NAKURU'S PATHWAY TO VISION 2050

A Just, Livable and Prosperous City

NAKURU CITY BOARD

NAKURU -CITY-

JUSTCITY

Civil Society Urban Development Platform

FRIEDRICH EBERT STIFTUNG

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Nakuru City Board

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Foreword

Nakuru is Kenya's fourth largest city. The city has embarked on an innovative and transformative urban journey with a goal of making it a model modern city that enhances quality of life and fosters economic prosperity. The city conferred status on 1st December 2021 has embarked on developing a long-term vision in transition from *'Regeneration'* to the *'City Vision 2050'*. This epistemology of transformation is a clear commitment of my government for a sustainable paradigm shift that ensures an inclusive, just and smart city. This is in keeping with the progressive Kenya Vision 2030 and the United Nation Sustainable Development Agenda, particularly Sustainable Development Goal 11.

Cognizant of the high rate of urbanization that foster numerous urban challenges including urban sprawl that compounds pressures on the inadequate existing infrastructure propagating inequalities, climate change impact and urban decay among others. As a remedy to these challenges, my government embraces dignity, equity and diversity in a democratic environment in order to advance citizen-centric development for the benefit of all. Like many growing cities, Nakuru experiences traffic congestion and a growing need for affordable housing supply due to the increase in urban population. Instinctively, this portends greater need to strengthen urban planning, development of integrated mobility master plan, equitable utilization of public spaces, improved housing and human settlement and reduction of urban pollution for a healthy county. Economically, urban areas act as the economic cogs and business hubs, consequently, my government gives prominence to economic enablers such business digitization, infrastructure investment, urban safety and strengthening ease of doing business. Of great importance is the people, especially the majority who seek to have a dignified life in the city. In this respect, we remain committed to the New Urban Agenda principle of 'living no one behind' and have an ambition to have an equitable and just development that carries the aspirations of the majority.

I take this chance to appreciate the Friedrich-Ebert-Stiftung (FES) for partnering with us in progressing the course towards a just city including organizing and mobilizing professional experts on urban development during the city dialogues that set the foundation for the Vision 2050, and I look forward for more engagements to promote the urban agenda in Nakuru County.

This publication is the first step of a journey towards a sustainable framework for an inclusive, just and prosperous Nakuru City.

H.E The Governor Susan Kihika

County Government of Nakuru

Acknowledgement

This Publication is a testimony of the commitment of the County Government of Nakuru through Nakuru City Board to meeting the popular aspirations of the Citizens of the youngest City in Africa to make Nakuru a *'Just City'* in partnership with the Friedrich-Ebert-Stiftung, Kenya Office and its partners.

The publication is in recognition of the gallant efforts of the Nakuru City Board under the stewardship of H.E the Governor Susan Kihika and the able leadership of the Chairperson Ms. Stella Karanja. Board Director, Mr. David Kuria deserves special mention for spearheading this transformation agenda with great dedication and zeal. Similarly, the support and coordination of the City Manager Mr. Gitau Thabanja deserves special mention together with the management team, particularly the Nakuru Planning Department.

These achievements were made possible through the partnership, financial and technical support granted by the Friedrich-Ebert-Stiftung (FES), coordinated by Mr. Titus Kaloki, Mr. Robert Muthami, Ms. Vivienne Kigondu and Ms. Cynthia Muthoni. We deeply appreciate and acknowledge the great contribution made by the Just City Working Group (JCWG) under the leadership of their Convener Mr. George Wasonga of the Civil Society Urban Development Platform (CSUDP), who amongst other things, moderated and facilitated the thematic stakeholder dialogues. The team at CSUDP, which included Mr. James Mwanjau and Ms. Robai Naliaka, has made significant contributions to the transformation. Eng. Michael Makokha of Geotechsys Africa Ltd was instrumental in all the technical planning processes and worked seamlessly with the Urban Collective Design (U_CODE) team from Technical University Dresden, Germany and the Nakuru City Planning team to deliver a unique planning approach. Gratitude also to Ms. Rasna Warah for the editorial work on the publication.

More importantly, we want to express deep gratitude to the many stakeholders in Nakuru City specifically the residents of Kenya Meat Commission (KMC) informal settlement who have embraced the Just City concept and continue to drive transformation in their respective fields for the benefit of Nakuru's development. This early gain provides a strong foundation against which to anchor the Nakuru City Vision 2050.

Bastian Schulz
Country Director
Friedrich-Ebert-Stiftung
Kenya Office

Summary

Nakuru, Kenya's fourth largest city, has embarked on an innovative urban strategy whose goal is to make Nakuru a model city that enhances the quality of life of its residents and fosters economic prosperity.

Since its establishment in 2019, the Nakuru City Board has adopted an open governance and management system where regular reports are made to various interest groups on the performance of the board and opinion is sought on ways to improve the performance of the board for improved service delivery.

The Nakuru City Board, in collaboration with the Friedrich-Ebert-Stiftung (FES) Kenya office, Just City Working Group (JCWG), Socially Just Public Transport Working Group (SJPTWG) and other strategic partners promoting the "just city" concept, has also adopted the Transformative Change Making (TCM) approach as a strategy for delivering on its local development agenda. TCM is an innovative approach that uses strategically crafted narratives and well-designed catalytic projects as vehicles for transformative change.

