Evolution and Effects of Formal Organizations in Urban Planning

Luke N Nandasava[1]

[1]School of Architecture and Urban Planning, Maseno University, Kisumu, Kenya

***Abstract*—** *Urban planning is governed by principles that create sustainable, resilient, accessible, equitable, economically vibrant, and health-promoting cities. Formal organizations, including governmental bodies and professional associations, play a crucial role in shaping cities' physical and social fabric through systematic, multi-tiered approaches. The historical evolution of formal urban planning traces back to ancient civilizations, where foundational principles were established. Key figures like Ebenezer Howard significantly influenced modern urban planning. Howard's Garden City Movement, emerging in the late 19th century, aimed to counteract the adverse effects of rapid industrialization by proposing self-sustaining communities surrounded by greenbelts. This model harmoniously integrated urban amenities with rural landscapes, promoting a balanced lifestyle and enhancing physical and mental well-being. The formal organization of urban planning gained momentum during the Industrial Revolution, driven by the need for structured approaches to managing rapid urban growth and improving living conditions. This period highlighted the importance of comprehensive planning practices to address the challenges of urban expansion. Urban planning and design in Kenya involve a collaborative effort among national and county governments, civil society organizations, private sector entities, and academic institutions. The National Urban Development Policy (NUDP) and the New Urban Agenda guide the planning processes, focusing on inclusive, safe, resilient, and sustainable urban development. The National Land Commission and the Kenya Institute of Planners are pivotal in overseeing and implementing land use planning and urban development policies. Overall, urban planning continues to evolve, balancing historical insights with modern innovations to create sustainable and conducive environments for a high quality of life.*

Keywords— *Challenges: Decision-Making process: Formal organizations: Urban Planning.*

I. INTRODUCTION

Urban planning is guided by principles that aim to create cities that are sustainable, resilient, accessible, equitable, economically vibrant, and health-promoting. These principles serve as a framework for planners to address the complex challenges of urbanization and to create environments that enhance the quality of life for all urban residents. Formal organizations play a crucial role in the multifaceted processes of urban planning and design. These entities, ranging from governmental bodies to professional associations, are responsible for shaping cities' physical and social fabric. They use a systematic, multi-tiered approach to create sustainable, inclusive, and resilient urban environments.

Formal organization in urban planning refers to the structured and systematic approach to designing and regulating the use of spaces within urban areas (Lebrun et al., 2021). This involves the application of policies, regulations, and plans that aim to create functional, sustainable, and aesthetically pleasing urban environments. The significance of formal organization in urban planning lies in its ability to address the complexities of urban growth, manage resources efficiently, and improve the quality of life for urban residents.

According to Ratcliffe et al. (2021), urban planning's formal organization encompasses zoning laws, building codes, and master plans. These ensure orderly development and address issues like housing, transportation, and environmental sustainability. As cities expand and evolve, well-coordinated urban planning becomes increasingly critical. Effective formal organization helps mitigate urban challenges such as congestion, pollution, and inadequate infrastructure, fostering more livable and resilient cities.

Setting the context for this paper, this paper will explore the historical evolution of urban planning, identifying key figures and movements that have shaped its development. This paper will then discuss the challenges and opportunities formal urban planning presents, including economic bias, standardization, and the potential for participatory and sustainable approaches. Finally, this paper will present case studies of successful formal planning in various cities, analyzing best practices and outcomes.

Historical Evolution of Formal Urban Planning

Urban planning practices have rich historical origins, dating back to ancient civilizations that laid foundational principles that are still relevant today (Buras, 2020). In Mesopotamia, cities such as Ur and Babylon exemplified early urban planning with meticulous attention to infrastructure, defense, and social organization. The remnants of these ancient cities reveal advanced urban layouts characterized by grid patterns and zoning, reflecting early efforts to systematize urban development and manage resources effectively.

Similarly, ancient Egyptian cities were intricately planned around the Nile River, a lifeline that shaped their urban landscapes. These cities prioritized irrigation systems to harness the Nile's waters for agriculture, transportation routes to facilitate trade and protective measures against seasonal floods. The urban planning of ancient Egypt integrated these elements seamlessly, demonstrating a sophisticated understanding of environmental adaptation and sustainable development practices for their time.

These ancient urban planning practices addressed immediate needs and laid the groundwork for future urban development strategies (Ratcliffe et al., 2021). The grid-based layouts and zoning concepts pioneered in Mesopotamia influenced subsequent civilizations and continue to inform

modern urban planning principles to optimize spatial organization, promote efficient resource allocation, and enhance quality of life in urban environments. As such, the legacy of ancient urban planning is a testament to the enduring importance of thoughtful, systematic city design in fostering sustainable and resilient communities.

The Indus Valley Civilization, known for cities like Mohenjo-Daro and Harappa, exhibited advanced urban planning with well-organized streets, drainage systems, and public baths. This reflects a sophisticated understanding of urban management and public health, highlighting the early importance placed on hygiene and efficient city functioning.

In ancient Greece, urban planning took a more formalized approach with developing the Hippodamian plan, named after the architect Hippodamus of Miletus (Buras, 2020). This plan introduced a grid system and designated specific areas for public, private, and religious activities, emphasizing order and functionality. The concept of agoras (public spaces) in Greek cities further illustrated the integration of social and civic needs into urban design.

