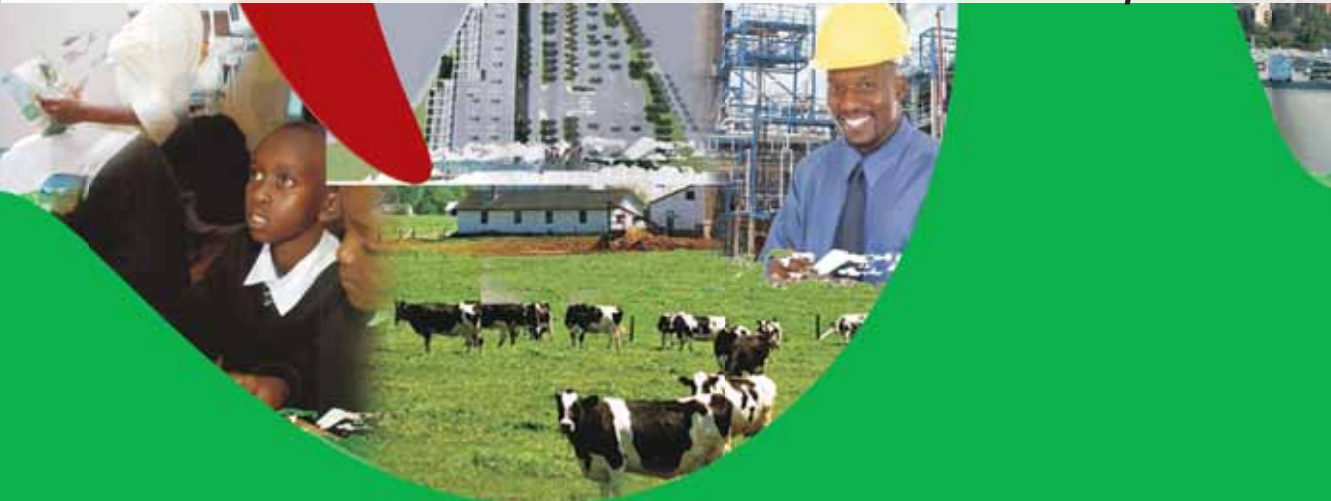# Nairobi Metro 2030

A World Class African Metropolis

Building a Safe, Secure and Prosperous Metropolitan

Ministry of Nairobi Metropolitan Development

Nairobi Metro 2030
A World Class African Metropolis

BUILDING A SAFE, SECURE AND PROSPEROUS METROPOLITAN

Government of the Republic of Kenya, 2008
Ministry of Nairobi Metropolitan Development

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of Kenya in 2008.

EXECUTIVE SUMMARY

Well positioned cities and city regions will be the most important arenas in the global fight against poverty and social exclusion going forward. In this scenario, well defined national urbanisation frameworks will require complimentary local interventions to facilitate the growth of urban and urban regions in a manner beneficial to nations. Nairobi Metro 2030 is the Nairobi Metropolitan Region's (NMRs) statement that it aims to grow and develop into a world class African region, that is able to create sustainable wealth and offer a high quality of life for its residents, the people of Kenya, investors and offer an unmatched experience for its esteemed visitors. It is premised on the recognition that there is a close nexus between economic, social, cultural and environmental well being.

The vision of the NMR is to be **a world class African metropolis.**

The mission for the Nairobi Metropolitan Region shall be to build a robust, internationally competitive, dynamic and inclusive economy; develop world class infrastructure to support development; enhance linkages and accessibility to national, regional and global contexts. It will also build a skilled and responsive labour force; integrate metropolitan local authorities to be responsive to resident, visitor and investor needs; create a sustainable world class living and working environment; build a unique place in the region and the world; and enhance implementation capacity in the metropolitan region. It will be a safe, secure and prosperous metropolis catering for the needs of its citizens in an equitable manner.

Thus, in 2030 the NMR will be a world-class business setting, recognised nationally, regionally and globally as a centre of business excellence. It will provide an economy built around its strengths of finance, trade and business services; the knowledge economy; tourism; human resource development as well as sports and leisure. In doing so, the NMR will provide quality employment through the numerous high skill and job-rich enterprises that are innovative and sustainable, focusing on supporting Kenya's export led growth strategy to 2030.

THE NATIONAL POLICY CONTEXT

Nairobi Metro 2030 is part of the overall national development agenda for Kenya which is encapsulated in Kenya Vision 2030 and the Grand Coalition

Excellence is the result of caring more than others think wise, risking more than others think safe, dreaming more than others think practical, and expecting more than others think possible.

Anonymous

Government Policy Agenda. These two documents are the country's response to dealing with five key development issues, namely rapid economic growth, employment and balanced wealth creation, poverty alleviation, meaningful youth engagement, and a vigorous pursuit of regional equity in all its manifestations.

Therefore, the Nairobi Metro 2030 Strategy document aims at optimising the role of the NMR in the national development effort. It will be targeted at ensuring that it facilitates the effective and efficient utilisation of the NMR's resource endowments as well as effectively integrating the region into the national fabric. Most importantly it will be applied as an instrument for developing the other regions of the country through effective economic and other structural linkages to the rest of the country.

THE NAIROBI METROPOLITAN REGION

The NMR extends some 32,000 square kilometres that substantially depend on the city for employment and social facilities. This has also been spurred on by the rapid population growth registered in the surrounding areas such as Kiambu, Thika, Muranga, Machakos and Kajiado. It has thus become difficult to separate Nairobi City from this wider metro region. Planning for the Nairobi Metropolitan area will therefore cover the entire metropolitan region, with special measures being taken to address the different needs of its diverse population and landscape.

The proposed Nairobi metropolitan region comprises of fifteen (15) independent local authorities including City Council of Nairobi; Municipal Council of Kiambu, Municipal Council of Limuru, Municipal Council of Machakos, Municipal Council of Mavoko, Municipal Council of Ruiru, Municipal Council of Thika, Town Council of Kajiado, Town Council of Karuri, Town Council of Kikuyu, Town Council of Tala/Kangundo, County Council of Kiambu, County Council of Masaku, County Council of Olkejuado, County Council of Thika.

Core Nairobi is a national, regional and international strategic centre for education, commerce, transport, regional, cooperation and economic development. It connects together eastern, central and southern African countries. It plays a significant role in the global, regional and local economy. It is a centre of international diplomacy, finance, banking and commerce.

THE STRATEGY FORMULATION PROCESS

The process of developing Nairobi Metro 2030 was based on the mandate given

to the newly created Ministry of Nairobi Metropolitan Development (MoNMED) through Presidential Circular No. 1 of May 2008. This circular, which outlines the organisation of government and the functions of its various agencies, mandated the MoNMED to amongst other things ensure the:

" **preparation and enforcement of an integrated spatial growth and development strategy and actualization of integrated strategic programmes for the provision of social, economic and infrastructural services .. "**

In this respect, the preparation of the Nairobi Metro 2030 involved experts and other professionals working in the urban landscape on one hand and all stakeholders within the metropolis. The process is guided by values which promote citizen empowerment and participation in development matters; partnerships and collaborations; all inclusiveness; a sector wide approach; transparency and integration of strategies. Nairobi Metro 2030 provides a framework through which the people of the NMR will respond to current and future challenges over the next 22 years. It allows for proactive and innovative responses by the central and local governments and also allows for focused private sector investment in pursuit of the vision for the region.

Part of the process will involve working with a reference panel comprising local and international leading personalities in metropolitan development matters. The task for the reference panel was to comment of the various drafts of the Metro 2030; provide advice on specific issues as and when they arose; advise on international best practises and to act as a sounding board for the various proposals that made up the strategy document. The resultant Metro 2030 strategy is built on six core values that will influence decision making, namely, innovation, enterprise, sustainability, co-responsibility, self-help, and excellence

TOWARDS A SUSTAINABLE GLOBAL METROPOLIS

The issue of how the Nairobi Metropolitan Region becomes a world class African metropolis is a pertinent one and not unique to itself. McDonald (2000) referring to the bid by Cape Town in South Africa to become a world class city noted that the city chose to be globally competitive through creating a unique and organic sense of what Cape Town ought to be. It is essentially about carving a niche for the city, uniquely its own, while attracting trade, investment and tourism. In doing so, a city or city-region must deal with three elements of sustainability, namely being regionally and globally competitive, becoming conscious of the environmental implications of developments, and focusing on the liveability of places.

The thrust by the NMR to pursue world class status will essentially be about the management of the resources with which the NMR is endowed to achieve a balance between the equally significant self reinforcing economic, social and environmental outcomes. The imperative here is the need to improve the quality of life in the region without burdening future generations with adverse outcomes and also without drawing resources away from other regions in the country. Therefore, the strategic way ahead for the Nairobi Metropolitan Area will involve a series of short, medium and long term interventions aimed at securing Nairobi as a world class city region that will serve as a regional and global services hub by the year 2030. These interventions should be founded on the region's uniqueness and strengths, and its circumstances. It is expected that the interventions will build on each other to ensure that gains made are secured and built upon. Interventions in the first five years will mean laying a sustainable basis for future development for the Nairobi Metropolitan Region. Thus, the metropolitan agenda for change, aimed at building a world class metropolis will be built upon seven (7) key result areas. Building an internationally competitive and inclusive economy for the metropolitan region's prosperity: should not be seen as a choice amongst competing priorities. Rather, it should be seen as a means for achieving wider social, environmental and cultural objectives. It will mean ensuring a supportive environment for creating and maintaining quality jobs to support the core city and its metropolitan area as well as having a vibrant and dynamic economy that benefits all persons in the metropolitan at all levels of society. It will seek the availability of skilled and affordable personnel equipped with competitively priced working spaces. This will be supported by the necessary supportive services including a business operating environment second to none. This will connect the NMR to the global economy giving access to jobs, markets for products and services, global knowledge and expertise, visitors, new populations, and mobile events. The NMR will provide effective linkages between households, work locations, production centres, resource centres and markets. Further, opportunities to create and develop businesses will be exploited.

Thus the goals under this key result area will aim at establishing the Nairobi Metropolitan Region as a regional and global services centre; increasing market share in identified niche market areas; improving the business operating environment in the Nairobi Metropolitan Region and enhance productivity of individuals and firms within the Nairobi Metropolitan Region.

Deploying world class infrastructure and utilities: will aim at endowing the region with convenient and efficient world class infrastructure and utilities to support a world class operating environment. The deployment of world class infrastructure facilities and utilities in the NMR will take due cognisance of the diverse needs of the inhabitants in the region. Therefore ensuring effective economic and physical accessibility, in addition to ensuring equity will be a key focus.

Thus the goals under this key result area will aim at establishing world class infrastructure and utilities supportive of world-class living, working and business environment and integrating information and communication technologies in the development and management of infrastructure and utilities.

Optimising mobility and accessibility through effective transportation will be a key component of creating a competitive business environment in addition to being a means through which various social and environmental objectives will be achieved. An efficient transportation system that minimizes travel times and reduces externalities will be put in place. Key in this effort will be the promotion of public transport in enhancing flexibility and freedom of movement in the region. Further, interventions in this block will aim at leveraging the Jomo Kenyatta International Airport (JKIA), Wilson

Airport and the Central Railway Station as transport and logistics hubs.

Thus the goals under this key result area will aim at reducing travel times and costs; improving connectivity and accessibility; enhancing customer choice and satisfaction; increasing patronage of public transport and enhancing transport safety and security.

Enhancing the quality of life and inclusiveness in the region will a key intervention targeting provision of a world class living environment for the NMR focusing on the quality of life for the residents, investors, and visitors to the metropolitan region will be a key focus. Quality of life interventions will build upon distinctive local identities, good housing choices, supportive facilities and provision of a healthy and lively environment for people and families.

Creation of better places to live, work and visit to attract a diverse range of people and together form healthy, vibrant, united and safe communities reflecting Kenya and the outward looking posture of the region will be pursued. Living places will be centres where residents, visitors and investors will get jobs, shopping, services and entertainment amongst other amenities. Providing a quality living environment will also include protection and proper use of our water,

air, land and native flora and fauna. It will mean reducing or managing how we use our water and fuels for energy and reducing our production of waste.

Under key result area four, the goals will aim at enhancing the quality of life in the region through eradication of poverty and raising the overall income level especially among the low income group; providing opportunities and facilities for residents to attain economic and social progress; and providing a clean, pleasant and safe living environment and access to high quality community and cultural facilities and providing public services that are supported by efficient infrastructure.

Delivering a unique image and identity through effective place branding will allow its positioning as the place of choice for visitors and investors in Africa and the World. It will redefine itself optimising on its strengths and building on opportunities to send to Africa and the world a compelling message of its stated ambition to be a leading African global metropolitan region. This message will build on the diversity and uniqueness of the Nairobi Metropolitan Region in Kenya and Africa and synergize other interventions to achieve its ambition. It will seek to build its own unique identity and place in the world taking into account its location, multi-ethnic populace, and its various endowments. It will enhance the region's cultural heritage and good

values and promote active community interactions at all levels including the youth, the elderly, women and the disadvantaged.

In respect of key result area five, the Nairobi Metropolitan Region's goal will be to position itself as the place of choice for people to live, work, rest and invest.

Ensuring a safe and secure Nairobi metropolitan region will be supportive of the endeavours of residents, visitors and investors to improve their welfare. It will facilitate free movement of people at all times and promote unfettered social interaction across all segments of society. Furthermore, ability to respond to emergency situations across the metropolitan will be enhanced. Passive and active safety and security measures will be integrated across the whole metropolitan infrastructure and amenities.

Under key result area six, the goal will be to make the Nairobi Metropolitan Region safe and secure for person and property through sustained reduction in crime and other adverse incidences including mitigation against disasters.

World class governance systems will be a key instrument in shifting the Nairobi Metropolitan Region's strategic vision into a tangible reality for residents,

visitors and investors. They will be oriented towards efficient and effective application of available resources to achieve the planning objectives and outcomes. Governance systems will aim at creating certainty for private investment, improving the information base, strengthening citizen participation, and keeping the strategy dynamic and responsive to change. Leadership within the metropolitan will be one that communicates the future path for the region and accurately understands its assets, endowments, and opportunities. It will also be a leadership that takes bold decisions and fully implements strategies.

Institutional, managerial and financial interventions will be incorporated into the governance frameworks. These will target production of innovative and new policies, services, and tools, and communicate well with multiple stakeholders and audiences. It will enable capture and use value created in the metropolitan and manage its assets in ways which attract external finance. Measures to promote active collaboration between different parties including neighbouring areas, higher spheres of government and of business will be fostered.

Therefore, under key result area seven, the goal will be to build and sustain inclusive and effective metropolitan governance

supportive of the expectations and vision of the metropolitan region.

The choice by the Nairobi Metropolitan Region to be a world class African metropolis is essentially about carving a niche for the city, uniquely its own. In executing the seven building blocks underpinning development of the NMR, the three elements of sustainability will be incorporated. It will essentially be about the management of the resources with which the NMR is endowed to achieve a balance between the equally significant economic, social and environmental outcomes, which are self reinforcing. The imperative here is the need to improve the quality of life in the region without burdening future generations with adverse outcomes.

To achieve the vision, mission and goals, a series of short, medium and long term interventions will be implemented aimed at securing Nairobi as a world class city region that will serve as regional and global services hub by the year 2030. These shall be founded on the regions uniqueness and strengths, and its circumstances. It is expected that the interventions will build on each other to ensure that gains made are secured and built upon.

The resources required for implementing this strategy will be acquired from both the public and public sectors. One

of the key planks of this effort will be the development of an investment prospectus aimed at creating a world class Nairobi Metropolitan to facilitate the raising of the Kshs. 33 trillion required. In this prospectus, public sector investments will be targeted at leveraging increased private sector participation in the planning and delivery of a variety of economic and social services. The goal of public sector investment will therefore be to remove obstacles to private sector investment and will by and large play a facilitative role.

Proposals made in Metro 2030 in support of Kenya Vision 2030 demand a shift from business as usual to business unusual. This will call for a sea change in the way the various entities function and operate. Thus, there will need to be changes in: the way change processes are managed and the mechanisms applied to do so. The focus under Metro 2030 will be organisational redesign; changing day-to-day routines and cultural aspects of the organisation, and overcoming political blockages to change. Efforts will be made to set clear and rigorous targets at all levels of the various organisations. The achievement of these targets will also be monitored carefully to ensure effective linkages with expected outcomes.

Implementation of Metro 2030 will be done in partnership with other government agencies, local authorities, the metro community, and private sector organisations to achieve metro-wide development objectives. Key amongst the interventions will be a focus to achieve consistent and supportive regulatory processes, world class infrastructure and communications platforms and high quality and planning. Underpinning the Metro Region's success will be an effort to ensure equitable development amongst the various localities and also leading the effort to build a united Kenya, at peace with itself. The spatial growth strategy will focus on building a metropolitan of strong centres. A metropolitan of strong centres providing a wide range of lifestyle choices 'outside of work', will complement the envisaged business success of the region.

Strong and enduring partnerships between the community, the private and public sectors will be the key drivers and facilitators of this development effort, complimented by regional, national and international partners of goodwill. Partnerships with these organisations/groups must be based on relationships of trust, an understanding of each others' goals, and clear and measurable objectives that provide mutual benefits. The strategy indicates a preference for knowledge and creative enterprises, value adding and service enterprises.

The actions to be taken under this strategy will not be limited to these industries although the strategy looks to build on these strengths. Businesses that provide high-employment, produce high-value products or services and are part of the export supply chain will be critical to the NMR's near, medium and long term prosperity.

Metro 2030 is a living document that will guide future economic growth, wealth creation and quality of life improvements in the NMR. It provides a shared vision for the NMR community, has action areas and outcomes to guide implementation, and strives to create economic well-being and a better quality of life for all. Its implementation promises significant benefits to the people of the Nairobi Metropolitan Region and this great Republic of Kenya.

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THE PRESIDENT'S STATEMENT

The world is rapidly urbanizing, with Kenya being one of Africa's fastest urbanizing countries. The city of Nairobi has extended its influence well beyond its current boundaries, creating a peri-urban ring of 32,000 km² in surrounding areas.

We must therefore begin to think of a greater Nairobi Metropolitan area, that includes the city of Nairobi, and the various local authorities in the surrounding districts and provinces. To achieve this goal, we shall need to think afresh, and apply new plans and strategies that will incorporate these realities and challenges in the management of the greater Nairobi Metropolitan Area.

The Nairobi Metro 2030 Strategy is my Government's clear response to these realities and challenges. The vision contained in this Strategy is focused on turning Nairobi's metropolitan Area into a globally competitive business, industrial and services region. This is in line with Kenya Vision 2030 which proposes the development of several metropolitan regions covering the main cities such as Nairobi, Mombasa, Kisumu, Nakuru, and Eldoret among others.

In implementing this strategy, my Government will develop strong and effective public-private partnerships in

the provision of key infrastructure and services, work with local communities in nurturing effective civic engagement, and encourage participation of the corporate sector in social responsibility programmes that improve the quality of urban life. The strategy shall promote the Nairobi Metropolitan Area as one of Africa's most attractive and competitive investment destinations as well as a dynamic cultural and arts hub in the region.

It is anticipated that Nairobi's transformation over the next twenty years will require investments of about Kshs.33.2 trillion in various programmes and projects. The Government, local authorities, and other agencies will need to be innovative in raising these finances from various sources such as taxes, municipal bonds, and even donations and endowments. And above all, Parliament and local authorities will need to establish enabling legal and institutional frameworks to facilitate realization of the strategy.

The transformation of the Nairobi Metropolitan Region into an urban region with world class infrastructure, good security, globally competitive businesses, and world class educational and health institutions will herald a positive and transformative urbanization experience for Kenya.

I am convinced that the Nairobi Metro 2030 Strategy is a solid start towards the realization of this dream, and my Government fully supports it.

Thank you and God Bless Kenya.

**H. E. Mwai Kibaki, C.G.H., M.P.
PRESIDENT AND COMMANDER-IN-
CHIEF OF THE ARMED FORCES OF THE
REPUBLIC OF KENYA**

THE PRIME MINISTER'S STATEMENT

Cities all over the world are experiencing the dynamic processes of urbanisation and globalisation. They are centres of production and consumption, and the nodes for international trade and commerce. They serve as the critical link between the urban and rural economy, as market places for rural production and as value-adding service providers. They are the entities that make globalisation work and thereby create opportunities for sustaining society. There is a positive link between cities and economic development. Cities are known to contribute significantly to the Gross National Product (GNP), which is often greater than their share of national population. It is within this context that cities have been acclaimed as engines of economic growth and development.

It is estimated that 50 percent of the world's population currently lives in urban areas. It is further documented that 60 percent of the 2.3 billion people comprising the world's urban population lives in the metropolitan areas of the developing countries. Nairobi should be no exception. The population of Nairobi Metropolitan Region in 2007 is estimated at 6.1 million and projected to reach 12.1 million persons by the year 2030. It covers fifteen local authorities and extends across parts of four provinces in Kenya. The region's footprint extends over a wide national, regional and global area. It is therefore necessary to ensure that this important city region is able to adequately cope with the demands

placed upon it, while mitigating any adverse impacts.

This city region must rise to its full potential to enable it act as a robust catalyst for economic growth within itself and for the nation. It therefore becomes imperative that urgent attention be focused on realising the seven building blocks that form the basis rejuvenation of this region and improve the quality of life, in addition to reducing the cost of doing business within it.

The seven key result areas revolve around the need to build a regionally and globally competitive economy, deploying world class infrastructure and utilities; optimising connectivity and mobility through effective transportation; enhancing the quality of life in the region; making the region the place of choice, making the region safe and secure and leveraging world class governance systems. The solutions envisaged will transcend the current institutional boundaries. I reiterate the need for all organs of government to rapidly facilitate the deployment of the necessary legal and institutional infrastructure to support this effort. Further, the need to be innovative and think laterally to enhance overall performance will be imperative.

Nairobi Metro 2030 is a living document that will guide future economic growth, wealth creation and quality of life improvements in the region. It provides a shared vision for local communities, posits action areas and outcomes to guide implementation, and strives to create economic well-being and a better quality of life for all. The government is confident that this Strategy and the vision that is propelling the transformation of the Nairobi city region into a world-class African metropolis is indeed an idea whose time has come.

Realisation of this strategy requires strong private sector participation, quality social responsibility and civic engagement in the provision and maintenance of physical and social infrastructure. I urge our esteemed development partners and all stakeholders, especially the private sector, to embrace this Strategy and work with us to ensure its rapid and successful implementation.

Rt. Hon. Raila Amolo Odinga, E.G.H., M.P.
PRIME MINISTER OF THE REPUBLIC OF KENYA

THE MINISTER'S STATEMENT

The strategy was formulated on the basis of the Ministry's mandate which includes among other things, the development and implementation of an integrated Nairobi Metropolitan Area Growth and Development Strategy, as outlined by the Presidential Circular No. 1/2008 of May 2008.

It has been informed by studies and trends of best practice around the world, where it has been proven that those cities that have embraced strategic metropolitan planning and development registered considerable economic growth and development and have remained significantly globally competitive. The strategy is cognizant that the functionality of Nairobi city extends beyond its current boundaries owing to the metropolitan region's heavy reliance on Nairobi City for social services and infrastructure for productive employment.

The local authorities functionally affected by core Nairobi include Municipal Council of Kiambu, Municipal Council of Limuru, Municipal Council of Machakos, Municipal Council of Mavoko, Municipal Council of Ruiru, Municipal Council of Thika, Town Council of Kajiado, Town Council of Karuri, Town Council of Kikuyu, Town Council of Tala/Kangundo, County Council of Kiambu, County Council of Masaku, County Council of Olkejuado, County Council of Thika.

It has been established that for several years, its development and growth was neither based on strategic development

plans nor current spatial plans, that could comprehensively guide and coordinate land use, investments and growth in the city and peri-urban areas.

Whereas the strategy is responsive to the several systemic and strategic deficits existing in the Nairobi Metropolitan Region, the content deliberately and proactively transcends conventional analytical documentation. I trust that the readers will be mindful of the spirit of this strategy to focus on the solutions and strategic interventions necessary to transform the Nairobi City region into a globally competitive metropolis. This will require various levels of funding with the bulk of the funding being sought being targeted to improve the quality of life in the metropolitan area through increasing the quality and stock of housing and infrastructure. This will require upwards of Kshs. 33.2 trillion.

The process has been inclusive, with the notable engagement of stakeholders from the central and local government, the private sector, civil society, individuals, local communities and faith-based organizations. I invite the participation of all stakeholders to join us in the translation of this strategy into tangible outputs, which definitely requires our continued collaboration.

The vision, mission, goals and the strategic objectives will be attained through short, medium and long term programmes and projects. It is envisaged that implementation of these, will result in a unique, properly planed metropolis that is functionally interconnected while ensuring a high quality of life; gives incentives and returns for investing while having stable public finances; is responsive to the needs of investors while respecting the need for

neighbours; is economically vibrant on a 24 hour, seven days a week basis; and is a unique place in the world.

While the boldness and breadth of this strategy is far reaching, it is imperative that we remember Kenya Vision 2030, under which our theme is – Yes We Can! Together, in a consultative and collaborative manner, we can and we shall realise the strategy.

Hon. Mutula Kilonzo E.B.S., SC., M.P.
MINISTER FOR NAIROBI METROPOLITAN DEVELOPMENT

LIST OF ACRONYMS

BAU	Business as Usual
BPO	Business Process Outsourcing/Offshoring
CBD	Central Business District
CBO	Community Based Organisation
CSO	Civil Society Organisation
CBS	Central Bureau of Statistics (Kenya)
CCK	Communication Commission of Kenya
EF	Ecological Footprint
ERS	Economic Recovery Strategy for Wealth and Employment Creation
FBO	Faith Based Organisation
GFN	Global Footprint Network
GIS	Geographic Information System
GoK	Government of Kenya
ICT	Information and Communication Technology
ISS	Institute of Security Studies
JICA	Japan International Corporation Agency
JKIA	Jomo Kenyatta International Airport
KICC	Kenyatta International Conference Centre
KPLC	Kenya Power and Lighting Company
KRA	Key Result Area
LA	Local Authority
MDGs	Millennium Development Goals
Metro 2030	Nairobi Metro 2030 – A Vision for a World Class African Metropolis
MICE	Meetings, Incentives, Conventions and Exhibitions
MLAs	Metropolitan Local Authorities
MoF	Ministry of Finance
MoIC	Ministry of Information and Communication
MoL	Ministry of Lands
MoMS	Ministry of Medical Services
MoNMED	Ministry of Nairobi Metropolitan Development
MoPH&S	Ministry of Public Health and Sanitation
MoT	Ministry of Transport
MRT	Mass Rapid Transport
NMA	Nairobi Metropolitan Authority
NMGS	Nairobi Metropolitan Growth Strategy
NMR	Nairobi Metropolitan Region
NMT	Non-motorised Transport
NWC	Nairobi Water Company
OP	Office of the President
OPM	Office of the Prime Minister
PPP	Public Private Partnerships
RRI	Rapid Result Initiative
SWOT	Strengths, Weaknesses Opportunities, Threats
UK	United Kingdom
UN-HABITAT	The United Nations Human Settlements Programme/ also UNCHS (United Nations Centre for Human Settlements)
USA	United States of America
WWF	World Wide Fund for Nature

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1

THE METRO 2030 GROWTH AND DEVELOPMENT FRAMEWORK

1.1 CITIES AND NATIONAL DEVELOPMENT

There is broad agreement that in the knowledge, creativity and innovation based economy of the 21st century, the success of cities and city-regions is the key driver of national living standards and quality of life. More than just being very valuable assets to be leveraged, cities are the reality that most of the world's people now experience. They will be the places where people and nations will deal with their most pressing issues. Success in cities and city regions will provide the platform upon which the overall quality of life in countries will be achieved. As city scholar Charles Landry writes, "Cityness is the state most of us find ourselves in ... even when we are nominally far away from cities" (Landry 2006; City of Toronto, 2007).

Consensus also exists that the 21st century will be a century focused on the great cities of the world. This is in many ways a return to the norm. Landry 2006 observes that for most of recorded history, great cities – Thebes, Jerusalem, Tyre, Athens, Alexandria, Rome, Constantinople, Venice, Machu Picchu, Peking, Shanghai, Moscow, St. Petersburg, Berlin, Paris, London, New York – have been recognized as the political, cultural and economic hearts of great nations and empires except for a relatively brief period during the 19th and 20th centuries, where national political boundaries were considered the most relevant boundaries of cultures and economies. Cities and city regions are critical in the desire to achieve sustainable development as articulated in various fora, including the various United Nations resolutions and action programmes.

Cities all over the world are at the centre of two powerful forces; urbanization and globalization. It is widely acknowledged that more than 50 per cent of the world's population is now living in urban areas. Of the world's 2.3 billion urban population, 61 per cent reside in the metropolitan areas of developing countries (UN-HABITAT 1996, 2000). This urban population tends to concentrate in cities where economies of scale are most favourable and where the greatest opportunities exist. Because the contribution of cities to Gross National Product (GNP) is often greater than their share of national population, they have long since been recognized as "engines of economic growth and development". Indeed the positive link between cities and economic development, and a country's level of development is closely related to the proportion of national population urbanized.

It is thus clear that Kenya's long-term success is closely linked to the performance of its cities and city regions. It must seek to enable them to enhance their performance to benefit its residents, as well as Kenyans. The focus must clearly be how urban areas can be applied to the task of nation building, as well as improving the quality of life of all Kenyans.

There is nothing like returning to a place that remains unchanged to find the ways in which you yourself have altered

Nelson Mandela

A Long Walk to Freedom

Building a Safe, Secure and Prosperous Metropolitan

1.2 NAIROBI METROPOLITAN REGION (NMR) AND KENYA VISION 2030

Kenya has had two long-term growth strategies. The first, Sessional Paper No. 10 of 1965 – African Socialism and its Application to Development, laid the basis for the new nation state's development endeavours. Its implementation intended to eradicate poverty; disease and ignorance had mixed results. In 2003, the Economic Recovery Strategy for Wealth and Employment Creation (ERS) was put in place. As a response to past economic and social challenges, Kenya implemented bold economic and structural reforms within the ERS period. The ERS was anchored on three key pillars, namely: restoration of economic growth within the context of a stable macroeconomic environment; enhanced equity and poverty reduction; and improvement of governance to enhance efficiency and effectiveness in the economy. These three pillars were chosen to pull the economy out of a recession, and to commence the journey toward a broad-based equitable economic recovery underpinned by improved efficiency in public service delivery.

Despite gains made under the ERS, there remain significant challenges to be addressed. It is in this context that Kenya Vision 2030 marks an important milestone in the nation's development. It represents Kenya's second long term growth and development strategy. It anticipates the economy growing at a sustained rate of 10 per cent per annum

Chart 1-1: The Nairobi Metropolitan Growth and Development Framework
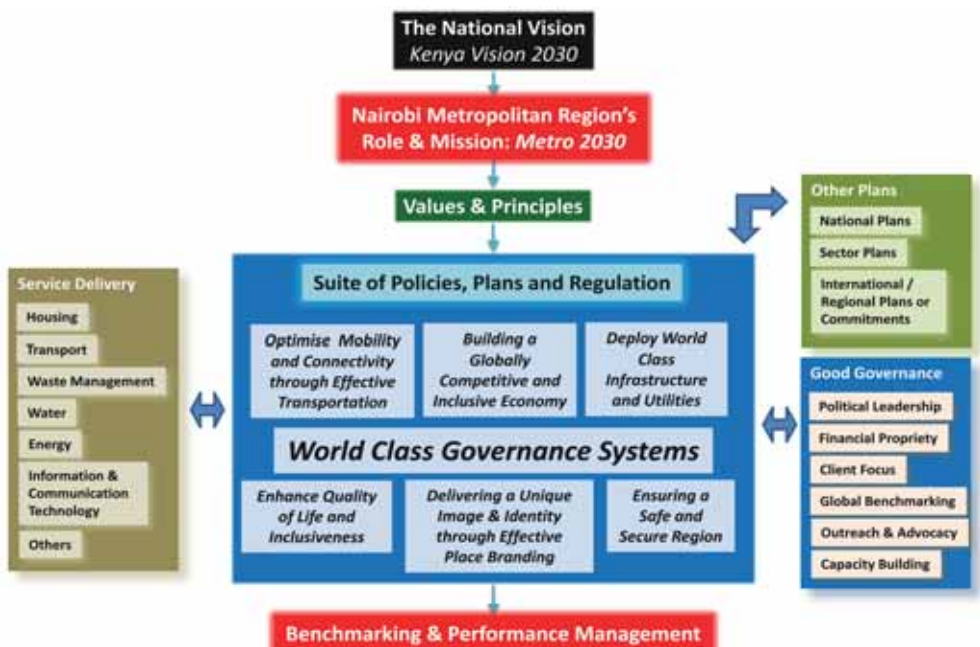
over a period of 22 years. As Kenya pursues a vigorous export led growth strategy, the role of cities and city-regions will become increasingly important. In this environment, global dispersion of production and marketing activities has seen establishment of regional headquarters and offices of transnational organizations for management, control and support.

Chart 1-1 describes the metropolitan growth and development framework. It shows the relationship between the broad national vision and the Nairobi Metro 2030 strategy. The growth strategy is based on ensuring that the NMR plays its role in achieving the stated national growth targets in an efficient and sustainable manner.

Strategically located cities, like Nairobi, that are able to offer suitable infrastructure, supporting services, living environments and other ancillary services have assumed an important role in the conduct of global business. This is important to note given the fact that cities and city regions are increasingly being applied as instruments for achieving national growth and development objectives. As a result, such cities greatly contribute to national development efforts in their host countries. Nairobi Metro 2030 is therefore an important transitional document that moves Kenya Vision 2030 to actively come to grips with the urbanisation challenge we face. It is key to enabling Kenya to achieve high and sustained rates of economic growth required for successful economic and social development. The NMR must not fail or falter in this sacred duty and it will be strategically positioned to succeed.

1.2.1 TOWARDS A SUSTAINABLE AFRICAN METROPOLIS

The issue then, of how the Nairobi Metropolitan Region becomes a world class metropolis is a pertinent one and not unique to itself. McDonald (2000) referring to the bid by Cape Town in South Africa to become a world class city noted that the city chose to be globally competitive through creating a unique and organic sense of what Cape Town ought to be. It is essentially about carving a niche for the city, uniquely its own, while attracting trade, investment and tourism. In doing so, a city or city-region must deal with three elements of sustainability, namely being regionally and globally competitive, becoming conscious of the environmental implications of developments and focusing on the liveability of places.

As illustrated in Chart 1-2, building long term sustainable development in the metropolitan will require achieving a delicate balance between issues of competitiveness, liveability and environmental protection or conservation. As observed in other metropolitan regions positioning themselves to play significant national and global roles, sustainability is about ensuring the judicious use of available resources. It is about managing the extraction and consumption of these resources, while balancing economic, social, environmental and political outcomes. It means that what we do today must not adversely affect future generations. From an African perspective, the future is bequeathed to us by our children. It is imperative, in building a city region reflecting these values, that we carefully consider the overall impact that various

Chart 1-2:   Building a Sustainable Nairobi Metropolitan Region

Protect our environment by taking care of our water, air, land and native flora and fauna. It will mean reducing or managing how we use our water and fuels for energy and reducing our production of

Ensure a supportive environment for creating and maintaining quality jobs to support the core city and its metropolitan area as well as having a vibrant and dynamic economy

Create better places to live, work and visit to attract a diverse range of people and together form healthy, vibrant, united and safe communities reflecting Kenya and the outward looking posture of the region. Centres should be places with jobs, shopping, services and entertainment

Source: Adapted from Melbourne 2030 Discussion Paper

development processes will have on desired development outcomes.