It strengthens the ability of policy makers to reach out to broader constituencies, to encourage private sector contribution to the common good, to build the strategic capacity of civil society, to access knowledge across multiple actors, and to build the political literacy of all stakeholders.

The Nakuru City Board has embraced and is applying the three stages of TCM:

- building an alternative vision;
- developing a change narrative; and
- undertaking catalytic projects.

Its alternative vision is anchored in the Nakuru Municipality Integrated Development Plan (NMIDeP) 2019-2023 and the Nakuru Municipality Regeneration Plan (2019), which form the foundation for the transformation while sector strategies are the basis for the change narrative.

Some of the catalytic projects that Nakuru has embarked upon include redesigning public transport routes and construction of non-motorised transport (NMT) corridors on Kenyatta Avenue, the city's main road. Various projects under the proposed Nakuru Vision 2050 have also been designed, including rehabilitating the Afraha football stadium to make it a multipurpose venue that promotes social inclusion, installing street lights and storm water drainage in the CBD, rehabilitating the Nyayo Gardens public park and building a city disaster and rescue centre. One of the most innovative projects that the city has undertaken is applying the U_CODE social planning tool within the Kenya Meat Commission settlement that allowed the community to design their settlement to meet their local development aspirations. This is the first time the U_CODE application has been used in Africa.

Through these and other initiatives, Nakuru City hopes to capture more public views on how the city can be transformed so that it can be a model city for other cities and towns that are struggling to deliver services to residents. By balancing the need for environmental protection with economic development, it is setting an example for other Kenyan .cities in pursuit of SDG 11. The proactive role played by the board in identifying catalytic projects that involve people's participation has been instrumental in carrying forward the city's vision.

Nakuru's vision is perfectly aligned with the "just city" principles of dignity, equity and diversity, rights and responsibilities and democracy. It is rooted in Kenya's constitution that entrenches socio-economic rights and freedoms, and makes public participation a requirement in decision making. The model city envisioned by Nakuru could be a game changer that provides an incentive to other municipal and city boards in Kenya and beyond to transform the way their cities and towns are governed and planned.

Background

Nakuru City is the capital of Nakuru County that lies in Kenya's Great Rift Valley region. With a population of around **400,000**, the city is the fourth largest in Kenya, after Nairobi, Mombasa and Kisumu.

Agriculture forms the backbone of Nakuru County's economy. The county's mild climate and volcanic soils make it conducive for farming and livestock keeping. Tourism is also a major contributor to the local economy; Nakuru City borders the scenic Lake Nakuru, which attracts hundreds of domestic and foreign tourists every year because of the large numbers of pink flamingoes found there. Nakuru County's contribution to Kenya's GDP was 6.1% in 2017, the second largest share after Kenya's capital Nairobi (21.7%). This makes it one of the most important economic hubs in the country.

Because of its economic and political significance nationally, Nakuru City hashas a dynamic political economy, a reality that influences its residents' ability to negotiate for civic services. Competing interests between communities between communities greatly influences service delivery and the issues that most concern the residents rarely attract the attention of city leaders. This has resulted in high levels of inequality. One study found that there was an 89% difference between the ward with the highest electricity coverage and that with the least. Almost 40% of households in Nakuru depend on charcoal and firewood for cooking. This is significantly higher than the 27% national average for urban areas. Drug and alcohol abuse is also widespread among youth, who comprise a majority of the city's population.

In 2021, Nakuru, which was previously designated as a municipality, was elevated to city status. On 1 December, it was awarded the City Charter, making it the youngest city in Kenya. For a town to acquire city status in Kenya, it must have a population of at least 250,000 and the ability to provide services such as water and sanitation, street lighting, proper drainage systems, and an effective public transport system. It must also have a fire fighting and disaster management system in place, and is expected to have several recreational facilities, including public parks, stadiums and community centres. Municipalities that acquire city status are expected to generate their own revenue but are also eligible for some state funding.

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Drug and **alcohol** abuse is also widespread among youth, who comprise a majority of the city's population.

The Just City Working Group (JCWG) and the Socially Just Public Transport Working Group (SJPTWG), two multi-disciplinary teams of Kenyan urban professionals and practitioners who advocate for more inclusive, equitable and democratic cities in Kenya, have developed Just City Principles for Kenya, which are: *dignity; equity and diversity; rights and responsibilities; and democracy*.

Nakuru City is well suited for the application of the just city concept because it is sufficiently cosmopolitan, and it is viewed as an emerging city, which means its structures are not yet fully formed or established.

> This provides a window of opportunity to shape its destiny by **raising important questions for consideration** by its citizens and their leaders.
>
> It also gives Nakuru an opportunity to **not repeat the mistakes** of other Kenyan cities and towns which suffer from poor planning, weak infrastructure and high levels of poverty and inequality.

FOUR PILLARS OF THE JUST CITY

Dignity

This is the right of an individual or a group to be valued, respected, and treated ethically. It is to recognise the worthiness of a human individual or a group. It implies respect of the individual or a group regardless of their perceived socio-economic or political status.