According to Bowden (2022), Roman urban planning was built upon these earlier influences, incorporating elements such as straight roads, aqueducts, and amphitheaters. Roman cities like Rome, Pompeii, and Timgad featured advanced infrastructure, including sewage systems and public baths, showcasing the importance of public amenities and the integration of engineering into urban development. The Roman emphasis on connectivity and road networks facilitated trade and military movement, contributing to the empire's expansion and cohesion.

During the medieval period, European cities often developed organically, with less emphasis on formal planning. However, the Renaissance renewed interest in urban design inspired by classical antiquity. Figures like Leonardo da Vinci and Michelangelo contributed to urban planning by designing ideal cities that balanced aesthetic beauty with practical functionality.

Key Figures and Movements

Ebenezer Howard's Garden City Movement, emerging in the late 19th century, represented a transformative departure from prevailing urban planning norms amidst rapid industrialization (Yudi et al., 2023). Howard's visionary concept aimed to counteract the overcrowded and polluted conditions of cities by proposing a revolutionary urban design: the garden city. Central to Howard's vision was the creation of self-sustaining communities enveloped by greenbelts, harmoniously integrating urban amenities with the serenity of rural landscapes. The garden city model envisioned compact, planned settlements where residents could live, work, and enjoy recreational spaces within proximity (Baghuis, 2021). This holistic approach sought to mitigate the adverse effects of industrial urbanization, promoting a balanced lifestyle and prioritizing physical and mental well-being.

According to Moerman (2020), Howard's Garden city concept sparked international interest and influenced urban planning practices worldwide. His emphasis on incorporating green spaces and promoting community self-sufficiency resonated with urban planners grappling with urban sprawl and environmental degradation. Howard sought to foster social cohesion, environmental sustainability, and economic stability, a vision that continues to inspire modern urban development strategies. Moreover, Howard's Garden city principles laid the groundwork for subsequent urban planning movements, shaping discussions on sustainable development and integrating nature within urban environments. His legacy underscores the enduring relevance of thoughtful, community-centric planning in addressing contemporary urban challenges, from urbanization pressures to environmental sustainability concerns.

In essence, Ebenezer Howard's Garden City Movement represents a seminal moment in urban planning history, exemplifying a proactive response to the complexities of urban growth. Howard set a precedent for creating livable, resilient communities that prioritize human well-being and environmental stewardship, which is an enduring testament to the power of visionary urban planning. Central to Howard's vision was integrating residential areas, parks, and agricultural land within a balanced environment. Each garden city was designed to support a fixed population size, ensuring residents had access to green spaces while fostering a sense of community and sustainability (Pastor et al., 2023). This holistic approach aimed to enhance living conditions and promote social harmony and environmental stewardship.

The influence of Howard's ideas extended far beyond his time, shaping the trajectory of urban development worldwide (Dilworth & Weaver, 2020). His advocacy for planned communities with ample green spaces laid the groundwork for modern suburban planning principles. Howard's vision resonated with subsequent generations of urban planners and architects. Moreover, the Garden City Movement sparked broader discussions about the role of urban design in improving public health, social cohesion, and economic resilience. Howard's emphasis on creating balanced, human-scale environments challenged the prevailing norms of rapid urban expansion driven solely by industrial needs. His ideas spurred innovations in architecture and community planning, fostering a legacy that inspires efforts towards more livable, inclusive, and environmentally conscious cities today.

Le Corbusier, a trailblazer in modernist urban planning, left an indelible mark on 20th-century urban design with his visionary ideas (Khodashenas et al., 2023). His advocacy for high-density housing and efficient transportation systems revolutionized urban landscapes, epitomized in his concept of the Radiant City. This concept envisioned towering residential blocks nestled amidst expansive green spaces, prioritizing functionality and order in urban planning. Central to Le Corbusier's philosophy was the strategic allocation of space through zoning, which segregated residential, commercial, and industrial areas. This approach aimed to foster more structured and efficient urban environments, reflecting his belief in the transformative power of spatial organization.

Le Corbusier's influence resonates profoundly in the contemporary design of cities worldwide. His principles of modernist architecture and urban planning continue to shape urban development, evident in the systematic layout of

cityscapes that prioritize aesthetic appeal and practicality. Le Corbusier sought to address the burgeoning urban population's needs while maximizing the efficient use of space (Knox, 2020). His emphasis on efficient transportation systems aimed to enhance city connectivity, facilitating easier access to various amenities and reducing congestion, a vision that remains relevant today in the face of urbanization challenges.

Furthermore, Le Corbusier's integration of green spaces within urban settings underscored his commitment to enhancing the quality of life for city dwellers (Dorato, 2020). These green areas provided vital breathing spaces amidst urban sprawl and contributed to environmental sustainability, a forward-thinking concept that continues to inspire urban planners to balance development with ecological preservation.

In essence, Le Corbusier's legacy as a pioneer of modernist urban planning lies in his holistic approach to city design. His ideas transcended mere architectural aesthetics, focusing instead on creating cohesive urban environments that catered to residents' needs while promoting efficiency and sustainability. Today, his principles continue to influence urban planning strategies, serving as a blueprint for cities seeking to navigate the complexities of modern urbanization while preserving and enhancing their cultural and environmental heritage.

Jane Jacobs emerged as a leading figure in the mid-20th century, challenging the dominant paradigms of modernist urban planning. Her seminal work, "The Death and Life of Great American Cities," is a powerful critique of conventional urban renewal practices and a passionate call for a more organic and community-oriented approach to city planning (Sabin, 2021). At the core of Jacobs' critique was her opposition to large-scale urban redevelopment projects that disregarded existing community dynamics and architectural heritage. She argued that such initiatives often disrupted social fabric and failed to address the true needs of urban residents. Instead, Jacobs advocated preserving and enhancing existing neighborhoods through grassroots efforts and incremental improvements.

