

An Assessment of Collaborative Governance for Sustainable Development in Urban Planning in Kenya

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ABSTRACT

Over the past few decades, world population growth, economic development and rapid urbanization have caused environmental degradation and social problems. The concept of sustainable development has emerged as an approach to dealing with these issues. Collaborative governance is seen by many scholars as a means of implementing the goals of sustainable development and of integrating diverse interests and perspectives in contemporary society. This study examines the relationship between sustainable development and collaborative governance in urban planning in Kenya. The research is guided by three main objectives which are: To examine how promotion of institutional capacity influences sustainable development in urban planning in Kenya, to investigate how stakeholder involvement influences sustainable development in urban planning in Kenya and to explore how collaborative leadership of stakeholders influence sustainable development in urban planning in Kenya. The target population of this study was county government stakeholders and officials from the national government in Nairobi, Mombasa and Kisumu counties. Simple random sampling technique was used to select the sample. The researcher collected data using open ended and closed ended questions in order to assess collaborative governance for sustainable development in urban planning in Kenya. The questionnaire was designed to collect qualitative and quantitative data. Quantitative data was derived from the closed-ended questions in the questionnaire. Analysis was done using Statistical Package for Social Sciences (SPSS) as it is comprehensive and offers extensive data handling capacity. From the findings of the study the continuous success of collaborative governance depended on the extent of institutional capacity of stakeholders: high institutional capacity encouraged stakeholders to build up trust, to recognise regional issues, to establish a long-term vision through collective ways of thinking, and to enable future issues to be tackled more effectively. The study confirmed that inclusive stakeholder involvement in a governance system enhanced legitimacy and stability related to the outcomes of urban planning. The study also found out that collaborative leadership, based on the recognition of mutual interdependence between stakeholders, played an important role in establishing, protecting and encouraging a governance system.

Keywords: collaborative governance, sustainable development, urban planning, Kenya.

INTRODUCTION

Over the past few decades, the world has been faced with life-threatening environmental degradation, for example in the form of global warming [1; 2; 3]. Some scholars have argued that continuous economic development may bring the world to the limits of growth [4].

In particular, the significant increase in urban populations has brought about rapid economic development in urban areas, which has caused environmental and social problems [5]. Some scholars [6; 7; 8; 9; 10] believe that sustainable development is the best approach to

dealing with these issues, while others argue that sometimes aspects of sustainability, such as the use of renewable energy, may do more damage than good to the environment [11].

Along with the arguments for and against sustainable development, there is an argument about the practical issue of how to achieve the goals of sustainable development. Some suggest the importance of having a national strategy for sustainable development in order to help countries achieve the goals of sustainable development [12; 13], while other theorists [14; 15; 16; 17; 8] argue that achieving the goals of sustainable development needs an overall political system which involves effective public involvement, consensus-building and good governance. [5], for example, state that good urban development requires sustainability as the principle and good governance as the practice.

In particular, many scholars believe that collaborative governance has the ability to integrate diverse concerns about sustainable development [18; 19; 20; 5; 21; 22]. However, there is plenty of literature that suggests there are both negative and positive aspects to collaborative governance. Some scholars [23; 24; 25] highlight weaknesses in collaborative governance, both in its theory and its practice. In contrast to them, others [19; 20] underline positive perspectives, regarding the collaborative approach as a new strategy for dealing with sustainability issues. This study will not focus on the arguments for and against sustainable development; nor will it consider in depth the different approaches to achieving the goals of sustainable development. Rather, it will examine primarily whether collaborative governance is an effective system for promoting the achievement of the goals of sustainable development in urban areas.

Statement of the Problem

Kenya, which is experiencing a fast pace of industrialization, is no stranger to environmental and social conflicts [26]. It

has achieved rapid economic growth since the 1960s by giving the national interest priority over other values, such as the conservation of the environment, and this has resulted in various environmental and social problems. In particular, urban areas have experienced these problems more severely, because the urbanization rate of Kenya has risen dramatically from 20 percent in 1960s to 50 percent in 2007. To cope with these problems, S Kenya has, since the 1990s, begun to take steps towards the achievement of the goals of sustainable development. Much of the literature suggests that implementing the principles of sustainable development needs a political system which encourages effective public involvement, consensus-building and good governance [14; 15; 16; 17; 8]. This study focuses on collaborative governance as such a system, in the belief that this new form of governance is able to help stakeholders integrate the diverse concerns of sustainable development and reach agreement in pursuit of a common goal [18; 19; 20; 5; 21; 22]. In particular, the demand for collaborative governance has been increasing due to the distribution of specialized knowledge and the intense interdependence of institutions in an information age [18]. To implement the diverse principles of sustainable development requires collaborative governance, in which all stakeholders are encouraged to participate in discussion and to set up a shared vision of sustainable development through dialogue and interaction [27]. However, some failures of collaborative practices suggest that collaborative governance will not provide a panacea for people's problems, if it does not have adequate procedures and systems. It has been argued that a planning system is an adequate means for implementing the principles of sustainable development, in that it has sufficient capacity to integrate the diverse concerns of sustainable development and to involve diverse actors [14; 15]. Thus, this study seeks to identify the main elements of

collaborative governance in urban planning for sustainable development, focusing on whether the characteristics of planning correspond to the features of collaborative governance.