Equity and Diversity

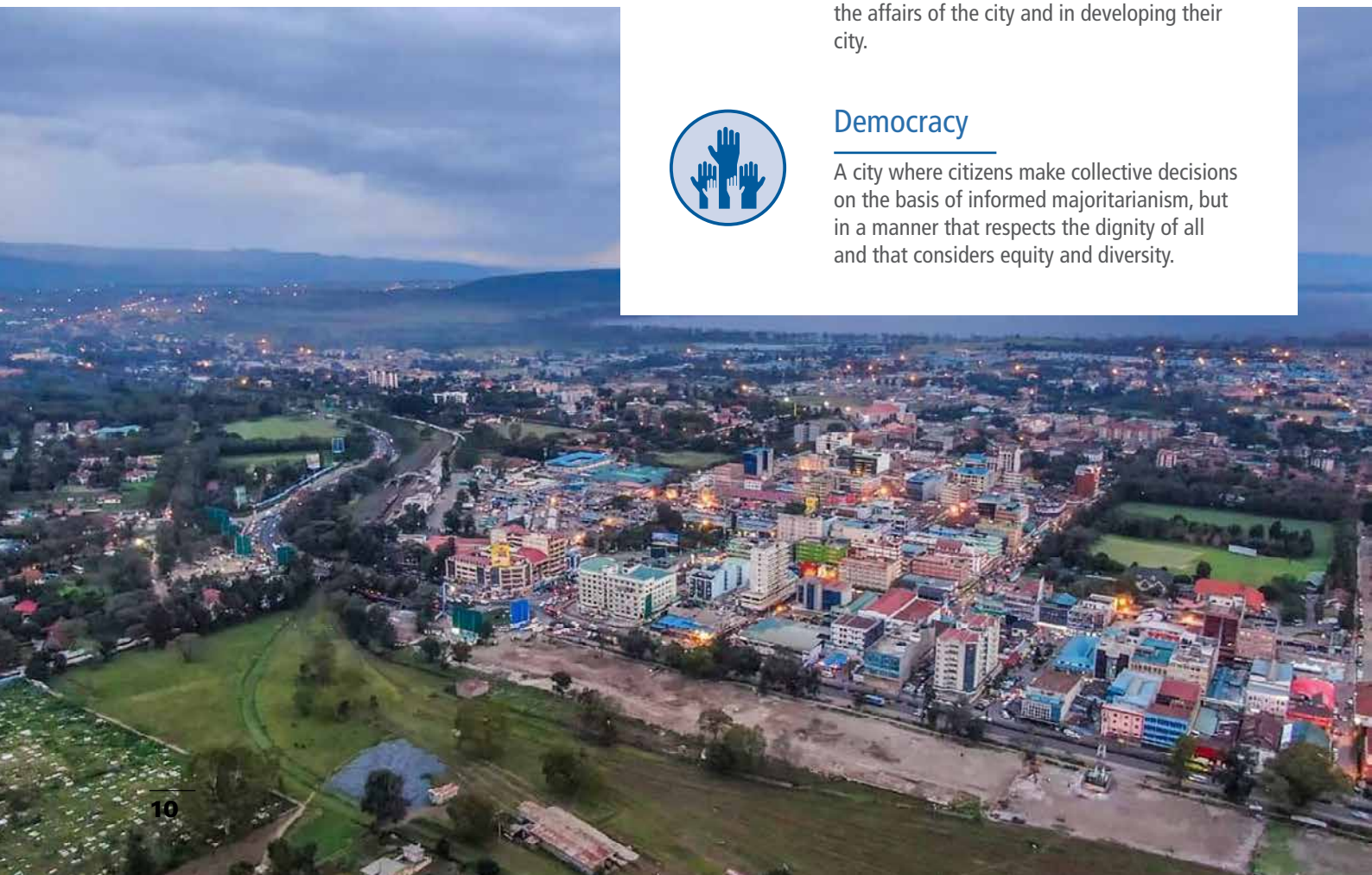
An equitable city is one where the city and its benefits are shared equitably among the citizens. A city of diversity is a city where there is an understanding that democratic processes may result in the exclusion of others (especially minorities) so measures should be put in place to ensure justice for all, including minorities and visitors.

Rights and Responsibilities

A city where the rights of all citizens and visitors are observed. These rights are counter-balanced by citizens taking responsibility in the affairs of the city and in developing their city.

Democracy

A city where citizens make collective decisions on the basis of informed majoritarianism, but in a manner that respects the dignity of all and that considers equity and diversity.



Nakuru City's Vision

In 2019, a 9-member urban board was established for Nakuru, in line with Kenya's 2010 Constitution, which entrenches a devolved system of urban governance in the country's 47 counties, and in accordance with the Urban Areas and Cities Act of 2011, which calls for the establishment of municipal and city boards to govern and manage towns and cities. Section 11 of the Act states that the governance and management of cities shall, amongst others, be based on the following principles:

- Promotion of accountability to the county government and residents of the urban area or city.
- Institutionalized active participation by its residents in the management of the urban area and city affairs.