1.2.2 LINKS BETWEEN NAIROBI METRO 2030 STRATEGY AND OTHER PLANS

Effectiveness of the Nairobi Metro 2030 Strategy will depend on how well it recognises and interfaces with other plans aimed at achieving Kenya Vision 2030. These plans are to be found at the national, regional, local and sectoral levels.

1.2.2.1 LINKS WITH CENTRAL GOVERNMENT AND OTHER NATIONAL AGENCIES

Nairobi Metro 2030 Strategy is part of a wider effort aimed at moving Kenya into a middle-income economy by 2030. In this regard, it recognises that its relationship with existing ministries and state agencies is particularly important. This arises from the mandates that these institutions have and their role in ensuring effective service delivery. In making this recognition, it is also clear that Nairobi Metro 2030 will seek to collaboratively review some of these mandates and plans to ensure that there is effective synergy. It will seek

to achieve integration of land use and service planning, focus on effective elimination of bureaucratic bottlenecks and seek to strengthen local authorities and citizen participation in the effort to build a successful economy and enhance the NMR's ability to attract business and investment.

Working collaboratively with the international and national institutions, Nairobi Metro 2030 will seek to attract major investments in public facilities such as schools, post secondary institutions, hospitals, museums, and other social, cultural, or recreational facilities. These will be critical in improving the capacity of citizens to improve their quality of life. It will also be crucial in opening up latent economic opportunities targeting the youthful population of the metropolitan. The envisaged collaboration will be important in achieving a visible protection of the NMR's agricultural and natural resource base. A key engagement concern will be capacitating local communities to participate in conservation efforts of national parks and other conservations areas.

The strategy recognises and seeks to effectively work with international and national level institutions to ensure a sustainable funding framework for the NMR that is essential for building the region's resilience and competitiveness. There are significant economic and social infrastructure investment requirements, including the urgent requirement to have an expanded range of affordable housing choices. Therefore, successful implementation of Nairobi Metro 2030 is dependent on access to new funding models and cost sharing arrangements which take the pressure off the existing property tax base and which ensure that

appropriate programs and services are in place to meet the needs of the region's residents. Of critical importance and as part of the overall effort of achieving shared growth in the country, Nairobi Metro 2030 will only succeed if similar initiatives are initiated and robustly implemented in five other metropolitan regions identified in Kenya Vision 2030, namely Mombasa, Kisumu-Kakamega, Nakuru-Eldoret, Wajir-Garissa-Mandera, and Kitui-Mwingi-Meru.

1.2.2.2 LINKS WITH MUNICIPAL PLANS

As part of the overall national effort aimed at devolving power to the lowest possible entities, and recognizing the need to ensure efficient and effective management of resources, the Nairobi Metro 2030 Strategy deliberately aims to progressively strengthen the role of local authorities. Further, it expands the scope and means through which citizens can participate in the management of matters impacting them. It represents a shared commitment by Government and the NMR member municipalities to work together to achieve regional and national goals.

1.2.2.3 LINKS WITH OTHER NAIROBI METRO MANAGEMENT PLANS

Nairobi Metro 2030 provides for development and adoption of a land use framework. This will be the basis for planning, design and execution of infrastructural services and utilities. It is intended that these services will stimulate the desired pattern of development. Each of these plans is effectively expected to link with work being done by other agencies.

1.3 THE STRATEGY DEVELOPMENT PROCESS

The 1973 Nairobi Metropolitan growth strategy expired in the year 2000, and this prompted the Ministries of Local Government and Lands to initiate the process of preparing a new strategy. A secretariat was constituted to draft a concept paper on the same. The National Economic and Social Council (NESC) adopted the concept paper and prioritised the program as being key towards the transformation of Nairobi into a global and regional service hub. Subsequently, NESC prepared a cabinet memorandum which was approved. In April 2008, the Ministry of Nairobi Metropolitan Development was established and mandated to prepare the strategy. The process of developing Nairobi Metro

2030 is therefore based on the mandate given to the newly created the Ministry of Nairobi Metropolitan Development (MoNMED) through Presidential Circular No. 1 of May 2008.

It mandated MoNMED to ensure *"preparation and enforcement of an integrated spatial growth and development strategy and actualization of integrated strategic programmes for the provision of social, economic and infrastructural services."*

The Ministry engaged the services of KIPPRA to undertake the preparation of the Nairobi Metro 2030 strategy in consultation with stakeholders. Chart 1-3 illustrates the process applied in engaging stakeholders in developing Nairobi Metro 2030 Strategy. This approach peers into the future and it involves firstly the examination of current

Chart 1-3: The Strategy Formulation Process
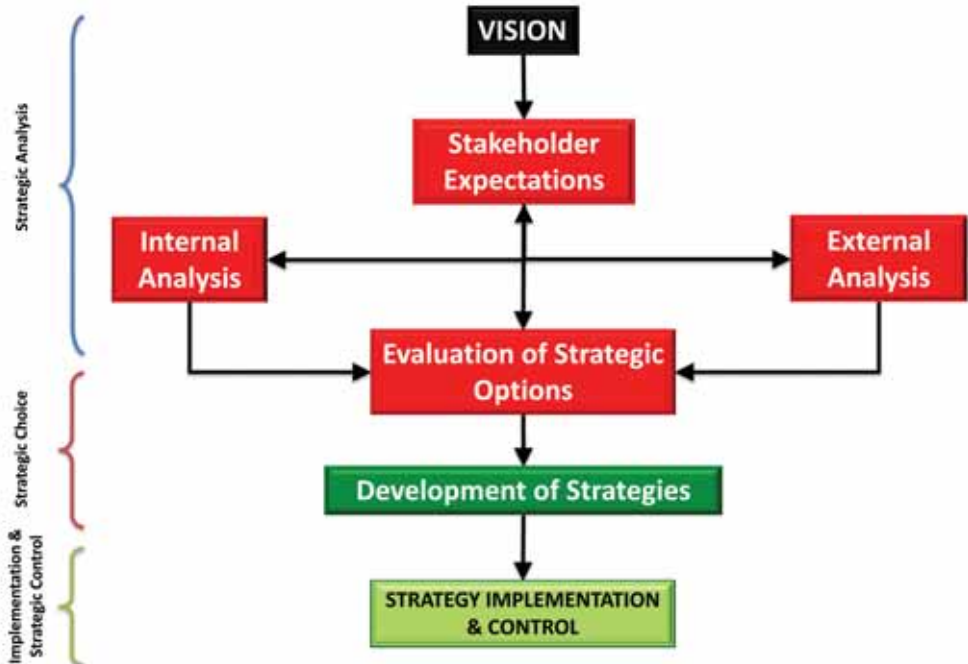
and anticipated factors associated with urbanisation and external and internal challenges of the metropolitan region itself. Secondly, it targets a new role for the region to facilitate repositioning and taking full advantage of opportunities in a creative manner. Thirdly, it aims at ensuring alignment of policies, actions and resources to realize the set vision.

1.3.1 DELINEATION OF THE NAIROBI METROPOLITAN BOUNDARY

Delineation of the Nairobi Metropolitan Region was one of the first urgent tasks. The general concept of a metropolitan area is that of a large population nucleus, together with adjacent communities having a high degree of social and economic integration with that core. In defining a metropolitan boundary, a number of criteria would apply. These would include administrative, morphological, and functional criteria as discussed in Table 1-1.

The administrative parameter considered the gazetted local authorities boundaries. The morphological observed the trends

of land use changes and densities of development. While the functional criteria looked at interactions between the core area and surrounding territories and peri-urban in terms of traffic flow.

Based on these technical criteria and on the results of the various consultative summits, the Nairobi Metropolitan Region was delineated as illustrated in Chart 1-4. The City of Nairobi forms of the core of the metropolis. Thus, the metropolitan local authorities are grouped into five main groups as follows:

*   **Core Nairobi** comprising the City Council of Nairobi;
*   **The Northern Metro** comprising of the Municipal Council of Kiambu; Municipal Council of Limuru; Municipal Council of Ruiru; Municipal Council of Thika; Town Council of Karuri; Town Council of Kikuyu; and the County Council of Kiambu;
*   **The Southern Metro** comprising of the Town Council of Kajiado and County Council of Olkejuado;
*   **The Eastern Metro** comprising of the Town Council of Tala/Kangundo; Municipal Council of Machakos;

Table 1-1: Metropolitan boundary definition criteria

Criteria	Remarks
Administrative	• define urban areas based on the legal or administrative statutes of municipalities • approach corresponds to the city as an instrument used by the state to structure, manage, plan and develop a country • defined area is a forum for the interaction of local actors (governance).
Morphological	• areas are based on the extent of observed trends, continuity of the built-up area, the number of inhabitants, and proportion of the municipal areas covered by urban settlements.
Functional	• delimit spatial extent based on interactions between the core area defined according to the morphological criteria above, as well as the surrounding territories • daily commuting flows are central to this as they reflect the existence of a common labour market • approach takes the city as an economic and social entity

Source: Puderer, 2008

Municipal Council of Mavoko; and County Council of Masaku;

For ease of administration, if one of the wards fell within the initial 40 km radius delineated by the functional criteria, then the entire local authority was included. It is also important that the size of the Nairobi Metropolitan Region and the diversity it brings will require

Chart 1-4: The Nairobi Metropolitan Region

active measures to protect agricultural, conservation and other special areas. In addition, it will be necessary to promote coordination and certainty of planning processes, protect land involved in primary production, and encourage urban regeneration through remediation, redevelopment and amalgamation of sites.

1.3.2 METROPOLITAN STRATEGY CONCEPT PAPER

Two concept papers were prepared. These formed the basis of consultations on the Nairobi Metro 2030 Strategy. The first concept paper was presented and adopted at a consultative meeting with all the metropolitan local Authorities at Kenya Commercial Bank Management Centre, Karen in Nairobi. The secretariat was mandated to hold sensitisation meetings with all metro councils in their areas of jurisdiction. A total of five consultative meetings were conducted in Kajiado, Thika, Machakos, Kiambu and Mavoko. The second concept was developed after creation of MoNMED and it formed the basis for hosting of the various high-level summits and consultative meetings with stakeholders.

1.3.3 STAKEHOLDER ANALYSIS

The strategy preparation process and its implementation largely depends on stakeholders participations. This necessitated an in-depth stakeholder analysis before the commencement of the strategy preparation and subsequent reviews. Stakeholder analysis was undertaken to identify stakeholders who were involved at various stages. This

section summarizes the stakeholders' analysis process, possible impacts and responsibilities as well as the identified key stakeholders. The broad checklist included central government, local authorities, government agencies, non government agencies, private sector, public, faith-based organisations, professional bodies and residents, as follows:

- Central Government's main responsibility is fulfilling its statutory mandate, giving policy direction and resources for implementation of identified projects as well as providing security for all. It is also keen to inspire innovation, creativity and benchmarking in public service delivery.
- Private sectors main interest is in having a conducive business environment for commercial and industrial development. They support government initiatives as well undertake corporate social responsibility interventions
- The National Assembly has the responsibility of enacting laws required for the success of this strategy as well as providing oversight of the Executive. They represent constituents within the metropolitan area and are interested in their wellbeing.
- Local authorities have the responsibility of delivering services within their areas of jurisdiction and are interested in the development of those areas.
- Autonomous and Semi-autonomous government agencies have the responsibility of fulfilling their mandates, providing technical advice in implementation of the strategy
- International agencies have their responsibility of providing technical

Scenes from the consultation process

advice and capacity building as stipulated in their mission statements

- Development partners are key stakeholders in capacity building, resource mobilization, governance, monitoring and evaluation.
- CBOs/CSOs/FBOs are interested in the well-being of their membership and the transparent and accountable application of available resources. In some cases they do deliver services where the public sector fails and the private sector has no incentive to provide services
- Professional associations are interested in commercial and professional growth, innovation and development in addition to their increasing focus on the role of their members in promoting transparency and accountability in governance issues.
- Resident associations are interested in safe and secure living and working environments
- Media are key stakeholders in information disseminations
- General public are interested in a safe secure and prosperous metropolitan region

In mapping the key stakeholders publication of notices in the leading daily papers was run and submissions from the public were received. Subsequently series of summits were held in the various metropolitan local authorities to assess their responsibilities and interests.

1.3.4 CONSULTATIONS ON THE NAIROBI METRO 2030 STRATEGY

The consultations with stakeholders were structured to respond to the concerns determined and also to leverage participation and ownership. It consisted of structured dialogue and engagements, unplanned meetings, solicitation of views through the media, submission of written memoranda, circulation and comment on briefs, and setting up of a dedicated e-mail address. The memoranda comprised information, comments, views, suggestions, and recommendations. This approach had a number of benefits, including validation of the planning process, bringing out the issues, tapping of local knowledge and expertise and achieving consensus building. Guiding principles for the consultations were transparency and accountability, participation and ensuring inclusivity.

1.3.4.1 HIGH LEVEL SUMMITS

A total of seven high level summits were held over a six month period. These summits were held for the following groups, namely central government; private sector; residence associations; civil society, metro MPs forum; faith based organisations and councillors. These high level summits aimed at bringing together key stakeholders to
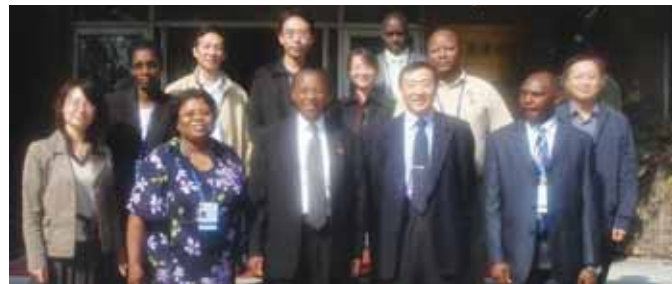
shape the strategy and rally support for the strategy. The summits were recorded and the feedback reviewed at three (3) retreats and the conclusions incorporated in the final strategy document.

1.3.4.2 CONSULTATION WORKSHOPS

Workshops and focus groups were held with selected groups focusing on key issues such as the planning process and the legal framework to support the strategy. This ensured a focus on specific issues that were considered a challenge in rolling out the strategy.

1.3.4.3 EXPERT REVIEW PANELS

Further, the strategy was provided to experts to review and submit written comments which were applied to improve the document. They reviewed both the strategy and supporting legal instruments. The information garnered was applied to strengthen the documents.

1.3.4.4 INCORPORATION OF GLOBAL BEST PRACTICES

To support the process and for purposes of benchmarking, three international visits as well as literature review of metropolitan strategy development from Canada, the United States, the United Kingdom, Finland, the Netherlands, Brazil, South Africa, Nigeria, Malaysia, Singapore, China, Australia and New Zealand were applied to support the selection and strengthening of strategies for inclusion in the strategy document.

Scenes from the consultation process

Building a Safe, Secure and Prosperous Metropolitan

2 METROPOLITAN NAIROBI'S STRATEGIC CHALLENGES, VISION AND GOALS

2.1 INTRODUCTION

A detailed assessment of the current position of the region in the regional and international arena will inform the choice of strategies to adapt in order to give the region a competitive edge. There is no escaping the thesis of the comparative advantages of the region that need to be repackaged. However, there are both internal and external challenges to be tackled within the context of rapid urbanization and globalisation.

2.2 A STRATEGIC ASSESSMENT OF THE NAIROBI METROPOLITAN REGION

Metro 2030 endeavours to conceptualize a framework that will guide future development patterns of the city and its environs. This is premised on the fact that Nairobi's difficulties are known and not new. They are only taking new dimensions, and the old methods of

treating these difficulties are increasingly outdated. There is therefore an urgent need for a strategic approach which can guide the city into the changing future. The ultimate goal of the new approach is to position the city within a competitive global system that is emerging in which the very best succeed in attracting external investment.

The preceding review suggests that the movement towards becoming a regional or global service hub is essentially about a city or a city region finding its place within the evolving global hierarchy of cities. Nairobi and its metropolitan region must therefore strive to achieve world class city status by addressing those issues that affect the parameters that world class cities or city regions exhibit. In doing so, Nairobi must exploit its strengths and mitigate its weaknesses. The data shows that Nairobi has a relatively lower cost of living that all the other cities it compares with except Kuala Lumpur. However, given the poor status of infrastructure and other systems that define a "world class city", Nairobi in spite of its advantages remains a city that is deteriorating fast.

2.2.1 A STRENGTHS, WEAKNESSES', OPPORTUNITIES AND THREATS ANALYSIS

2.2.1.1 STRENGTHS

The rising population of the NMR in the context of a growing economy represents a good opportunity through the purchasing power expansion that it portends. Its strategic location as the central gateway to the East and Central African region as well as its positioning on the Northern Corridor and the Cape

to Cairo highway presents significant strengths for the region. Jomo Kenyatta International Airport is a maximum of 5½ hours away from the major aviation hubs in Africa. It thus provides useful access points for the various markets in Africa and particularly for the Indian Ocean islands and South Asia. Nairobi is in a position to effectively serve the surging economies of Asia as they trade and invest in West, East and Central Africa. Nairobi and its metropolitan region are thus centrally located within the African continent, the global air transport network and on the Northern Transport

STRENGTHS

- Strategic geographical location
- Centrality and proximity for connecting to the region and the world and gateway to East & Central Africa
- Good weather all year round
- Regional (Africa) head quarter of international corporations and several international development organizations
- The only United Nations Office in a developing country
- Heavy investment in higher educational institutions
- Scenic natural physical features with huge touristic potential
- Several conservation areas including rivers and their riparian reserves within 1 hour reach including
- Nairobi National Park
- Ol Donyo Sabuk Game Reserve
- Ngong Forest and Ngong Road Forest Sanctuary
    - Karura Forest
    - Dagoretti Forest
    - Olo Lua Forest
    - Kituluni Hills
    - Kinale, Kamae, and Kieni Forests
    - Kimakia
    - Fourteen Falls
    - Kereita Forest
    - Ondiri Swamp
- Multiethnic diversity and culture including its rich historical heritage
- Research institutions with global repute
- Abundance of a relatively skilled force compared to its national and regional context

WEAKNESSES

- Urban poverty compounded by low human development indices such doctor to patient ratios, access to housing and services and lack of adequate employment opportunities
- Extreme pressure on base resources including water and land for provision of economic and social infrastructure and services such as housing, transport, and energy as well as materials for the construction industry
- Physical water scarcity below recommended per capita threshold
- Old and decaying legacy industries
- Underdeveloped metropolitan centres hindering exploitation of diversity and opportunities to relieve the core city
- Poor service culture in both the public and private sectors
- Principally daylight economy
- Poor governance including ineffective operational and financial performance of local authorities, ineffective coordination of development planning, and inadequate municipal budgets
- Poor logistics and supply chain management
- Inadequate planning & implementation including lack of approval of developed plans adversely impacting enforcement efforts
- Poor land use planning and management practices including lack of a comprehensive up-to-date land use plan and development control guidelines leading to poor availability of land for urban and other land uses, and land conflicts
- Large number of illegally and poorly constructed structures as a consequence of a weak development control system causing major challenges in allocating land for various land uses
- Resistance and low adoption rate of modern technology
- High cost of urban and rural land
- Negative pet names including high levels of crime and insecurity
- Encroachment of conservation areas including heavy pollution of the Athi and Tana River Catchments
- Low forest cover below the recommended threshold
- An unfavourable investment climate including poor and unreliable infrastructure services as well as poor business support measures especially for small, medium, small and micro enterprises

Corridor. This means that Nairobi can serve as a regional transportation hub. Thus, a good opportunity here exists to transform Nairobi and its metropolitan region into the region's transportation and logistics hub.

Core Nairobi is host to a large number of regional and international bodies which serve the globe and the region. These include the United Nations, regional headquarters for leading transnational corporations as well as leading research and non-governmental organisations.

The expanded metropolitan region is the only metropolis with at least three large conservation areas within its delineated boundaries. Coupled with a relatively good infrastructure as well as a relatively skilled human resource base, the NMR presents an exciting tourism and other niche industry offering with considerable room for development.

Building on these strengths, the NMR can be transformed and strengthened as the region's and the continent's pre-eminent economic, commercial and diplomatic hub.

2.2.1.2 WEAKNESSES

Some of the key weaknesses include the underdeveloped local authorities that surround core Nairobi. A major consequence of this is the inordinate focus on core Nairobi and specifically the central business district where a lot of the main functions are located. This situation is not helped by the poor service culture that characterises delivery of most public and private services. The logistics and supply chains for delivery of goods to many outlets also are concentrated during the same periods

Chart 2-1: A snapshot of the Nairobi Metropolitan Region

Population Pyramid, 1999
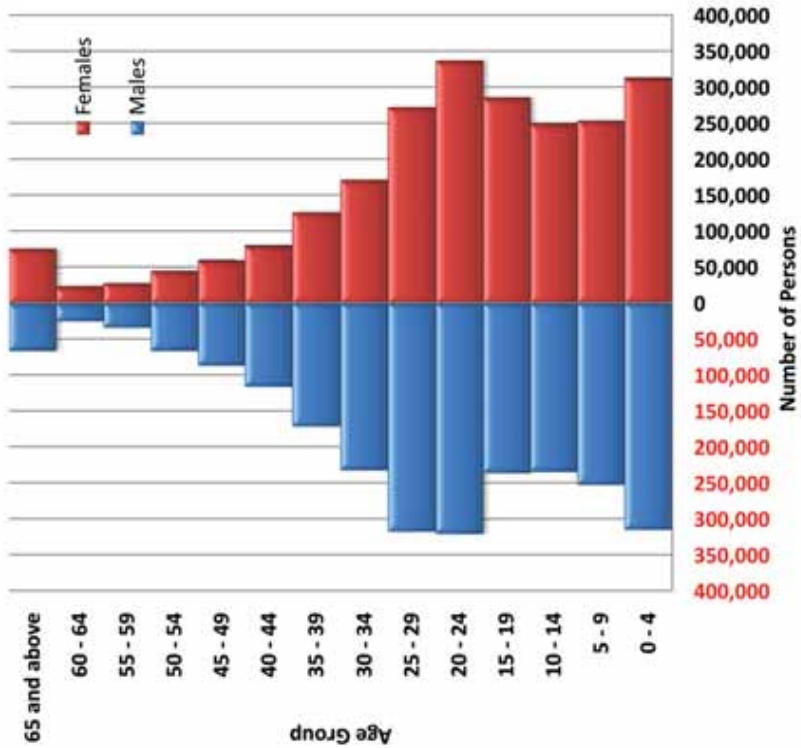
Poverty Profile, 1999 - 2007

Region / Constituency	Overall poverty incidence 1999	Overall poverty incidence 2005/2006	Change from 1999 to 2005/06	Estimated Poor Population in 2007
Nairobi Province	43.9	22.0	-21.9	80,083
Makadara	59.1	29.8	-29.3	61,970
Kamukunji	45.8	22.5	-23.3	66,535
Starehe	44.1	20.8	-23.3	80,094
Langata	40.1	20.5	-19.6	77,337
Dagoretti	45.7	23.6	-22.1	43,264
Westlands	31.3	15.3	-16.0	111,714
Kasarani	47.3	24.2	-23.1	122,669
Embakasi	40.7	20.7	-20.0	
Eastern Province	58.3	50.5	-7.8	148,134
Kangundo	58.9	56.8	-2.1	107,737
Kathiani	58.6	54.8	-3.8	126,276
Machakos Town	53.0	50.2	-2.8	
Central Province	31.1	30.9	-0.2	66,109
Gatanga	34.6	35.7	1.1	38,549
Gatundu South	30.7	28.5	-2.2	40,349
Gatundu North	37.0	34.1	-2.9	104,121
Juja	39.0	34	-5.0	44,948
Githunguri	24.6	24.3	-0.3	48,128
Kiambaa	19.3	18.9	-0.4	43,200
Kabete	16.5	16.4	-0.1	32,580
Limuru	22.2	21.2	-1.0	46,104
Lari	31.0	30.6	-0.4	
Rift Valley Province	47.9	48.7	0.8	
Kajiado North	39.5	10.7	-28.8	26,582
Kajiado Central	47.7	12.9	-34.8	14,586
Kajiado South	50.0	13.9	-36.1	20,514
Summary Data	39.9	27.0	-12.9	1,551,584

Sources: CBS (2005), Geographic Dimensions of Well-Being in Kenya. Who and Where are the Poor? A constituency Level Profile. Volume II.
Ministry of Planning and National Development
KNBS (2008), Constituency Report on Well-being in Kenya. Based on the Kenya Integrated Household Budget Survey 2005/06.

Building a Safe, Secure and Prosperous Metropolitan

as majority of workers go to their places of employment.

A key consequence of this is the high level of traffic congestion with the attendant productivity losses, including lost work time, and health problems amongst others. Poor capacity for planning and plan implementation, especially in the context of rising urbanisation, is a key weakness that delays development programmes in addition to raising the costs of implementation. Other consequences include proliferation of slums, congestion and pollution.

Another threat is the poor operational and financial performance of local authorities, unresponsiveness to client needs by service delivery agencies, and their inability to respond to changing global and regional dynamics. Table 2-1 shows the financial performance of the metropolitan local authorities. It suggests that increased revenue effort from local authorities would raise more internal resources for the development effort. For instance, the City Council of

Nairobi could generate more resources per capita than the other MLAs. This is not the case. If the CCN raised the same per capita revenue as the Municipal Council of Mavoko, the CCN would have an extra Kshs. 1.88 billion to spend on its development priorities.

A key weakness is the issue of poverty, compounded by unemployment that exacerbates the poor living conditions in the slum areas in the metropolitan region. Available data suggests that in these areas a higher urban poverty incidence in the urban as opposed to the rural areas, averaging over 50 percent (CBS, 2005). There is thus urgent need to deal with these two issues on a priority basis. Of further concern also is the informalisation of the economy. While this may not necessarily be a bad thing, the key question is how it can be leveraged to facilitate their transformation into entities, which will be the basis upon which the NMR will transform into a world class region.

Table 2-1: Metropolitan local authority's financial performance indicators

Local Authority	Projected Population (2007)	Development Index	Revenue Effort	Total Internal Revenue	Per Capita Total Internal Revenue
Municipal Council of Mavoko	54,640	89%	116%	115,344,499	2,110.98
Municipal Council of Thika	101,320	11%	98%	209,751,043	2,070.18
City Council of Nairobi	2,647,951	5%	77%	3,710,356,673	1,401.22
Town Council of Kangundo	15,408	50%	120%	17,769,065	1,153.23
Town Council of Kajiado	15,408	23%	91%	8,535,029	553.93
Municipal Council of Kiambu	76,004	11%	92%	30,940,357	407.09
Municipal Council of Machakos	192,377	12%	89%	48,218,038	250.64
Municipal Council of Ruiru	127,074	21%	101%	31,765,320	249.98
Town Council of Kikuyu	191,769	15%	105%	40,794,331	212.73
Municipal Council of Limuru	112,324	9%	94%	20,560,252	183.04
County Council of Ol Kejuado	495,943	25%	88%	61,642,915	124.29
Town Council of Karuri	105,607	31%	97%	12,890,108	122.06
County Council of Masaku	607,599	14%	88%	62,978,556	103.65
County Council of Kiambu	375,558	31%	98%	33,097,274	88.13
County Council of Thika	521,291	27%	102%	43,756,061	83.94

2.2.1.3 OPPORTUNITIES

Globalisation of the world economy and the resultant interconnectedness as well as the important role of cities and city regions presents an important and significant opportunity for the NMR to grow the Kenyan economy and promote its competitiveness agenda. Unexploited national, regional and global market opportunities abound especially in niche product areas such as health services, education services, creative industries, financial services, and livestock marketing. The large number of educational institutions in and around Nairobi provides an opportunity to turn Nairobi into an international centre for education and research. In fact, this provides a basis upon which Nairobi can develop the knowledge economy in service of the country and the region. Fourth, Nairobi can also be transformed into a transport, commercial, education, research and diplomatic hub, it is therefore necessary to build the requisite financial base to service this development. In addition, there also exists the opportunity of strengthening the role of Nairobi as the Regional Tourist Circuit Hub. The large Diaspora provides ample opportunities for attracting investment financing for capital investments and brain gain opportunities for niche area investments.

2.2.1.4 THREATS

Climate change and its impact on resource and resource pricing pose a clear and present danger to the region. Second, internal political and regional instability coupled with international terrorism will clearly affect investment safety and security. It could adversely influence its attractiveness as an investment destination. Thus, post December

2007 events must not recur and all possible measures to forestall any such eventuality need to be implemented. The NMRs demographic profile suggests that the most ecologically sensitive areas and those that are currently most densely populated are the areas that will absorb the growing population. It is clear from the analysis that if current circumstances prevail, the primacy of the metropolitan region will continue. This will have adverse consequences both in terms of national wealth distribution, environmental conservation, as well as overall safety and security. Of critical importance is the relative youthfulness of this population, which is relatively well educated, assertive and aggressive.

2.2.2   DEMOGRAPHIC PROFILE

Chart 2-2 shows that Kenya is rapidly urbanising. By 2030 it is anticipated that Kenya will be predominantly urban, with 61.5 percent of the population living in urban areas. Under existing growth scenarios, it is anticipated that the NMR will carry majority of this population. Population growth in the proposed metro region was projected from 1999 to 2030 under three assumed scenarios with 1999 population census data as the base, as illustrated in Chart 2-2.

Using a Geographic Information System (GIS), the 1999 population data for sub-locations in the proposed metro region was aggregated to obtain the 1999 population data for all the metropolitan local authorities as illustrated in Chart 2-3. For projections of the national population, the 2006 edition of UN population projections for Kenya was used under the medium-variant category. The three projected scenarios were as follows:

- Scenario I: Business as Usual (BAU) – is characterised by the 1999 census population growth rates derived from statistical abstracts, published growth rate projections for urban centres by the Government of Kenya (Ministry of Housing reports) and 2002-2008 district development plans covering areas in the entire region.
- Scenario II: Pessimistic (High Variant) - assumes a scenario where population growth rate increases above BAU. The effect of an increase of 1 percent above BAU was simulated. It anticipates a rise in both immigration and natural increase rates.
- Scenario III Preferred (Low-variant) - in anticipating a growth rate lower than the normal trend observed, this simulation lowered expected growth rate by 0.5 percent below

BAU. It anticipates a decline in both immigration and natural increase rates.

One way of explaining this is that the population inhabiting the core Nairobi is already high so that any slight increase in growth rates, whether through natural increase or immigration, yields a substantial growth in numbers according to the geometric progression rule. This rising contribution is likely to proceed at a declining rate in all the three scenarios, symbolising a likely demographic shift to the surrounding local authorities. This can be explained by out-migration from the core Nairobi as congestion becomes a push factor and the less populated surrounding regions become more attractive to more inhabitants and workers.

Chart 2-2: Nairobi metropolitan population growth shares
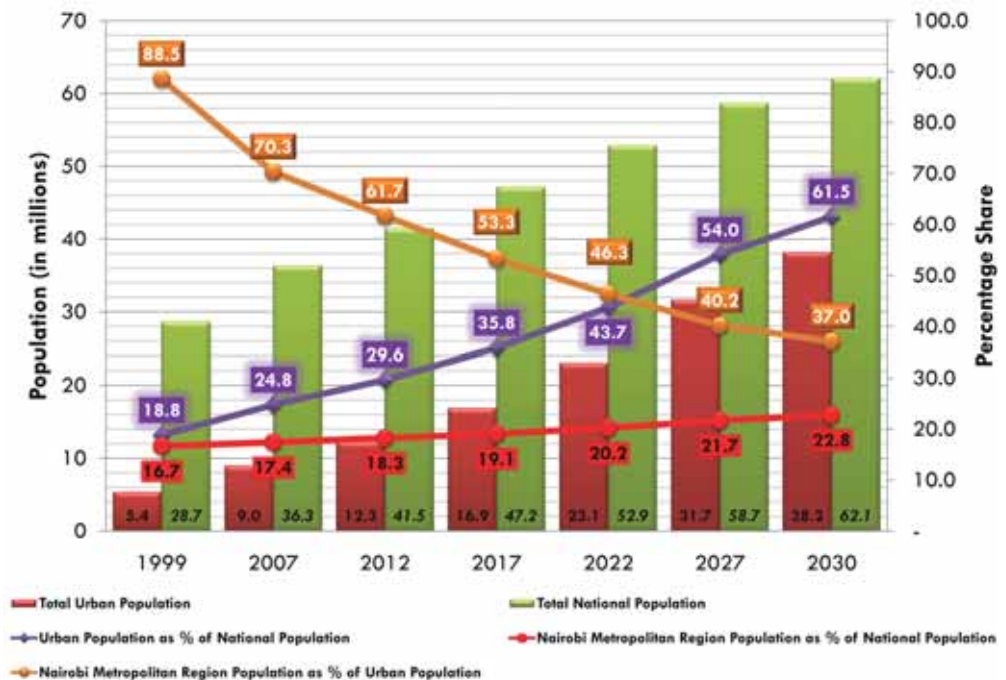
Given the high-variant scenario, the 50 percent contribution to the total metropolitan population by Nairobi is delayed until 2030, meaning that this assumed high growth scenario in the metro region will see Nairobi attain its growth limits faster than the rest of the metropolitan region and more people will therefore spread out to the peri-urban districts. The low-variant scenario sees Nairobi surpass the 50 percent contribution mark as early as the year 2017 and over 53 percent by 2030. This is faster than in the business-as-usual scenario where this parity is experienced about five years later, towards 2022, and the 53 percent contribution comes after 2030. A suitable policy for equitable spatial distribution of population in the proposed metro region should therefore seek ways of attracting population away

from the core Nairobi while introducing measures to decongest the city.

As illustrated in Chart 2-4, the projections shows a trend where apart from the core Nairobi, the only other local authorities that will contribute to rising percentages of the metro population under all the three assumed scenarios are Ol Kejuado County Council, Limuru Municipal Council and Kajiado Town Council. All the other local authorities show declining percentages of the projected metropolitan populations under all the three assumed scenarios. These three regions are currently absorbing and are expected to absorb the anticipated population growth in the metro region. There is therefore a need for clear strategies to contain the anticipated growth that will balance out the shares of population growth in the

Chart 2-3: Population growth projections for Nairobi Metropolitan Region
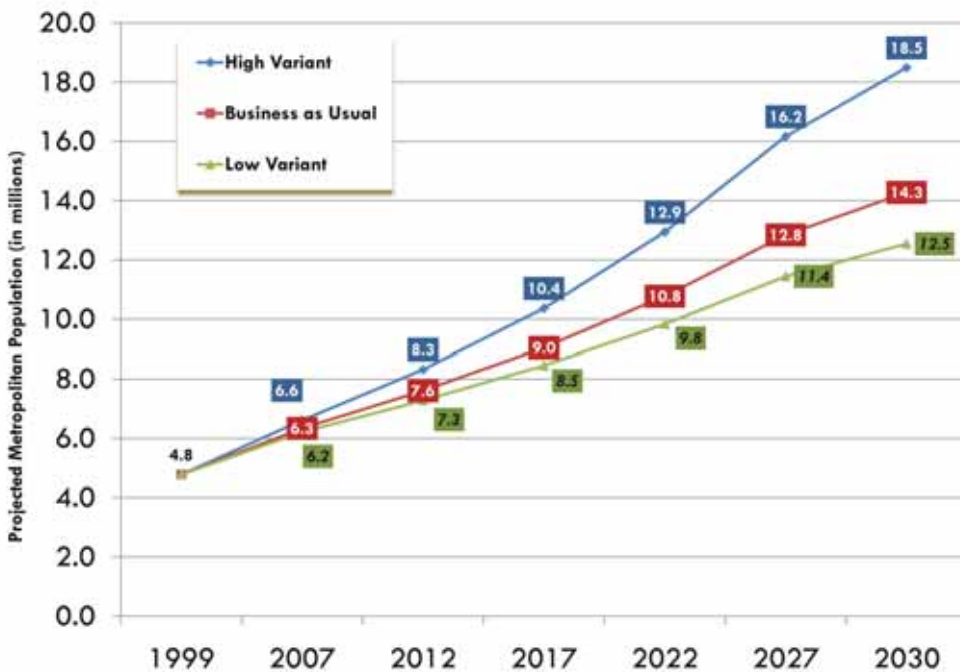
metropolitan region. This is even more important given the fact that the Ol Kejuado County Council Region remains ecologically fragile, while the population densities in the Limuru area are already high.