Key to Jacobs' vision was the concept of mixed-use neighborhoods, where residential, commercial, and public spaces coexisted harmoniously (Green, 2020). She believed that vibrant, diverse communities fostered social interaction, economic vitality, and cultural richness—qualities she saw as essential for thriving urban environments. Jacobs' ideas profoundly influenced worldwide urban planning, shifting the focus from top-down, bureaucratic planning to a more participatory and community-driven approach. Her advocacy for pedestrian-friendly streets, small-scale development, and neighborhood preservation continues to shape urban policy and design, particularly in creating livable, sustainable cities prioritizing human scale and local character.

Furthermore, Jacobs' critique of modernist urban planning principles highlighted the importance of contextual understanding and responsiveness to local needs. Her work challenged planners and policymakers to consider the intricate connections between built environments and social dynamics, advocating for responsive and inclusive solutions. At the heart of Jacobs' philosophy was her advocacy for mixed-use developments that integrated residential, commercial, and

public spaces within neighborhoods (Teys, 2024). She championed those diverse, bustling neighborhoods fostered social interaction, cultural richness, and economic dynamism. Jacobs challenged the top-down, bureaucratic approaches of her time, asserting that urban planning should be responsive to the needs and aspirations of local residents.

Jacobs's ideas have profoundly shaped urban planning practices worldwide. Her emphasis on preserving urban fabric and fostering neighborhood diversity has influenced contemporary urban development strategies (Clarke et al., 2020). Cities around the globe have embraced her principles, seeking to create livable, inclusive communities where people can live, work, and interact nearby. Furthermore, Jacobs' critique of urban renewal policies underscored the unintended consequences of large-scale redevelopment projects that often displaced established communities and disrupted social networks. Her advocacy for preserving historic neighborhoods and promoting incremental, organic growth resonates in contemporary efforts to balance development with the preservation of cultural heritage.

Jane Jacobs' legacy extends beyond urban planning theory; it embodies a commitment to human-scale development and the empowerment of local communities in shaping their urban environments. Her insights inspire urban planners and policymakers to adopt a more holistic, community-focused approach to city planning, ensuring that cities remain vibrant, resilient, and inclusive spaces for all residents.

Emergence of Formal Organization

The formal organization in urban planning gained significant momentum during the Industrial Revolution, a period marked by rapid urban expansion and industrial growth (Sorensen, 2020). This era saw unprecedented population increases in cities, leading to overcrowded and unsanitary living conditions. The need for more structured approaches to managing urban growth became evident, prompting the development of formal urban planning practices.

One of the key advancements during this period was the establishment of zoning laws. According to Geyer (2023), these regulations were designed to separate different land uses, such as residential, commercial, and industrial areas, to prevent conflicts and promote orderly development. Zoning laws helped to control the density and type of buildings in specific areas, contributing to more organized and livable urban environments. Building codes also became crucial tools for urban planners during this time. These codes set standards for construction practices, ensuring the safety and stability of buildings. They addressed issues such as fire hazards, structural integrity, and sanitation, which are critical concerns in rapidly growing industrial cities. Cities could mitigate some negative impacts of rapid urbanization, such as poor housing conditions and public health risks.

According to Menzori et al. (2021), the development of master plans represented another significant advancement in formal urban planning. These comprehensive plans provided a long-term vision for the growth and development of cities. Master plans outlined the layout of streets, the placement of public amenities, and the land allocation for various uses. They

served as blueprints for urban development, guiding infrastructure construction and expanding city boundaries in a planned and coordinated manner.

Challenges and Opportunities
Challenges
Economic Bias

Formal urban planning frequently prioritizes the interests of the affluent, exacerbating social inequalities and contributing to gentrification and the displacement of low-income communities (Saign, 2021). This bias leads to prioritizing high-end developments to maximize profitability and investment potential. As property values and rents rise in gentrifying areas, marginalized groups often face increased housing costs, forcing them to relocate to less desirable or more affordable neighborhoods. Fueled by economic bias in planning decisions, gentrification transforms communities by attracting wealthier residents and businesses. While it may bring economic growth to neighborhoods, it often displaces long-term residents who can no longer afford rising living expenses. This phenomenon reduces socio-economic diversity and diminishes the availability of affordable housing options within urban centers.

The emphasis on profitability and investment potential in urban planning decisions can further marginalize low-income communities, neglecting their housing needs and social dynamics. This approach perpetuates cycles of poverty and exclusion as disadvantaged groups struggle to find affordable housing in increasingly competitive urban markets (De Schutter et al., 2023). Addressing economic bias in urban planning requires inclusive policies prioritizing affordable housing, community engagement, and equitable development strategies.

Standardization

An overemphasis on uniformity in urban planning can undermine the richness and diversity that define vibrant cities and neighborhoods. When urban planning prioritizes efficiency and cost-effectiveness above all else, it risks creating bland and homogeneous landscapes that lack cultural and architectural distinctiveness (Owusu, 2023). This approach tends to promote repetitive design patterns and standardized development, which can diminish neighborhoods' unique character and local identity. Planners may inadvertently overlook the historical, cultural, and social contexts that shape a community's identity. As a result, cities can become monotonous environments where generic urban structures overshadow individuality and local heritage.