The Act stipulates that municipal and city boards have to be constituted in a manner that ensures gender equity and representation of persons with disability, youth and marginalised groups. They are also expected to promote constitutional values and principles and to ensure the participation of residents in decisions that affect them. In essence, t.they act in recognition of the principal and agency relationship between the board of the city and the County Government of Nakuru. However, they are not completely independent of the county government. As David Kuria, the chairman of the Planning Committee of the Nakuru City Board explains, the work of the board must also be aligned to the political manifestos of the county government. However, municipal and city boards can spur county governments to action. **"The board needs to balance and drive the desired change in the city,"** he says.

Since its establishment, the Nakuru City Board has adopted a Regeneration Plan that aims to create more open spaces, improve mobility, and build more affordable housing in Nakuru. In collaboration with the county government, it has also developed Nakuru's short-term vision, whose goal is to make Nakuru a model city that enhances the quality of life of its residents and fosters economic prosperity. The key pillars of the vision are socio-cultural development, urban planning and mobility, urban environment and resilience, and urban economic development. As Stella Wanjiru, the chairperson of the board put it, **"The goal is not to conform, but to be transformed."** She says that the Nakuru City Board aims to be a model board for other urban boards in Kenya, and a host city for all municipalities for learning and benchmarking towards meeting the SDG 11 targets.

The vision is to make Nakuru a model city that enhances the quality of life of its residents and fosters economic prosperity.

The TCM Approach

The Nakuru City Board, in collaboration with partners promoting the "just city" concept, including the Friedrich-Ebert-Stiftung's Kenya Office and the Civil Society Urban Development Platform, has adopted the Transformative Change Making (TCM) approach as a strategy for delivering on its local development agenda. It has adopted an open governance and management system where regular reports are made to various interest groups on the performance of the board and opinion is sought on ways to improve the performance of the board for improved service delivery. This participatory approach has also been adopted in several dialogue forums held in collaboration with the JCWG and the Civil Society Urban Development Platform (CSUDP), a national NGO in Kenya that is working to promote sustainable urban development. These dialogues have been instrumental in building consensus and alliances for collective action that has been buoyed by Nakuru's recently acquired city status.

TCM is an innovative approach that uses strategically crafted narratives and well-designed catalytic projects as vehicles for transformative change. It strengthens the ability of policy makers to reach out to broader constituencies, to encourage private sector contribution to the common good, to build the strategic capacity of civil society, to access knowledge across multiple actors, and to build the political literacy of all stakeholders. As Marc Saxer, who developed the TCM approach, explains:

> Transformative Change Making (TCM) is a method to create maximum societal buy-in for disruptive reforms. To achieve the ultimate objective of shifting the development path, the aim is to build a broad societal transformative alliance. By using a set of techniques to visualize the political playing field, TCM facilitates strategic debates over the best entry points, incentive structures and narratives to bring about change.

Facts need to be framed in such a way that makes them emotionally accessible, and cognitively tangible through metaphors evoking shared historical experiences, myths, legends, norms and values. The ethical imperative – WHY IS THIS THE RIGHT THING TO DO? – has to be spelled out.

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UNPACKING THE TRANSFORMATIVE CHANGE MODEL

#01
Create an Alternative Vision

The Promise of a Better Tomorrow. This practical utopia is not arbitrary,but describes an alternative paradigm where the interests of key constituencies converge.

#02
Change narrative

The change narrative must credibly explain how this vision can become reality. Solid research needs to lay out how structural drivers ("Game Changers") will create the conditions for a transformed relationship. Shared experiences and myths translate facts and figures into emotionally tangible narratives. A moral frame explains why the 'Doable' is also the morally 'Right Thing To Do'.

#03
Catalytic Projects

Translate discourse into action. Catalytic projects aim at unleashing structural game changers. Working together creates networks of trust,facilitating the emergence of early supporter coalitions. Success stories make the case for wider cooperation.

TCM advocates for transactional coalitions based on the lowest common denominator (low hanging fruit) between different interest groups who are capable of implementing some doable win-win projects. When natural champions (the already convinced) work together with fence sitters (those who remain neutral and only come on board when it is in their interest), a foundation can be laid for a lasting coalition. But to achieve this, a change narrative articulating the need for a new alternative vision is required. It is important for the alternative vision to ensure that the interests of key constituents converge.

The change narrative explains how the vision can become a reality. Facts need to be framed in such a way that makes them emotionally accessible, and cognitively tangible through metaphors evoking shared historical experiences, myths, legends, norms and values. The ethical imperative – *Why is this the right thing to do?* – has to be spelled out. To woo potential opponents (those in favour of the status quo) and fence sitters, change makers must convince the various interest groups of the benefits of implementing the project. For example, a case could be made for why the project will yield better financial returns, more economic opportunities, better health, improved access to work and school or a better working environment for everybody.

Catalytic projects are then carefully chosen to exemplify the narrative. To be successful, a catalytic project must be transformative, doable and scalable. It must also have a critical mass of supporters and must be commercially viable and politically appealing.

TCM advocates for **transactional coalitions** based on the lowest common denominator (low hanging fruit) between different interest groups who are capable of implementing some doable win-win projects.