Under all the three assumed scenarios of population growth and as illustrated in Chart 2-3, core Nairobi will continue to exert its primacy in the metropolitan region, contributing to a rising proportion of the metropolitan population - from about 45 percent at present (2008) to almost 50 percent of the total metropolitan population by 2017, and reaching well over 50 percent by 2030. In respect of the population density, core Nairobi's population density will rise significantly higher than that of its surrounding metropolitan centres. It will thus be critical to implement interventions that will facilitate a

reasonable shift of the population from core Nairobi to the other metropolitan centres as well as to other parts of the country.

2.3 THE MAIN ISSUES FACING THE NAIROBI METROPOLITAN REGION

Some emerging challenges arising out of the NMR's SWOT include negative pet names, crime and insecurity, land use planning challenges, poor service delivery and attendant urban poverty. The events characterising the immediate post-December 2007 election shattered the image of political stability that has been a key plank of Kenya's image. Thus, any effort to attract new investors will

Chart 2-4: Low variant projected changes in the demographic profile of the Nairobi Metropolitan Region
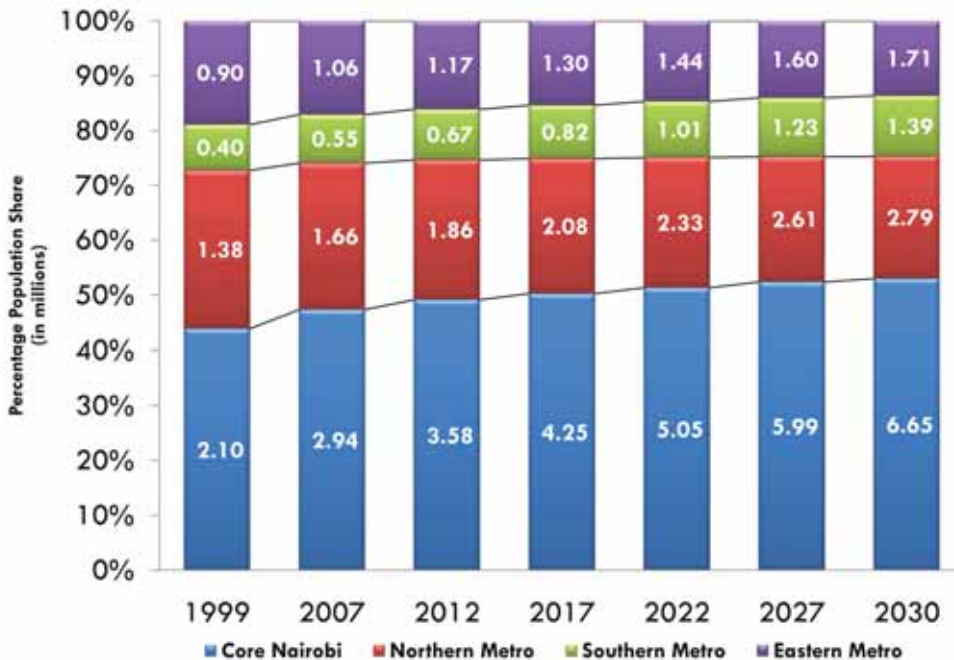
require as a key intervention measures to rebuild this shattered vestige. A challenge that seems not to quite have captured the NMRs attention is the emerging skills challenge in the face of rising economic growth. Across all sectors, especially targeted economic growth sectors, dedicated efforts to grow the skills base need to be prioritised.

Based on the strategic analysis, seven main challenges face Nairobi Metropolitan Region in its drive to become a world class metropolis as illustrated in Table 2-2. These include a metro economy that is not competitive enough; inadequate infrastructure and utilities; poor mobility and connectivity due to ineffective transportation; poor quality of life in the region; a metropolitan region that is not a preferred place of choice; crime and insecurity adversely affect investment location decisions and ineffective governance systems.

Thus, the NMR must deal with these to be able to renew its economic fabric to provide the necessary opportunities for the growing and youthful population.

2.4 NAIROBI METROPOLITAN REGION GROWTH SCENARIOS: THE OPTIONS

2.4.1 PROJECTED INFRASTRUCTURE SERVICE DEMAND

The growing NMR will generate significant infrastructure demands which will need to be met. Critical infrastructure considered includes housing, water, and

solid waste. Investment in meeting this gap will focus on ensuring jobs are created and the environment is protected.

2.4.1.1 HOUSING DEMAND

Provision of shelter in Kenya remains a huge challenge, with an annual housing supply at 35,000 housing units unable to keep pace with housing demand estimated at 150,000 units annually (GoK 2008). Within this context investment in housing, especially for the low and middle income housing, has been and remains very low. Projections show a housing deficit of up to 45 percent projected to increase to over 70 percent in 2030 at existing housing production levels and trends. The resultant phenomenal growth in informal settlements and slums is often characterised by inadequate social amenities. Overcrowding and poor sanitary conditions characterise this kind of housing environment. Core Nairobi currently suffers extreme inequality in spatial development, with estimated 60 per cent of its population living on about 6 per cent of the total acreage, under deplorable and deprived conditions.

Housing therefore represents a key element in improving not only the quality of life in the region, but also a major component of its economic growth plan. The latter is significant given the multiplier effects of investment in housing. In Kenya every shilling invested in housing yield nine more shillings. Based on these estimates, it is clear that improving the housing situation in the metropolitan will yield significant benefits. For instance, investing the estimated Kshs. 3.4 trillion in 2012 to provide housing will have a multiplier of Kshs. 30 trillion.

Table 2 2:   *Analysis of main metropolitan region challenges*

Key Challenge	Cause	Effect
Uncompetitive Metropolitan Economy	- High cost of land - High cost of infrastructure and utilities - Inadequate skilled manpower - Poor safety and security - Poorly performing institutions	- Poor business environment - Insufficient resource mobilisation - Unemployment and poverty - Insufficient domestic and foreign investment
Inadequate Infrastructure and Utilities	- Poor service connections - Poor network accessibility - Inadequate capital investments - Inadequate operations and maintenance	- Compromised productivity of firms and individuals - High cost of infrastructure & utilities - Poor quality of life - Environmental pollution
Poor Transport Mobility and Connectivity	- High cost of land - Inadequate transport management institutions - Incomplete transport network - Poor intermodal connectivity - High cost of energy	- Environmental pollution - Unsafe and insecure transport services - Poor & expensive transport services - Congested transport network - Urban sprawl - Inadequate inter-modal connections
Poor Quality of Life	- Poor access to medical services - Poor quality housing - Inadequate access to housing - Poor access to education services - Ineffective spatial planning regime	- Negative ethnicity - Social and cultural segregation - Poverty - High income inequalities - Inadequate public spaces - Poor safety and security - Proliferation of slums
Region Loosing Preferred Place of Choice Status	- Negative public image - Poor safety and security - Poor business environment - Internal strife - Regional instability	- Low attraction of foreign and domestic investment - Poor exploitation of opportunities
Poor Safety and Security	- Increase in substance abuse - Proliferation of small arms - Inadequate emergency services - Poor police responses to crime incidences - Ineffective spatial planning regime	- Low individual and firm productivity - Poverty - High crime rates or perceptions of high crime rates - High insurance risk premiums - Poor safety & security - Proliferation of slums
Ineffective Metropolitan Governance	- Inadequate capacity in governance institutions - Poor client focus - Uncoordinated efforts of various institutions	- Poor resource mobilisation - Curtailed potential for innovations in resource mobilisation efforts - Mistrust of governance institutions by citizens

To deliver this housing demand, there will be significant land requirements as illustrated in Chart 2-5. In 2007, the estimate is that approximately 49 thousand acres will be needed for housing. This figure rises to 149 thousand acres in 2030. All this land must largely be found within the areas defined as urban growth areas.

2.4.1.2 WATER DEMAND

The daily per capita domestic water consumption in Nairobi was estimated at 17.7 litres in 1998 (UN-Habitat 2007, 404). Surface water withdrawal in Kenya by sector has been estimated at 76% for agriculture, 20% for domestic and 4% for industrial uses (WRI 2008). These data were used to simulate future water requirements in the metropolitan region starting from 1999.

Because of the expected increase in living standards and industrial activities towards the year 2030 in line with the goals of Vision 2030, per capita water demand is also expected to escalate over the years. This assumption was used to project a steady rise in daily per capita water demand, starting with an estimate of 20 litres per capita in 1999 to 200 litres in 2030. As a newly industrialising middle-income country, according to the goal of Kenya Vision 2030, domestic water requirement is likely to approach the level of middle-income countries which is about 200 litres per capita per day (UN-Habitat 2007, 404-405). Projections based on these data and assumptions yield an increase in the total Nairobi metropolitan domestic water demand from 412,847 m3 per day in 2007 to 2,508,140 m3 per day in 2030.

2.4.1.3 SOLID WASTE GENERATION

Solid waste generation will present a key challenge as well as a significant opportunity for the metropolitan region. Chart 2-7 shows estimates of solid waste generated in the metropolitan region. This is estimated to increase from 174,407 tonnes in 1999 to 1.83 million tonnes of solid waste per year. This does not include other wastes such as industrial and medical waste amongst others. It is therefore important to effectively plan how this waste will be managed. Assuming that various shares of waste generated remain roughly the same, solid waste presents

Table 2-3: Estimated housing demand in the metropolitan region

Year	Estimated Housing Demand Gap in the Metropolitan (number)			Total Housing Gap		
	High Income	Middle Income	Low Income	Housing Gap (No.)	As a % of Housing Demand	Estimated Construction Cost (Kshs. Billion)
1999	119,313	217,545	256,879	593,737	45.1	1,863
2007	135,547	369,197	418,458	923,202	53.8	2,733
2012	141,644	525,283	484,373	1,151,300	57.2	3,415
2017	150,372	721,666	533,668	1,405,706	60.1	4,229
2022	300,545	839,555	575,548	1,715,648	63.1	5,605
2027	343,459	1,299,359	605,208	2,248,026	71.1	7,516
2030	365,149	1,589,850	540,955	2,495,954	72.0	8,567

possibilities for energy generation if the right investment is in place. Employing waste in energy mechanisms and technology presents a useful opportunity for managing this waste.

2.4.1.4 TRANSPORT DEMAND

The population of Nairobi has increased from a mere 100,000 inhabitants in 1948 to some 3.5 million and 4.7 million people for night and day population respectively by 2005. Statistics show that Nairobi's night population will be 6.7 Million by the year 2020. This calls for an elaborate urban transport services to serve mobility needs of the population. One of the consequences of this is increased person trips and trip rates.

As shown in Table 2-5, trip rates in Nairobi have been increasing steadily and currently stand at 2.27 trips per person per day. The trip rate of male is

higher than that of female being 2.44 trips against 2.04 trips respectively. The total number of person trips per day is 4,815,457 and the internal trips within the Nairobi City are 4,754,027. The internal to external zone trips is 30,550 and the external to internal zone trips is 29,331.

Based on the cross-classification trip rate table and the total future framework, the total trips production in Nairobi City is forecasted to expand to 8.28 million trips per day in 2025, swelling from 4.82 million trips in 2004 as shown in Table 2-3.

2.4.2 SELECTION OF THE PREFERRED GROWTH SCENARIO

Based on the strategic assessment of the NMR and its demographic profiling

Chart 2-5: Projected housing land requirements to 2030
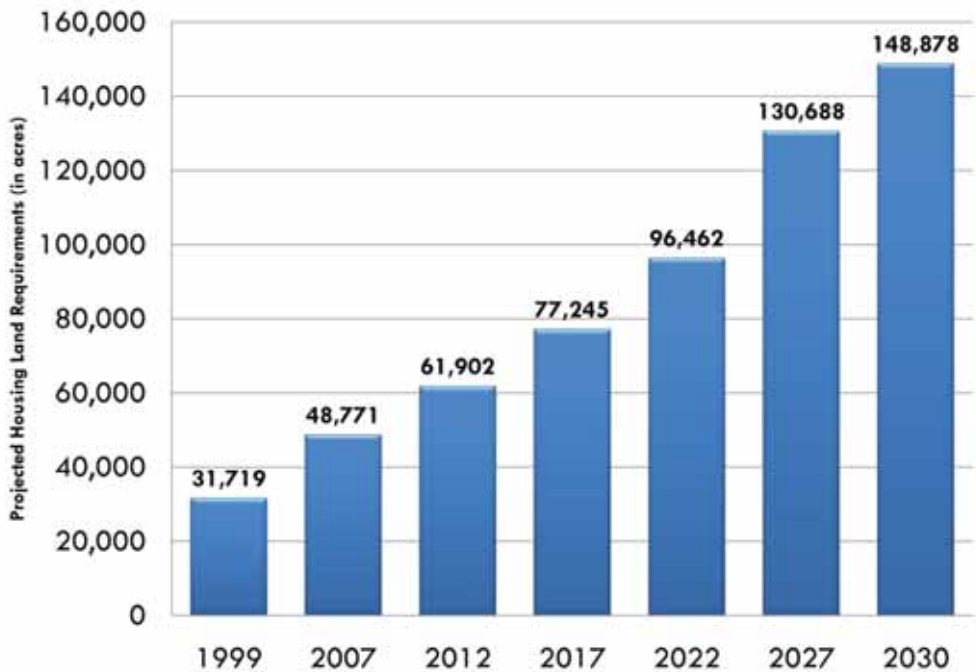
three possible growth scenarios can be painted. These are a business as usual scenario, a pessimistic scenario and a preferred scenario. Table 2-6 paints the implications of each of these scenarios.

Based on this assessment and on the review of the strategic challenges facing the NMR, the third scenario is the preferred scenario for the growth and development of the NMR. The vision and the subsequent strategies present the instruments through which this preferred option will be realised to enable achievement of a safe, secure and prosperous NMR for the benefit of its citizen's , the people of Kenya, Africa and the world at large.

2.5 THE VISION - NAIROBI METRO 2030

The vision for the Nairobi Metropolitan Region is to be a world-class African metropolis, supportive of the overall national agenda articulated in Kenya Vision 2030. The four principal constituents of a world-class city are a world-class working environment, a world-class living environment, a world-class business environment and world-class governance. The drive to achieve world class standards is complimentary to the need to maximise local economic and social gains through increased employment opportunities, a better quality of life, and improved

Chart 2-6:   *Estimated domestic water demand to 2030*
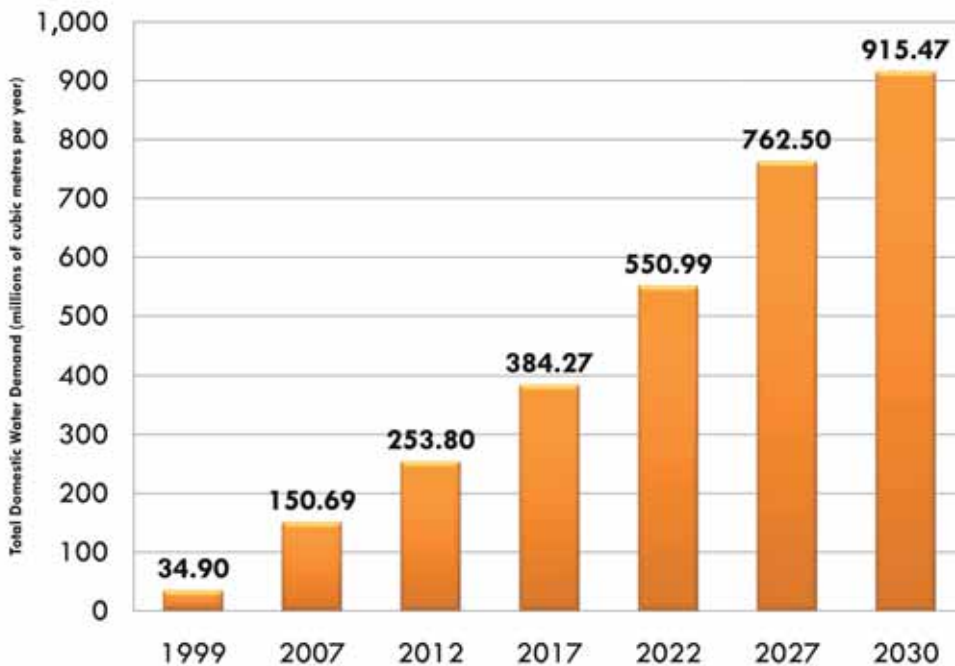
infrastructure. Given the global context, pursuit of world class standards is and remains a critical instrument for building capital region that competes with the best.

2.5.1 A WORLD-CLASS WORKING ENVIRONMENT

There should be a wide range in the choice of jobs and career opportunities together with good training facilities for continual skills improvement. Convenient and efficient transportation services offering minimum commuting time and cost together with good communication services and infrastructure are important considerations. Workplaces should be well equipped to provide a pleasant working environment. There should be well-developed supporting institutions such as library and information services as well as childcare facilities for working mothers and support for physically challenged members of society.

2.5.2 A WORLD-CLASS LIVING ENVIRONMENT

A world-class working environment must also encompass all the ingredients that make up a world-class living environment such as good quality housing, adequate, accessible and high quality facilities and a healthy, safe and lively environment so that those who work in the metropolitan together with their families can enjoy the best possible standard of living. In addition, the metropolitan's living environment should give emphasis to cultural heritage, good values as well as promoting active community interaction at all levels of the community.

Chart 2-7: Estimated metropolitan solid waste generation to 2030

29
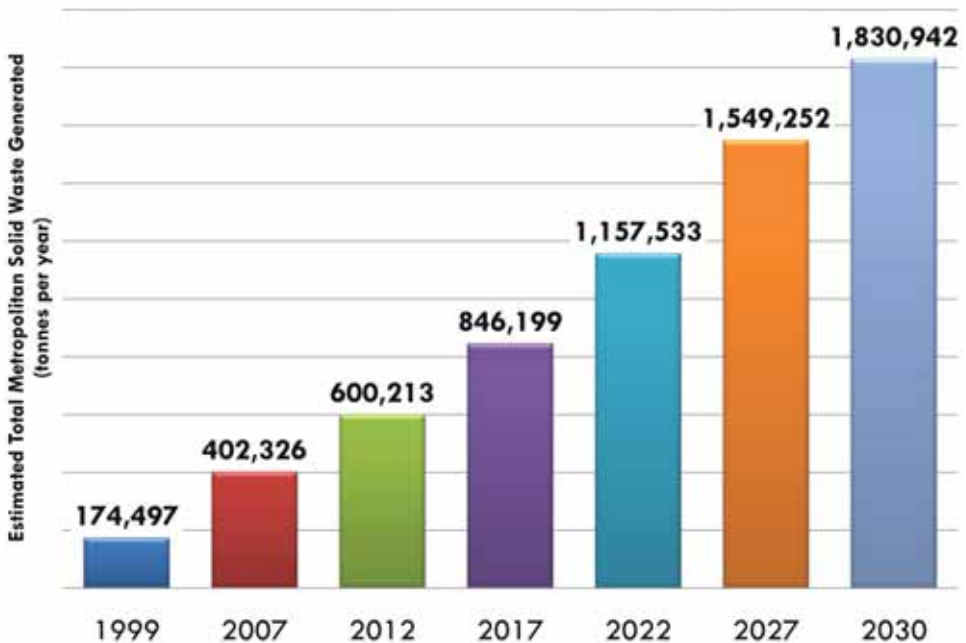
2.5.3 A WORLD-CLASS BUSINESS ENVIRONMENT

Availability of skilled personnel together with high quality, competitively priced office, production and storage space are amongst the most important considerations for a world-class business environment. This needs to be supported by a wide range of auxiliary and ancillary services and industries including financial and management services, research and professional facilities. Excellent and efficient transportation, communication and information infrastructure links within the region and to other parts of the country and the rest of the world are essential.

2.5.4 WORLD-CLASS METROPOLITAN GOVERNANCE

World-class metropolitan governance is necessary to ensure all ingredients that make up a world-class working,

living and business environment are provided, sustained and continuously upgraded so as to keep pace with the best in the world. It is essentially oriented towards efficient and equitable use of available financial, organisational and human resources. Dedication, innovation, creativity and integrity are qualities of good governance to ensure provision and maintenance of the best possible working, living and business environments. In this framework metropolitan governance will be guided by genuine dialogue, consultation and participation between all stakeholders.

2.6 THE PRINCIPLES AND VALUES

This strategy is built on six core values that will influence decision-making, namely to promote innovation and enterprise, ensure sustainability, motivate and reward excellence, encourage co-responsibility and self-help. The pursuit of trust, genuine inclusiveness, and citizen participation

Table 2-4: **Total number of person trips**

	Study Area	Outside of Study Area	Total
Study Area	4,754,027	30,550	4,784,576
Outside City Boundary	29,331	1,550	30,881
Total	4,783,358	32,099	4,815,457

Source: JICA Report 2005

Table 2-5: **Future total trip production by trip purpose**

Target year	Trip Purpose				
	HOME	WORK	SCHOOL	OTHERS	TOTAL
2004	2,240,692	1,204,926	471,665	898,174	4,815,457
2010	2,754,523	1,561,561	555,149	1,058,297	5,929,530
2015	3,087,894	1,751,447	631,203	1,176,492	6,647,036
2025	3,843,578	2,196,167	783,155	1,453,069	8,275,969

Source: JICA Report 2005

will guide interventions and initiatives proposed in this strategy.

2.7 THE KEY RESULT AREAS

Therefore, the transformation of the Nairobi Metropolitan Region (NMR) into a world class metropolis projecting

a unique Kenyan and African identity is going to be a long term creative effort, implemented in short focused interventions, with a long term perspective. It will require inclusive decision making processes open to regional networks to beyond established stakeholders. While focusing on big picture strategic interventions, it will

Table 2-6: *Nairobi Metropolitan Region growth scenarios*

Parameter	Growth Scenario		
	Scenario I	*Scenario II*	*Scenario III*
Population (density)	1999 Census 2007: 6,328,521 (197) 2012: 7,583,345 (236) 2030: 14,144,607 (441)	+1 percent of 1999 Census Rate 2007: 6,600,830 (206) 2012: 8,286,566 (258) 2030: 18,314,285 (571)	-0.50 percent off 1999 Census Rate 2007: 6,199,142 (193) 2012: 7,256,275 (226) 2030: 12,426,338 (387)
Spatial	✓ Growth movement towards ecologically fragile Kajiado and already densely populated Limuru ✓ Haphazard growth with negative social and economic impact ✓ Overexploitation of natural resource base	✓ Exacerbates BAU conditions	✓ Balanced, shared and coordinated metropolitan and national spatial growth patterns ✓ Protection of agricultural and ecologically fragile areas ✓ Strong Metropolitan Growth Centres outside Core Nairobi
Other Metropolitan Regions	✓ Business as Usual ✓ No major growth and development strategy	✓ Increased investment in NMR to the exclusion of other Kenya Vision 2030 metropolitan areas	✓ Clear Growth and Development Strategies for other metropolitan areas ✓ Major Investment in Kisumu, Mombasa, Nakuru, Eldoret, Isiolo and Garissa
Housing	✓ Under Investment in Metropolitan Housing by 72 percent of housing demand by 2030	✓ Investment in housing unable to keep up with housing demand	✓ Investment in housing just meeting housing demand
Ecological Footprint	✓ demand on productive ecosystems exceeds the national average ✓ forest cover below 10 per cent recommended threshold	✓ demand on productive ecosystems exceeds the national average ✓ forest cover below 10 per cent recommended threshold	✓ sustainable demand on productive ecosystems ✓ forest cover brought up to 30 per cent of land area
Water	✓ water demand exceeds supply	✓ water demand exceeds supply	✓ water demand management the norm
Coordination of Growth and Development	✓ Wasteful competition for resources	✓ Wasteful competition for resources	✓ Complementarity in sharing of resources within and between metropolitan regions
Liveability	✓ Low quality of life ✓ High cost of living	✓ Low quality of life ✓ High cost of living	✓ High quality of life ✓ Reduced cost of living

Source: Author's Construct

learn from successful grassroots initiatives and secure participation of the next generation, the youth. Focused metropolitan dialogues and strategic alliances for innovative development will be crucial. The vision will require setting of ambitious targets to guide implementation action. Effective knowledge management to facilitate sustained productivity increases in the region and the national economy will be an imperative.

Nairobi Metropolitan Region's ambition to enhance and strengthen its role as a regional and global services centre for the benefit of residents, visitors and investors means that it must focus on improving the overall operating environment for its key constituencies'. This focus of building the best-managed metropolis in Africa, providing a high

quality of life to all its residents, visitors, investors and the people of Kenya, will be anchored on seven key result areas as illustrated in Chart 2-9. It is in these key result areas (KRAs) that the Nairobi Metropolitan Region must enhance its performance to match and/or exceed its comparator or competitor metropolitan areas.

2.7.1 BUILDING AN INTERNATIONALLY COMPETITIVE AND INCLUSIVE ECONOMY FOR PROSPERITY

Building an internationally competitive economy in the NMR should not be seen as a choice amongst competing priorities. Rather, it should be seen as a means for achieving wider social, environmental and

Chart 2-8:   People's expectations for positive change in the metropolitan
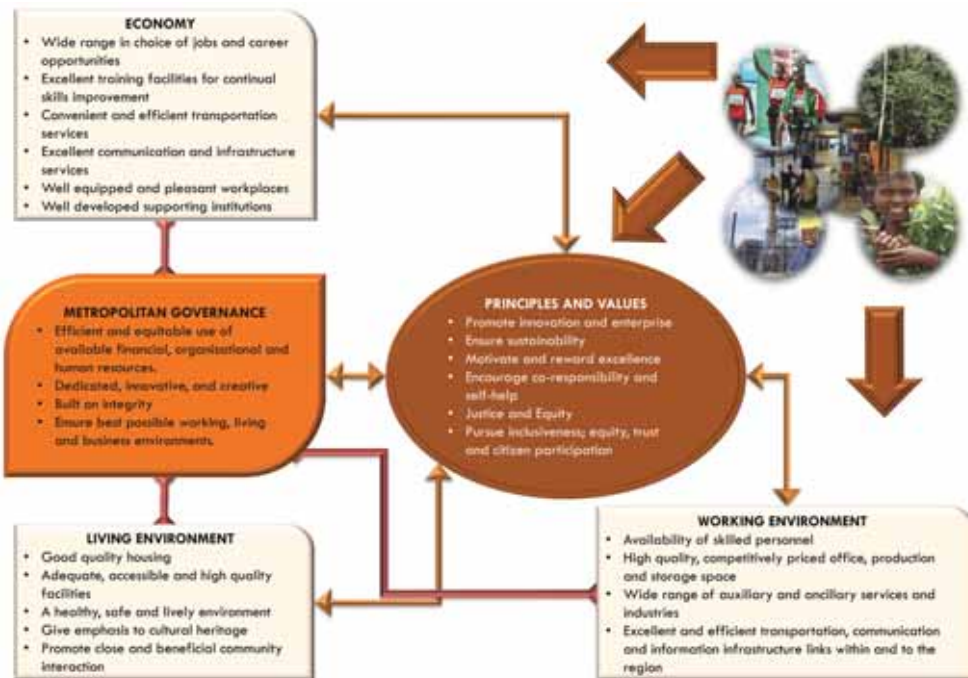
cultural objectives. It will mean ensuring a supportive environment for creating and maintaining quality jobs to support the core city and its metropolitan area, as well as having a vibrant and dynamic economy that benefits all persons in the metropolitan at all levels of society. It will seek the availability of skilled and affordable personnel equipped with competitively priced working spaces. This will be supported by the necessary enabling services including a business operating environment second to none. This will connect the NMR to the global economy giving access to; jobs, markets for products and services, global knowledge and expertise, visitors, new populations, and mobile events. The NMR will provide effective linkages between households, work locations, production centres, resource centres and markets. Further, opportunities to create and develop businesses will be

exploited including measures to expand the wholesale and retail sector amongst others.

2.7.2 DEPLOYING WORLD CLASS INFRASTRUCTURE AND UTILITIES FOR THE REGION

The envisioned Nairobi Metropolitan Region will be endowed with convenient and efficient world-class infrastructure and utilities to support a world class operating environment. The deployment of world-class infrastructure facilities and utilities in the NMR will take due cognisance of the diverse needs of the inhabitants in the region. This will ensure efficient, effective and equitable economic and physical accessibility and connectivity.

Chart 2-9: ***The building blocks for metropolitan change and prosperity***
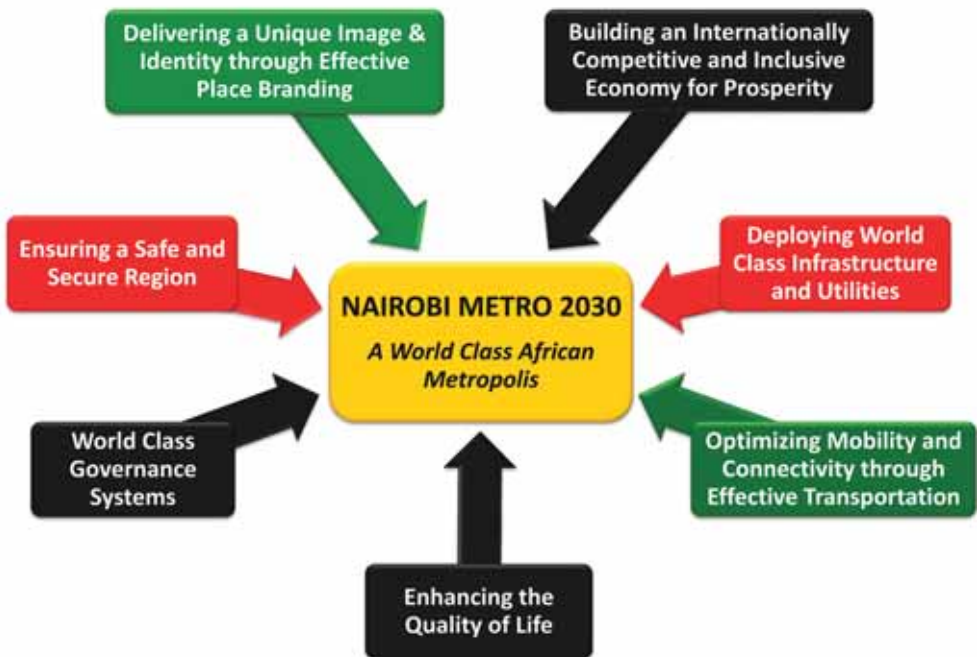
2.7.3 OPTIMISING MOBILITY AND ACCESSIBILITY THROUGH EFFECTIVE TRANSPORTATION

Transport forms a key component of creating a competitive business environment as well as means through which various social and environmental objectives will be achieved. An efficient transportation system that minimizes travel times as well as reduces externalities will be put in place. Key in this effort will be the promotion of public transport in promoting flexibility and freedom of movement in the region. Further, interventions in this block will aim at leveraging the Jomo Kenyatta International Airport (JKIA), Wilson Airport and the Central Railway Station as transport and logistics hubs.

2.7.4 ENHANCING THE QUALITY OF LIFE AND INCLUSIVENESS IN THE REGION

Provision of a world-class living environment for the NMR that focuses on the quality of life for residents, investors, and visitors in the metropolitan region will be a key concern of Nairobi Metro 2030. Quality of life intervention will build upon distinctive local identities, good housing choices for people and families as well as adequate and quality access to supportive facilities. It will also assure a healthy and lively environment. Creation of better places to live, work and visit to attract a diverse range of people who will together form healthy, vibrant, united and safe communities reflecting Kenya and the outward looking posture of the region will be pursued. Living places will be centres where residents, visitors and investors will get jobs, shopping, services and entertainment amongst other amenities. Providing a quality living environment will also include protection and proper use of our water, air, land and native flora and fauna. It will mean reducing or managing how we use our water and fuels for energy, and reducing our production of waste.

2.7.5 DELIVERING A UNIQUE IMAGE & IDENTITY THROUGH EFFECTIVE PLACE BRANDING

The Nairobi Metropolitan Region will position itself as the place of choice for visitors and investors in Africa and the World. It will redefine itself by optimising on its strengths and by building on opportunities to send to Africa and the world a compelling message of its stated ambition to be a leading African global metropolitan region. This message will build on the diversity and uniqueness of the Nairobi Metropolitan Region in Kenya and Africa and synergize other interventions to achieve its ambition. It will seek to build its own unique identity and place in the world by taking into account its location, multi-ethnic populace, and its various endowments. This will include enhancing the region's cultural heritage, positive values and promote active community interactions at all levels.

2.7.6 ENSURING A SAFE AND SECURE REGION

Safety and security as a means of effecting a quality living environment will be supportive of the endeavours of residents, visitors and investors. It will facilitate free movement of people at all times and promote unfettered social interaction across all segments of

society. More importantly, a focus on protection of intellectual property will be an important intervention. Furthermore, ability to respond to emergencies across the metropolitan will be enhanced. Both passive and active safety and security measures will be integrated across the whole metropolitan infrastructure and amenities.

2.7.7 BUILDING WORLD CLASS GOVERNANCE SYSTEMS

Effective governance systems will be essential in ensuring that the effort to create and sustain a world class Nairobi Metropolitan Region is realised. It will be oriented towards efficient and effective application of available resources to achieve the planning objectives and outcomes. Governance systems will aim at creating certainty for private

Building a Safe, Secure and Prosperous Metropolitan

investment, improving the information base, strengthening citizen participation, and keeping the strategy dynamic and responsive to change. Leadership within the metropolitan will be one that communicates the future path for the region and accurately understands its assets, endowment, and opportunities, in addition to taking bold decisions and fully implementing strategies.

Institutional, managerial and financial interventions will be incorporated into the governance frameworks to produce new policies, services, and tools. These will also communicate well with multiple stakeholders and audiences. It is expected that it will enable the capture and use of value created in the metropolitan and manage assets in ways that attract external finance. Measures to promote active collaboration between different parties including neighbouring areas, higher spheres of government and business will be actively mainstreamed and implemented.

2.8 THE GOALS

The choice by the Nairobi Metropolitan Region to be a world class African metropolis is essentially about carving a niche for the city, uniquely its own, while attracting trade, investment and tourism. In executing the seven building blocks underpinning development of the NMR, the three elements of sustainability will be incorporated. This will essentially be about the management of the resources with which the NMR is endowed to achieve a balance between the equally significant economic, social and environmental outcomes, which are self-reinforcing. The imperative here is the need to improve the quality of life in the region without burdening future generations with adverse outcomes.