Moreover, the pursuit of efficiency often leads to replicating cookie-cutter designs that fail to capture the essence of place (Korla, 2020). This can erode the charm, authenticity, and sense of belonging from diverse architectural styles, public spaces, and community landmarks. Critically, urban planning should embrace diversity and adaptability to preserve and celebrate the unique qualities of each neighborhood and city. Cities can cultivate environments that reflect and enhance their residents' lives. This inclusive approach not only fosters a sense of pride and ownership among residents but also ensures that urban development respects and enhances the distinct character of each place.

Standardization in urban planning tends to prioritize functional aspects like zoning regulations and building codes, often at the expense of aesthetic and cultural considerations (Carmona, 2021). This can stifle creativity and innovation in architectural design, limiting opportunities for integrating local history, traditions, and artistic expressions into urban development projects. Moreover, standardized urban planning may neglect residents' diverse needs and preferences, as cookie-cutter solutions are applied uniformly across different neighborhoods. This can lead to disconnection and disengagement within communities as generic development strategies overshadow local voices and identities.

Urban planners are increasingly adopting strategies that celebrate diversity and promote cultural richness to counteract the negative impacts of standardization. Emphasizing mixed-use developments, adaptive reuse of historic buildings, and public art initiatives can help preserve and showcase local heritage while fostering vibrant, inclusive neighborhoods.

Disempowerment

Top-down planning approaches can marginalize local communities, resulting in the disregard of their needs and preferences. When planning decisions are made without meaningful community involvement, the resulting developments may fail to align with the desires or requirements of residents. This disempowerment can foster resistance and dissatisfaction among affected communities, undermining urban projects' social cohesion and long-term sustainability. Historically, top-down planning has often prioritized efficiency and administrative convenience over inclusive decision-making processes (Sanga et al., 2022). This approach can alienate residents from planning, leading to a lack of trust in governmental institutions and urban development initiatives. Communities may perceive decisions imposed from above as insensitive to their unique social, cultural, and economic contexts.

The exclusion of local voices in planning decisions can also perpetuate inequalities, as marginalized groups are disproportionately affected by developments that do not address their specific needs or challenges (Amorim-Maia et al., 2022). This can exacerbate social tensions and hinder the building of cohesive and resilient urban communities. To mitigate disempowerment in urban planning, participatory approaches are increasingly advocated. Engaging residents in decision-making processes fosters transparency, accountability, and trust between planners and the community. Consultative forums, community workshops, and neighborhood councils enable stakeholders to contribute local knowledge, priorities, and aspirations, ensuring that urban developments are responsive and inclusive.

Opportunities

Incorporating Technology

Advancements in GIS, big data, and smart city technologies present new opportunities for enhancing urban planning processes. Geographic Information Systems (GIS) provide planners with detailed spatial data, enabling precise analysis and visualization of urban environments. This data-driven approach allows for a better understanding of existing

4

conditions and trends, facilitating informed decision-making in urban development. Big data analytics further enriches planning processes by collecting and analyzing vast amounts of information on urban dynamics, including population demographics, transportation patterns, and environmental factors (Huang, 2021). This enables planners to identify trends, anticipate future needs, and optimize resource allocation more effectively.

Smart city technologies, such as IoT sensors and real-time monitoring systems, are crucial in optimizing urban infrastructure and services (Owusu, 2023). These technologies provide real-time data on traffic flow, energy usage, air quality, and more, allowing cities to respond promptly to changes and improve operational efficiency. By integrating smart solutions, cities can enhance sustainability, reduce environmental impact, and enhance residents' quality of life.

The integration of technology in urban planning enhances efficiency and promotes innovation and resilience in city management. It fosters collaboration between stakeholders, encourages transparency in decision-making, and empowers communities to participate actively in shaping their urban environments.

Participatory Planning

Participatory planning is a method that actively involves local communities in the urban development decision-making process, aiming for more inclusive and context-sensitive outcomes (Sanga et al., 2022). By engaging residents, participatory planning ensures that their needs, preferences, and local insights are integral to the planning and implementation phases. This approach fosters a sense of ownership and collaboration among community members and results in projects that authentically reflect the community's identity and priorities.

Participatory planning can effectively address existing social inequalities within urban areas by incorporating diverse perspectives. It encourages a democratic approach to decision-making, where stakeholders directly influence the development trajectory of their neighborhoods or cities (Owusu, 2023). This collaborative effort enhances the overall quality of urban environments by considering various socio-economic factors and cultural dimensions that may otherwise be overlooked in top-down planning approaches.

Moreover, participatory planning promotes transparency and accountability in governance, as decisions are made through consensus-building processes that prioritize local knowledge and grassroots initiatives (Sorensen, 2020). This bottom-up approach strengthens community resilience and builds sustainable urban developments that are resilient to future challenges. Ultimately, by empowering communities to shape their own environments, participatory planning supports the creation of cities that are not only livable and functional but also socially just and inclusive for all residents.

Sustainable Development

Emphasizing sustainability in urban planning is crucial for addressing environmental challenges and building long-term urban resilience. Sustainable development strategies prioritize reducing cities' ecological footprint by promoting energy-efficient buildings, utilizing renewable energy sources, and

implementing green infrastructure solutions. These efforts enhance environmental quality and contribute to economic efficiency and social equity within urban areas (Korla, 2020). Integrating nature-based solutions, such as parks, green roofs, and urban forests, plays a pivotal role in improving urban biodiversity and mitigating the impacts of climate change. These green spaces beautify cities and provide essential ecosystem services like air purification, stormwater management, and heat island reduction, thereby enhancing the overall quality of life for urban residents.