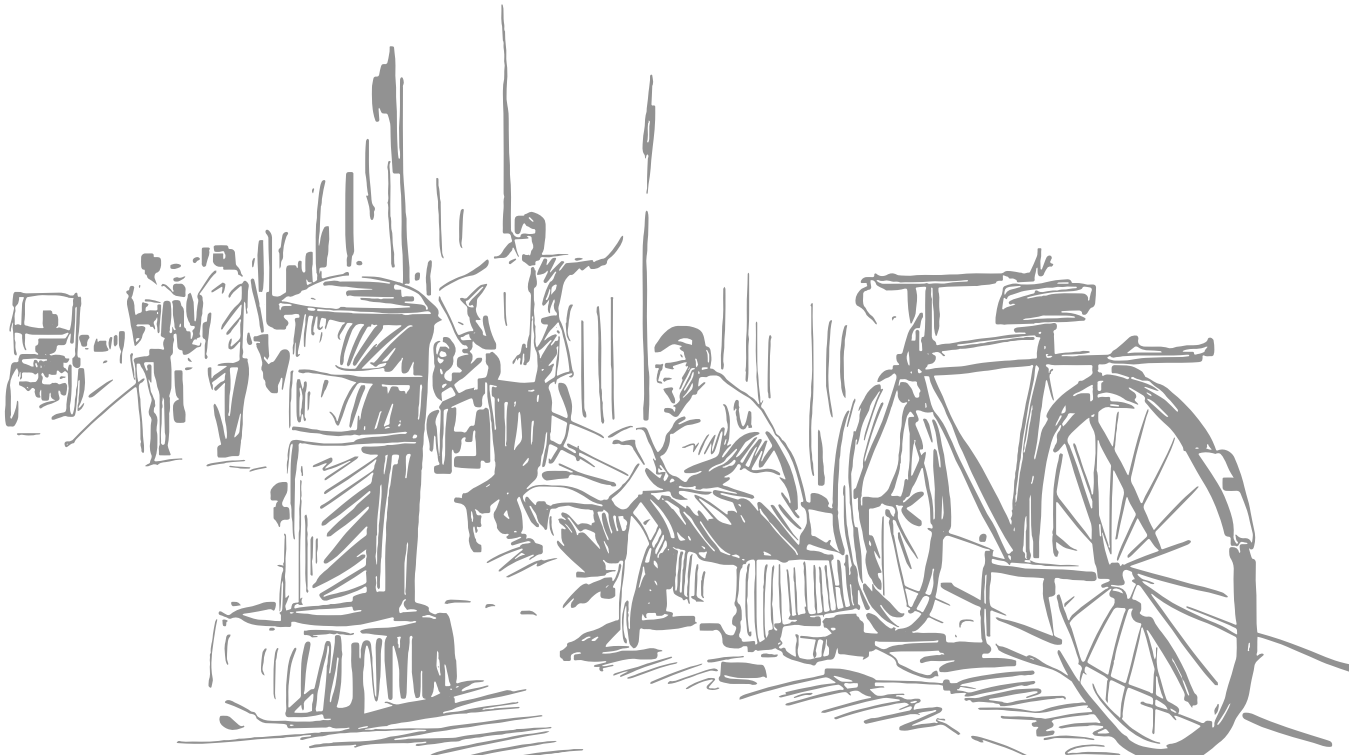
Once implemented, these projects contribute to the unleashing of broader structural change. This type of transformative change is the outcome of struggles between those who seek to uphold the status quo and those who want to change it, explains Titus Kaloki, the Programme Coordinator at Friedrich-Ebert-Stiftung's Kenya Office.

But change does not happen overnight; it is a process with a progressive narrative, says George Wasonga, convenor of the JCWG and CEO of the CSUDP.

> While working with the existing systems and structures, there is room for flexibility to ensure that no one is left behind and that we all have a right to the city we live in.

In the context of advocating for just cities in a scenario where people have an interest in maintaining the status quo, change makers need to create a paradigm shift through a broad societal alliance of natural allies (the already convinced), fence sitters (transactional allies who remain uncommitted until they are convinced otherwise) and spoilers (transformative allies who can be roped in with persuasive arguments). A good example of this is the Green New Deal, which combines economic growth with environmental protection. Those who once believed that environmental policies were "bad for business and jobs" were ultimately convinced about the benefits of a "green economy" as the job engine of the future. As a result, a discourse alliance has emerged which increasingly uses the same frame to imagine future possibilities and defines its interests through similar calculations of risks and opportunities.

To be successful, a catalytic project must be transformative, doable and scalable. It must also have a critical mass of supporters, and must be commercially viable and politically appealing.