In this regard, the following goals in respect of each of the key result areas will include:

1. **KRA One:** Build an internationally competitive and inclusive economy for prosperity
   • Establish the Nairobi Metropolitan Region as a regional and global services centre
   • Increase market share in identified niche market areas;
   • Improve the business operating environment in the Nairobi Metropolitan Region;
   • Enhance productivity of individuals and firms within the Nairobi Metropolitan Region

2. **KRA Two:** Deploy world class infrastructure and utilities for the region
   • Establish world class infrastructure and utilities supportive of world-class living, working and business environment
   • Prioritise and accelerate infrastructure related investments supportive of the metropolitan vision
   • Integrate information and communication technologies in the development and management of infrastructure and utilities

3. **KRA Three:** Enhance mobility and connectivity through effective transportation
   • Reduce travel times and costs;
   • Improve connectivity and accessibility;
   • Enhance customer choice and satisfaction
   • Increase patronage of public transport

- Enhance transport safety and security

4. **KRA Four:** Enhance the quality of life in the region
   - Eradicate poverty and raise the overall income level especially those of the low income group;
   - Provide opportunities and facilities for residents to attain economic and social progress;
   - Provide a clean, pleasant and safe living environment and access to high quality community and cultural facilities as well as public services that are supported by efficient infrastructure

5. **KRA Five:** Delivering a Unique Image & Identity through effective Place Branding
   - Establish the Nairobi Metropolitan Region as the place of choice for people to live, work, rest and invest

6. **KRA Six:** Ensure a safe and secure region
   - Make the Nairobi Metropolitan Region safe and secure for person and property through sustained reduction in crime and other adverse incidences including mitigating against disasters

7. **KRA Seven:** Build world class governance systems
   - Build and sustain effective metropolitan governance
   - Ensure effective performance management systems
   - Mainstream active and inclusive stakeholder participation
   - Ensure judicious and efficient use of natural, financial, human and institutional resources

To achieve the vision, mission and goals, a series of short, medium and long term interventions will be implemented aimed at securing Nairobi as a world class city region that will serve as regional and global services hub by the year 2030. These shall be founded on the regions uniqueness and strengths, and its circumstances. It is expected that the interventions will build on each other to ensure that gains made are secured and built upon.

To achieve the vision, mission and goals, a series of short, medium and long term interventions will be implemented aimed at securing the Nairobi Metropolitan as a world class region that will serve as regional and global services hub by the year 2030

3 METRO 2030'S GROWTH MANAGEMENT STRUCTURE

3.1 INTRODUCTION

Metropolitan growth will take place at various levels, the most critical aspect taking place at the spatial level. One of the key challenges that the metropolitan region is going to face is that of urban sprawl. Urban sprawl simply put refers to the uneven and unplanned expansion of a metropolitan or urban region into the countryside. Clearly, given the agreed upon growth and development model for the NMR, it is important to be able to adequately managed without compromising the region's long term growth capacity and capabilities.

The urban growth management mechanisms that the Metro 2030 Strategy will apply will include urban growth boundaries, delineation of various land uses and building the resilience of the metropolitan against climate change.

3.2 URBAN GROWTH BOUNDARIES

This is an urban management tool that can help limit urban sprawl by creating a clear edge to a city region beyond which urban development is prohibited. An urban growth boundary is one among the various urban containment tools like policies on timing and sequencing public infrastructure construction and public ownership of land or land acquisition (Pendall et al., 2002; Parliament of South Australia, 2003). These tools are intended to limit the rate of urban growth and associated impacts. Establishing an urban growth boundary and encouraging the "inner city development" concept can help achieve a more equitable approach to urban community services. While greenbelts constrain geographical expansion of urban areas largely through public ownership of undeveloped land or purchase of easements on agricultural land, urban growth boundaries try to achieve the same goal using regulatory techniques, such as zoning. Property inside the boundary designated for urbanisation is zoned for urban use and the property outside the boundary is zoned for rural use. Generally they are meant to:

- limit urban sprawl;
- promote efficient use of urban land and compact urban form;
- give certainty to developers, the community and government about the timing and levels of provision of services;
- promote the coordination and certainty of planning processes;
- protect land involved in primary production;
- encourage urban regeneration through remediation, redevelopment and amalgamation of sites;
- create certainty for development locations; and
- focus the discussion on the arguments for and against urban growth and expand the debate on this subject.

Designated buffer zones can provide, for instance, the much needed open space for artificial wetlands to improve the quality of storm water, which can then be stored in underground aquifers. The creation of an urban growth boundary (geographical constraints on urban growth) also results in issues and problems. Stakeholders must seek ways of managing and resolving the issues (Pendall et al., 2002).

Table 3-1 illustrates the merits and demerits of urban growth boundaries. The experience of urban sprawl in metropolitan Adelaide exposed many complex and interrelated issues such as the need to review the potential for transferred development pressure to other areas, and the need for more detail in land use planning and infrastructure investment. The big concern was the extent of the urban sprawl of Adelaide and the related cost to both local and State Government of providing infrastructure to support new greenfield development at the edge of

Change your thoughts and you change your world.
Norman Vincent Peale (1898 - 1993)

the city. It was then recommended to the Government that clear policies be developed for the peri-urban boundary regarding buffer zones and that these policies be incorporated into the Planning Strategy for metropolitan and regional areas. In the United States of America, urban growth boundaries are contained in legislation. Positive outcomes have been realised from the introduction of urban growth boundaries in a rising number of cities.

Therefore, as part of the process of managing urban growth within the Nairobi Metropolitan Region, urban growth boundaries shall be defined. In making this definition or when they are being reviewed, there will be an inclusive consultation process between all the key stakeholders, namely the metropolitan planning authority, the local authorities, the national government and citizens. The detailed mechanisms will be defined

in the metropolitan legal framework to be developed.

3.3 DELINEATION OF LAND USE CATEGORIES

The Nairobi Metro 2030 Strategy proposes various metropolitan land use categories that will support the proposed growth and development of the NMR. This framework shall be fully articulated through an international spatial planning competition, together with the strategies and actions articulated in this strategy provide the framework for the growth and development of the NMR. It will help protect valuable ecological, recreation and agricultural lands, help reduce distances travelled and greenhouse gas emissions, and lead to land use patterns that promote cost-effective infrastructure provision.

Table 3-1: ***Urban growth boundary: merits, demerits and issues***

Advantages	Disadvantages	Issues of concern
Allows for an adequate supply (15 to 20 years) of land for housing	Increasing house and land prices: cheaper housing has usually been available on the periphery of the city in new greenfield development. In the longer term there can be affordability issues due to an urban growth boundary; prices go up if development is constrained on the periphery	Community acceptance of higher density living – by experience, rising demand for housing leads to higher degrees of urban consolidation but then the communities find it difficult to cope with increased densities within their environments
Promotes sustainable development and "vital" communities	Conflicting land uses at the peri-urban interface	Infrastructure maintenance issues especially the future cost of maintaining and improving infrastructure as well as coordinated infrastructure planning
Promotes more efficient urban, transport and social services	Potential for development leapfrogging to the next urban centres with resultant sprawl. More pressure may result, as has been seen in Mount Barker and the south coast, Fleurieu Peninsula and the Barossa Valley in South Australia	Provision of open space – an open space strategy is required to avoid ad hoc allocation. Community profiles need to be examined so that if an open space is released for development, there will not be significant impact on the amenity of that area and the use of open space
Protects prime agricultural land in peri-urban areas from further urban sprawl	As a regulatory tool, it usually provokes controversy due to property right lawsuits especially for property in metropolitan fringes subjected to intense growth pressure	Provision of social housing – provision of affordable housing in all housing developments needs to be part of the planning process
Protects environmentally sensitive areas		Management of buffer zones to ensure adequate separation distances between different land uses

Sources: Parliament of South Australia, 2003; Pendall et al., 2002

All these interventions will be aimed at achieving an optimal balance between the various land uses which are briefly described.

3.3.1 URBAN LAND USES

The need to develop a strategy for the NMR results from the rising urban sprawl due to the lack of a comprehensive framework. Urban land uses for residential and commercial activities dominate this category. Over 80 percent of urban land use is residential and there is minimal support for commercial activities both formal and informal.

3.3.2 INDUSTRIAL LAND USES

Current industrial land uses are confined to the core Nairobi, Thika and Mavoko, which limits the region in providing meaningful employment opportunities. In the proposed spatial framework, the provision of industrial land will focus on the specific industries targeted for each particular area of the metropolitan.

3.3.3 RURAL LAND USES

Urban sprawl has rapidly decimated the rural land uses by encroaching into rich agricultural hinterland in Kiambu, Thika and Kajiado areas. The large coffee, tea and livestock are under serious threat from urbanisation, not to mention rural areas.

3.3.4 AGRICULTURAL LAND USES

The extent of the NMR includes purely agricultural areas. These areas are intended for agricultural and agricultural-supporting services. Designation as

agricultural land will reinforce objectives of protecting the agricultural land base of the region. The strategy will address the dilemma on whether to allow indiscriminate land subdivisions and change of user or to promote agricultural activities by restricting urban growth and also address issues of food security.

3.3.5 GREEN ZONES

The forest cover in the NMR is very low, below the recommended threshold of 10 percent. Kiambu stands at 20 percent mostly non-indigenous planted forest, while Machakos has about 0.5 percent total forest cover.

It is proposed that each local authority will bring the forest cover within its area of jurisdiction to 30 percent by 2030.

3.3.6 ECOLOGICAL AND CONSERVATION AREAS

Ecologically fragile and conservation areas in the NMR are mainly the wildlife park, mining areas and swamps. As part of the effort aimed at reducing the region's ecological footprint, these areas will be identified and gazetted for protection and enhancement.

3.4 TRANSIT ORIENTED DEVELOPMENT

Transit oriented development is an urban growth management tool that has been applied in many cities and city regions globally to create more liveable communities and combat urban sprawl. As part of the effort to shift the transport modal mix in the NMR, transit oriented development will guide the planning and investment efforts. This implies that land use will deliberately be linked to

the provision of transport. In this regard, transit oriented development will aim at fully integrating mobility planning into the land use planning and development processes. Planning and development processes will encourage mixed use development, focusing both on the social profile of the residents as well as the actual land uses themselves. In addition, central business districts and core areas will be built to enhance their liveability, attractiveness and encourage redevelopment in these areas.

3.5 BUILDING THE REGION'S ECOLOGICAL RESILIENCE

The NMR faces serious environmental threats including climate change, biodiversity loss and pollution of water, air and land resources. Reducing its ecological footprint presents a key challenge for planners and managers. The concept of Ecological Footprint (EF) has been used as a resource accounting tool to measure the extent

TOD DEFINITION

Transit-oriented development (TOD) is the functional integration of land use and transport via creation of compact, walkable, mixed-use communities within walking distance of a transit stop or station. TOD brings together people, jobs, and services and is designed to make travel on foot or by bicycle, transit, or car efficient, safe, and convenient.

TOD PRINCIPLES

- Create a compact development within an easy walk of public transit and with sufficient density to support ridership.
- Make the pedestrian the focus of the development strategy without excluding the car.
- Create active places and liveable communities that service daily needs and where people feel a sense of belonging and ownership.
- Include engaging, high quality civic spaces (e.g. small parks or plazas) as organizing features and gathering places for the neighbourhood.
- Encourage a variety of housing types near transit facilities available to a wide range of ages and incomes.
- Incorporate retail into the development if it is a viable use at the location without the transit component, ideally drawing customers both from both the TOD and a major street.
- Ensure compatibility and connectivity with surrounding neighbourhoods.
- Introduce creative parking strategies that integrate, rather than divide the site and reduce the sense of auto domination.
- Create TOD plans that are flexible so they can respond to changing conditions.
- Strive to make TODs realistic yet economically viable and valuable from a diversity of perspectives (city, transit agency, developer, resident, employers).
- Recognize that all TODs are not the same; each development is located within its own unique context and serves a specific purpose in the larger context.

City of Austin, 2006: 5-6

of humanity's demand on the biosphere in terms of providing ecological resources and services. Core Nairobi's ecological footprint has been estimated to be 32 times its area, and for Kenya was estimated at an average of 0.8 global hectares per capita in 2003 (GFN 2007). Therefore, in terms of resource management, Nairobi Metro 2030 presents a great opportunity for developing a well planned and organised region to help ensure the reduction of its ecological footprint by for instance focusing on pro-public transport measures, promoting cogeneration and recycling as well as interventions in the economy through appropriate planning, densification, and favourable tax policies.

4 METRO 2030: THE GOALS, STRATEGIES AND ACTIONS

4.1 BUILDING AN INTERNATIONALLY COMPETITIVE AND INCLUSIVE ECONOMY FOR PROSPERITY

4.1.1 SIGNIFICANCE OF THE INTERVENTION

Transformation into a competitive economy has to be driven by the development of a world class infrastructure. Measures on safety and security, a strong public private partnership framework and investor incentives and infrastructures services will complement this effort. The promotion regionally and internationally of Metropolitan Nairobi as corporate headquarters, industrial, trade and financial centre and the development of planning and management in support of these roles are critical elements.

The NMR is strategically located in the regional and international space economy. It is also endowed with a variety of potentials, including natural conservation areas, locational advantages on regional and global logistics networks

amongst others. These are promising and dynamic potentials waiting to be tapped. They remain largely unexploited because of the uncompetitive status of the NMR, a situation that aggravates unemployment and underemployment. The economic opportunities for addressing these challenges include attraction of international companies, financial organizations and sectors with global reach such as ICT and tourism, while government elements represent strategic locations such as the CBD, new areas with potential for world city functions or airports.

It is kind of fun to do the impossible.
Walt Disney

Thus, the NMR should seek to be a hub for the region and the world in a growing interdependent global economy. This will need a well thought out concept plan. Once the economic vision has been established, the land use and development strategy is expected to translate this into physical reality by creating the necessary zones and infrastructure. The economic development strategy will focus on promoting competitiveness and attracting domestic and foreign investment through development of adequate infrastructure networks, leveraging on the metropolitan region's assets to enhance economic vitality, strengthening the human resource base and building appropriate networks and partnerships. It will take into account externally oriented economic interests and elements of metropolitan government that benefit from the attraction of 'world city' functions. Economic competitiveness will also be greatly influenced by political indicators, levels of bureaucracy and good governance and the investment climate in the region.

Building an internationally competitive economy in the NMR should not be seen as a choice amongst competing priorities. Rather, it should be seen as a means for achieving wider social, environmental and cultural objectives. The NMR's Economic Development Strategy will be implemented through detailed action plans with public agencies within the NMR and the Central Government playing a largely facilitative role. However, they will, where necessary, take active measures to promote investment attraction and job creation interventions. The key object of public sector intervention will be to secure private sector investment in target sectors, effect quality built environments and promote the overall liveability of NMR.

4.1.2 THE STRATEGIES, GOALS AND ACTIONS

4.1.2.1 BUILD A REGIONAL AND GLOBAL FINANCIAL SERVICES HUB

Under Kenya Vision 2030, one of the key goals is the transformation of Kenya into a regional and global financial services centre. The NMR will be the hub around which this initiative will be realised. In support of these, and premised on lessons from other countries, it is proposed that under this strategy, the following measures will be put in place:

1. Build a critical mass of financial institutions in one location operating in a conducive business environment. In this respect an integrated Financial Services Centre will be built as a centre for attracting local, regional and global financial services institutions into the region. Further, promotion drives to attract and promote the region as a regional and global financial services hub will be implemented.
2. Institute a transparent, trusted and effective governance and regulatory framework including building a conducive, world class business environment in the Nairobi Metropolitan Region.
3. Build adequate human resource skills and a flexible labour market. This will focus on ensuring an adequate supply of the skills necessary to support an active financial services hub. In support of this measures to have a facilitative immigration environment will be implemented. This will be targeted at ensuring ease of movement of professional and other categories of personnel into and out of the country.
4. Host regular financial and business services roundtable between the public and private sector to regular review implementation of the broad macro level measures as well as the micro-level measures needed to realise the goal of transforming the region into a regional and global financial services hub.

To realise the objectives set out above and to flexibly respond to emerging issues, a Metropolitan Financial and Trade Services Task Team co-chaired with the Ministry of Finance and the Private Sector will be established to realise the goal of establishing the NMR and Kenya as the premier and pre-eminent financial services hub in Africa.

4.1.2.2 BUILD A REGIONAL TRADE AND BUSINESS SERVICES HUB

In respect of wholesale and retail trade, Vision 2030 aims to raise earnings by giving the large informal sector opportunities to transform itself into a part of the a formal sector that is efficient, multi-tiered, diversified in product range and innovative. Measures will aim to:

1. Encourage an entrepreneurship culture;
2. Enhance access to credit;
3. Reduce the number of players between the producer and the consumer;
4. Metropolitan markets and stalls initiative
5. Encouraging more investment in retail trade;
6. Develop an outreach programme to expand retail trade; and

7. Develop entrepreneurship training programmes to improve retail skills
8. Develop a 24/7/365 economy

4.1.3 REGIONAL MANUFACTURING, INDUSTRIAL AND TECHNOLOGY PARKS INITIATIVE

Kenya must strengthen its capacity, take advantage of opportunities available to it, and establish itself as the manufacturing hub for the East and Central African Region. In this respect, the NMR provides an advantageous platform upon which this effort will be built. The target sectors in this regard will be agro-processing; agro-machinery and the electrics, electronics / ICT sub-sector. In this regard, the NMR in liaison various with sector ministries and agencies will identify the land and other institutional and regulatory interventions necessary to realise the objective of making Kenya the region's pre-eminent manufacturing hub.

The central and strategic location of the NMR will be leveraged to develop new products and services to support the national economy and enhance its linkages to the regional and global services supply chains. This will be implemented through:

1. Business Process Outsourcing Parks: Kenya aims to become the top off-shoring destination in Africa. BPO will, therefore, become the sector of choice for employment for youth and young professionals. Measures will be put in place to establish the necessary capacity through;

a) attracting five major leading information technology (IT) suppliers, and at least ten large multinational companies and global BPO players to the country;

b) strengthening at least five local players to become local champions through stand-alone operations or joint ventures;

c) identifying locations within the NMR and providing the necessary spatial framework to allow for effective functioning of multimedia technology parks;

2. Pilot SME Metals Parks
3. Diamond Polishing Cluster Park
4. Agricultural Input Production Cluster
5. Building an technopreneurship culture to promote more technology based enterprises

A regular NMR industrial and technology parks initiative roundtable, under the aegis of the Metropolitan Investment, Branding and Promotion Task Team,

between the public and private sector to regular review implementation of the broad macro level measures as well as the micro-level measures needed to realise the goal of transforming the region through these industrial and technology parks will be implemented.

4.1.3.1 BUILDING THE JOMO KENYATTA INTERNATIONAL AIRPORT CITY

Nairobi Metro 2030 will create an industrial, commercial and residential community within the proximity of Jomo Kenyatta International Airport (JKIA) to exist and grow in support of the Airport's and NMR's economic development objectives. This will be accomplished by supporting JKIAs vision of becoming the region's and Africa's premier aviation hub for passenger and cargo and focusing resources on the Airport cluster to expedite the deliverables in the economic development strategy. The key goals will aim to enhance connectivity of

the JKIA to its NMR hinterland; increase safety and security through modernizing of the airport and its attendant systems and procedures; strengthen support for airport users' needs; create and enhance economic development opportunities around the airport and enhance the airport as a good social citizen. To achieve this, the following measures shall be implemented:

1. Airport City Concept: develop and implement a comprehensive airport city concept for the JKIA to provide the required strategic vision for the hubbing of the airport. It will consider a logistics park, a bonded port, an international expo centre, an industrial and technology park, and residential facilities amongst others;
2. Land Banking: strengthen land banking operations around the airport;
3. Infrastructure Enhancement Strategy: facilitate fast tracking of planned and ongoing airport infrastructure and system upgrading interventions
4. Economic Development Strategy: develop and implement an urgent, but targeted strategy to attract aviation-linked commercial development around the airport, including logistics facilities, office parks, retail complexes, and residential airparks.

This initiative will be implemented through the leadership of the Metropolitan Infrastructure Working Group in consultation with the Metropolitan Investment, Branding and Promotion Task Team and Metropolitan Policing Task Team.

4.1.3.2 DIPLOMATIC INITIATIVE

Nairobi Metro 2030 will seek to build on its existing strength as one of the few diplomatic hubs in the region. This will entail making the diplomatic station of choice for those seeking international postings. It will entail improving the NMRs ranking in the United Nation's security classifications. A study conducted in 2000 indicates, for instance, that the United Nations contributes US$ 350 million annually to the local economy. Therefore, the proposed interventions will be aimed at strengthening the NMR as a regional and global multilateral diplomacy centre. In this regard, the following strategies will be adopted:

1. Land banking involving the identification and setting aside strategically located parcels of land for the sole purpose of availing the same for expansion of the UN Complex at Gigiri and locating other specialised UN Agencies, international and regional organisations and ensuring reciprocity-relations with foreign Governments;
2. Establish a Host Country Liaison Unit at the Ministry of Nairobi Metropolitan Development with strong linkages to the Ministry of Foreign Affairs;
3. Support development of the United Nations Office in Nairobi-United Nations Plaza to enhance the operations of the United Nations in the country and facilitate elevation of the United Nations Office in Nairobi to the same level as Geneva and Vienna
4. Enhance connectivity between the JKIA and Gigiri, the proposed Diplomatic District

Establish a Diplomatic District Development Task Team to coordinate interventions in respect of realisation of the diplomatic district in consultation with other relevant working groups as occasion demands.

4.1.3.3 BRINGING THE WORLD TO NAIROBI METROPOLITAN REGION: A TOURISM INITIATIVE

Vision 2030 aims to make Kenya one of the top ten long-haul tourist destinations in the world, offering a high-end, diverse, and distinctive visitor experience. Some of the measures focus on achieving higher tourist revenue yield by increasing quality of service and charges in country's premium safari parks, and by improving facilities in all under-utilised parks; creating new high value niche products (e.g. cultural, eco-sports and water-based tourism); attracting high-end international hotel chains; and investing in new conference facilities to boost business tourism.

The NMR has tremendous potential to capitalize on tourism, due to its significant tourism product inventory and its location within the country and the region. It is a launching pad for most of the tourism forays in the region. However, to leverage on this, there is need for a well conceived plan to position the NMR as a place to visit, through effective research, analysis of current tourism assets, product and experience investment and development, staff and volunteer training as well as marketing. Tourism is important because it will help the region to deliver on its strategic objectives.

The Nairobi Metropolitan Region in playing its role in this effort will aim at exploiting its untapped potential in this regard. In this respect, the following measures will be implemented:

1. Develop and implement of a comprehensive health tourism initiative including fitness & wellness clubs, artificial spa services amongst others

a) Bring wellness facilities at par with global competitors in terms of service and price;
b) Increase collaboration between the public and private sectors;
c) Review immigration laws to fast track visa issuance in support of foreigners requiring medical services in the NMR and promote the region as a preferred destination for treatment
d) Develop a NMR health tourism website to be part of an aggressive promotion of the NMR as a low-cost and a one-stop destination for wellness services

2. Expand Park Tourism within the Nairobi Metropolitan Region:
a) Market the Nairobi National Park and the Ol Donyo Sabuk Game Reserve;
b) Gazette the Ngong Hills as a conservation area
c) Protect conservation areas from human and other encroachment

3. Develop and implement a Comprehensive Heritage Tourism Initiative;

a) Identify, document, gazette and preserve the NMR's heritage and sites;
b) Renovate and improve Bomas of Kenya and other existing heritage facilities;
c) Build two (2) Bomas type facilities;
d) Advertise and promote cultural tourism;
e) Develop, advertise and promote national monuments

4. Develop and implement a comprehensive major events and meetings, incentives, conventions and exhibitions (MICE) tourism strategy for the metropolitan area;
a) Bid to host strategic regional and global events including the World Economic Forum, 2010; Special Sessions of the United Nations General Assembly, 2012;
c) Expand existing event hosting and conferencing facilities including increasing the human resource capabilities
d) Develop a Nairobi Metropolitan Region Events Strategy

5. Develop and implement a Comprehensive Sports Strategy for the Nairobi Metropolitan Region with the specific aims of stimulating economic growth and job creation; fighting poverty and build safe, secure and sustainable communities; and developing healthy, appropriately skilled and productive people. In this regard, the following will be implemented:
   a) Develop a Comprehensive NMR Sports Strategy;
   b) Improve the range and quality of sports facilities in the NMR;
   c) Bid to host the 11th Edition of the All Africa Games in 2015 and the Commonwealth Games in 2018

NMR tourism initiative roundtables between the public and private sectors will regularly review implementation of the broad macro level measures as well as the micro-level measures needed to realise the goal of transforming the region into a regional and global tourism hub will be conducted under the leadership of an Investment, Branding and Promotion Task Team.

4.1.3.4 REGIONAL AND GLOBAL RESEARCH AND EDUCATION HUB

As part of the efforts of transforming the NMR and improve its fortunes, measures will be put in place to leverage the strong presence of educational, research and skills development institutions. These will be targeted at not only provisioning the other building blocks of this strategy, but will also aim at making the NMR the place of choice for training and skills development for the region, Africa and the world. The measures proposed, which will support other initiatives in the education sector in the country, will include implementing:

1. Undertake a Metropolitan Skills Audit
2. A Metropolitan Region Education Excellence Framework: This will be a framework for benchmarking education performance at all levels with national, regional and global indicators. It will focus on supporting the efforts of the education line ministries and target skills formation, especially for science, engineering and technology skills, critical to effective participation in the knowledge economy.
3. A Global Schoolhouse Strategy: Learning from the experiences of Malaysia and Singapore, this strategy will aim at expanding higher education opportunities for Kenyans and strengthen the country's position as an "exporter" of higher education. It will target at strengthening local institutions and attracting major institutions of higher learning to locate in the NMR. The overall objective will be to enable Kenya capture a slice of US$2.2 trillion world education market.
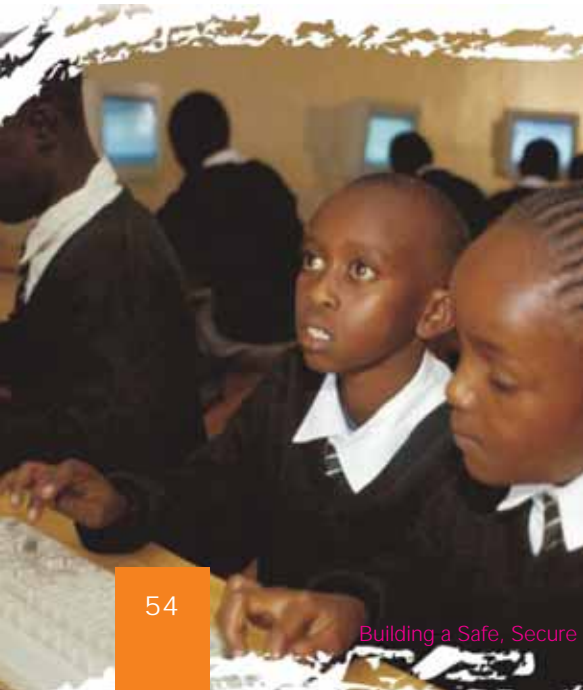
4. Position the NMR as a leading innovation hub in the region and the world
5. The Human Resources Development Task Team will take charge of the execution of this initiative in consultation with other relevant agencies and working groups.

4.1.3.5 ENHANCING SERVICE CULTURE IN WORK ORGANIZATIONS

One of the key goals of this strategy will be to transform the working of various public, private and civil society entities operating in the NMR to focus more on clients in delivery of the various services. This is premised on the fact that the strategy will be achieved through a synergised team effort between the public, private and civil society, focused on re-engineered business processes supportive of clients across all the sectors. In this respect, the following measures will be prioritised and implemented:

1. Facilitate creation and operation of a one-stop shop for investors
2. Rapid Results Initiatives to improve business processes
3. Review the permit and licensing regimes to match world class standards
4. Develop Binding Customer Service Charters for Metropolitan Area Agencies
5. Develop a Private Sector Engagement Strategy
6. A Strategy to Eliminate Rent Seeking Bureaucracy

Table 4-1: Build an internationally competitive economy for the metropolitan region's prosperity

Goal	• Establish the Nairobi Metropolitan Region as a regional and global services centre • Increase market share in identified niche market areas; • Improve the business operating environment in the Nairobi Metropolitan Region • Enhance productivity of individuals and firms within the Nairobi Metropolitan Region					
Objective	Strategies	Responsibility	Means of Implementation	Performance Indicator	Time Frame	Budget (in Kshs. Billion)
Create a regional and global financial services hub	Put in place a supportive policy, legal, institutional and regulatory framework	Financial & Trade Services Task Team	PPP	NMR is a ranked financial centres in "emerging markets" Superior ranking	By 2010	0.5
	Develop an International Financial Services Centre in its own district	Financial & Trade Services Task Team	PPP	An operational financial services centre	By 2015	10
	Build adequate human resource skills and a flexible labour market	Human Resources Task Team	PPP	25% increase from the baseline skills mapped	By 2011and continuous	0.50
	Host regular financial and business services roundtables	Financial & Trade Services Task Team	PPP	Number of roundtables held	By 2009	0.30
Regional Trade and Business Services Hub	Develop entrepreneurship culture and skills	Financial & Trade Services Task Team	PPP	25% Increase from the baseline mapping of MSMEs A harmonised Curriculum in place	By 2012 and continuous	0.1
	Enhance access to credit	Financial & Trade Services Task Team	PPP	Increased access by 25%	By 2011	1
	Reduced number of players between the producer and the consumer	Financial & Trade Services Task Team	PPP	Improved efficiency Increased returns to producers Reduced consumer prices	By 2012	0.1
	Encourage more investment in retail trade	Financial & Trade Services Task Team	PPP	Percentage increase	By 2009	0.01
	Develop an outreach	Financial &	PPP	An operational/	By 2009	0.2

Goal	• Establish the Nairobi Metropolitan Region as a regional and global services centre • Increase market share in identified niche market areas; • Improve the business operating environment in the Nairobi Metropolitan Region • Enhance productivity of individuals and firms within the Nairobi Metropolitan Region					
Objective	Strategies	Responsibility	Means of Implementation	Performance Indicator	Time Frame	Budget (in Kshs. Billion)
	programme to expand retail trade	Trade Services Task Team		advocacy plan in place		
	Develop a 24 hour economy	Financial & Trade Services Task Team	PPP	Operational plans Advocacy, security, plans Increased operating hours	By 2009	1
Markets Initiatives	Mapping of small-scale markets	Markets Task Team	PPP	A markets survey report	By 2010	0.5
	Plan and develop markets for the identified needs	Markets Task Team	PPP	Four Main Markets	By 2020	20
Diplomatic initiative	Land banking	Diplomatic Task Team	PPP	200 acres banked	2015	2
	Establish a host country liaison unit	Diplomatic Task Team	PPP	Unit operationalised	By 2009	0.01
	Support development of United Nation Office	Diplomatic Task Team	PPP	Number of new Diplomatic operations introduced	By 2015	0.50
Bring the World to the Nairobi Metropolitan Region	Protection of conservation areas from human encroachment	Tourism Task Team	PPP	Planning and development control strategy in place	By 2009	0.20
	Develop, implement a comprehensive conference tourism initiative	Tourism Task Team	PPP	Conference tourism initiative in place and implemented	By June 2009 Continuous	0.020
	Develop, implement a comprehensive medical tourism initiative	Tourism Task Team	PPP	Health tourism strategy Health tourism website Immigration laws reviewed	By June 2009 Continuous	0.020
	Develop and implement a comprehensive domestic cultural tourism initiative for the metropolitan area	Tourism Task Team	PPP	Tourist guide and maps Tourist information offices No. of heritage sites and monuments gazetted 2 Bomas type facilities No. of promotional activities	By June 2009 Continuous 2010	2
	Develop and implement a comprehensive sports strategy for the metropolitan area	Tourism Task Team	PPP	Sports strategy in place No. of facilities improved and developed Host international games	By Dec. 2009 Continuous	27.6
Regional and global research and education hub	Metropolitan Region Education Excellence Framework	Education Services Task Team	PPP	Regional education excellence framework in place	By December 2008	0.2
	Global Schoolhouse Strategy	Education Services Task Team	PPP	A strategy in place	By December 2008	0.2
	Global Benchmarking of Education Institutions	Education Services Task Team	PPP	No. of institutions benchmarked	By Dec. 2009 Continuous	2
	Partnerships Programme	Education Services Task Team	PPP	No. of partnership programmes	By December 2008	0.5
	A research and development strategy	Education Services Task Team	PPP	Strategy in place No. of innovations	By 2009 and continuous	0.2
Building the	Develop and	Airport City Task	PPP	Plan developed and	By	50

Goal	• Establish the Nairobi Metropolitan Region as a regional and global services centre • Increase market share in identified niche market areas; • Improve the business operating environment in the Nairobi Metropolitan Region • Enhance productivity of individuals and firms within the Nairobi Metropolitan Region					
Objective	Strategies	Responsibility	Means of Implementation	Performance Indicator	Time Frame	Budget (in Kshs. Billion)
Jomo Kenyatta International Aerotropolis	implement comprehensive airport city plan	Team		implemented	December 2020	
Industrial and technology parks initiative	BPO Park	ICT Task Team	PPP	BPO park in place	By December 2012	1
	Multimedia Technology Park	ICT Task Team	PPP	Multimedia Technology Park in place	By December 2012	1
	Pilot SME Metals Parks	Investment, Branding & Promotion Task Team	PPP	Pilot SME Metals Parks in place	By December 2012	1
	Diamond Polishing Cluster Park	Investment, Branding & Promotion Task Team	PPP	Diamond Polishing Cluster Park in place	By December 2012	1
	Agricultural Input Production Cluster	Investment, Branding & Promotion Task Team	PPP	Agricultural Input Production Cluster operationalised	By December 2008	2
	Building an technopreneurship culture	Investment, Branding & Promotion Task Team	PPP	Number of technological based enterprises	By 2009	1
Enhancing service culture in work organizations	Develop, implement private sector engagement strategy	Economic & Governance Working Groups	PPP	Strategy developed and implemented	By 2009 and continuous	0.2
	Develop, implement online application and issuance of business permits & licenses	Economic & Governance Working Groups	PPP	BizPal – Online System Operationalised	By Dec. 2009 Continuous	1
	Develop and implement online application, submission and approval of development plans	Economic & Governance Working Groups	PPP	PlanPal – Online System operationalised	By Dec. 2009 Continuous	1
	Review of Metropolitan Area Byelaws to match world class standards	Economic & Governance Working Groups	Public	Bye laws reviewed	By Dec. 2009 Continuous	1
	RRI – Approval of All Pending Plan Submissions	Economic & Governance Working Groups	Public	Plan approved	By Dec. 2009 Continuous	1
	Develop Binding Customer Service Charters	Economic & Governance Working Groups	Public	Service charters developed	By Dec. 2009 Continuous	1
	Develop a strategy to eliminate rent seeking bureaucracy	Economic & Governance Working Groups	PPP	Strategy developed Percentage of implementation	By 2009 and continuous	0.2
	Encourage service delivery innovations	Economic & Governance Working Groups	PPP	No. of incentives awarded No. of innovations developed	By 2009 and continuous	1

7. Encouraging Service Delivery Innovations

The Governance Working Group will be charged with the responsibility of driving the goal of realising a more customer based service culture across the metropolitan.

4.1.4 THE POLICY, PROGRAMME AND PROJECT PROPOSALS

It is expected that interventions proposed will result into a robust, dynamic and internationally competitive economy that offers a wide variety of jobs to position the NMR as a regional and global financial services hub; leads Kenya's efforts to participate in the knowledge economy and global production and marketing processes. It will be key in developing knowledge based industries as well as leveraging Kenya's advantages in the service sector. The NMR already hosts a regional headquarters and offices of transnational organization and more will be attracted.