Cities can create healthier, more livable environments that are resilient to future challenges. This approach ensures the well-being of both current and future generations by fostering adaptive capacity and reducing vulnerabilities to environmental risks (Owusu, 2023). Additionally, sustainable urban planning fosters innovation and collaboration among stakeholders, promoting a collective responsibility towards achieving environmental stewardship and social inclusivity. Ultimately, sustainable development in urban planning serves as a pathway towards creating cities that are not only environmentally friendly but also economically viable and socially equitable. Cities can achieve sustainable growth that meets the needs of the present without compromising the ability of future generations to meet their own by balancing environmental conservation with urban development needs.

The processes and institutions involved in urban planning and design in Kenya.

Urban planning and design involve a collaborative process that integrates various stakeholders, including the community, to ensure that the outcomes meet the broader goals of economic productivity, social inclusion, and environmental sustainability. The formal organizations involved in urban planning and design are tasked with a significant responsibility: to guide the growth of cities and urban areas in an economically productive, socially inclusive, and environmentally sustainable manner. This requires a comprehensive approach that integrates policies, plans, and designs across different scales – from supranational to neighborhood levels – and addresses the diverse needs of urban populations. The outcomes of these processes are critical, as they determine the future of urban living and the quality of life for generations to come. The formal organizations in urban planning and design are pivotal in orchestrating the complex interplay of policies, plans, and designs that shape our urban future. The formal organizations, therefore, must continue to evolve and adapt their practices to meet the challenges of rapid urbanization and the dynamic nature of cities.

In Kenya, several formal organizations are involved in urban planning. The key institutions include the following:

a. *Ministry of Transport, Infrastructure, Housing, Urban Development, and Public Works*: These ministries oversee urban planning and development policies at the national level. They are responsible for developing policies and regulations guiding urban planning. This includes setting standards for infrastructure development, housing, and urban management. The Ministries oversee the planning, designing, and implementing of major infrastructure

projects, such as roads, bridges, and public buildings. These projects are crucial for supporting urban growth and improving connectivity. The national government, through the ministries, promotes sustainable urban mobility by developing non-motorized transport infrastructure and public transport systems. This helps to reduce traffic congestion and improve accessibility in urban areas. The ministries support capacity building for urban planners and other stakeholders. This includes training programs, workshops, and technical assistance to enhance the skills and knowledge required for effective urban planning. They also collaborate with county governments to ensure urban planning efforts align with national policies and standards. This includes providing technical support and funding for county-level urban development projects.

b. *County Governments:* County governments in Kenya play a crucial role in urban planning and collaborate with other regions through various mechanisms. Each county in Kenya has an urban planning department that is responsible for local urban development and planning. Each county develops a County Integrated Development Plan, which outlines the county's long-term vision and development priorities. These plans integrate economic, physical, social, environmental, and spatial planning. County governments prepare, approve, and implement county-specific physical and land use plans. This includes county spatial plans and city, municipal, town, and market development plans. Counties manage the development and maintenance of local infrastructure, including roads, water supply, and sanitation facilities. This is essential for supporting urban growth and improving living conditions. Consequently, Counties are required to involve residents in the planning process. This ensures that the needs and preferences of the local population are considered in urban development projects.

c. *UN-Habitat*: The United Nations Human Settlements Programme works closely with the Kenyan government to promote sustainable urban development. UN-Habitat has been actively involved in various urban development projects in Kenya, focusing on sustainable and inclusive urbanization. It has partnered with the Kenyan government to deliver slum upgrading programs, such as the one in Kibera Soweto. They are also involved in discussions for the Affordable Housing Programme on a 55-acre piece of land in Mavoko. UN-Habitat's interventions have also provided access to safe water for 139,851 people, including 27,200 from vulnerable households, and improved sanitation facilities for 80,241 people. Its efforts support implementing Kenya's Vision 2030 and the New Urban Agenda, focusing on human settlements and sustainable urbanization. These efforts are part of a broader strategy to address the challenges of rapid urbanization, such as overcrowding, lack of basic infrastructure, and the growth of informal settlements

d. *Planning Systems Services Ltd (PSS):* A leading architecture, land use planning, and urban design firm based in Nairobi. It has played a significant role in shaping the urban landscape of Nairobi and other cities in Kenya

through its innovative and sustainable design solutions. PSS is involved in creating comprehensive master plans for urban areas. These plans guide the long-term development of cities and towns, ensuring sustainable growth and efficient use of resources. PSS works on urban design projects that improve the functionality and aesthetics of urban spaces. This includes designing public spaces, streetscapes, and urban infrastructure. The firm emphasizes sustainable development practices in all its projects. This includes incorporating green building technologies, promoting energy efficiency, and enhancing environmental sustainability.

e. *Sustainable Urban Economic Development Programme (SUED)*: This programme plays a significant role in Kenya's urban planning by focusing on creating sustainable and inclusive economic growth in urban areas. The program aims to create jobs and promote inclusive economic growth through better urban planning in selected municipalities across Kenya. The program supports the development of critical urban infrastructure, such as roads, markets, and water supply systems. This infrastructure is essential for supporting economic activities and improving the quality of life for urban residents. The programme encourages collaboration between public and private sector organizations to implement urban development projects. These partnerships leverage the strengths of both sectors to achieve common goals.