Catalytic Projects: Transforming Nakuru One Step at a Time

The Nakuru City Board has embraced and is applying the three stages of TCM:

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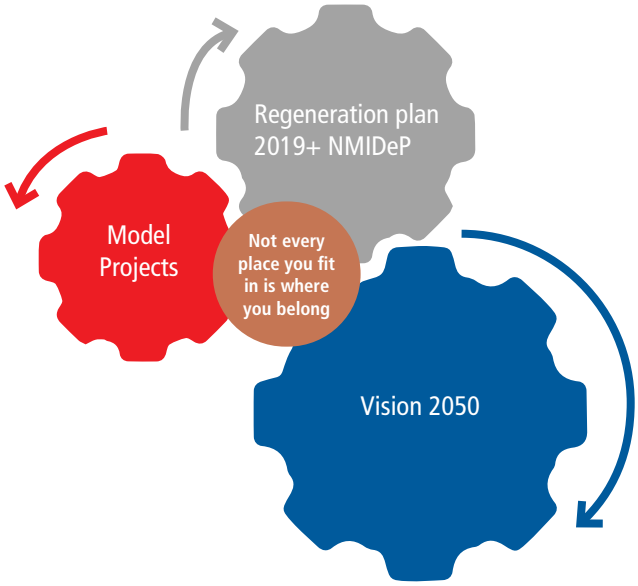
Its alternative vision is anchored in the Nakuru Municipality Integrated Development Plan (NMIDeP) 2019-2023 and the Nakuru Municipality Regeneration Plan (2019), which form the foundation for the transformation while sector strategies are the basis for the change narrative.

Some of these catalytic projects in Nakuru include redesigning public transport routes and construction of non-motorised transport (NMT) corridors on Kenyatta Avenue, the city's main road. The Nakuru City mobility catalytic project was pegged on the county government's plans to improve mobility and access to transport in the city, including for people with disabilities. The plan includes relocating a bus stop from the CBD to the outskirts of the city, introducing Bus Rapid Transit along mass transit routes, creating car-free zones, greening the town and constructing a three-storey market.

CITY BOARD - SCENARIO

Model City that enhances quality of life and fosters economic prosperity



Model Projects

- Afraha Stadium
- NMT
- Nyayo Gardens
- Disaster Center
- Affordable Housing
- Socio-cultural development
- Urban Planning and Mobility
- Urban environment and resilience
- Urban economic development

Various projects under Nakuru Regeneration plan have also been proposed, including rehabilitating the Afraha football stadium to make it a multipurpose venue that promotes social inclusion, installing street lights and storm water drainage in the CBD, rehabilitating the Nyayo Gardens public park and building a city disaster and rescue centre. The rehabilitation of Nyayo Gardens is part of a broader strategy to expand access to secure open spaces in the city, a process which has commenced with the mapping and profiling of all open spaces.

One of the most innovative projects that Nakuru City has undertaken is applying the U_CODE social planning tool within the Kenya Meat Commission (KMC) settlement that allowed the community to design their settlement to meet their local development aspirations. This settlement, located 5 kilometers from Nakuru's CBD, began as a holding pen for cattle and other livestock. When the Kenya Meat Commission was relocated to Athi River, the land was subdivided among 20 elderly staff. The settlement has since grown to 150 households.

One of the most innovative projects that Nakuru City has undertaken is applying the U-CODE social planning tool within the Kenya Meat Commission settlement that allowed the community to design their settlement to meet their local development aspirations.

U_CODE is an innovative co-design platform designed by the Technical University in Dresden, Germany, that enables communication between large numbers of people and professional experts. It is designed to use the public's creativity, to gauge public opinion and to derive urban design and planning ideas from the communities participating in the process. In collaboration with the Technical University, the community has been using the social planning tool to collect data on the KMC settlement, which has helped it to identify its priorities. This is the first time the U_CODE application has been used in Africa.

The KMC Settlement U_CODE Knowledge Campaign's objectives were to set up the premise for the U_CODE application by sensitizing the community and other key players and to refresh the existing settlement data. The process entailed consultations with the community leadership and members of the community, and training the youth to undertake both the social enumeration and knowledge generation campaign through the U_CODE digital environment. Members of the community and city planning staff were trained in how to use the application, which means there are large numbers of people in Nakuru who are now proficient in using the planning tool. This process was facilitated by CSUDP with the support of a planning consultant and a Nakuru city planner. The process saw 85% of the community's members participate in the process, which culminated in a final validation session with the community.

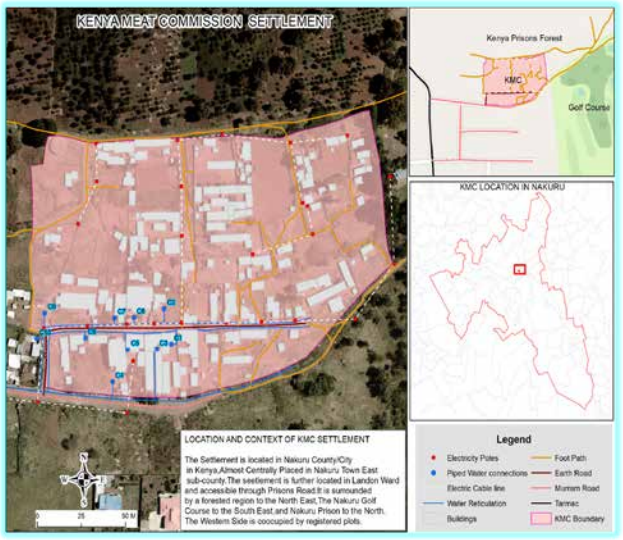
U_CODE Co-Design Campaign Results and Discussions

In collaboration with the Technical University in Dresden, the community has been using the social planning tool to collect data on the settlement, which has helped it to identify its priorities. This is the first time the U_CODE application has been used in Africa.