It is anticipated that an investment of Kshs. 133.06 billion will be required over the strategy period to realize these interventions. To implement a number of these initiatives a Nairobi Metropolitan Economic Development Authority will be established. Some of the expected benefits include the creation of 50,000 new quality jobs. Other benefits include a rising tax base, increased incomes, more resources for social and environmental programmes. In creating these building blocks, more distinctive and attractive locations for investment will be created in a manner aimed at realizing equity within the region. Linkage of the NMR to the region and globe will be enhanced. More importantly, a framework for enhanced and stronger collaboration between stakeholders will be developed for rapid and sustained development.

Goals of Policy Interventions to 2012

- Create 50,000 new jobs
- Establish a multimedia technology park
- Establish a science, technology and innovation museum
- Establish 2 No. Bomas type facilities
- Establish financial, diplomatic, medical, districts
- Relocate the Central Government
- Establish major entertainment theme park
- Improve the business environment

4.2 DEPLOYING WORLD CLASS INFRASTRUCTURE AND UTILITIES FOR THE REGION

4.2.1 SIGNIFICANCE OF THE INTERVENTION

The existing infrastructural network and utilities are inadequate. They cannot be relied upon to transform the region into a global and regional services hub offering a high quality of life for its residents, visitors and investors. This status contributes a higher percentage to the total cost of doing business in the region and does not facilitate attraction of new investments.

> INFRASTRUCTURE IS THE BLOODLINE OF SUSTAINED ECONOMIC, SOCIAL AND POLITICAL DEVELOPMENT
>
> **Anonymous**

4.2.2 THE POLICY INTERVENTION AREAS

One of the key interventions under this strategy will be to deploy world class infrastructures facilities and services in the NMR. These will focus on the following:

Table 4-2:   Deploying world class infrastructure and utilities for the region

Goal	• Establish world class infrastructure and utilities supportive of world-class living, working and business environment • Integrate information and communication technologies in the development and management of infrastructure and utilities					
Objective	**Strategies**	**Responsibility**	**Means of Implementation**	**Performance Indicator**	**Time Frame**	**Budget (in Kshs billion)**
Water Supply and Sewerage Services	Implement service level mapping exercise, benchmark nationally, regionally and globally	Infrastructure Working Group	Public	Service level map and report	By 2009	0.5
	Implement measures to reduce water demand; recycle wastewater for non-drinking purposes, collection of rain water, protection of catchment areas	Infrastructure Working Group	Public-Private Partnership	Baseline survey report Percentage of households & firms recycling and rainwater harvesting	by 2009 and continuous	5.5
Storm Water Drainage and Flood Mitigation	Flood Mitigation Plan	Infrastructure Working Group	Public	Plan in place	By 2009	0.3
	Develop and implement a comprehensive storm water drainage maintenance, rehabilitation and expansion plan including building code review	Infrastructure Working Group	Public	Plan in place Percentage of Implementation	By 2009 and continuous	0.5
Energy Services	Implement a service level mapping exercise and benchmark	Infrastructure Working Group	Public-Private Partnership	Mapping report	by 2009	0.5
	Implement measures to reduce energy demand by encouraging users to install energy saving devices	Infrastructure Working Group	Public-Private Partnership	100% on energy saving devices Disincentives on high energy equipment	by 2009	0.5
Solid Waste Management Plan	Implement a service level mapping exercise and benchmark nationally, regionally and globally	Infrastructure Working Group	Public-Private Partnership	Mapping report	by 2009	0.2
	Integrated Solid Waste Management Project for domestic, industrial, chemical, toxic and clinical waste built on the reduce, recycle, reuse principles	Infrastructure Working Group	Public-Private Partnership	Five projects on solid waste managements	by 2015	0.5
Information and communication technology	Develop integrated ICT infrastructure in the region in coordination with relevant agencies	Infrastructure Working Group	Public-Private Partnership	15 smart villages operational	by 2020	2

1. Service level mapping exercise and benchmark nationally, regionally and globally
2. Energy Demand Management Initiative
3. Water Master Plan
4. Integrated Waste Management Project
5. A Comprehensive Storm Water Drainage and Flood Water Mitigation Plan
6. A Metropolitan Wide Strategic Environmental Assessment
7. Integrated Information Communication Technology Infrastructure Plan
8. Smart City/Villages Strategy
9. Develop an Integrated Metropolitan Infrastructure Master Strategy and Plan

The aim of these interventions will be to increase coverage, enhance affordability of services generated, reduce the pressure on base resources used to generate the services, and reduce the cost of these services to all consumers. Activities under this key result area will be led by the Infrastructure Working Group in close consultation with the Spatial Planning Task Team and the Environmental Management Working Group.

4.2.3 THE POLICY, PROGRAMME AND PROJECT PROPOSALS

The goal of these interventions will be to ensure world class, cost effective infrastructure and utilities to support all endeavours in the region. These will be equitably distributed to ensure accessibility by all in the region.

Goals of Policy Interventions to 2012

- Create 5,000 new jobs
- Increase coverage of utilities
- Clean water in taps
- Overall ambient air quality within standards of the World Health Organization (WHO)
- Reduction in per capita waste generation
- Increase the overall waste recycling rate
- Increased conservation of nature areas

The aim of these interventions will be to provide the region with facilities and services that are second to none in the region in the period to 2012. Provision of infrastructure and services will be benchmarked to world standards. To be able to do this, it is expected that an investment outlay of Kshs. 11 billion will be required to upgrade the infrastructure status. More resources will be needed to keep this key infrastructural element in place and in a continuous state of good maintenance.

4.3 OPTIMISING MOBILITY AND ACCESSIBILITY THROUGH EFFECTIVE TRANSPORTATION

4.3.1 SIGNIFICANCE OF INTERVENTION

The latter half of the 20th century has seen the continuous transformation of the world's population into urban dwellers. Urban population has increased from less than 30 percent of the total

Sprawl gets up the nose of many kinds of people (every kind that comes in kinds) whose futures do not include it

Bob Day 2005

in 1950 to more than 47 percent in the year 2000. It is projected that more than 57 percent of world population will be living in cities by the year 2020. This rate of urbanization raises the need for efficient urban transportation systems (UN-HABITAT Habitat 1999, Howe 1994, UN-HABITAT Habitat 1998).

4.3.2 THE POLICY INTERVENTION AREAS

Transport forms a key component of creating a competitive business environment as well as a means through which various economic, social and environmental objectives will be achieved. An efficient transportation system that minimizes travel times as well as reduces externalities will be put in place. Key in this effort will be the

promotion of public transport in promoting flexibility and freedom of movement in the region. Further, interventions in this block will aim at leveraging the Jomo Kenyatta International Airport (JKIA), Wilson Airport and the Central Railway Station as transport and logistics hubs. In this regard, interventions will focused on:

• Road Transport Infrastructure Measures
• Mass Rapid Transit Programme
• Traffic Management Strategies
• Traffic Law Enforcement
• Central Business District Access Strategy
• Demand Management
• Logistics and Supply Chain Management
• Land Use Measures
• Information and Communication Technology in Transport Measures

4.3.2.1 METROPOLITAN ROAD TRANSPORT INFRASTRUCTURE MEASURES

The road transport infrastructure measures will focus on new road

Transport forms a key component of creating a competitive business environment as well as a means through which various economic, social and environmental objectives will be achieved

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construction, and improvement of the existing network. Improvements in the existing network will focus on, highway capacity improvements, bypasses development and development of a priority road network. The new road construction will focus on areas in need of new roads targeting savings in travel time and cost. They will also focus on encouraging new-developments in less developed parts of the metropolitan area.

Existing highway network capacity improvements will target improperly designed and constructed roads to deal with issues of lack of drainage and poor quality of sub-surface layers. The focus will be to improve road infrastructure quality and level of service. However, it must be part of a balanced approach that includes design/construction quality control and ongoing maintenance. Dualling of a number of main roads in the Nairobi metropolitan will go a long way in relieving the area of endemic traffic congestion. It will be accompanied by improvement of intersections and reorganised public transport operations, to reduce congestion. Widening of a road corridor needs to be undertaken only when it is balanced against the capacity of the critical intersections that control its traffic flow. The focus in providing additional lane capacity will be to dedicate it to public transport use rather than for low occupancy private vehicles. Other measures will include construction of overpasses that do not strengthen existing barriers to pedestrian flows, construction of new link roads that connect various estates, and construction of bypass roads, as well as widening of key ring roads.

Development of the priority road network shall consider the maximum maintainable road network and should include all the major roads supportive of a mass rapid transit network, the main radial routes to outlying areas, and the roads which connect these radial routes in Central Nairobi. Because of the concentration of jobs and services, most

of the internal streets in the main streets in the CBD should also be included. Also to be included in this network is the secondary, collector and local roads to provide access to local areas. A critical concern is to ensure adequate provision for metropolitan wide non-motorised transport, mobility network.

4.3.2.2 METROPOLITAN MASS RAPID TRANSIT PROGRAMME

Measures will be put in place to promote and encourage the utilisation of public transport as the mobility mode of choice. In this regard, strategies will concentrate on mass rapid transit interventions focusing on high occupancy vehicles and modernising the existing commuter rail network. These systems should be supported by a network of feeder routes building on the existing public transport network which will need to be revamped and modernised. The taxi system will be rationalised to promote a safer and more effective system.

The development of appropriate rail infrastructure will contribute to accessibility, by reducing access distances to public transport, by reducing waiting times and particularly, by increasing in-vehicle speeds, since the trains will be protected from road congestion. Rail transport increases penetration of a city centre, and particularly effective in reducing walking distances.

As part of the effort to promote public transport utilisation, Park+Ride or Kiss+Ride systems will be incorporated into the road network to extend the catchments of fixed track public transport into lower density areas by enabling car drivers' to drive to stations on the main line.

4.3.2.3 TRAFFIC MANAGEMENT STRATEGIES

Traffic management will be employed to optimise the functionality of the transport system. The measures will include flow control, junction improvements; and signal control. One key elements of a traffic management strategy for the Nairobi Metropolitan Region involves the improvement of junction throughput by conversion of roundabouts at critical locations to some type of orthogonal configuration. Converted junctions would operate under signal control where necessary and as justified through consistent application of warrants and assessment of actual safety and operating conditions. All critical junctions in the NMR will be evaluated.

Signal controls within the Nairobi metropolitan region road network

METROPOLITAN TRANSPORT INFORMATION SYSTEM

- Advanced Traffic Management System
- Advanced Traveller Information System
- Automatic Incident Detection and Response System
- Automatic Vehicle Location System
- Variable Messaging System
- Integrated Close Circuit Television System
- Traffic Management Centre

will be modernised. In this regard a comprehensive Integrated Transport Information System will be implemented kin phased manner throughout the metropolitan area to provide area wide, real time traffic and transport information in all weather conditions. Further they will incorporate rapid incidence-response capability and collaborative action by the appropriate agencies and jurisdictions involved; verifications, toll/fee collection, vehicle routing, vehicle/cargo/driver tracking and scheduling, vehicle/driver performance monitoring and reporting are some of the prospective components which could potentially evolve in support of those objectives.

4.3.2.4 CENTRAL BUSINESS DISTRICT ACCESS STRATEGY

A strategy for accessibility and mobility of the central business districts will be developed. It will incorporate pedestrianisation and vehicle restriction measures. These will include restriction of on-street parking; and restriction of vehicular access to the CBD. Economic instruments such as raised parking

charges as well as car parking taxes will be implemented. Strategically, more detailed examination of potential feasibility of car parks will focus on peripheral locations around Nairobi's CBD where major access roads approach or cross a restricted-zone boundary and ensure linkage to the overall metropolitan public transport plan, including identification suitable land parcels for setting up parking spaces. As far as is possible and feasible car parks and express public transport terminals will be co-located in existing or new activity centres adjacent to major roads with good accessibility.

4.3.2.5 DEMAND MANAGEMENT

Measures to manage transport demand will be considered and where feasible implemented. These will include flexi-working hours and introduction of a special school bus service, consideration of a school districting system and transit oriented development.

4.3.2.6 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Despite the general economic importance which freight vehicle operations sustain, goods movement during peak periods exacerbates traffic management problems in areas prone to recurring congestion. In order to minimise the adverse effect that the movement of freight has on the traffic conditions measures will be implemented to restrict goods movement occurs within some areas, such as the CBD, where little or no off-street space is available for loading and unloading activities or during peak hours. Freight vehicles, including handcarts, will be prohibited from CBD areas during workday and peak periods.

POTENTIAL AREAS FOR PARKING SPACES

- **Northwest** - Uhuru Highway/ University Way;
- **Northeast** - Globe Cinema Roundabout;
- **West** - Uhuru Highway/Jomo Kenyatta Avenue;
- **Southwest** - Uhuru Highway/Haile Selassie Avenue;
- **Southeast** - Landhies Road/Haile Selassie Avenue;
- **South** - Main Railway Station (south of Haile Selassie Avenue/Moi Avenue

4.3.2.7 LAND USE MEASURES

Under Metro 2030, measures will be implemented to effectively apply land use measures to address transport challenges. These will include development of a metropolitan land use strategy; transport infrastructure master plan; and passenger/public transport operational plan. Other measures will include increasing development densities in the Nairobi Metropolitan area, in particular the previous city boundary will enable more opportunities to be reached within shorter distances while increased population and employment densities make public transport viable thus reducing the number of vehicles on the road. Transit oriented development will be promoted by concentrating development in already existing transport corridors such as the Ngong, Langata, Mombasa, Jogoo and Thika Roads Corridors and Waiyaki Way and in any new identified corridors. The focus will be to reduce journey lengths, improve accessibility, increases mobility efficiency and improve the environment.

Mixed development will be promoted to optimise the utilisation of the scarce land resource in the Metropolitan region. The development mix concept uses physical development plans to situate houses closer to work places, housing closer to other attractions such as schools, shops and leisure facilities based on the Neighbourhood concept which is widely applied in many world cities. The Nairobi Metropolitan Authority will apply traffic zoning discrimination where travel ways are designed to accept a particular type of traffic beyond certain points within towns. Land use policy may be used to allow stopping and parking for public transport vehicles while discriminating private car.

4.3.2.8 INFORMATION AND COMMUNICATION TECHNOLOGY IN TRANSPORT MEASURES

The use of ICT in Kenya, and more or so in Nairobi is fast advancing and is expected to even develop faster with the laying of the fibre optic network in Nairobi. The

use of Telecommunication technology will therefore provide alternatives to travel within the Nairobi Metropolitan area and its environs. Application of Teleworking will promote home based-working sites while teleshopping will reduce traffic convergence to shopping areas while Teleconferencing will reduce traffic to meeting areas. Case studies in Holland and US where the use of telecommunications is established show that two working days in a week are saved.

4.3.2.9 COORDINATION OF INSTITUTIONAL INTERVENTIONS

A key intervention of all the investment programmes is the need for effective institutional coordination. In this regard, a Metropolitan Transport Working Group will be established to facilitate consultation and coordination of agencies involved in development of infrastructure and related services in the metropolitan region.

4.3.2.10 METROPOLITAN ROAD SAFETY PROGRAMME

The metropolitan region will adopt a "zero crash" programme focusing on achieving significant reductions in the fatalities arising from road crashes. In this regard traffic law enforcement measures, as well as vehicle maintenance programmes will be instituted in collaboration with national level authorities and agencies. Measures will be implemented to strengthen traffic law enforcement by

Table 4-3: *Optimizing mobility and accessibility through effective transportation*

Goal	• Reduce travel times and costs; • Improve connectivity and accessibility; • Enhance customer choice and satisfaction • Increase patronage of public transport • Enhance transport safety and security					
Objective	Strategies	Responsibility	Means of Implementation	Performance Indicator	Time Frame	Budget (in Kshs billion)
Metropolitan road transport infrastructure programme	Rehabilitation of the estate road network	Transport Task Team	Public-Private Partnership (PPP)	kilometres completed		60
	Improvement of existing road networks construction of overpasses and by-pass roads	Transport Task Team	PPP	kilometres completed		200
	New road construction including Construction of overpasses and by-pass roads	Transport Task Team	PPP	kilometres completed		500
	Implement a non-motorist transport strategy providing for NMT facilities, pedestrianisation and vehicle restriction measures, and public awareness campaign	Transport Task Team	PPP	NMT Strategy & Plan in place		0.1
Metropolitan Mass Rapid Transit Programme	Develop a Comprehensive Metropolitan Transport Master Plan including a public transport plan, a non-motorised transport plan	Metropolitan Transport Authority	Public-Private Partnership	MRT master plan kilometres repaired and maintained	By June 2010	0.4
	Commuter Rail Modernisation Programme	Transport Task Team	Public-Private Partnership	New commuter rail in place	By 2015	80
Metropolitan Road Safety Programme	Develop and Implement a Metropolitan Road Safety Master Plan	Transport Task Team	Public-Private Partnership	Reduced impact of road crashes	By June 2009	0.1
Integrated Transport Information System	Develop and implement an ITIS programme	Transport Task Team	Public-Private Partnership	ITIS System in place	By June 2010	15
Transport logistics & supply chain management	Restrict good movements occurring on certain areas i.e. CBD Prohibit fleet vehicles and handcarts during workdays/pick hours/fleet routes	Transport Task Team	Public-Private Partnership	Enhanced transport logistics	By June 2009 and continuous	0.2
Develop an integrated institutional framework for transport management	Effective institutional coordination framework Promote technology innovations for both energy efficient and low-polluting public-transport modes Reducing environment nuisance Ensure flexibility, affordability and cost-effective modes of transport	Transport Task Team	Public-Private Partnership	Reduced institutional conflict	By June 2009	1

upgrading institutional responsibilities and capabilities with regard to traffic enforcement in complement with other supporting actions directed at improving the operating conditions within the region's transport network. A centralised entity will have responsibility for on-street enforcement of traffic regulations should be established to manage traffic in the Metropolitan area.

4.3.3 THE POLICY, PROGRAMME AND PROJECT PROPOSALS

To achieve the objectives set out herein, the following policy, programme and project proposals will be implemented, namely the Metropolitan Road Transport Infrastructure Programme, Metropolitan Mass Rapid Transit Programme, Metropolitan Commuter Rail Intervention, Metropolitan Road

Goals of Policy Interventions to 2012

- Reduce travel times by 50 percent
- Increase public transport patronage to 40 percent
- Reduce road fatalities by 75 percent

Safety Programme and the an Integrated Transport Information System.

It is expected that an outlay of Kshs. 856.8 billion to realise. These programmes will be implemented by the Transport Working Group in liaison with other key players. The Metropolitan Transport Authority will be established to

coordinate public transport interventions in the region.

4.4 ENHANCING QUALITY OF LIFE AND INCLUSIVENESS IN THE REGION

4.4.1 SIGNIFICANCE OF INTERVENTION

A liveable metropolitan region provides its citizens with basic services, including safe water, adequate sanitation and transportation. The inhabitants of a liveable city have access to educational opportunities and health care. They

> The quality of a person's life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavour."
>
> **Vince Lombardi**

are not at risk to forced evictions and enjoy secure tenure and affordable housing. They live in communities that are safe and environments that are clean. A liveable metropolis should be void of discriminatory practices and be governed through inclusive local democratic practice and promote gender justice. The quality of life is evaluated using a number of parameters including housing and shelter, environmental management, education, ethnicity and quality of place. The intended metropolis needs to put up facilities and effective measures to cater for the disadvantaged and marginalized groups as well as people living with disabilities. Effective school districting will be a key

pillar in ensuring equitable access to high quality education in the metropolis. To be provided also are libraries to facilitate information dissemination and a reading culture.

Heavily polluted watercourses and mismanaged dumping sites are both a nuisance and health hazard to Nairobi residents. Immediate impacts of environmental degradation in the metropolitan region endanger human health. The main health issues in Nairobi are child mortality, access to health facilities and issues of HIV/AIDS, TB, and diarrhoea, which are all related to the state of environment. There is skewed health facility distribution favouring the, middle- and high–income groups, with the poor being highly disadvantaged (UN-Habitat 2006). This pattern is visible across the metropolis. An added concern is the quality of rural housing which needs to be urgently improved. Further, increasing access to health facilities by equitably distributing them and supportive medical personnel as

well as ensuring affordability of medical care are required for a healthy and lively population.

Environmental sustainability, a key millennium development goal, is a major component of this metropolitan development strategy. Natural resource management imperatives must be achieved through proper environmental policies that ensure sustainable mining and construction activities, increased metropolitan green cover percentages in all categories of land use, and adequate water supply and sanitation. Pollution and waste management are growing problems in Nairobi, the main drivers being population growth, shrinking capacity to handle daily challenges, rural–urban migration and rapid development associated with population needs; these environmental challenges will remain strong drivers of change in the foreseeable future. Studies show that in addition to vehicular emissions, biomass burning is an important source

of air pollution. The studies further suggest that the urbanisation process in Nairobi region will only worsen pollutant concentrations unless air quality and transportation planning and management are directed at mitigating roadway pollution and other sources of pollution (van Vliet and Kenney, 2007). The main environmental challenges facing the region are air pollution, climate change, water pollution and solid waste management. These issues are inextricably linked to human health and urban poverty in the greater Nairobi region. Thus, sustainable river basin management is a high priority.

Nairobi provides better education facilities as compared to the rest of the country. However, there exists a high discrepancy in education, especially at higher levels. The illiteracy level in Nairobi stands at 12 per cent for men and 21 per cent for women (CBS 2003). Providing better education to the city dwellers will boost their wellbeing and the environment. Education provides the opportunity for social, economic and cultural empowerment and assists in accomplishment of other metropolitan strategies. To the contrary, illiterate populations are not well equipped to

provide both personal and community solutions.

Within the current Nairobi boundaries 30-40 percent of households are involved in one form of agriculture (e.g. production, processing, and marketing). The proposed NMR has extended even further to include horticulture, dairy and range farms including agro-industries which contribute greatly to the national economy. It would be prudent to take into consideration agro- related activities critical to food safety and security. There will be a need to strengthen interactions and complementarity between interventions such waste minimization, rain and storm water harvesting, afforestation and greening for a healthy and secure population.

Negative ethnicity and cultural segregation is a potent social evil threatening national character, social cohesion and the unity and development of the nation at large. Cultivating a national character and building international/ ethnic/racial and social inclusiveness will be a major challenge, if the region and entire nation are to offer high quality of life to all citizens.

Horticulture, dairy and range farms including agro-industries contributes greatly to the national economy

The lack of an integrated spatial framework is a major setback to guiding and control of development in the region. This lacuna has led to land use conflicts within the NMR; traffic congestion; urban sprawl; uncoordinated development; proliferation of informal settlement and slums; environmental degradation; lack of a framework for implementation of sectoral plans; uneconomic land sub-divisions and incompatible land uses; and encroachment into hitherto productive agricultural lands. Location of Langata Barracks, Eastleigh Airbase and Industrial Area Prison are glaring examples of incompatible land uses that disrupt spatial harmony and functional interconnectedness. Another one is the heavy location of the Executive in the Central Business District competing for space with commercial and business enterprises.

Also, proper and culturally sensitive metropolitan planning will have to ensure equitable and sufficient allocation of land for cemeteries, now an urgent need given the overstretched limits of the existing Langata Cemetery. Options like cremation deserve serious consideration.

The NMR currently has no urban redevelopment strategy in place to guide regeneration, densification and utilisation of inner development potential. Several examples in the region are exemplary of this case. Under-utilised potential and need for redevelopment are evident in Eastlands, Westlands, Milimani and the CBD. Old and derelict buildings in other metropolitan towns such as Kiambu, Thika, Kikuyu Town along the railway line, Karuri, Machakos and Ruiru, among others, showcase the compelling need for urban regeneration. This spatial development challenge calls for planning

and policy measures to depopulate the core Nairobi. This goal is achievable by influencing equitable distribution of population to, and within, other areas in the proposed metropolitan region without exacting disproportionate pressure on particular regions. The metropolitan growth strategy will have to ensure functional interconnectedness in the entire region to enhance socially and economically productive interactions. Innovative urban and rural design strategy is needed to promote integrated and inspiring regional development.

The previous demographic analysis and projections revealed that demand for basic services will increase in the metropolitan region. To realise the vision under this building block, adequate housing, sustainable infrastructure and utilities and social amenities such as social halls for the youth must be planned for adequately to meet these demographic challenges. As a long-term target for an adequately housed population, Nairobi Metro 2030 shall establish measures and incentives to encourage affordability of housing and increase home ownership.

4.4.2 THE POLICY INTERVENTION AREAS

One of the most urgent tasks of this strategy will be that of improving the quality of life for the residents, investors, and visitors in the metropolitan region. The key goal here will be to ensure that the economic goals are met in a manner that benefits all residents of the NMR. Further, efforts will target the configuration of land uses to optimize societal needs and minimize the adverse effects of the built environment on nature. This will require the following interventions:

1. Housing and Elimination of Slums Programme: will include a comprehensive urban regeneration & renewal plan, fast tracking and up scaling the Kenya Slum Upgrading Programme (KENSUP); implementation of Targeted Housing Incentives for the middle and lower income households and facilitating increased supply of Serviced Urban Land. Location of housing will be tied to economic investment decisions in pursuit of transit oriented development and to obviate growth and proliferation of slums. This will be implemented under the aegis of the Housing and Quality of Life Working Group.

2. Environmental Management Strategy: will build on ongoing efforts to clean up the Nairobi River Basin. This effort will be supported by a clear follow own framework to tap into expected high values of river front properties. A campaign to increase availability and access to Public Toilets will be implemented. A Parks Management Programme will be operationalised to facilitate availability and access to parks for recreation and environmental purposes. An Integrated Waste Management Programme aimed at sustainable solid, liquid, and electronic waste management will be implemented as part of the environmental management strategy. A process to continuously review the legal framework on environmental management will form an integral part of this strategy. It will be executed through leadership of the Environmental Management Working Group.

3. Enhancing access to medical services strategy: will implement a service level mapping exercise and benchmark nationally, regionally and globally the level of physical and economic access to medical services. This will form the basis for a Comprehensive Access to Medical Services Strategy as opposed to the health tourism initiative, implemented as a part of the economic development strategy. The Medical Services Working Group will guide execution of this strategy.

4. Enhancing access to and performance of education: will likewise implement a service level mapping exercise and benchmark nationally, regionally and globally of physical and economic access to education in the NMR. This will form the basis of a coordinated strategy to improve access to education in the NMR, including enhancing the
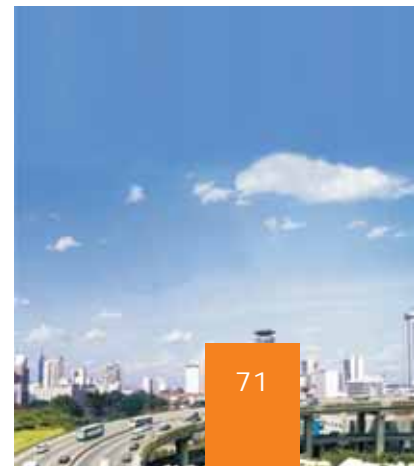
Chart 4-1: Building a Metropolitan of Strong Centres
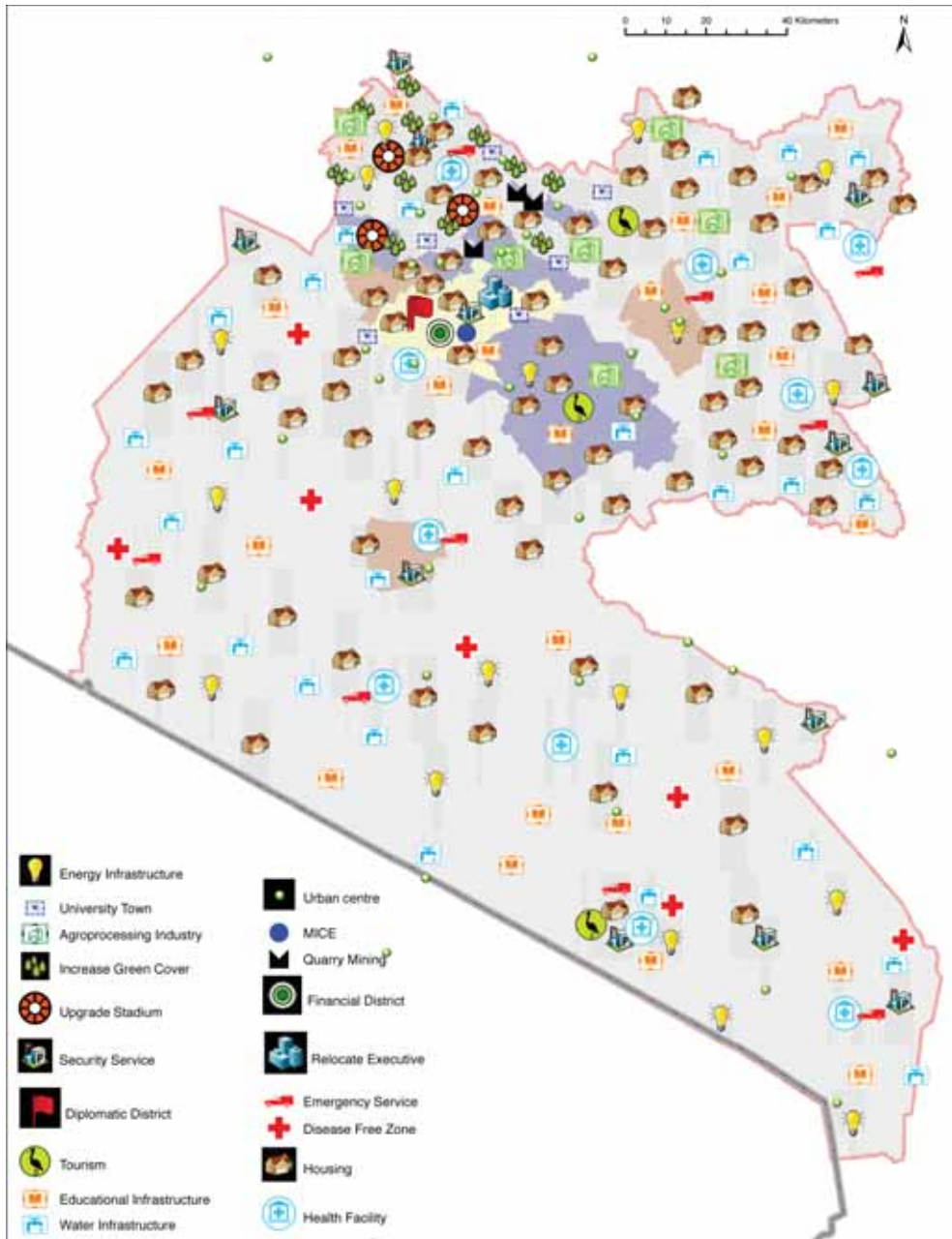
levels of numeracy and literacy. It will also be supported by a talent identification & promotion strategy. All these will be implemented through the leadership of the Human Resources Development Working Group.

5. Enhancing food safety and security, including all forms of agriculture: will demand development of crops and livestock processing and markets, capacity building and technology and dissemination, as well as certification and packaging of agricultural produce including certification of food outlets. This will be implemented through the Housing and Quality of Life Working Group.

6. Ethnic and race relations: to deal with the need to build cohesive and united communities, a Comprehensive Heritage and Cultural Strategy, developed and implemented through the Heritage, Culture and Sports Working Group will be specifically developed. It will aim at enabling the residents, visitors and investors in the NMR realise the need to work together across ethnic and race divides. More importantly it will seek to leverage the multi-ethic and race diversity in the metropolitan as a tool for economic development.

7. An integrated spatial strategy for the Nairobi Metropolitan Region: will be developed built upon the imperatives of relocating and/or dispersing Central Government from CBD and Hill Areas, developing niche interventions for health tourism, education and financial clusters; developing financial, diplomatic, commercial and fashion / cultural districts; regeneration of the declining areas in the region; fostering and anchoring participatory planning;

promoting mixed-use districts with multi-modal opportunities; conserving rural resource areas and environmentally sensitive areas; conserving and expanding more publicly accessible open space and natural areas; conserving agricultural lands; implementing progressive, rigorous and stringent development control plans and regulations and engendering a comprehensive street and facility numbering / addressing system using GIS technology. This will be executed through the leadership of the Metropolitan Spatial Planning Task Team.

Suggested clusters and their possible location in the NMR are illustrated in Chart 4-1. The multi-nuclei strategy for metropolitan development is useful to the extent that it enables the other centres within the NMR to emerge as strong foci for development. This supports the proposed policy position for a metropolitan of strong centres in the Nairobi Metropolitan Area to facilitate a balanced land use strategy. It facilitates strengthening of municipal independence and enhancing the economic value of these centres to ensure that they are both contributors and an asset to the metropolitan region. Other benefits of this strategy are that such an urban structure would promote equitable access to opportunities, facilitate environmental improvement, and empower centres. It would allow the NMR to capitalize on the assets possessed by the various centres to achieve equity and efficiency in investment and infrastructural improvement. In such a framework transport investment will be targeted at the promotion of

industry and other economic and social development activities.

8. National level interventions: At the national level the Nairobi Metropolitan Region will support measures to develop secondary growth poles to influence population growth so that the projected 12 million population can be lessened; project the ecological footprint and necessary technical and policy interventions, e.g. groundwater recharge, energy, land space required, and linkages to carrying capacity / biocapacity. Measures

Goals of Policy Interventions to 2012

- Create 100,000 jobs
- Ranked amongst top 5 in quality of life
- Ranked amongst the top 25 cleanest cities globally

to develop rural infrastructure to reduce rural-urban migration will also be supported.

4.4.3 THE POLICY, PROGRAMME AND PROJECT PROPOSALS

The programmes and projects under this building block are expected to require an outlay of Kshs. 32 trillion over the strategy period to implement. Innovative financing mechanisms will be critical in achieving this huge level of investment. The bulk of this investment will focus on achieving the vision of a metropolitan without slums.

It should be noted that all the interventions under this strategy will ultimately

target significant improvements in the metropolitan quality of life indicators.

4.5 DELIVERING A UNIQUE IMAGE AND IDENTITY THROUGH EFFECTIVE PLACE BRANDING

4.5.1 SIGNIFICANCE OF INTERVENTION

Many growth and development strategies for cities tend to incorporate the element of refurbishing and re-branding cities as cultural havens to enhance their competitiveness as a place of choice. Current trends in many

> For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others
>
> **Nelson Mandela**

parts of the world suggest that culture will play an increasingly important role in future cities. The challenge is how to promote culture for economic growth while ensuring that cities provide opportunities for all. In planning for multicultural cities, the inclusion of diverse populations takes on special significance. On the premise that culture can be a potent motor for employment, governments are directing investments towards new cultural industries and districts, including public spaces whose cultural amenities are intended to harmonize different social interests and improve the quality of urban life.

Development approaches that rely on culture promotion have been both enthusiastically embraced and harshly criticized. Not only is urban culture a tool of economic development whose benefits and costs are distributed unevenly, but it can also be used as a political instrument in pluralistic societies to help define cultural identities, placing certain population groups in positions of privilege, while excluding others. In other areas, the need to address negative urban cultures is a concern.