In Kenya, formal organizations collaborate in urban planning through various mechanisms and initiatives. These collaborative efforts help ensure that Kenya's urban planning is comprehensive, inclusive, and effective. These mechanisms include:

a. Inter-Agency Committees: Formal organizations often form inter-agency committees to coordinate urban planning efforts. These committees include representatives from national and county governments and other relevant agencies. Nairobi Metropolitan Services Improvement Project (NaMSIP) offers a good example of inter-agency collaboration. This project involved collaboration between the Ministry of Transport, Infrastructure, Housing, Urban Development and Public Works, county governments, and various other stakeholders. The project aimed to improve infrastructure and services in the Nairobi Metropolitan Region, including road upgrades, water supply, and sanitation improvements.

b. Public-Private Partnerships (PPPs): Collaboration between government agencies and private sector organizations is common in urban planning projects. These partnerships leverage the strengths of both sectors to implement large-scale urban development projects, such as the planning, development, and implementation of the Nairobi Expressway.

c. Joint Planning Sessions: Regular joint planning sessions and workshops are held to ensure alignment of goals and strategies among different organizations. These sessions facilitate the sharing of information and best practices. The Open Government Partnership (OGP) initiative offers an example of joint planning sessions used in Kenya. This initiative involves various parliamentary committees, the African Parliamentarians' Network Against Corruption (APNAC) and

the Civil Society Parliamentary Engagement Network (CSPEN). The collaboration aims to enhance public participation and legislative openness.

d. *Integrated Development Plans (IDPs):* County governments develop Integrated Development Plans that involve input from various formal organizations. These plans outline the long-term vision and development priorities for urban areas.

e. *Memorandums of Understanding (MoUs):* Formal agreements, such as MoUs, are signed between organizations to outline the terms of collaboration and ensure accountability. These agreements help formalize partnerships and clarify roles and responsibilities.

f. *Technical Working Groups*: Specialized technical working groups focus on specific aspects of urban planning, such as transportation, housing, and environmental management. These groups bring together experts from different organizations to address complex issues.

g. *Capacity Building Programs*: Organizations collaborate on capacity building programs to enhance urban planners' and other stakeholders' skills and knowledge. These programs often involve training sessions, workshops, and exchange programs. Formal organizations collaborate on data sharing and research initiatives to inform urban planning decisions. This includes joint studies, surveys, and the development of shared databases.

Integrating formal and informal organizations in urban planning in Kenya can enhance the effectiveness and inclusivity of urban development. Kenya can create a more inclusive and effective urban planning system that leverages the strengths of both formal and informal organizations. Some of the ways of collaboration between formal and informal organizations in Kenya include:

a. *Inclusive Policy Frameworks*: Develop policies that recognize and incorporate the contributions of informal organizations. This includes creating legal frameworks that support informal sector activities and ensure their inclusion in urban planning processes—engaging both formal and informal organizations in the planning process. This can be done through public consultations, workshops, and forums where all stakeholders can voice their concerns and contribute ideas[2].

b. *Collaboration Platforms*: Provide training and resources to informal organizations to enhance their capacity to participate in urban planning. This includes technical training on urban planning principles and practices. Establish platforms for regular dialogue and collaboration between formal and informal organizations. These platforms can facilitate the sharing of information, resources, and best practices.

c. *Integrated Data Systems*: Develop integrated data systems that include information from both formal and informal sectors. This can help better understand informal organizations' needs and contributions and ensure they are considered in planning decisions. Implement pilot projects that demonstrate the benefits of integrating formal and informal organizations. Successful pilot projects can serve as models for broader implementation.

d. *Monitoring and Evaluation*: Provide financial support to informal organizations to enable their participation in urban planning. This can include grants, loans, and other financial instruments. Establish mechanisms for monitoring and evaluating the integration process. This can help identify challenges and opportunities for improvement.

Decision-Making Process in Urban Planning and Management.

Decision-making involves carefully considering different options and ultimately choosing one. It's crucial to acknowledge that managers and planners in an organization are constantly engaging in decision-making, and the quality of their decisions can significantly influence the effectiveness of the organization and its stakeholders. Stakeholders encompass all the individuals or groups impacted by an organization. Top management team members regularly make decisions that affect the future of the organization and all its stakeholders, such as deciding whether to pursue a new technology in urban design. Making a wise choice holds the key to the organization's prosperous longevity, whereas a faulty decision may result in financial ruin. Lower-level managers typically have a lesser influence on the overall survival of the organization, yet they wield significant power in shaping the performance of their department and supporting their team members. Involving more people in decision-making can greatly improve the quality of a manager's decisions and outcomes. However, involving more people can also increase conflict and generate other challenges.

The decision-making processes in urban planning and design are intricate and multifaceted, involving many stakeholders and many factors that must be considered. These processes often encompass socioeconomic, ecological, cultural, technical, and ethical perspectives, making them complex and sometimes 'weak' or unstructured due to multiple actors, conflicting values, and high uncertainty. Multidimensional approaches and specific qualitative/quantitative methods are employed to analyze and synthesize the various aspects of transformation processes to navigate this complexity. This includes evaluating the environmental impacts of urban renewal, its effects on energy consumption and production patterns, mobility, and the social and economic impacts of urban transformation strategies on landscape and cultural heritage. Advances in urban planning and regional development decision-making have emphasized the importance of evaluation procedures to support decisions, aiming to improve the effectiveness of choices and increase transparency in collective decision-making.

Stakeholders play a crucial role in urban planning decisions, bringing diverse perspectives and interests to the table. Their involvement is essential for ensuring that urban development is sustainable, equitable, and reflects community needs. Stakeholders can include residents, businesses, investors, environmental groups, and government entities, each with their own priorities and concerns. Through various engagement strategies, such as public forums, workshops, and surveys, stakeholders provide valuable input to influence the planning process. This input helps to identify potential issues, generate innovative solutions, and build consensus around urban development projects. Effective stakeholder collaboration is key to creating functional urban spaces and enhancing the quality of life for all community members.