The final validation workshop for the co-design campaign process revealed that the community's priorities – captured through the initial survey conducted in 2021 and verbal feedback – were access to clean water, housing improvement and proper healthcare. The project has allowed the residents to translate their vision for their settlement into a 3-D design that will be used to lobby the Nakuru City and development partners to implement "just" interventions within the settlement. In addition, the planning fraternity in Kenya, under the umbrella of the Kenya Institute of Planners (KIP), has appreciated the U_CODE planning tool as an innovation that promotes just and social inclusion in local urban planning.

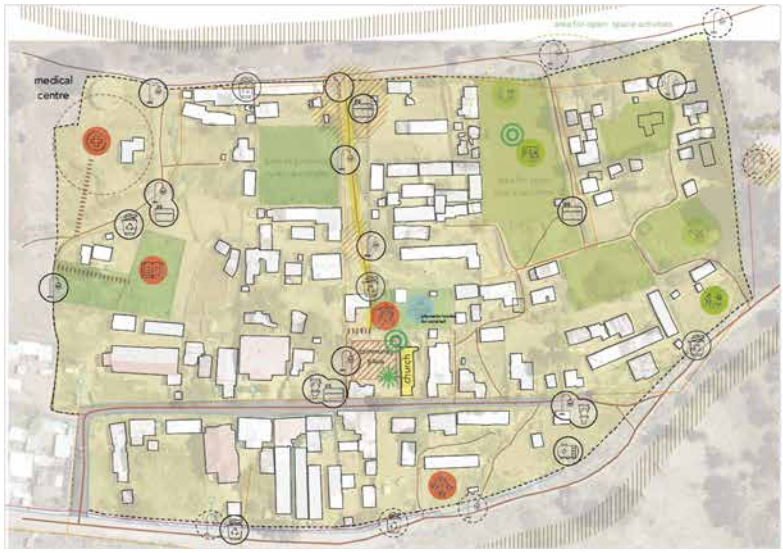
Through this and other initiatives, Nakuru City hopes to capture more public views on how the city can be transformed transformed to meet the popular aspirations of the residents.. By balancing the need for environmental protection with economic development, it is setting an example for other Kenyan cities. The proactive role played by the board in identifying catalytic projects that involve people's participation has been instrumental in carrying forward the city's vision.

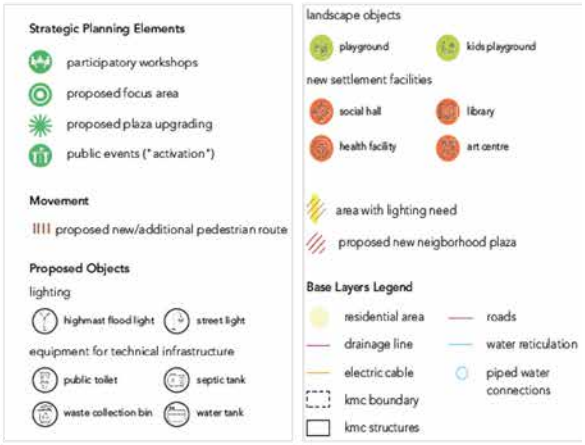
KINGS SAPPHIRE
KINGS SAPPHIRE SHOPPING CENTER


KENYA MEAT COMMISSION SETTLEMENT
Kenya Prisons Forest
KMC
Golf Course
KMC LOCATION IN NAKURU
LOCATION AND CONTEXT OF KMC SETTLEMENT
The Settlement is located in Nakuru County/City in Kenya,Almost Centrally Placed in Nakuru Town East sub-county.The seetlement is further located in Landon Ward and accessible through Prisons Road.It is surrounded by a forested region to the North East,The Nakuru Golf Course to the South East,and Nakuru Prison to the North. The Western Side is cooccupied by registered plots.
Legend
Electricity Poles
Piped Water connections
Electric Cable line
Water Reticulation
Buildings
Foot Path
Earth Road
Murram Road
Tarmac
KMC Boundary

KMC Settlement U-CODE Knowledge Campaign
Step 1
Convene an entry workshop with KMC residents to introduce the project
Step 2
Identify and train community enumerators to refresh and update the existing 2016 settlement data, including geo-referencing
Step 3
Convene Kick off Workshop in Nakuru on U-CODE campaign for KMC
Step 4
Conduct knowledge campaign on the designed KMC U-CODE platform
Step 5-
Conduct the U-CODE co-design campaign with the KMC settlement community
Step 6
Conduct final workshop to validate the settlement design outcome

Name your Design here!
ok
1. Mark five places in the KMC settlement that you and your household use every day. How could these places be improved?
next
KMC Survey
Objects
Nature
Scrollwheel = rotate
Strg / Cmd + Scrollwheel = scale
Spacebar = reuse last object
Right Click = cancel


medical centre
church


Strategic Planning Elements
participatory workshops
proposed focus area
proposed plaza upgrading
public events ("activation")
Movement
proposed new/additional pedestrian route
Proposed Objects
lighting
highmast flood light
street light
equipment for technical infrastructure
public toilet
septic tank
waste collection bin
water tank
landscape objects
playground
kids playground
new settlement facilities
social hall
library
health facility
art centre
area with lighting need
proposed new neigborhood plaza
Base Layers Legend
residential area
roads
drainage line
water reticulation
electric cable
piped water connections
kmc boundary
kmc structures