4.5.2 THE POLICY INTERVENTION AREAS

As part of the measures of rapidly positioning the NMR, interventions in this block will aim at synergizing the interventions in the other blocks to achieve the vision of this strategy. The NMR must seek to build its own unique identity and place in the world taking into account its strategic location, multi-ethnic populace, as well as its diverse endowments. The measures will be implemented through the following elements:

- Branding and Promoting the Nairobi Metropolitan Region
- A Nairobi Metropolitan Region Heritage and Culture Strategy
- An Identity Building Urban Design and Landscaping Strategy

4.5.2.1 BRANDING AND PROMOTING THE NAIROBI METROPOLITAN REGION

Increasingly, cities and urban regions compete with other places for attention, investment, visitors, shoppers, talent, events, and the like. Accelerated and

Place Branding Principles to Inform NMR's Branding and Promotion Strategy

- Principle of purpose and potential aims at unlocking the talent of residents and stimulating investment to reinforce and fulfil this vision; and by creating new, powerful and cost-effective ways to enhance its international reputation in a distinctive and memorable way.
- Principle of truth guides place branding to communicate a true, complete and contemporary picture of the place helping to cast an image free of unfair or cliché-ridden images.
- Principle of aspirations and betterment, the place brand should present a credible, compelling and sustainable vision ingrained in a shared future to boost economic, political, cultural, and social wellbeing of residents while contributing in a more substantial way to the wellbeing of people in other places.
- Principle of inclusiveness and common good, strives to achieve societal, political and economic objectives.
- Principle of creativity and innovation requires actors in the place branding exercise to find, release, and help direct the talents and skills of the population, and promote their creative application to achieving innovation in education, business, government, environment and the arts.
- Principle of complexity and simplicity communicates the essence of effective place branding, which is simplicity and directness conveying the richness and diversity of places and their people's needs to to the world in simple, truthful, motivating, appealing and memorable ways.
- Principle of connectivity aims at ensuring that place branding connects people and institutions at home and abroad. Through a clear and shared sense of purpose, an effective branding strategy can help unite central government, metropolitan local authorities, the private sector and residents associations. This stimulates involvement and participation among the population internally and contributes to building strong links externally.
- Principle that things take time speaks of long-term agenda. An effective place branding strategy and its implementation will cost time, effort, wisdom and patience, but its long-term tangible and intangible merits will far outweigh the costs.

Source: http://www.placebrands.net/reading citybranding. html on Monday, 12 May 2008

intensified globalisation has led to a situation where the main competition is no longer the city down the road or the town across the bay, but where competitors are places half a world away. And this global competition is no longer limited to the capital and big cities; it now directly affects all cities and concentrations of urban settlements. A city brand is its promise of value, a promise that needs to be kept.

To facilitate a focused and deliberate effort to project the desired image for the Nairobi Metropolitan Region, a long term programme to brand and promote the region will be implemented. The region will be branded and promoted in a manner that facilitates achievement of wider metropolitan development and welfare improvement goals.

Eliminating slums , of which Kibera gives the NMR an infamous image as host to the largest slum in Africa, is critical to these strategies. Branding the NMR needs to employ an effective strategy based on firm principles in order to ensure a principal focus on the expected

merits and requisite interventions, taking into account contextual realities. The effective branding strategy needs to build on the strengths of the Nairobi region as a strategic gateway to Africa, and for Africa to the rest of the world. It also needs to ensure that the social amenities that go with the branding strategy are so designed to cater for the needs and aspirations of people across all age groups and cultures as well as the special needs of disadvantaged groups, for instance, those living with various disabilities. The people need to be prepared to change attitude and accommodate change, including the possibility of a name change for the NMR if necessary to project and sustain a more positive image. Multi-sector planning groups have an important role in realising this strategy.

In this respect the Metropolitan Investment, Branding and Promotion Working Group will amongst other things facilitate creation of targeted messages to residents, visitors and investors outlining plans to ensure prosperity,

Table 4-4:   *Enhancing the quality of life in the region*

Goal	• Eradicate poverty and raise the overall income level especially those of the low income group; • Provide opportunities and facilities for residents to attain economic and social progress; • Provide a clean, pleasant and safe living environment and access to high quality community and cultural facilities as well as public services that are supported by efficient infrastructure					
Objective	Strategy	Responsibility	Means of implementation	Performance indicator	Time frame	Budget (in billions KShs)
Housing and elimination of slums	Urban renewal and regeneration plan	Housing and Quality of Life Working Group	Public	A comprehensive plan with standards to ensure quality and affordability of housing infrastructure	By 2009	0.2
	Increase the stock and quality of housing across all income groups	Housing and Quality of Life Working Group	Public Private Partnerships	Percentage of slum dwellers in the metro region (Target: zero) Percentage access to basic infrastructure (tap water, electricity, waste collection and sewerage facilities)	By 2012 and continuous	32,065
	Implementation of targeted housing incentives	Housing and Quality of Life Working Group	PPP	Number of well serviced and complete housing units built annually	By June 2009 and continuous	1
	Increasing supply of serviced urban land	Housing and Quality of Life Working Group	PPP	Percentage of well serviced urban land	By June 2010 and continuous	5

Goal	• Eradicate poverty and raise the overall income level especially those of the low income group; • Provide opportunities and facilities for residents to attain economic and social progress; • Provide a clean, pleasant and safe living environment and access to high quality community and cultural facilities as well as public services that are supported by efficient infrastructure					
Objective	**Strategy**	**Responsibility**	**Means of implementation**	**Performance indicator**	**Time frame**	**Budget (in billions KShs)**
Environmental management strategy	Clean up Nairobi River campaign	Environmental Management Working Group	PPP	Cleanliness of the Nairobi River basin (cleared of garbage and degrading land uses) and its water quality (meeting desired physico-chemical parameters)	By 2010	20
	Implement comprehensive air and water quality monitoring regime	Environmental Management Working Group	PPP	Established air and water quality management structures and infrastructure matching best practices Enforcing air quality management standards meeting WHO threshold (Target: 100% compliance) Degree of enforcement of potable and wastewater quality standards meeting WHO threshold (Target: 100% compliance)	By 2009 and continuous	5
	Build public toilets	Environmental Management Working Group	PPP	Number and strategic distribution of public toilets for both sexes and special needs	2009	1
	Afforestation and reforestation programme	Environmental Management Working Group	PPP	Increase forest cover to 30 percent (9,600 km² under tree cover)	Continuous to 2030	20
	Parks management programme	Environmental Management Working Group	PPP	Area of parks preserved in proportion to the metro area Aesthetic appeal of the parks and attendant facilities for relaxation, tourist attraction and recreation for all age groups and special needs	2010	5
Enhancing access to medical services strategy	Implement a service level mapping exercise and benchmark	Medical Services Working Group	PPP	Complete, up-to-date GIS of location of health facilities and their performance attributes	By 2012	0.2
	Upgrading access to medical services	Medical Services Working Group	PPP	Rate and ease of access to quality medical services within convenient distances	By 2012	1.0
Enhancing access to and performance of education	Implement a service level mapping exercise and benchmark	Human Resource Development Working Group	PPP	Completeness and comprehensiveness of georeferenced database of schools, enrolment, population served and spatial distribution Database updating frequency	By June 2009 and continuous	0.2
	Implement a programme for upgrading access to education	Human Resource Development Working Group	PPP	Completeness and comprehensiveness of georeferenced database of schools, teacher/student ratio, service density in terms of population per facility Database updating frequency	By June 2009 and continuous	2.0
	Pursue a talent identification and promotion strategy	Human Resource Development Working Group	PPP	Talents identified per class and age group annually	By June 2009 and continuous	0.1
A balanced land use strategy for the NMR	Planning Competition	Spatial Planning Task Team	PPP	Number of high-level participants and their contribution to the goals	By June 2009	0.5
	Local Area Structure Plans	Spatial Planning Task Team	PPP	Number of local area plans approved and implemented	By December 2009	3.0
	Special District Structure Plans	Spatial Planning Task Team	PPP	Number of district structure plans approved and implemented	By December 2009 and continuous	0.5

equity, inclusivity and stability. They will leverage on existing investor brands to promote fresh investment into the NMR. Critically, they will form a basis for continual dialogue with national, regional and international brands investing in Kenya to achieve Nairobi Metro 2030's objectives. It will create value for the NMR by matching the message it conveys to the NMR's distinctive vision.

4.5.2.2 A NAIROBI METROPOLITAN REGION HERITAGE AND CULTURE STRATEGY

Development and implementation of a Nairobi Metropolitan Region Heritage and Culture Strategy will be undertaken to allow for heritage and culture sector partners and others to move forward together in enabling the NMR to leverage its rich history and culture for the benefit of its people and Kenyans in general. The strategy will help the heritage and culture sector identify priorities for shared working and will add value to individual sector strategies in the arts,

sport and physical activity, museums, libraries and archives, film and media, heritage and tourism.

Critical elements of this strategy will be measures to enhance the creative economy's contribution to regional and national output. This strategy will be executed through the guidance of the Metropolitan Heritage, Culture and Sports Task Team.

4.5.2.3 AN IDENTITY BUILDING URBAN DESIGN AND LANDSCAPING STRATEGY

Urban Design is the practice of shaping the physical features of settlements to create places for people and to make high-quality connections between people, places and buildings. Urban design and landscaping has an important role to play in the rebirth of the Nairobi Metropolitan Region. In this regard, an urban design and landscaping framework that would unify individual developments by promoting a consistent quality of design, materials

ELEMENTS OF SUCCESSFUL URBAN PLACES	
Walkable	Walking is the social glue that holds public environments together.
Safe and Secure	Safe and secure environments encourage community interaction and reduce the incidence of crime.
Active and varied	Human activity is the reason cities exist and activities in and overlooking public spaces contribute to safety and well being.
Inclusive	Our society embraces all people. Design of public spaces must integrate and balance the needs of all users allowing fair and free access.
Delightful	People seek out places that interest and engage them.
Ecologically Sustainable	The natural environment is the basis of all human activity. Sustainable urban design safeguards natural systems and uses resources efficiently.
Adaptable	Cities are constantly evolving. Successful public places accommodate and encourage a variety of uses, at different times of day.
Distinctive	Urban design uses the climate and topography of natural and built assets to create distinctive places that reflect and contribute to local character and identity.

and landscape treatment within public areas is critical and will be developed through the Metropolitan Spatial Planning Task Team. Design solutions should respect the scale and history of the NMR and surrounding buildings, integrate new development with their immediate environments and convey a sense of importance and permanency in new walkways and urban spaces. New developments should explore their relationship with the NMR.

4.5.3 THE POLICY, PROGRAMME AND PROJECT PROPOSALS

Develop a business programmes with the promoters of traditional textiles, jewellery and carvings focused on enhancing the use of internet for global marketing of products.

Design a competition for consultants to showcase initiatives and models on the

Table 4-5: *Delivering a unique image & identity through effective place branding*

Goal	• Establish the Nairobi Metropolitan Region as the place of choice for people to live, work, rest and invest					
Objective	Strategies	Responsibility	Means of Implementation	Performance Indicator	Time Frame	Budget (in Kshs million)
Branding and Promoting the Nairobi Metropolitan Region	Develop & Implement New NMR Brand Identity	Investment, Branding & Promotion Working Group	Public-Private Partnership	Unifying metro identity in place	By June 2014	500
	Design, Theme & Tag Region	Investment, Branding & Promotion Working Group	Public-Private Partnership	MLAs themed and tagged	By June 2014	500
	Nairobi Metropolitan Region Gallery / Galleries	Investment, Branding & Promotion Working Group	Public-Private Partnership	NMR Gallery in Place	By June 2012	200
Metropolitan Sports Strategy	Metropolitan Sports Board	Heritage, Culture & Sports Working Group	Public-Private Partnership	Sports Board in place	By June 2009	150
	Metropolitan Sports Events Strategy	Heritage, Culture & Sports Working Group	Public-Private Partnership	Sports Events Strategy in place	By December 2009 and continuous	100
	Talent Identification & Promotion Strategy	Heritage, Culture & Sports Working Group	Public-Private Partnership	TIP Strategy in place	By June 2010 and continuous	100
	Sports Facilities Improvement Plan	Heritage, Culture & Sports Working Group	Public-Private Partnership	Sports facilities improvement strategy and plan	By December 2009 and continuous	5,000
A Nairobi Metropolitan Region Heritage and Culture Strategy	Develop a heritage and cultural strategy for the NMR	Heritage, Culture & Sports Working Group	Public-Private Partnership	Metro heritage and culture strategy in place and being implemented	By December 2009	20
	Establish a National School of Performing Arts	Heritage, Culture & Sports Working Group	Public-Private Partnership	National School of Performing Arts established	By December 2012	1,000
	Establish a Nairobi Philharmonic Orchestra	Heritage, Culture & Sports Working Group	Public-Private Partnership	Nairobi Philharmonic Orchestra established	By December 2010	200
	Establish a Nairobi Metropolitan Cultural Troupe	Heritage, Culture & Sports Working Group	Public-Private Partnership	Nairobi Metropolitan Cultural Troupe established	By December 2010	200
An identity building urban design and landscaping strategy	Develop and implement an urban design and landscaping strategy consistent with the goals of Metro 2030	Heritage, Culture & Sports Working Group / Spatial Planning Task Team	Public-Private Partnership	Urban design and landscaping strategy defined and incorporated in development control regime	By December 2009	5

Goals of Policy Interventions to 2012

- Create 5,000 new jobs
- Develop and implement a metropolitan branding and promotion strategy
- Leverage existing brands to promote investment in the metropolitan region
- Unified branding and promotion taking account of the metropolitan's uniqueness and diversity
- Develop and implement a metropolitan urban design and landscaping strategy
- Develop and implement a metropolitan heritage and culture strategy

use of culture to enhance the character of the region as a place of choice.

Policy must incorporate the importance of urban and rural festivities and events that have direct and indirect impact on the revitalization and development of urban spaces. Urban and rural festivities and events are investments contributing to community integration and should be mainstreamed in the policy framework. Cultivate a good communications strategy for cultural promotion to the global market. This may bring artists, actors, musicians and visitors to the metropolis and allow cross-fertilisation of cultural heritages. The media coverage may help maintain the city's reputation as a global hub for cutting-edge cultural entertainment.

Develop a policy framework to tap the metropolis' cultural pool of talent and nurture talent that can attract a big multinational audience.

It is anticipated that an outlay of Kshs. 8 billion will be required from 2008 to 2014 to achieve the objectives of making Nairobi the place of choice in the region and in Africa. The work in this theme will aim to enable people living in the region choose to remain in the region and work for its betterment. It is an intimate part of the effort to make the NMR an internationally competitive region.

4.6 ENSURING A SAFE AND SECURE NAIROBI METROPOLITAN REGION

4.6.1 SIGNIFICANCE OF INTERVENTION

Over the past decade, the world has witnessed growing threats to the safety and security of cities and towns. Some have been in the form of catastrophic events, while others have been manifestations of poverty and inequality, or of rapid chaotic urbanization processes. Safety and security of urban residents currently poses an enormous challenge to both cities and national governments, as well as the international community. Policies designed to enhance safety and security fall into broad categories. At the local level, these include effective urban planning, design and governance, and community based approaches.

Safety and security is a critical factor that determines the direction and pattern of human settlements and investment decisions. The desired metropolitan

The most certain test by which we judge whether a country is really free is the amount of security enjoyed by minorities.

Lord Acton

development faces the setback and threat of past, present and perceived insecurity. In enhancing the image of the region, the Ministry will have to institute and sustain high safety and security standards. The UN-Habitat Global Report on Human Settlements 2007 paints a grim picture of Nairobi, listing rising cases of violent crimes like armed robbery, murder, mugging, carjacking, burglary, housebreaking, and physical and sexual assault. Firearms' trafficking is promoted by civil wars in neighbouring countries. Criminal gangs threaten security in Nairobi and the youth commit most of the crime, with over 50 per cent of convicted prisoners aged between 16 and 25 years (UN-Habitat 2007). Criminal gangs have been associated with both real and perceived crime, and deserve special attention.

UN-Habitat (2007) identifies three threats to urban safety and security in the Global Report on Human Settlements 2007, namely crime and violence; insecurity of tenure and forced eviction; and natural and human-made disasters. Poverty exacerbates the three threats by modifying the levels of vulnerability and resilience of urban-poor communities. Food security is also at stake. Over the past years, Nairobi has witnessed growing threats to safety and security. This is mainly the effect of chaotic urbanisation processes, urban poverty and extreme inequality. Safety and security is a major issue because rising urban violence and crime rates drive away investors and affect urban livelihoods. Nairobi hit top three in provincial ranking of crime rates, with crime statistics at 6395 (Kenya Police 2007). Proliferation of small arms and light weapons is one of the key challenges facing Kenya (ISS 2007). Large numbers of people have inadequate fire protection systems.

The metropolitan region has experienced terrorism incidences, building collapses, fire incidences, and drowning of citizens that have exposed its soft underbelly in respect of poorly functioning and ill-equipped emergency management services. As a matter of ensuring the safety and protection of life, limb and property, building of robust emergency services needs to be prioritised.

4.6.2 THE POLICY INTERVENTION AREAS

Safety and security of person and property are key elements in the drive to reverse the fortunes of the NMR. The key focus of interventions shall be to improve preparedness, reduce risks and vulnerabilities, increase the capacity for response and take advantage of opportunities for positive urban reform and social change during the process of recovery. In this respect, three strategies will be employed focusing on four areas of metropolitan policing; street lighting; fire and rescue as well as ambulance services, and promotion of urban agriculture.

4.6.2.1 AN EFFECTIVE METROPOLITAN POLICING STRATEGY

Effective metropolitan policing will be put in place to ensure the security and safety of person and property including protection of intellectual property. It is one of the strategic issues that must be addressed in reversing the decline of the NMR. In this regard, and in support of ongoing police reform

initiatives, the following measures will be implemented:

1. Develop a Metropolitan Policing Strategy building on a National Policing and Crime Prevention Framework that will consider establishment of a Metropolitan Police Service. The capacity of such a Metropolitan Police Service will be built to match or exceed that of the Kenya Police Service. It will be benchmarked with relevant global standards.

2. Phased implementation of an Integrated Close Circuit Television System for the Nairobi Metropolitan Region. Phase one will focus on Central Business District Areas, identified crime hot spots, major arteries and intersections as well as identified critical areas such as industrial areas. Subsequent phases will be rolled out as appropriate.

3. Develop and operationalise an Integrated Emergency Services Control Room including capacity building for all relevant agencies and officers.

4. Deal with counterfeit products and issues related to protection of intellectual property.

4.6.2.2 STREET LIGHTING PROGRAMME

Effective street lighting programmes have been shown to enhance safety and security of person and property. Further, they facilitate increased opportunities to conduct business in secure environments, thus promoting the welfare of citizens through opportunities for increasing their incomes. In this regard, a comprehensive metropolitan wide street lighting programme will be implemented aimed at:

1. Raising the overall level of illumination of metropolitan streets and sidewalks

2. Promoting safety and security and be self-sustaining

3. Incorporating set standards, application of technology, energy saving measures, financing, operations and maintenance.

Before it is implemented, a Comprehensive Survey of the Status of Street Lighting will be undertaken to form the basis of the Comprehensive Metropolitan Street Lighting Programme to be implemented. This programme will be implemented within a clearly defined public private partnerships framework. It will be implemented in phases focusing on central business districts, highways and major arteries; residential areas; industrial areas and crime hotspots. The other phases will be implemented on a priority basis building on Phase I.

4.6.2.3 BUILDING AN EFFECTIVE METROPOLITAN EMERGENCY SERVICE

As part of the effort to put in place a coherent framework to deal with emergencies and improve the general quality of life in the region, an effective metropolitan ambulance service as well as a fire and rescue service will be built. They will be tasked to provide prompt and effective emergency services as part the effort of making the NMR a place of choice for residents, visitors and investors. The existing moribund fire & rescue service as well as ambulance service will be drastically re-engineered to develop a modern and effective service through:

1. Conducting a Metropolitan Emergency Service status audit to

include metropolitan fire & rescue and metropolitan ambulance service status audit including preparation of a Consultation Paper on the future of these metropolitan emergency services in the region that will include an incident and risk assessment map

2. Enacting a Metropolitan Area Emergency Services Bill to deliver modernized Fire & Rescue Service and Ambulance Service including new comprehensive regulations.

3. Consolidation and possible privatisation of the fire and rescue service within the metropolitan area in a manner that focuses on

community needs; works seamlessly with other emergency services, promotes high performance, efficiency and effectiveness; is operationally flexible, safety focused and environmentally conscious.

4. Consolidation and possible privatisation of the Ambulance Service within the metropolitan area in a manner that ensures effective response times, patient dignity and promotes effective and efficient service delivery through competition.

5. Develop an online Emergency Services Portal for the Fire and Rescue Service and the Ambulance

Table 4-6: *Ensuring a safe and secure metropolitan region*

Goal	• Make the Nairobi Metropolitan Region safe and secure for person and poverty through sustained reduction in crime and other adverse incidences including mitigating against disasters					
Objective	Strategies	Responsibility	Means of Implementation	Performance Indicator	Time Frame	Budget (in Kshs million)
An Effective Metropolitan Policing Strategy	Set up a Metropolitan Police Service effectively linked to the Kenya Police Service	Policing Working Group	Public Private Partnership (PPP)	Metropolitan Policing Strategy and Implementation Mechanisms in Place	Completed by June 2009	5,000
	Integrated Close Circuit Television System	Policing Working Group	PPP	ICCTV in place	Completed by June 2011	500
	Develop an integrated emergency services control room	Policing Working Group	PPP	Functional Emergency Service Line	Completed by June 2009	200
Implement a metropolitan street lighting programme	Prepare and implement a metropolitan wide street lighting plan and programme of works including setting of standards,	Infrastructure Working Group	PPP	Increased number of areas street lit Increased luminance levels Improved safety & security	Completed by June 2009 Continuous thereafter	200
Building an Effective Metropolitan Emergency Service	Conduct a metropolitan emergency service audit	Emergency Services Task Team	Public	Emergency services audit	Completed by June 2009	10
	Enact a	Emergency	PPP	Emergency	Completed	5

Goal	• Make the Nairobi Metropolitan Region safe and secure for person and poverty through sustained reduction in crime and other adverse incidences including mitigating against disasters					
Objective	Strategies	Responsibility	Means of Implementation	Performance Indicator	Time Frame	Budget (in Kshs million)
	metropolitan areas Emergency Services Bill	Services Task Team		services bill and regulations enacted	by June 2009	
	Consolidate the fire and rescue service within the metropolitan area	Emergency Services Task Team	Public	Consolidated fire & rescue, and ambulance services in place	Completed by June 2011	500
	Develop an online Emergency Service Portal	Emergency Services Task Team	PPP	Online Emergency Services Portal in place	Completed by June 2011	5
Metropolitan Street Addressing Programme	Codify, map, signpost, number and address index properties within the Nairobi Metropolitan Region	Spatial Planning Task Team	PPP	All Facilities Physically Addressed	Completed by June 2011 Continuous Updating Thereafter	200
	A Metropolitan Street Addressing Act will be enacted and supportive regulations gazetted	Spatial Planning Task Team	PPP	Street Addressing Act Metropolitan Street Addressing Regulation	Completed by June 2009	5

Services for easier communication and engagement with stakeholders.

4.6.2.4 METROPOLITAN STREET ADDRESSING PROGRAMME

Metropolitan street addressing is a critical intervention from a public safety point of view. It is also important in ensuring efficient and effective business processes especially in the growing knowledge based economy. Further, effective and efficient street addressing facilitates faster delivery of public services as well as making social engagement easier. In this regard a fast track street addressing programme will be implemented to codify streets in the NMR, have a common framework of street addressing, and respond to the developmental needs of the metropolitan. In this regard, the following measures will be implemented:

1. A multidisciplinary and multi-sectoral Metropolitan Street Addressing Task Team shall be appointed to codify, map, signpost, number and address index properties within the Nairobi Metropolitan Region. The developed street addressing programme shall be a GIS based system and will

enable public access to the full extent possible.

2. A Metropolitan Street Addressing Bill will be enacted and supportive regulations gazetted.

4.6.3 THE POLICY, PROGRAMME AND PROJECT PROPOSALS

Implementation of these strategies will require an investment of Kshs. 6.63 billion to 2012. It is anticipated that the result will be a safer and more secure NMR. Further, improvements in safety and security are expected to facilitate achievement of the "24/7" economy goal.

These policies will be executed through the Metropolitan Policing Working Group, the Metropolitan Emergency Services Task Team all in consultation with the Metropolitan Spatial Planning Task Team.

Goals of Policy Interventions to 2012

- Create 5,000 new jobs
- Functional Metropolitan Policing System
- Operational Emergency Services
- Functional Metropolitan Street Addressing

5 FROM STRATEGIC VISION TO REALITY: EMPLOYING WORLD CLASS METROPOLITAN GOVERNANCE SYSTEMS

5.1 SIGNIFICANCE OF WORLD CLASS GOVERNANCE SYSTEMS

The vast majority of strategies - no matter how well crafted or ingenious they are - fail in their implementation. In some cases, they end up as faint, half-hearted replicas of original plans; in other cases, they simply never materialize at all. Organisations rise and fall not according to their strategic brilliance or cleverness, but according to their ability to execute on their strategic intents. For instance, the Nairobi Metropolitan Growth and Development Strategy of 1973 was hardly implemented. There has been delayed or failed implementation of key proposals. It is only since 2003

The size of our challenge must overcome the smallness of our politics

Senator Barrack Obama

that some of the proposals are being prepared for implementation. There have been wide implementation gaps and lack of comprehensive monitoring and evaluation frameworks. The aftermath of this scenario has been a backlog of important recommendations arrived at after painstaking consultative efforts, which finally do not meet their well intentioned purpose. There is urgent need for resolute efforts to transform the visions to reality. A further and critical challenge lies in the lack of adequate and up-to-date information at all levels to facilitate not only implementation, but also policy making, monitoring and evaluation.

The experience of the NMR in implementation of strategies suggests a need for a drastic shift in the way policies, programmes and projects are implemented. Strategy implementation involves planning and allocation of resources, the institutional structure and design to manage implementation and management of strategic change and change processes. It is simply put about translating strategic vision to reality through application of world class governance systems and transformative leadership at all levels. In terms of Metro 2030, as we move from planning to action, the details of all the various institutions will be crafted as a means of engineering and engendering good governance. Stakeholders and their capacity will be carefully chosen and structured to ensure consensus building in the execution of the strategy.

5.2 THE POLICY INTERVENTION AREAS

Studies show that in many instances it's not the policies and plans that is a problem, but rather the capacity to implement. In this respect, and taking cognizance of this potential blockage, this strategy has proposed a robust and comprehensive implementation framework focusing on ensuring that all actors are clear regarding the decisions and actions for which they are responsible and accountable. Further, the proposed governance framework will aim at ensuring that information regarding the competitive position of the NMR and the effect that each action centre has on this position is quickly available.

5.2.1 METROPOLITAN GOVERNANCE: AN INSTITUTIONAL FRAMEWORK FOR IMPLEMENTATION

Effective metropolitan governance will be a key plank of the strategy. It is premised on effective and efficient administrative procedures built on transparency, responsibility, accountability, citizen and client orientation, as well as effective and meaningful stakeholder participation. In this regard, the key elements of this framework will be the:

- Ministry of Nairobi Metropolitan Development
- Nairobi Metropolitan Development Authority
- Specialised Metropolitan Agencies
- Metropolitan Local Authorities

5.2.1.1 Overall Governance of the Nairobi Metropolitan Area

The Nairobi Metropolitan Area will be managed as a capital territory. In this regard, the Nairobi Metropolitan Area Bill will be prepared, debated and passed. The overall governance of the NMR would then be vested at various levels as illustrated in Chart 5-1.

In this overall framework, the Ministry of Nairobi Metropolitan Development will be responsible for the overall strategic metropolitan policy direction. The ministry will have mandate over residual regulation, as well as monitoring and evaluation of all the state agencies delivering services in the metropolitan area. Further, they shall be issuing periodical policy and implementation guidelines, including approval of

budgets and signing of performance contracts for metropolitan agencies and metropolitan local authorities. In respect of the other state agencies, MoNMED will provide guidelines, standards and benchmarks for delivery of services in the metropolitan area.

The metropolitan agencies and other state agencies will be responsible for metropolitan wide services. These are those services that are strategic and necessary for the overall improved performance of the metropolitan. Alternatively, they will be those services or functions which are more efficiently and effectively provided at that level. In respect of the metropolitan agencies, these will be metropolitan level spatial planning, land banking, transport, emergency services, waste management, economic development,

Chart 5-1: *Overall governance framework for the Nairobi Metropolitan Region*
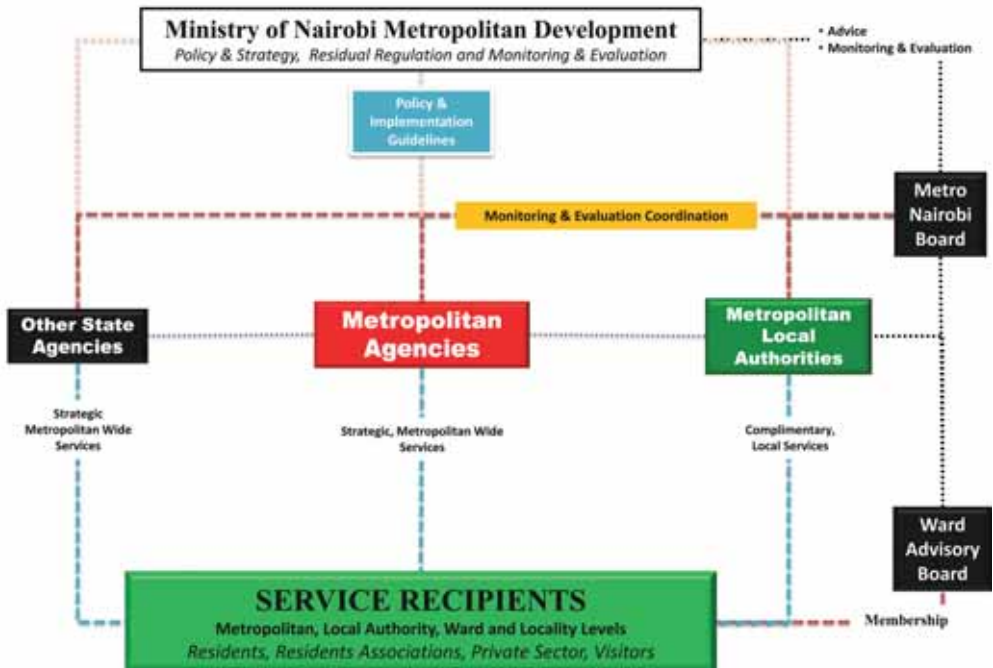
and small businesses administration. In this respect seven new agencies will be created and they will be the:

- Nairobi Metropolitan Development Authority acting as the planning commission, responsible for the land bank and undertaking monitoring and evaluation ;
- Metropolitan Economic Development Authority will be responsible for overall positioning of the metropolitan region as a regional and global services hub including identification of flagship projects, branding and promoting the region;
- Metropolitan Transport Authority will be responsible for ensuring the development and deployment of an integrated transport system including the promotion of public transport and non motorised transport as the key mobility modes in the region;
- Metropolitan Emergency Services Authority will be responsible in partnership with other agencies, to protect and preserve life and property through effective and efficient development of emergency services including ambulance and fire services region;
- Metropolitan Waste Management Authority will ensure effective and efficient management of collection and disposal of solid, liquid and other wastes. It will endeavour to promote waste to energy initiatives as part of the integrated waste management strategy for the region;
- Metropolitan Small Business Authority will promote development of the local economy through enhancing participation of micro, small and medium sized companies in the various initiatives being implemented in the region,

including capacity building and other preferential mechanisms.

The metropolitan local authorities (MLAs) will be strengthened and will be responsible for the residual service delivery including but not limited to development control, enforcement of byelaws , education, medical services, public health, housing, street lighting, markets & stalls, social halls, and stadia.

For purposes on entrenching citizen participation, creating further external performance management avenues, and also creating forums for consensus building, a Metro Advisory Board will be created. In each ward, a Ward Advisory Committee will be constituted. Each of these organs will have membership from elected officials, private sector, civil society, and residents associations. These forums will be comprised in a manner that ensures representation reflects the metropolitan region in terms of youth, gender and other important parameters.

5.2.1.2 Ministry of Nairobi Metropolitan Development

The new Nairobi Metropolitan Development ministry has a broad mandate anchored around ensuring the development of a broad strategy and spatial framework for growing the NMR. It is also expected to coordinate implementation of initiatives within the region. In this regard, the MoNMED will retain policy making and regulatory functions in respect of initiatives within the NMR. Chart 5-2 illustrates the proposed structure of MoNMED. The key departments in this structure include:

- Metropolitan Planning and Environment: will be responsible for formulation of policy to guide development of the integrated growth and development spatial framework; integration of appropriate urban design and architecture into the spatial framework; environmental elements, development control and regulation and management of the metropolitan geographical information system platforms

- Corporate Affairs: will be responsible for all strategic communication services for the MoNMED and will support the branding and promotion initiatives within the MNR
- Social Services: will be responsible for health, education, housing, heritage, and culture and sports

policy. In this regard it will provide the necessary policy linkages with the relevant line ministries
- Infrastructure, Transport and Utilities: will be responsible for physical infrastructure, metropolitan transport, water and sewerage, energy and ICT infrastructure services policy and regulation in the MNR
- Metro Safety and Security: will be responsible for ensuring development of a facilitative policy and regulatory environment to develop effective metropolitan policing; fire and rescue and ambulance services. It will also deal with the street lighting programme in terms of policy for effective public private partnerships in this areas

Chart 5-2: ***Structure of the Ministry of Nairobi Metropolitan Development***
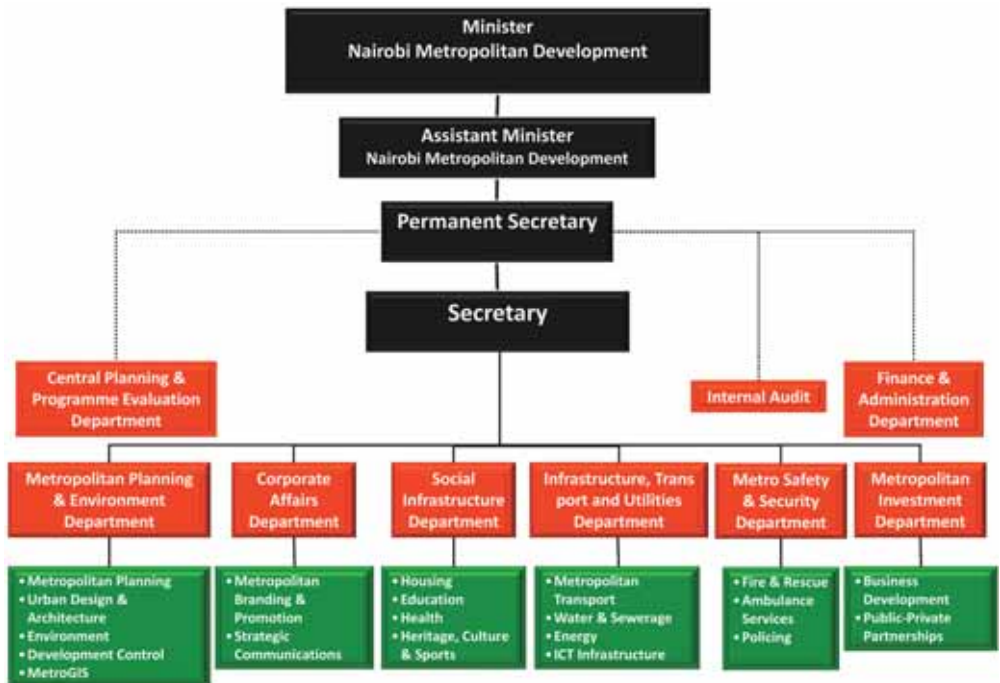
• Metropolitan Investment: working with various agencies and the private sector it will be responsible for the ensuring effective policy framework for the economic initiatives envisaged within the region.