Balancing conflicting stakeholder interests is a central challenge in urban planning, requiring a nuanced approach that considers different groups' diverse values and priorities. A key strategy is the implementation of participatory decision-making processes, where stakeholders are actively involved in discussions and negotiations. This can be facilitated through Portfolio Decision Analysis, which helps evaluate and manage stakeholder conflicts by quantifying preferences and criteria. Additionally, employing practice theory can provide insights into the interplay between balancing and values, guiding planners in achieving outcomes that reflect the common good. Urban planners also leverage Multi-Criteria Decision Analysis (MCDA) to analyze complex problems with multiple conflicting criteria systematically. Ultimately, the goal is to reach a consensus that aligns with sustainable urban development while respecting the community's socio-cultural fabric. Effective communication, transparency, and a willingness to adapt and compromise are essential in navigating these conflicts and fostering a collaborative planning environment.

In Smart City, it is challenging to identify, address, empower stakeholders, and incentivize them to participate in a multi-actor decision-making process (Offenhuber & Schechtner, 2018). It is not apparent which information will be crucial for whom (Reed, 2008), how knowledge is diffused (Dezi et al., 2018), how security is ensured (Zhang et al., 2017), and how the power asymmetries in delicate social structures translate to a more digitalized Urban Planning and Management (Vanolo, 2014). Second, complexity challenges stem from cities being multidimensional complex adaptive systems with deeply interconnected subsystems and interdependent actors (Nel et al., 2018), which is difficult to formalize in a digital environment. Moreover, practical Smart City implementation must overcome a standardization-customization problem: the breadth of contextual information used in Urban Planning and Management inhibits the replicability and mainstreaming of approaches to practical Smart City implementation (Manville et al., 2014). Finally, procedural difficulties refer to unpreparedness in the planning process: failure to link urban data to users (Badii et al., 2017), lack of methods to consider city goals and outcomes (Yigitcanlar et al., 2018), a lack of data-based services (Aguilera et al., 2017), and lack of tools supporting planning (Mora et al., 2018).

Smart City projects and developments are usually realized in a multi-collaborative environment, where the roles and responsibilities of city managers are challenging to determine (Angelidou, 2014). These difficulties can include their position or even their authority. Some practitioners from technology provider companies do not meet with the right person qualified to understand the subject matter but also have the authority to make decisions. In other cases, city managers are afraid to decide on specific issues because of a risk-aversive culture inherent in the public sector (Sørensen & Torfing, 2018). The threat to power and influence is a general hindering factor for organizations that face changes and resist them. Some stakeholders or departments might be more prominent in the transition, while others are excluded or oppressed. Participants perceive that there are benefits but disadvantages, which can cause stress in and between organizations. That is an excellent reason to adopt an inclusive and participative urban design. Otherwise, the power dynamics of longstanding stakeholders are invoked, causing tensions in the city and inevitably hindering Smart City development.

Overcoming organizational barriers

The ecosystem creation is at the heart of the proposed model, where new channels are established through a common language to cooperatively initiate solutions, implement existing products/services, and capitalize on the competencies in the local ecosystem. The consultants provide management in the process, following municipality goals. They take on multiple roles – e.g., promoting the network, managing the community, enabling knowledge flows. They act as conductors of the discourse, encompassing specialists, municipal managers, civic communities, and other stakeholders. Consultants are trained to use and interpret data and analytics to evolve and expand this discourse. The Urban Planning and Management platform layer establishes new departmental and stakeholder network connections. Responsibilities are assigned in the design process, and consultants provide leadership and capacities and bridge knowledge gaps. The platform facilitates the creation and accessibility of continuous feedback from the consulting community on the interactions, synergies, contextual factors, impacts of urban development, and policy recommendations in a shared urban performance architecture, ensuring the platform's integrative nature.

Conducting meetings, organization, and facilitation

Formal organizations require a structured approach to conducting meetings, ensuring they are both productive and efficient. The key to successful meeting management lies in meticulous organization and skilled facilitation. A formal meeting typically follows a predefined agenda, which outlines the topics for discussion and allocates time for each item to maintain focus and flow. Effective facilitation involves guiding the conversation, encouraging participation, and ensuring the meeting's objectives are met. This includes setting clear expectations, summarizing discussions, and identifying actionable items. The facilitator also plays a crucial role in managing time, resolving conflicts, and fostering an environment where all attendees feel valued and heard. To enhance the meeting's effectiveness, roles such as timekeeper, note-taker, and discussion leader can be assigned to support the facilitator. Additionally, employing tools and techniques such as brainstorming sessions, breakout groups, and voting systems can help in decision-making and keeping the team engaged. Post-meeting, it is essential to distribute minutes promptly, outlining decisions made and tasks assigned, to ensure accountability and follow-through. In essence, the art of conducting meetings within formal organizations balances structure and flexibility, allowing for both order and creative collaboration.

Improving facilitation skills is a multifaceted process involving enhancing both practical and soft skills. To begin, one should focus on developing a facilitation mindset, which includes fostering trust and neutrality within the group. This mindset is crucial for creating an environment where all

8

participants feel valued and heard, thus encouraging open and productive discussions. Additionally, mastering practical skills such as timekeeping and effective communication during meetings is essential. These skills ensure that meetings are well-organized and objectives are met within the allocated time.