A game changer

Nakuru's vision is perfectly aligned with the "just city" principles of dignity, equity and diversity, rights and responsibilities and democracy. It is rooted in Kenya's constitution that entrenches socio-economic rights and freedoms, and makes public participation a requirement in decision making. It is also in line with the United Nations Sustainable Development Goal 11 of making cities and human settlements inclusive, safe, resilient and sustainable.

The model city envisioned by Nakuru could be a game changer that provides an incentive to other municipal and city boards to transform the way their cities and towns are governed and planned. Nakuru City hopes to not only deliver a city where the quality of life of residents is significantly enhanced, but one where every resident can claim the right to their city. The piloting of quick-win catalytic projects has also provided sufficient evidence of the opportunities and possibilities that exist in the transformative journey processes and the interventions needed to ensure a just, livable and prosperous city.

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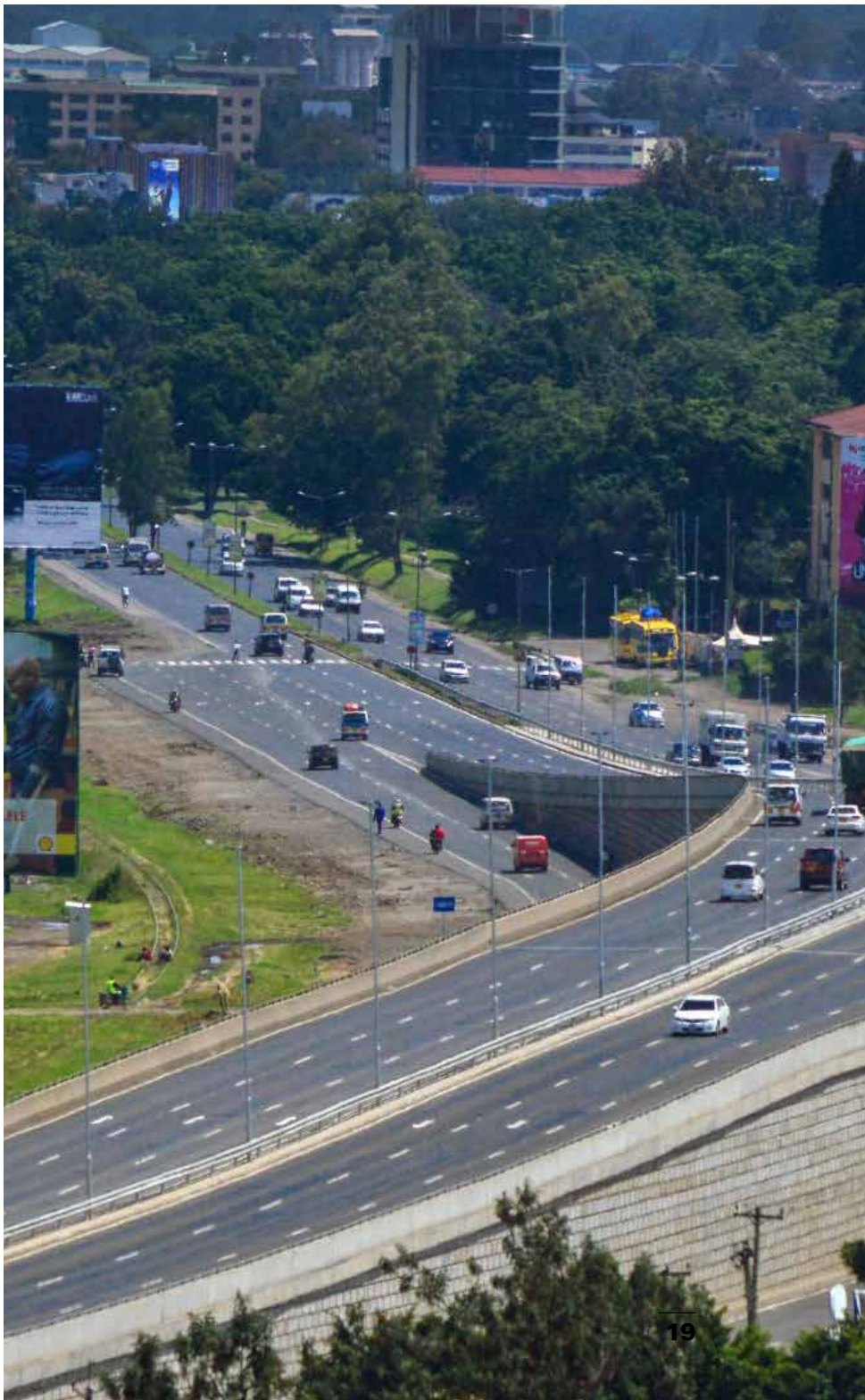

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