Each of the departments will have a function of coordinating with other relevant agencies in respect of the various initiatives they will be implementing.

5.2.1.3 Liaison with Ministries, Departments and Agencies

As part of the implementation of this strategy, the MoNMED will make strong efforts to work collaboratively with other ministries, departments and agencies. The key focus of this engagement will be around programmes, projects and initiatives. To facilitate effective liaison and engagement, a series of specific multi-sectoral and integrated planning and implementation teams will be set up to enable structured engagement in executing this strategy. The initial proposed working groups will include:

1. Economic Development Working Group
    a) Diplomatic District Development
    b) Metropolitan Financial and Trade Services

c) Metropolitan Investment, Branding and Promotion
d) Metropolitan Tourism
e) Metropolitan Heritage, Culture and Sports
f) Metropolitan ICT

2. Metropolitan Quality of Life Working Group
    a) Metropolitan Housing
    b) Metropolitan Medical Services
    c) Metropolitan Human Resources Development

3. Metropolitan Infrastructure Working Group
    a) Metropolitan Transport
    b) Metropolitan Energy Services
    c) Metropolitan Water Services

4. Metropolitan Spatial Planning Working Group
    a) Metropolitan Environmental Management
    b) Development Control
    d) Urban Design and Landscaping
    e) Metro GIS and Mapping

5. Safety and Security Working Group
    a) Metropolitan Emergency Services
    b) Metropolitan Policing Task

6. Metropolitan Governance Working Group
    a) Law Review and Harmonisation
    b) Performance Management
    c) Metropolitan Observatory Team
    d) Communication Strategy Team

This initial list will change to reflect the varying tempo in implementing Nairobi Metro 2030. Every effort will be made to ensure effective engagement between the public, private and civil society sectors. Each of the working groups will be split into task teams

"Success is 1 percent inspiration and 99 percent perspiration!"

Thomas Edison

focusing on specific areas. The proposed task teams are for guidance and each group will organise itself in a manner to ensure effective delivery on their terms of reference. The task teams will facilitate implementation of the various mandates and execution of functions. These working groups and task teams will serve as mechanisms for information sharing as well as acting as motivators for performance. They will have clear agendas and mandates adaptable to changing circumstances in the metropolitan.

5.2.1.4 Metropolitan Local Authorities

The MLAs will play a key role in implementation of Metro 2030. In this regard, a key initiative will be implemented to ensure rapid enhancement of the performance of the MLAs in all key areas of business. The key objective will be to secure citizen and investor oriented MLAs, allowing for effective public participation and willingness to engage with other state agencies and local authorities in delivery of public services across the metropolitan. In this respect development of comprehensive service charters and investment in capacity building initiatives will be critical.

All MLAs will be encouraged to develop and realise effective and economic services. This will include a review of the service delivery packages of each local authority, re-engineering the service delivery processes and streamlining them. Thus, a Business Process Re-engineering Initiative and a Metropolitan Wide Geographical Information System will be implemented. Effective application of Public Private Partnerships to deliver public services will be actively encouraged.

Measures to strengthen financial management in MLAs will be implemented including regular financial, value for money and procurement audits. Efforts will be made to align expenditure to service delivery with positive outcomes for metropolitan area residents. The revenue base for MLAs will be strengthened in line with assigned service package levels. Determined efforts will be effected to measure local authority performance in respect of the key result areas.

5.2.2 PLANNING AND ALLOCATION OF RESOURCES

The resources required for implementing this strategy will be acquired from both the public and public sectors. One of the key planks of this effort will be the development of an investment proposition aimed at creating a world class Nairobi Metropolitan. In this proposition, public sector investments will be targeted at leveraging increased private sector participation in the planning and delivery of a variety of economic and social services. The goal of public sector investment will be to remove obstacles to private sector investment and will by and large play a facilitative role. In this regard, a public/private partnerships framework of engagement will focus on achieving synergies in investments from these two key sectors. Public sector investment goals will focus on removing roadblocks to private sector investment. It will target building of local investment markets, enhancing commercial discipline within the public sector, and focus on investment rather than consumption expenditure. On the other hand it is expected the private sector investment will enable new business lines and markets, predictable

returns, new relationships and influence, and improve performance of related investments. Interventions under this strategy will be packaged into discrete programmes and projects with clear outcomes organised around focused task teams with clear responsibilities to hasten delivery.

5.2.3   MANAGEMENT OF STRATEGIC CHANGE

Proposals made in Nairobi Metro 2030 in support of Kenya Vision 2030 demand a shift from business as usual to business unusual. A core element in managing the intended strategic change in the metropolitan will be active discouragement of rent seeking behaviour across the board. This will call for a sea change in the way the various entities function and operate. Thus, there will need to be changes in the way change processes are managed and the mechanisms applied to do so. The focus under Nairobi Metro 2030 will be organisational redesign; changing day-to-day routines and cultural aspects of the organisation, and overcoming political blockages to change.

In this regard, the goals will include interventions first to motivate change including identifying sources of dissatisfaction, building participation in the change effort rewards for the behaviour that is desired both during the transition state and in the future state as well as providing the time and opportunity to disengage from the present state. Secondly, management of the transition through development and communication of the envisaged future end state and building in feedback mechanisms will be implemented. The third element of managing strategic change in respect of Metro 2030 will be

a determined effort to shape the political dynamics of change through ensuring support of key stakeholders; getting the leaders at all levels to support the change effort and ensuring stability during the change process.

5.2.4   METROPOLITAN CAPACITY BUILDING

A key intervention will be a robust capacity building intervention focusing on people and institutions of the metropolitan. It will have four parts to it namely information dissemination on available training needs and opportunities; provide a framework for targeted technical assistance for metropolitan agencies as well as civil society; develop training courses in partnership with local and international universities; and act as a forum for outreach and client feedback on capacity and capability issues. Further, institution based learning visits, twinning programmes and targeted partnership opportunities will be exploited to increase the level of exposure to best and other practices in metropolitan level development.

5.2.5   METRO 2030 RISK MANAGEMENT STRATEGY

Implementation of Metro 2030 will encounter various risks. Therefore, the various implementing agencies will be required to adopt enterprise wide risk management targeted at aligning this strategy with their various processes, human resources and technology to execute the various strategies. The strategy implementing organs will identify, prioritize and effectively manage strategic, tactical and operational risks likely to adversely impact the successful

attainment of objectives and performance goals. Therefore, management teams at all levels will be encouraged and equipped to identify and deal with risk in a structured and proactive manner.

It is thus anticipated that all these entities will adopt a risk management culture and also communicate these to their various stakeholders. Each entity will be required to develop and annually review their risk profiles and risk management plans. All personnel will be trained in risk identification and mitigation interventions.

5.2.6 MEASURING PROGRESS AND BENCHMARKING INDICATORS

Efforts will be made to set clear and rigorous targets at all levels of the various organisations. The achievement of these targets will also be monitored carefully to ensure effective linkages with expected outcomes. As part of the process of ensuring effective implementation of Metro 2030, a series of indicators to measure specific aspects of each of the seven Metro 2030 building blocks have been developed. These will act as signposts to ensure implementation of Metro 2030 is always on course as illustrated in Chart 5-3.

As part of the effort to maintain continuous community updates, a Biennial Nairobi Metropolitan Congress will be held at which metropolitan residents will be briefed on the implementation status of Nairobi Metro 2030. In addition initiatives to strengthen the positive oversight role

Chart 5-3:   *Measuring Metro 2030 implementation progress*
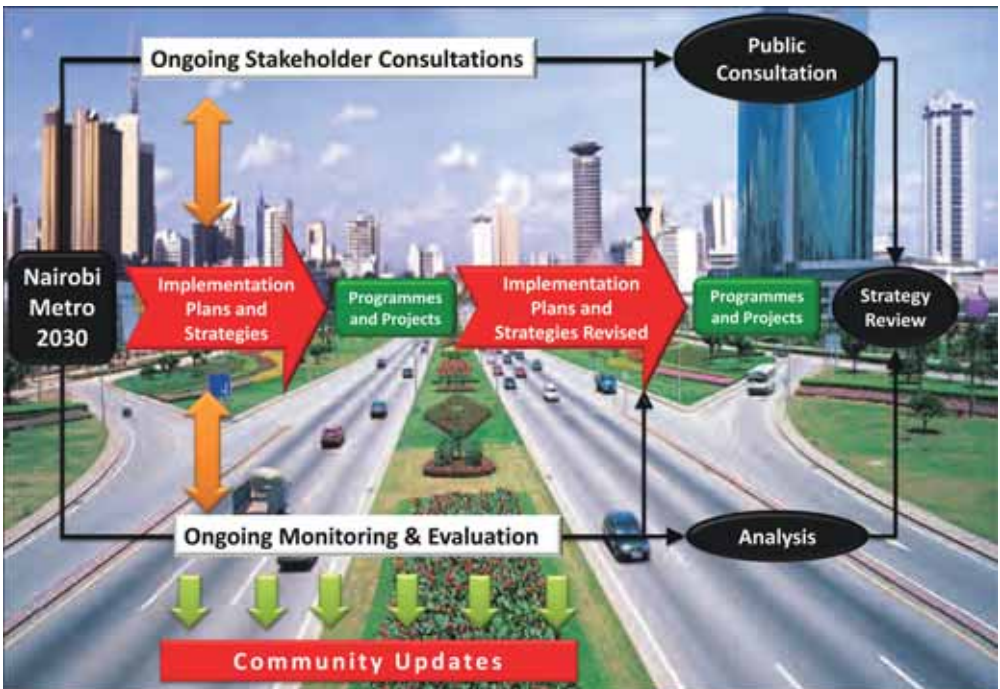
Table 5-1:   *Indicative metropolitan strategy performance measures of success*

BUILDING BLOCK	INDICATORS FOR GOALS	Spatial Level	
		Metropolitan Region	*Local Authorities*
Building an Internationally Competitive and Inclusive Economy	**Contribution to National Economy** Maintain or increase the proportion and value of the NMR's contribution to Gross Domestic Product (GDP).	●	
	Number of Technology Based Enterprises Increase the number and value of TBEs located in the NMR	●	●
	Regional / Global Headquarters Increase number of transnational bodies locating their regional / global headquarters in the NMR	●	●
	Business Confidence Index Consistent improvement in business confidence	●	●
	Business Outlook Index Consistent positive business outlook	●	●
	Investment Climate Index Consistent improvement in investment climate	●	●
Deploying World Class Infrastructure and Utilities	**Access to Services** Increase the percentage of the population having access to quality services	●	●
	Waste Recycling Increased waste recycling rates	●	●
	Residual household waste per household Reduction in residual household waste per household	●	●
	Per Capita Waste Generation Reduce per capita waste generation	●	●
	Energy Conservation Reduce transmission losses	●	●
	Per Capita Energy Consumption Reduce per capita energy consumption	●	●
	Water Utilization Increase the percentage of the population having access to quality services	●	●
Optimizing Mobility and Connectivity through Effective Transportation	**Public Transport** Increase public transport utilization (public transport modal share)	●	●
	Road Crashes Reduce fatality rates	●	●
	Access to Public Transport Increase the percentage of the population living within 15 minutes by public transport	●	●
Enhancing the Quality of Life and Inclusiveness in the Region	**Per Capita Incomes** Increased per capita incomes	●	●
	Home Ownership Increased levels of home ownership	●	●
	Volume of housing Increased net additional homes provided	●	●
	Affordable Housing Number of affordable housing units delivered annually	●	●
	Access to Education Increased access to quality education	●	●
	Access to Health Increased access to quality health services	●	●
	Access to Parks & Nature Reserves Increase access to nature parks and reserves	●	●
	Cleanliness and Hygiene of Public Places Improved cleanliness and hygiene of public places	●	●
	Waste Reuse and Recycling Increase waste reuse and recycling rates	●	●
	Ambient Air Quality Improve ambient air quality to WHO Standards	●	●
	Indoor Air Quality Improve indoor air quality	●	●
	Reduction in Green House Gases CO_2 reduction from agency operations	●	●
	Vector Borne Diseases Reduced incidence of vector borne diseases	●	●
	Per Capita Waste Generation Reduce per capita waste generation	●	●
	Quality of Living Improve NMRs index and ranking of quality of living, according to Mercer Human Resource Consulting global quality of living survey.	●	●
	Cost of Living Improve NMRs index and ranking of quality of living, according to Mercer Human Resource Consulting global quality of living survey.	●	●
	Number of Slums Eliminate slums in the NMR	●	●
Delivering a Unique Image and Identity through Effective Place Branding	**Branding & Promotion** Branding & Promotion Strategy in Place.	●	●
	Heritage and Culture Heritage and Culture Strategy in Place	●	●
	Creative Industries Increased role of creative industries in metropolitan economy	●	●
Ensuring a Safe and Secure Region	**Emergency Service Response Times** Reduce Response Times	●	●
	Street Lighting Street Lighting Programme in Place and being implemented	●	●
	Accessibility Increased economic and physical access to fire & rescue and ambulance services	●	●
	Service Response Times Reduce Response Times	●	●

	Police to Population Ratios Increase police to population ratios	●	●
	Service Response Times Reduce Response Times	●	●
	Incidence of Crime Reduce per capita crime levels	●	●
World Class Governance Framework: from Strategic Vision to Reality	**Support for Reform** Increased support for change effort	●	●
	Operational M&E Database Increase speed of availability of M&E data	●	●
	Citizen Complaint Systems Increased effective response to citizen complaints	●	●

of metropolitan areas will be actively considered and implemented.

Each of the agencies will be required as part of the performance management framework to develop an annual report detailing current performance levels, actions of agency, and future performance standards expected in line with the demands of Nairobi Metro 2030. These and other reports will mandatorily be available on websites of all agencies and local authorities of the metropolitan. In addition, user satisfaction surveys will be conducted biennially by independent agencies and these results presented at the Biennial Nairobi Metropolitan Congress.

Individually the indicators for every stage of the implementation process are expected to provide snapshots of key trends. However, taken together, the indicators work as a set to give an overall view of the impact of the various initiatives on the NMR and also provide a simple basis for informing all the stakeholders on the progress in respect of Metro 2030 and also get them involved. They are also expected

Chart 5-4:   ***Financing the Nairobi Metro 2030 Strategy***
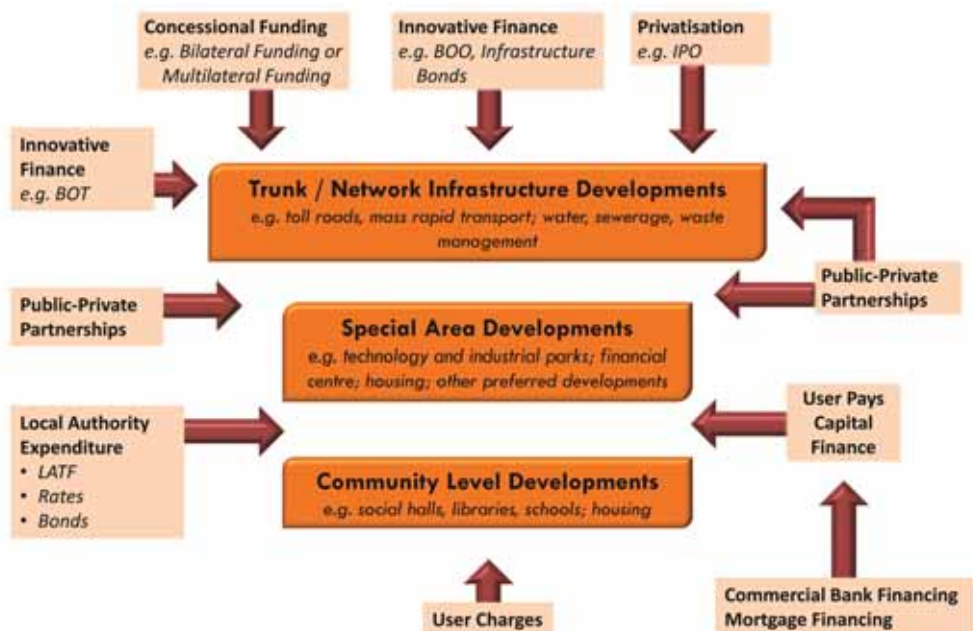
Table 5-2: ***World class governance systems to move from strategic vision to reality***

Goal	• Build and sustain effective metropolitan governance					
Objective	Strategies	Responsibility	Means of Implementation	Performance Indicator	Time Frame	Budget (in Kshs million)
Strengthen public – private partnerships	Prepare an investment prospectus for the region	Governance Working Group	Public-Private Partnerships	Prospectus in place	By December 2010 and continuous	50
	Finalize and continuously update PPP Framework	Governance Working Group	Public-Private Partnerships	PPP framework in place	By December 2009 and continuous	10
	Prepare Invitations for Private Sector Participation	Governance Working Group	Public-Private Partnerships	Business Cases Developed Procurement Implemented	By December 2009	20
Develop a comprehensive, metropolitan Geographical Information System to support effective and inclusive metropolitan governance	Set up and brand a MetroGIS Division in the Ministry of Nairobi Metropolitan Development	Spatial Planning Task Team	Public-Private Partnerships	Metro GIS division in place	By June 2009	10
	Develop and implement spatial data for inclusive metropolitan economic, social and political governance	Spatial Planning Task Team	Public-Private Partnerships	Improved planning	By Dec. 2008 Continuous	100
Rationalize metropolitan governance framework	Finalize Organization Structure of the Ministry of Nairobi Metropolitan Development	Governance Working Group	Public-Private Partnerships	Ministry structure in place	By December 2008	5
	Finalize, Approve and Gazette Legislative Amendments	Governance Working Group	Public-Private Partnerships	Number of legislative amendments made	By December 2008	20
	Set up metropolitan agencies to facilitate strategy roll out	Governance Working Group	Public-Private Partnerships	Agency to coordinate development in place	By June 2009	1,500
	Develop and pursue a Smart Region Strategy for the metropolitan region	Governance Working Group	Public-Private Partnerships	Smart region strategy in place	By June 2009	20
Develop a comprehensive communication strategy	Metropolitan Governance Dialogue	Governance Working Group	Public-Private Partnerships	Communication strategy in place and being implemented	By August 2008	50
	Develop an interactive multimedia website for the MoNMED	Governance Working Group	Public-Private Partnerships	Multimedia website in place and continuously updated	By December 2008	10
	Develop interactive multimedia websites for MLAs	Governance Working Group	Public-Private Partnerships	Multimedia websites for MLAs	By June 2009	150
	Conceptualize and operationalise a public petition & grievance monitoring system	Governance Working Group	Public-Private Partnerships	Operationalise petition and grievance monitoring system	By December 2009	50
	Establish	Governance	Public-Private	Transformativ	By June	10

Goal	• Build and sustain effective metropolitan governance					
Objective	Strategies	Responsibility	Means of Implementation	Performance Indicator	Time Frame	Budget (in Kshs million)
	Transformative leadership incentives	Working Group	Partnerships	e leadership incentives operationalised	2009	
Metropolitan capacity building strategy	Capacity building audit of metropolitan level	Governance Working Group	Public-Private Partnerships	Capacity building audit and strategy in place	By June 2009	10
	Develop and implement capacity building strategy	Governance Working Group	Public-Private Partnerships	Metropolitan planning and management capacity enhanced	By June 2010 and continuous	750
	Establish and/or equip planning units in all MLAs	Spatial Planning Task Team	Public	15 Planning Units established or equipped	By June 2009	200
	Establish GIS capacity at Metro and MLA level	Spatial Planning Task Team	Public	16 coordinated GIS units established	By December 2009	500
Set up a comprehensive performance management system	Metropolitan wide web based performance reporting system by ward, local authority, and agency	Governance Working Group	Public-Private Partnerships	A comprehensive performance reporting system	By December 2008	150
	Biennial Metropolitan Congresses	Governance Working Group	Public-Private Partnerships	10 Congresses Held and Biennial Congress Reports	By 2030	200
	Metropolitan Benchmarking Initiative	Governance Working Group	Public-Private Partnerships	Metropolitan benchmarking initiative in place	By June 2009	15
	Service Delivery Surveys	Governance Working Group	Public-Private Partnerships	10 Metrowide Service Satisfaction Surveys	By 2030	200
	Establish a Metropolitan Observatory	Governance Working Group	Public-Private Partnerships	Metropolitan observatory in place	By June 2009	50
Develop a comprehensive metropolitan funding strategy	Develop a funding strategy	Governance Working Group	Public-Private Partnerships	Funding strategy in place and fully implemented	By 2009	100
	New policy instruments e.g. tax and location incentives	Governance Working Group	Public	Number of tax incentives	By 2009	100
Develop Plans for Mombasa, Kisumu and other Metropolis	Develop plans for Mombasa and Kisumu metropolis to avoid migration to the Nairobi metropolitan	Governance Working Group	Public-Private Partnerships	Plans for Other Metropolis in Place	By December 2009	1,500

to identify areas requiring further action in achievement of the goals of Metro 2030.

5.3   FINANCING NAIROBI METRO 2030

Implementation of the strategies, programmes, initiatives and projects envisioned under Nairobi Metro 2030 will require enormous financial resources. This will call for a significant and clear change from the traditional mechanisms applied to funding local development. It will demand closer and more symbiotic relationships between the central and local governments as well as that between the public and private sectors. Part of this will call for building closer engagements between these actors, as determined in the proposed institutional and regulatory framework.

Chart 5-4 suggests a framework for financing the Nairobi Metro 2030 Strategy in a sustainable fashion. It will focus on those elements and will also include measures to:

- Improve the ability of metropolitan local authorities to service debt
- Pursue appropriate municipal rating of the metropolitan local authorities and agencies
- Leverage non-traditional financing mechanisms such as bonds to finance development

The key concern will be to maintain or reduce the tax burden on citizen's and investors and increase efficiency and effectiveness in applying these instruments. Building on best practice, the strategy will pursue revenue diversity; stringent cost control and

cash flow management as well as sustainable increases in committed capital investment. In this regard, benchmarking within the metropolitan and also with other metropolitan regions will be undertaken.

5.4   THE POLICY, PROGRAMME AND PROJECT PROPOSALS

The main policy, programme and project proposals under this strategic thrust will be:

Goals of Policy Interventions to 2012

- Public-Private Partnership Framework
- MetroGIS Platform
- Effective Metropolitan Governance Framework
- Implementation of Phased Capacity Building Strategy
- Comprehensive and Inclusive Communication Strategy
- Integrated Performance Management Framework
- Nairobi Metropolitan Development Act passed
- Improved financial performance of local authorities
- Improved service delivery
- Two Biennial Nairobi Metropolitan Congresses
- Two Metro-wide User Satisfaction Surveys

- Develop a robust public – private partnerships framework
- Develop a comprehensive, metropolitan Geographical Information System to support effective and inclusive governance
- Rationalize metropolitan governance framework

- Develop a comprehensive communication strategy targeted at all key stakeholders in support Metro 2030 and build civic identity, responsibility and culture
- Set up a comprehensive performance management system supportive of strategy
- Initiate Comprehensive Metropolitan Planning Effort for designated metropolitan areas under Kenya Vision 2030, namely Mombasa, Kisumu-Kakamega, Nakuru-Eldoret, Wajir-Garissa-Mandera, and Kitui-Mwingi-Meru.

Implementation of these strategies will require an investment of Kshs. 5.78 billion to realise.

6 CONCLUSION

It is evident from information synthesis that cities are engines of development. However, in a rapidly globalizing world, only competitive cities harness opportunities, make prosperous regions and sustainable communities. Further, that all metro regions are not the same nor do they have the same potential: different sized cities play different economic roles within national and international context. This strategy has gone into great depth to profile the potential of the Nairobi Metro Region; to identify its role nationally, regionally and globally and to subsequently outline the strategic growth and development paths up to 2030.

To will is to select a goal, determine a course of action that will bring one to that goal, and then hold to that action till the goal is reached. The key is action.

Michael Hanson

The Nairobi Metro 2030 vision of a world class metropolis, first and foremost in Africa and the world has been informed from the opportunities of the region, international experience, collection of stakeholder views and our national development agenda as manifested in vision 2030. The road map towards the vision has been characterized by wide and all inclusive consultations thus making the vision, a shared vision.

The broad goals of the strategy for the region are; to firstly to build an internationally competitive and inclusive economy; secondly to deploy world class infrastructure and utilities; thirdly to enhance mobility and connectivity through effective transportation; fourth to enhance the quality of life for the region; fifth to make the region a place of choice; sixth to ensure a safe and secure region and lastly enhance a

world class governance system. All these efforts are realigned towards the transformation of the region into a regional and global services hub and a preferred destination of choice for local, regional and international investors and visitors.

The vision, mission, goals and strategic objectives are to be attained through the implementation of a number of short, medium and long term programs and interventions within a detailed implementation action plan mechanism and metropolitan working group framework. A number of challenges identified in the SWOT analysis for the region have been addressed through various proposed strategies and programs. For instance, to tackle unemployment and regional imbalances, the strategy advocates the development of industrial, financial parks to generate employment for skilled workforce within the metropolis, while simultaneously retaining the bulk of industrial activities within the wider metropolis. To build an internationally competitive economy, the strategy proposes to establish the region as a regional and global services centre; increase market share in identified niche market areas; improve business operating environment and enhance productivity of individuals and firms.

More importantly, the strategy observes the critical need for developing the other five identified metropolitan areas as key nodes for development. These are Mombasa, Kisumu-Kakamega, Nakuru-Eldoret, Wajir-Garissa-Mandera, and Kitui-Mwingi-Meru. It is important that this is done at the same time as the NMR is being developed to ensure that new areas to absorb the high levels of population that will be urbanised in Kenya.

It is the successful implementation of the programs outlined in the strategy that will underpin the competitiveness of the region as an investment, tourism, and business, medical and educational a destination of choice. Underpinning the Metro Region's success will be an effort to ensure equitable development amongst the various localities and also leading the effort to build a united Kenya, at peace with itself. Vibrant and diverse lifestyle centres where entertainment and a range of lifestyle choices 'outside of work' will complement the envisaged business success of the Metro Region. Strong and enduring partnerships between the community, the private and public sectors will be the key drivers and facilitators of this development effort, complimented by regional, national and international partners of goodwill. Partnerships with these organizations/ groups must be based on relationships of trust, an understanding of each others' goals, and clear and measurable objectives that provide mutual benefits. The envisaged strategy will require Kshs. 33.2 trillion to realise. Accessing this volume of funding will require the active participation and goodwill of the central government for facilitation. But more important, the proposed projects and programmes will require private capital and investment to implement as illustrated in Chart 6-1.

The metropolitan area covers a large region composed of 15 local authorities with various jurisdictions and mandates. The project will also fall under numerous government agencies with varying legal mandates. The strategy has therefore recognized the need for a comprehensive harmonization of legislations for ease of implementation. The strategy indicates a preference for

Chart 6-1:   *The Nairobi Metro 2030 Strategy financing levels*
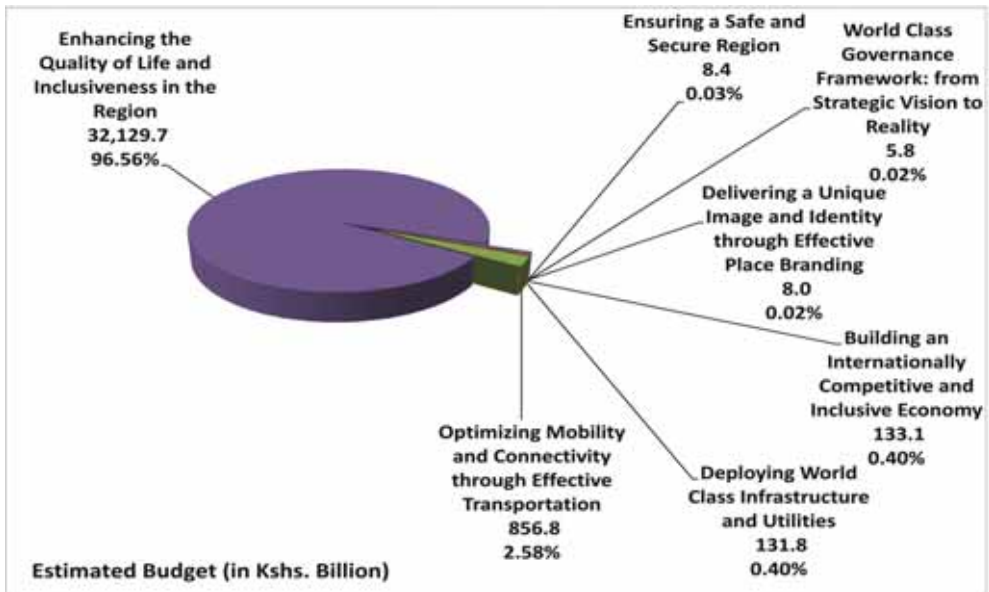
knowledge and creative enterprises, value adding and service enterprises. However, actions taken under this strategy will not be limited to these industries although the strategy looks to build on these strengths. Businesses that provide high employment, produce high-value products or services and are part of the export supply chain will be critical to the NMR's near, medium and long term prosperity.

O God of all creation
Bless this our land and nation
Justice be our shield and defender
May we dwell in unity
Peace and liberty
Plenty be found within our borders

Let one and all arise
With hearts both strong and true
Service be our earnest endeavour
And our homeland of Kenya
Heritage of splendour
Firm may we stand to defend

Let all with one accord
In common bond united
Build this our nation together
And the glory of Kenya
The fruit of our labour
Fill every heart with thanksgiving

It supports continuing economic growth of the region and nation while balancing social and environmental impacts. It is based on anticipated demographic trends, economic and social indicators and global drivers. The strategy identifies key result areas and proposes measures to ensure that the spatial framework is in harmony with the strategic objectives. The key result areas are aimed to: enhance liveability, strengthen economic competitiveness, ensure fairness, protect the environment, and improve governance.

On governance, the institutional structures of the strategy are realigned to actualize the vision. To ensure successful implementation of all proposals, the strategy has the defined role of government, lead ministry, other agencies and stakeholders. Secondly, it has set out an elaborate implementation regime. The ministry is strictly assigned the role of policy formulation, planning and regulations. The execution of

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the projects will be by a board to be constituted under a legal notice and managed by professionals 'business unusual' Proposals made in Metro 2030 in support of Kenya Vision 2030 demand a shift from business as usual to business unusual. Efforts will be made to set clear and rigorous targets at all levels of the various organizations. The achievement of these targets will also be monitored carefully to ensure effective linkages with expected outcomes. Implementation of Metro 2030 will be done in partnership with other government agencies, local authorities, the metro community, and private sector organizations to achieve metro-wide development objectives.

Going forward, the strategy identifies key success factors in the implementation of the strategy; Political good will and harmony amongst metro local authorities; transparency and accountability in the management of public affairs; effective governance structure and technical competencies/ professionalism, the ministry of Nairobi metropolitan development to champion the vision, mobilizations of resources; legal instruments; innovation and being adaptive to change and a strong public private partnerships are all critical in the realization of the vision.