Another key aspect is to engage actively with the community and stakeholders involved. This engagement helps in understanding the diverse perspectives and needs of the group, which is vital for inclusive facilitation. Being curious and open-minded allows a facilitator to navigate group dynamics effectively and introduce activities stimulating collaboration and creativity. Furthermore, it's important to be well-prepared for each meeting. This preparation involves having a clear agenda, setting objectives, and being aware of the group's goals. During the meeting, a facilitator should guide the conversation tactfully, manage conflicts if they arise, and ensure that the meeting stays on track. Post-meeting, promptly distributing minutes, and following up on action items are practices that reinforce accountability and progress.

To continuously improve, facilitators can seek participant feedback, reflect on their performance, and identify areas for growth. Attending workshops, reading relevant literature, and practicing facilitation in various settings can also enhance skills. Remember, facilitation is not about leading the group but about empowering it to work efficiently towards its goals. Focusing on these areas can help one become a more effective and confident facilitator.

REFERENCES

[1]. Amorim-Maia, A. T., Anguelovski, I., Chu, E., & Connolly, J. (2022). Intersectional climate justice: A conceptual pathway for bridging adaptation planning, transformative action, and social equity. *Urban climate*, *41*(2), 101–153.

[2]. Baghuis, H. (2021). The Living City: Migration of the Garden City. TU Delft Repositories.

[3]. Bowden, W. (2022). 11 Butrint and Nicopolis: Urban Planning and the 'Romanization Greece and Epirus. *Roman Butrint: An Assessment*, 189.

[4]. Buras, N. H. (2020). The art of classic planning: building beautiful and enduring communities. Harvard University Press.

[5]. Carmona, M. (2021). Public places urban spaces: The dimensions of urban design. Routledge.

[6]. De Schutter, O., Frazer, H., Guio, A. C., & Marlier, E. (2023). *The Escape from Poverty: Breaking the Vicious Cycles Perpetuating Disadvantage*. Policy Press.

[7]. Dilworth, R., & Weaver, T. P. (Eds.). (2020). *How ideas shape urban political development*. University of Pennsylvania Press.

[8]. Dorato, E. (2020). Preventive urbanism: the role of health in designing active cities. RIBA Books.

[9]. Geyer Jr, H. S. (2023). Conflicts and synergies between customary land use management and urban planning in informal settlements. *Land Use Policy*, *125*(2), 106459.

[10]. Green, J. (2020). A holistic understanding of Mixed-Use theory in practice: analyzing the factors of success in three Kansas City mixed-use developments. Kansas State University.

[11]. Huang, H., Yao, X. A., Krisp, J. M., & Jiang, B. (2021). Analytics of location-based big data for smart cities: Opportunities, challenges and future directions. *Computers, Environment and Urban Systems*, *90*(2), 101712.

[12]. Khodashenas, M., Jourabchi Amirkhizi, P., & Marcuccetti, A. (2023). Art and Technology as a Source of Inspiration in Design: from Pavel Janak to Giacomo Balla. *Journal of Design Thinking*, *4*(1), 13-30.

[13]. Knox, P. L. (2020). Better by Design?: Architecture, Urban Planning and the Good City. Virginia Tech Publishing.

[14]. Korla, J. (2020). Configurational Morphology: A Vision of Adaptive Urban Form. TU Delft Repositories.

[15]. Lebrun, P., Walz, A., Albert, C., & Lipp, T. (2021). Ecosystem-based adaptation in cities: Use of formal and informal planning instruments. *Land Use Policy*, *109*(2), 105722.

[16]. Menzori, I. D., de Sousa, I. C. N., & Gonçalves, L. M. (2021). Urban growth management and territorial governance approaches: A master plans conformance analysis. *Land Use Policy*, *105*(1), 105436.

[17]. Moerman, R. (2020). From the garden city movement onwards: utopianism in British garden cities. Lund University Publications.

[18]. Owusu, P. (2023). Racialized workers in white spaces: exploring the experiences of racialized, immigrant care workers in rural and small town Canadian long-term care homes (Doctoral dissertation, Carleton University).

[19]. Pastor, A. B., Canniffe, E., & Jiménez, C. J. R. (2023). Learning from Letchworth and Welwyn Garden City: Garden cities' policies for the development of existing settlements in the contemporary world. *Land Use Policy*, *132*(1), 106759.

[20]. Ratcliffe, J., Stubbs, M., & Keeping, M. (2021). *Urban planning and real estate development*. Routledge.

[21]. Saign, A. (2021). Environmental gentrification: Urban sustainability and the equity deficit. *Minnesota Undergraduate Research & Academic Journal*, *4*(4), 21-32.

[22]. Sanga, N., Gonzalez Benson, O., & Josyula, L. (2022). Top-down processes derail bottom-up objectives: a study in community engagement and 'Slum-Free City Planning'. *Community Development Journal*, *57*(4), 615-634.

[23]. Sorensen, A. (2020). Urbanization and developmental pathways: critical junctures of urban transition. In *Handbook of megacities and megacity-regions* (pp. 47-64). Edward Elgar Publishing.

[24]. Teys, M. (2024). The evolution of the anticommons: Exploring the implications of mixed-use developments on urban renewal by collective sales. Multi-owned Properties Research Hub.

[25]. Yudi, L., Murayama, A., Manabe, R., & Nitanai, R. (2023). Transit-Oriented Development in Planning History A West-East Dialogue in Regaining Social Goals. *Urban and Regional Planning Review*, *10*, 94-120.