7 APPENDICES

7.1   APPENDIX 1:   PROJECTED POPULATION SHARE DYNAMICS SCENARIOS

BUSINESS AS USUAL (BAU): PROPORTIONAL CONTRIBUTION TO TOTAL METRO POPULATION							
Local Authority	1999	2007	2012	2017	2022	2027	2030	Comment
Nairobi	43.84%	46.37%	48.15%	49.27%	50.35%	51.40%	52.00%	Rising contribution at a falling rate
Thika Municipal	1.82%	1.71%	1.64%	1.58%	1.53%	1.47%	1.44%	Reducing contribution at a falling rate
Thika County	9.35%	8.81%	8.43%	8.15%	7.87%	7.59%	7.42%	Reducing contribution at a falling rate
Ruiru Municipal	2.28%	2.15%	2.06%	1.99%	1.92%	1.85%	1.81%	Reducing contribution at a falling rate
Kiambu Municipal	1.38%	1.28%	1.21%	1.16%	1.10%	1.05%	1.02%	Reducing contribution at a falling rate
Kiambu County	6.82%	6.31%	5.98%	5.71%	5.45%	5.20%	5.05%	Reducing contribution at a falling rate
Karuri Town	1.92%	1.77%	1.68%	1.61%	1.53%	1.46%	1.42%	Reducing contribution at a falling rate
Kikuyu Town	3.48%	3.22%	3.05%	2.92%	2.78%	2.65%	2.58%	Reducing contribution at a falling rate
Limuru Municipal	1.84%	1.97%	1.95%	2.00%	2.04%	2.04%	2.03%	Rising contribution
Ol Kejuado County	8.09%	8.74%	9.13%	9.61%	10.12%	10.63%	10.95%	Rising contribution
Kajiado Town	0.25%	0.27%	0.28%	0.30%	0.31%	0.33%	0.34%	Rising contribution
Tala/Kangundo Town	3.20%	2.90%	2.72%	2.57%	2.42%	2.28%	2.20%	Reducing contribution at a falling rate
Mavoko Municipal	1.00%	1.13%	1.22%	1.32%	1.43%	1.54%	1.62%	Rising contribution
Machakos Municipal	3.54%	3.21%	3.01%	2.84%	2.68%	2.53%	2.44%	Reducing contribution at a falling rate
Masaku County	11.18%	10.15%	9.50%	8.97%	8.46%	7.98%	7.69%	Reducing contribution at a falling rate

HIGH-VARIANT SCENARIO: PROPORTIONAL CONTRIBUTION TO TOTAL METRO POPULATION							
Local Authority	1999	2007	2012	2017	2022	2027	2030	Comment
Nairobi	43.84%	44.45%	46.21%	47.32%	48.38%	49.43%	50.03%	Rising contribution at a falling rate
Thika Municipal	1.82%	1.77%	1.70%	1.65%	1.59%	1.54%	1.50%	Reducing contribution at a falling rate
Thika County	9.35%	9.12%	8.75%	8.47%	8.18%	7.90%	7.73%	Reducing contribution at a falling rate
Ruiru Municipal	2.28%	2.22%	2.13%	2.06%	2.00%	1.93%	1.88%	Reducing contribution at a falling rate
Kiambu Municipal	1.38%	1.32%	1.26%	1.20%	1.15%	1.10%	1.07%	Reducing contribution at a falling rate
Kiambu County	6.82%	6.54%	6.20%	5.94%	5.67%	5.42%	5.26%	Reducing contribution at a falling rate
Karuri Town	1.92%	1.84%	1.74%	1.67%	1.60%	1.52%	1.48%	Reducing contribution at a falling rate
Kikuyu Town	3.48%	3.34%	3.17%	3.03%	2.90%	2.77%	2.69%	Reducing contribution at a falling rate
Limuru Municipal	1.84%	2.04%	2.02%	2.07%	2.12%	2.11%	2.11%	Rising contribution
Ol Kejuado County	8.09%	9.04%	9.45%	9.96%	10.48%	11.02%	11.35%	Rising contribution
Kajiado Town	0.25%	0.28%	0.29%	0.31%	0.33%	0.34%	0.35%	Rising contribution
Tala/Kangundo Town	3.20%	3.01%	2.82%	2.67%	2.52%	2.38%	2.30%	Reducing contribution at a falling rate
Mavoko Municipal	1.00%	1.17%	1.26%	1.37%	1.48%	1.60%	1.67%	Rising contribution
Machakos Municipal	3.54%	3.33%	3.12%	2.95%	2.79%	2.63%	2.54%	Reducing contribution at a falling rate
Masaku County	11.18%	10.52%	9.86%	9.33%	8.81%	8.32%	8.03%	Reducing contribution at a falling rate

| LOW-VARIANT SCENARIO: PROPORTIONAL CONTRIBUTION TO TOTAL METRO POPULATION							
Local Authority	1999	2007	2012	2017	2022	2027	2030	Comment
Nairobi	43.84%	47.34%	49.13%	50.26%	51.34%	52.39%	53.00%	Rising contribution at a falling rate
Thika Municipal	1.82%	1.68%	1.61%	1.55%	1.50%	1.44%	1.41%	Reducing contribution at a falling rate
Thika County	9.35%	8.65%	8.27%	7.99%	7.71%	7.43%	7.26%	Reducing contribution at a falling rate
Ruiru Municipal	2.28%	2.11%	2.02%	1.95%	1.88%	1.81%	1.77%	Reducing contribution at a falling rate
Kiambu Municipal	1.38%	1.25%	1.19%	1.13%	1.08%	1.03%	1.00%	Reducing contribution at a falling rate
Kiambu County	6.82%	6.19%	5.86%	5.60%	5.34%	5.09%	4.94%	Reducing contribution at a falling rate
Karuri Town	1.92%	1.74%	1.65%	1.57%	1.50%	1.43%	1.39%	Reducing contribution at a falling rate
Kikuyu Town	3.48%	3.16%	2.99%	2.86%	2.73%	2.60%	2.52%	Reducing contribution at a falling rate
Limuru Municipal	1.84%	1.94%	1.92%	1.96%	2.00%	2.00%	1.99%	Rising contribution
Ol Kejuado County	8.09%	8.59%	8.96%	9.44%	9.93%	10.44%	10.74%	Rising contribution
Kajiado Town	0.25%	0.27%	0.28%	0.29%	0.31%	0.32%	0.33%	Rising contribution
Tala/Kangundo Town	3.20%	2.85%	2.66%	2.51%	2.37%	2.23%	2.15%	Reducing contribution at a falling rate
Mavoko Municipal	1.00%	1.11%	1.20%	1.30%	1.40%	1.52%	1.59%	Rising contribution
Machakos Municipal	3.54%	3.15%	2.95%	2.78%	2.62%	2.47%	2.38%	Reducing contribution at a falling rate
Masaku County	11.18%	9.96%	9.32%	8.79%	8.29%	7.81%	7.52%	Reducing contribution at a falling rate

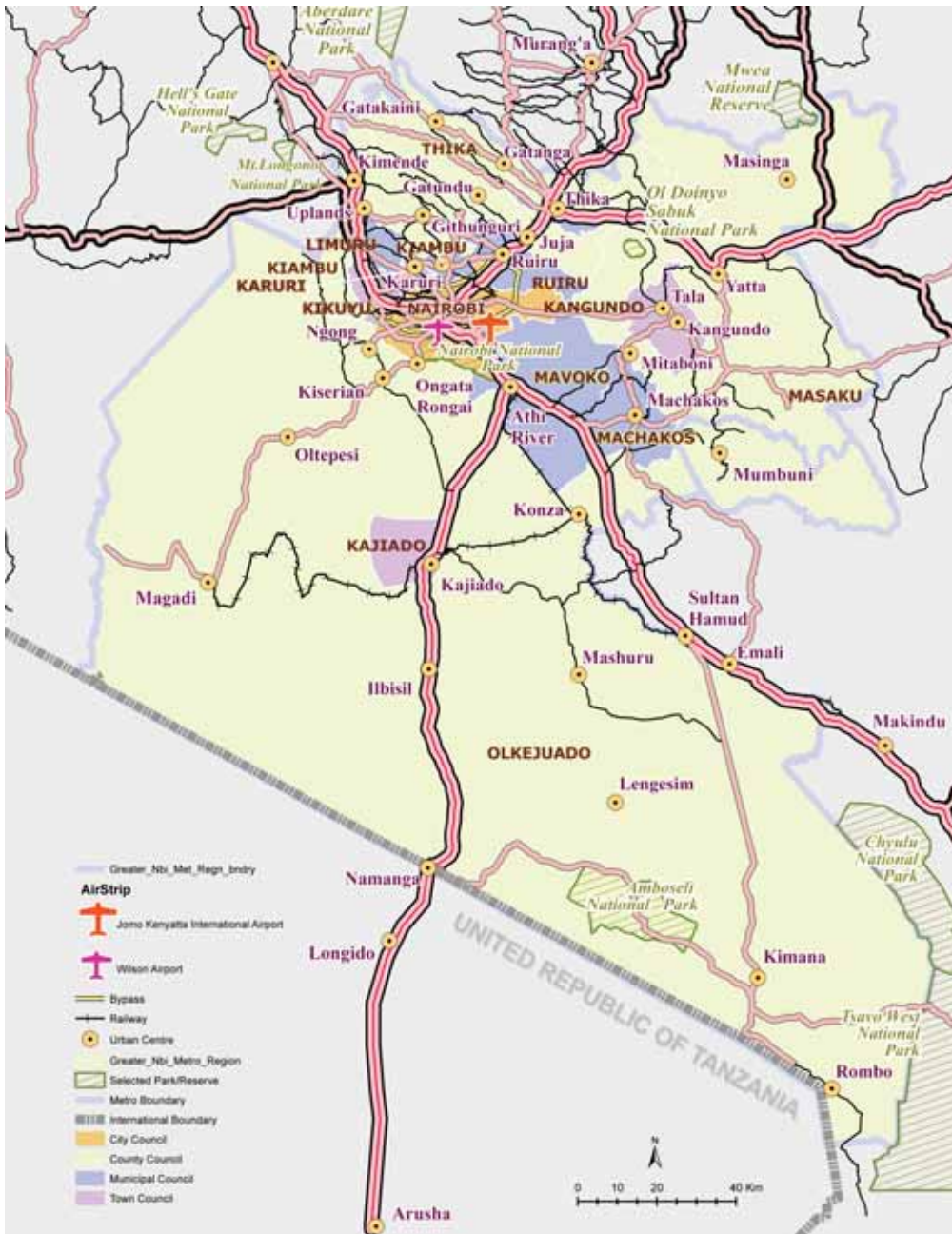## 7.2 APPENDIX 2: LAND USE MAP
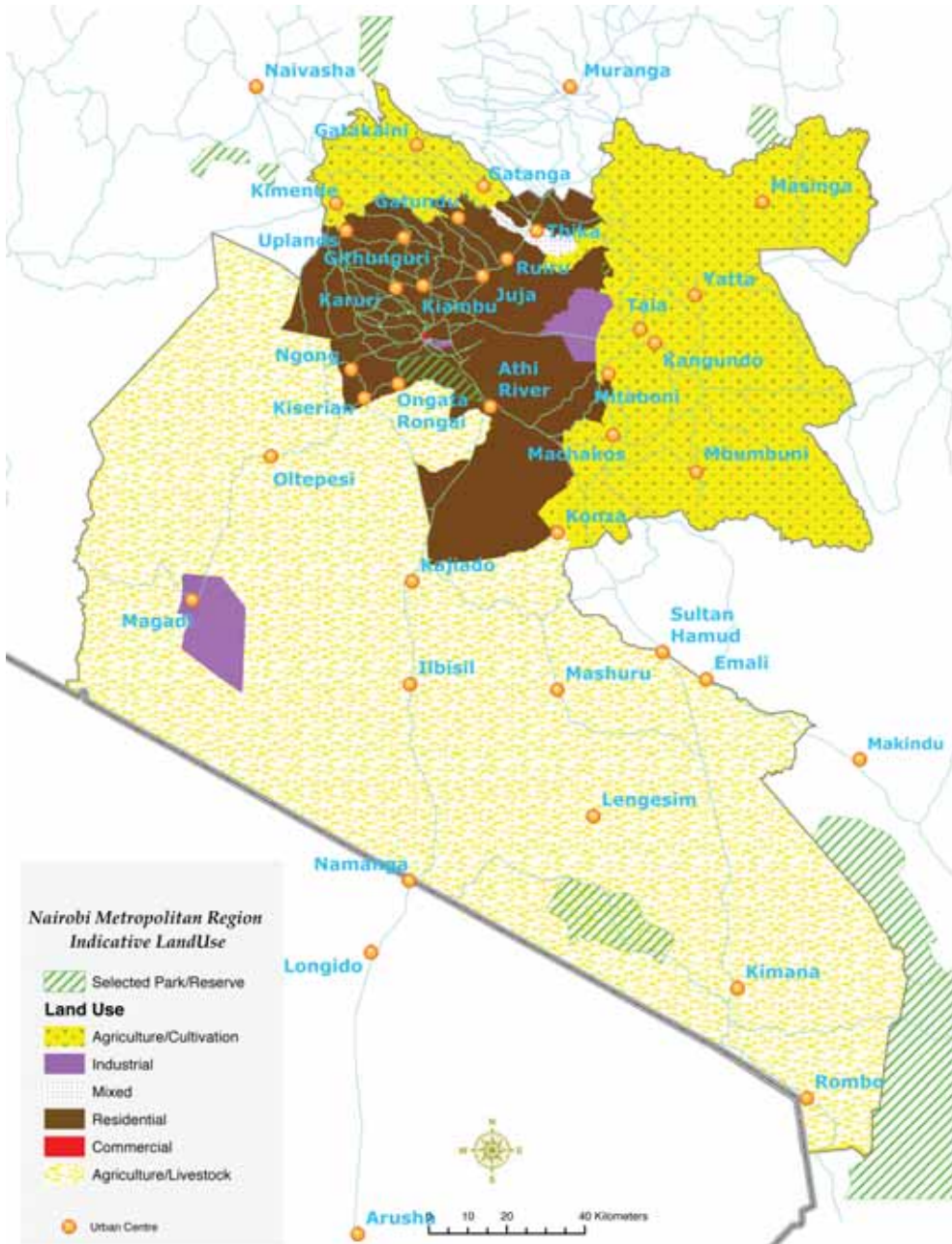
7.3   APPENDIX 3:   SEWERAGE AND SOLID WASTE MANAGEMENT
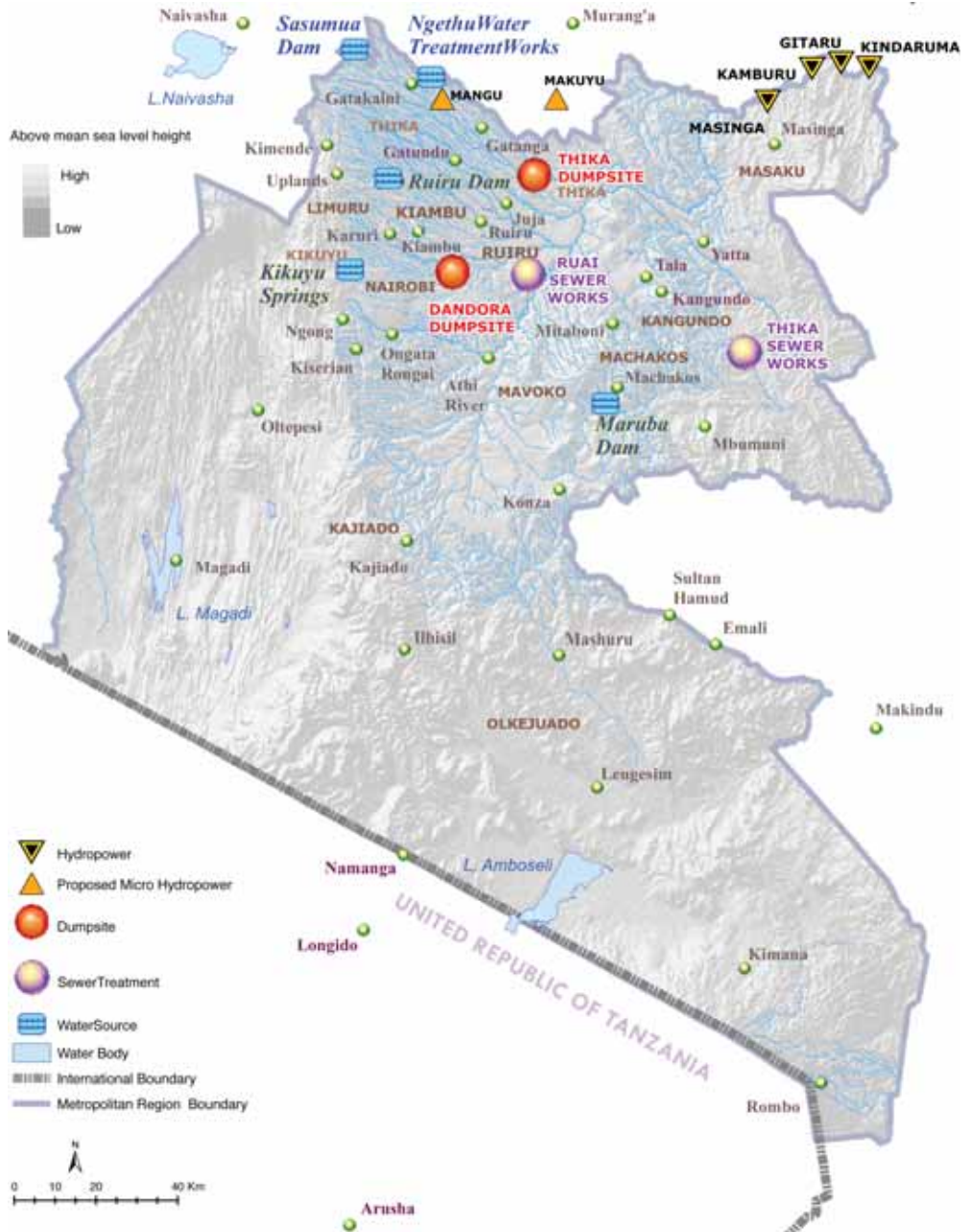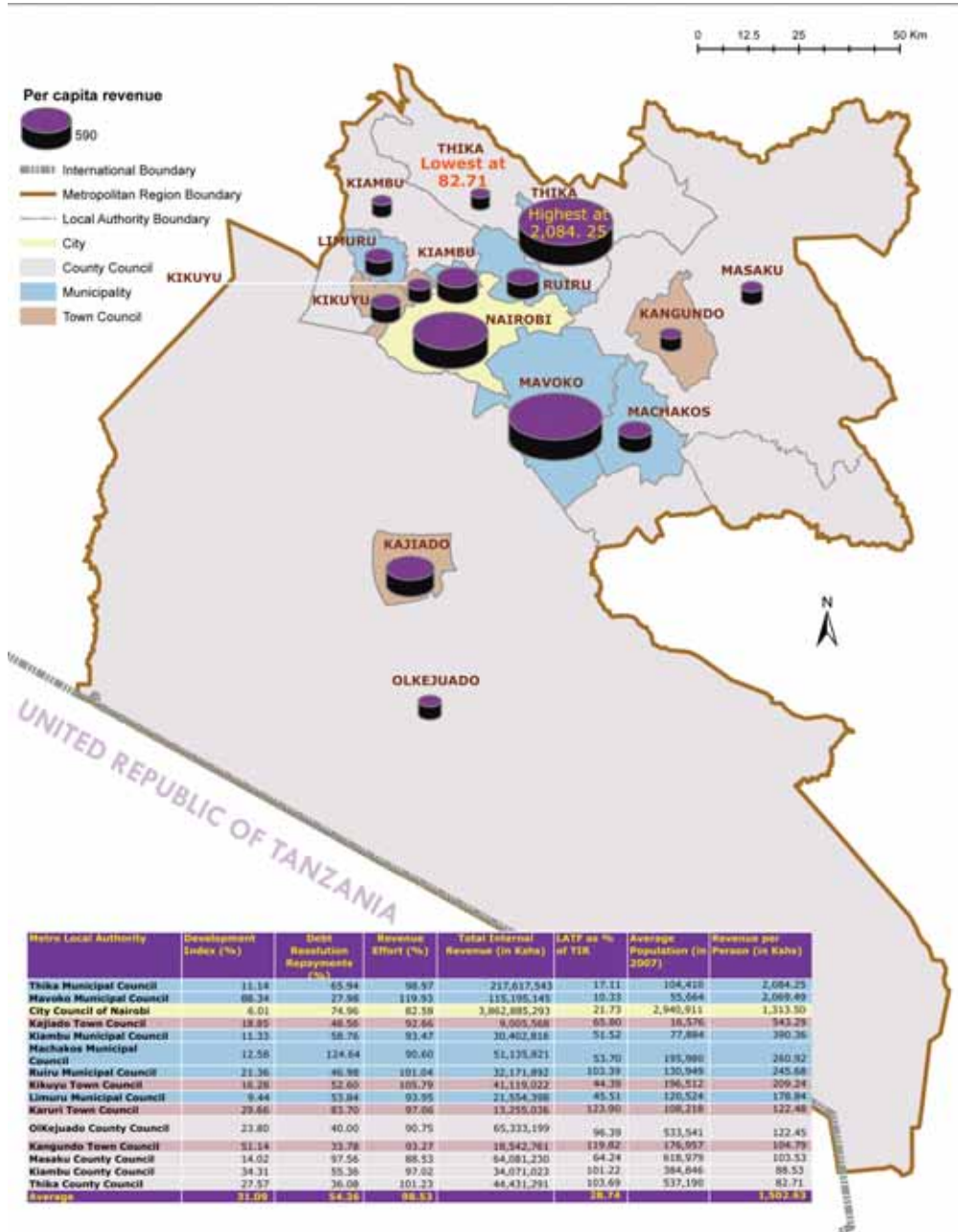
7.4   APPENDIX 4:   TRANSPORTATION MAP

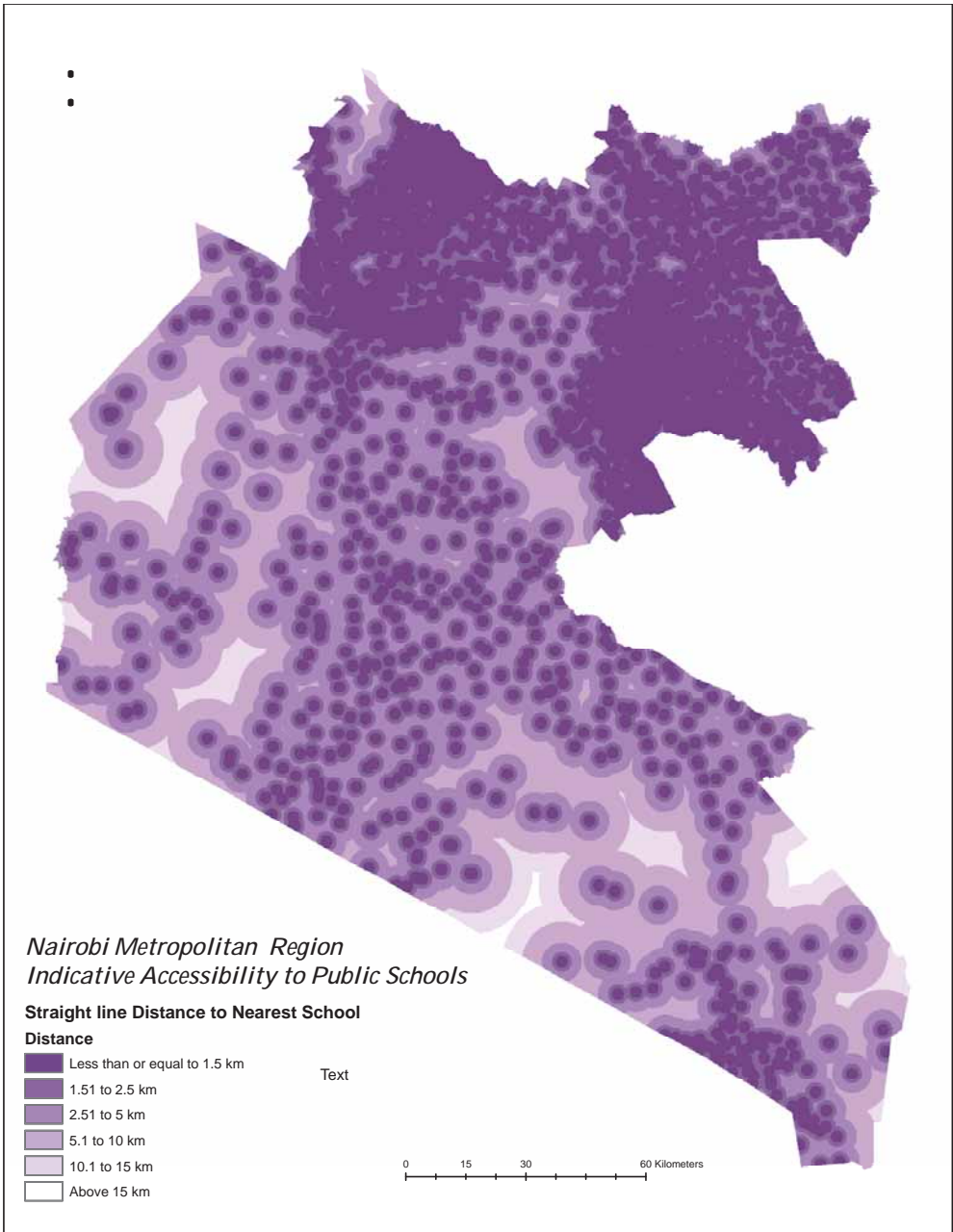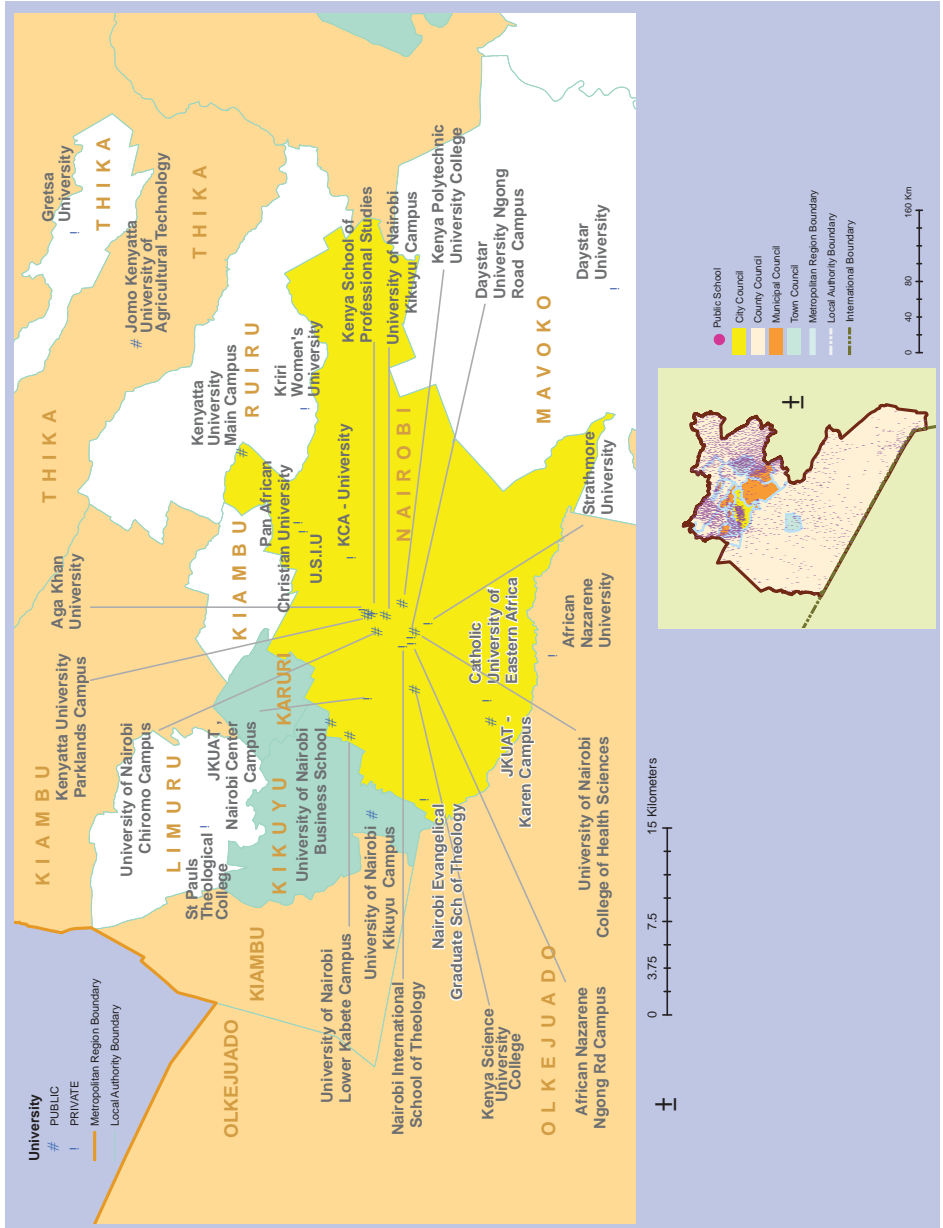## 7.5 APPENDIX 5: FINANCIAL GOVERNANCE INDICATORS IN THE METROPOLITAN

Metro Local Authority	Development Index (%)	Debt Resolution Repayments (%)	Revenue Effort (%)	Total Internal Revenue (in Kshs)	LATF as % of TIR	Average Population (in 2007)	Revenue per Person (in Kshs)
Thika Municipal Council	11.14	65.94	98.57	217,617,543	17.11	104,418	2,084.25
Mavoko Municipal Council	88.34	27.98	119.93	115,195,145	10.33	55,664	2,069.49
City Council of Nairobi	6.01	74.96	82.38	3,862,885,293	21.73	2,940,911	1,313.50
Kajiado Town Council	18.85	46.50	92.66	9,005,568	65.80	16,576	543.29
Kiambu Municipal Council	11.33	58.76	93.47	30,402,818	51.52	77,884	390.36
Machakos Municipal Council	12.58	124.64	90.60	51,135,821	53.70	195,980	260.92
Ruiru Municipal Council	21.36	46.98	101.04	32,171,892	103.39	130,949	245.68
Kikuyu Town Council	18.28	52.60	105.79	41,119,022	44.39	196,512	209.24
Limuru Municipal Council	9.44	53.84	93.95	21,554,398	45.51	120,524	178.84
Karuri Town Council	29.66	83.70	97.06	13,255,036	123.90	108,218	122.48
OlKejuado County Council	23.80	40.00	90.75	65,333,199	96.39	533,541	122.45
Kangundo Town Council	51.14	33.78	83.27	18,542,761	119.82	176,957	104.79
Masaku County Council	14.02	97.56	88.53	64,081,230	64.24	618,979	103.53
Kiambu County Council	34.31	55.36	97.02	34,071,023	101.22	384,846	88.53
Thika County Council	27.57	36.08	101.23	44,431,291	103.69	537,190	82.71
Average	31.09	54.36	98.53		28.74		1,502.63

7.6   APPENDIX 6:   INDICATIVE PUBLIC SCHOOL ACCESSIBILITY MAP

Nairobi Metropolitan Region
Indicative Accessibility to Public Schools

Straight line Distance to Nearest School
Distance

- Less than or equal to 1.5 km
- 1.51 to 2.5 km
- 2.51 to 5 km
- 5.1 to 10 km
- 10.1 to 15 km
- Above 15 km

Text

0   15   30   60 Kilometers

7.7 APPENDIX 6: HIGHER EDUCATION FACILITY LOCATION IN THE METROPOLITAN

7.8   APPENDIX 7:   LOCATION OF KEY STADIA IN THE METROPOLITAN
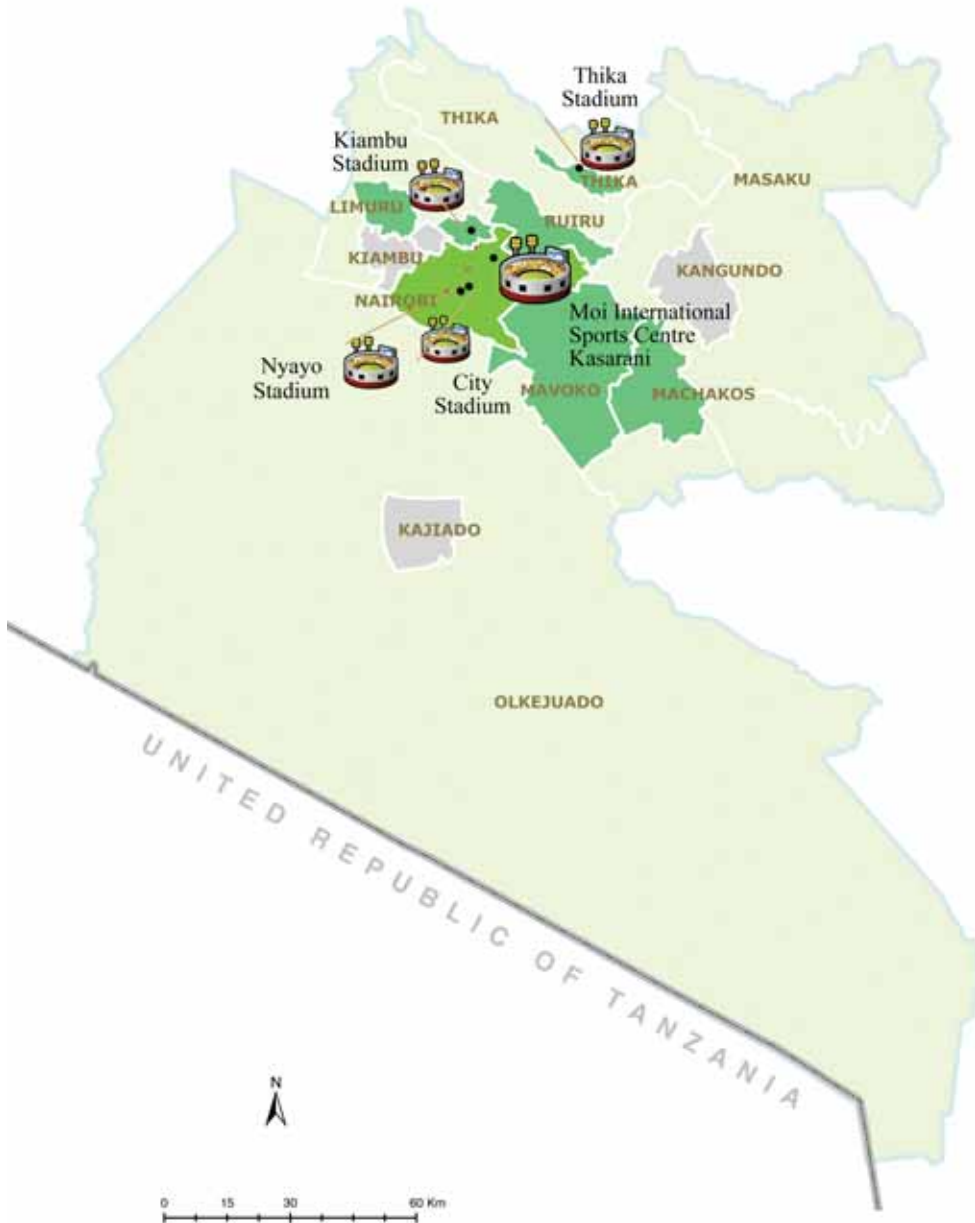
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9 PHOTO CREDITS

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- Vision 2030 Team

- State House Website

- Kenya Tourism Board

- Ministry of Roads

- http://www.skyscrapercity.com

- Nairobi Metro 2030 Research Team

10 INDICATIVE LIST OF HIGH LEVEL SUMMIT PARTICIPATION BY INSTITUTION

3M Kenya Ltd
AAR
AED
AMREF-KENYA
AMRO PROPERTIES
Architectural Association of Kenya
Assa Arsloy EA Ltd
Athi Water Services Board
British American Tobacco
Bridge Africa - ADC
Bunge la Wananchi
Buruburu Resident Welfare Association
C.K.S
Capital FM
Carewell Society
Chabun BA
Chandaria Industries Ltd.
Citizen TV
City Council of Nairobi
Commercial Bank of Africa
Computer for Schools Kenya
COMTEC Group (2007) Ltd.
Consumer Information Network
Country Council of Thika
County Council of Kiambu
CPDA
Daily Nation
Deputy Prime Minister and Ministry of Trade
Deputy Prime Ministers and Ministry of Local Government
Dimensions Architects
Dryl Strategies – Business coaches
Easy Coach Ltd
Eccseba SABCO
Elys Chemical Ind.Ltd.
Embu Foods Ltd
Farmer's Choice Ltd
Financial Post
FRUAK
G4S Security Services (K) Ltd.
Gapco Kenya Ltd

GME/KEPSA.KAM
Heikel (K) Ltd
HERAF
Hindu Council of Kenya
IT Consultant
Jubilee Insurance Company
K24 Television
Kahawa Sukari Residents & Plot Owners Welfare Association
Kangundo Town Council
Kapa Oil
Karen-Langata District Association
Karuri Town Council
Kenya Airports Authority
Kenya Alliance of Residence Association
Kenya Association of Manufacturers
Kenya Cooperative Creameries Ltd.
Kenya Data networks
Kenya ICT Board
Kenya Institute of Management
Kenya Institute of Planners
Kenya Journalists
Kenya National Federation Of Agricultural Producers (Kenfap) Kenya
Kenya Private Sector Alliance
Kenya Railways
Kenya Tenants Welfare Union
Kenya Times
Kenyan Paraplegic Organization
KHRC
Kiambu County Council
Kiambu Municipal Council
Kibagare Residents Association
Kikuyu Town Council
KISSfm
Komarock Resident Association
Kugeria North Estate Residents Association
Kugeria Residents Association
KWA
Lakeview Resident Association

M.A.W.A.
Mabati Rolling Mills Ltd.
Magnate Ventures Ltd.
Maji na ufanisi
Makini School
Microlan Kenya Limited
Ministry of Agriculture
Ministry of Lands
Mlolongo Business Community
MUDE
Municipal Council of Kiambu
Municipal Council of Limuru
Municipal Council of Machakos
Municipal Council of Ruiru
Municipal Council of Thika
Muthithi Residents Association
Nairobi Bottlers (Coca-cola)
Nairobi Central Business District Association
Nairobi NGOs Network
Nation Media Group
National Council of NGOs
National Council of Women of Kenya
National Economic and Social Council
Nature Kenya
Ngara Residents Association
Nyari Welfare Society
Oakland Media Services
Orbit Chemical Ltd.
Outdoor Advertising Ass of Kenya
Pembe Flour Mills Ltd.
Pharmaceutical Society of Kenya
Pinnacle Projects Ltd
Poverty Eradication Network
Powerware Systems Ltd.
Procter & Gamble EA
R.T (EAST AFRICA) Ltd. Randon Railers
Radio Africa
Radio Waumini
Riley Services Ltd
Riverside Estate - Thika
Riverside Estate Residents Association
Royal Media Services
Safal Group
Saralee Kenya Ltd.
Savings & Loan
Scion Real/Kenya Private Dev. Ass.

Shedi-Kenya
Standard Newspapers
Town Council of Kangundo
Town Council of Karuri
Town Council of Kikuyu
Toyota East Africa Ltd.
Membley Welfare Association
Umoja Women Health Care Mobile Clinics & Centres
Unique Group of Companies
United Business Association
WCDI (We care about Nairobi, do it)
Westlands Association Limited
Wungam Scheme