Aim of the Study

The main aim of this study was the assessment of collaborative governance for sustainable development in urban planning in Kenya.

Specific Objectives

The study aimed at achieving the following specific objectives;

- (i) To examine how promotion of institutional capacity influence sustainable development in urban planning in Kenya
- (ii) To investigate how stakeholder involvement influence sustainable development in urban planning in Kenya
- (iii) To explore how collaborative leadership of stakeholders influence sustainable development in urban planning in Kenya

Research Questions

- (i) How does promotion of institutional capacity influence sustainable development in urban planning in Kenya?
- (ii) How does stakeholder involvement influence sustainable development in urban planning in Kenya?
- (iii) How does collaborative leadership of stakeholders influence sustainable development in urban planning in Kenya?

Justification of the study

Kenya has adopted the devolved system of government. This study has explained and analysed the how promotion of institutional capacity, stakeholder involvement and collaborative leadership of stakeholders, influence sustainable development in urban planning and has examined the relationship between collaborative governance and sustainable development. This study would therefore be very helpful to the county governments in policy formulation and planning as most of them try to urbanize their areas of jurisdiction in order to

make them more investor friendly. The most important aim of the thesis has been to show that collaborative governance, despite some limitations, is an effective means for implementing the principles of sustainable development. It will therefore be helpful to those vested with the management of urban areas in enhancing sustainable development. The result can also be used as an input for researchers involved in similar thematic area to further knowledge generation in concepts related to collaborative governance for sustainable development in urban planning. The research has also shown how to bridge the gap between the theory and practice of collaborative governance by suggesting factors that would enhance the quality of future collaborative governance.

Theoretical review

This is a collection of interrelated ideas based on theories. It is a reasoned set of ideas which are derived from and supported by data or evidence [28]. This study will be guided by the following theories:

The Theory of Communicative Action

The Theory of Communicative Action is based on the rationality of communicative action in networks [29]. The contemporary information age has recognised a change from a modern society of common public interest to a post-modern society of fragmentation and diversity which induces a collaborative approach based on social networks and inter-subjective communication in tackling complicated conflicts [19]. The theory of communicative action was established by Habermas. It suggests that people establish their own communicative ways of collaboration and reciprocity, working out strategies for collective action through interaction with other stakeholders, which not only renews cultural knowledge but also enhances social integration through mutual understanding [19; 30]. Communicative action means interaction among the group through which individuals reach a mutual

understanding by building up a relational web with each other [29].

Explaining the theory of communicative action, Habermas identifies three other theories of social action such as teleological, normatively regulated and dramaturgical action, all of which are encompassed in the term communicative action [19]: teleological action means an activity performed to achieve a desired object, especially through collaboration; a normatively regulated action is an action which is accomplished according to common values within a group; and a dramaturgical action is a behaviour, such as performance, through which an actor will project a particular impression of what he or she is doing.

However, [31] criticise this theory for overlooking the viewpoint that communicative action will not make individuals abandon all their benefits in order to build a consensus through collaboration: for example, it is debatable whether communicative rationality can be based on undistorted communication, openness, and a lack of oppression, given that contemporary participatory democracy reveals some limitations such as the pursuit of self-interest and the exclusion of diverse voices; with regard to practical problems, denying the role of the expert and expecting too optimistic an outcome to negotiation may not accomplish the desired goals; and it may be difficult to achieve interdependence among stakeholders in the decision-making processes and its implementation, because communicative rationality denies the importance of some stakeholders such as professional planners. The next chapter will show how the theory of communicative action explains interactive activity in a consensus-building process by taking as an example the activity of urban planning.

The Evolution of Planning Theory

The origins of planning are to be found in the 18th century period of the Enlightenment, which preceded the Industrial Revolution, and which emphasised the value of scientific

knowledge, empirical inquiry and activity directed towards development and improvement [19]. Since then, the complexity and upheavals of the political and economic processes have created a favourable environment for planning, because it has been widely held that the volatility of markets in the capitalist system may cause permanent damage to future life. The beginnings of planning were rooted in scientific knowledge and instrumental rationality, because scientific knowledge provides a foundation for approaches to current problems and future possibilities, and instrumental rationality offers a logical explanation of the relationship between means and ends.

Rational planning has evolved in various ways. For [19], contemporary spatial planning based on scientific rationalism is classified into three categories: economic planning, physical development planning and policy analysis planning.

Economic planning began with Karl Marx's critique of industrial capitalism. At the end of the 19th century, new ideas such as Ebenezer Howard's theory of the 'garden city' challenged both capitalist societies and early communist societies [33]. However, by the middle of the 20th century, the western economies had experienced several economic depressions, which led between the 1950s and the 1970s to a strengthening in Western Europe of social welfare policies on education, housing and health. In the 1980s, neo-liberal strategies favoured a market-led approach through the privatization and deregulation that were among the results of the expansion of the global economy and new technology. This change of direction, however, caused the rediscovery of poverty and increasing concern for the environment.

The second of Healey's three categories, physical development planning, was shaped by engineers and architects and influenced the structure of land, property rights and the interests of land owners [19]. It was originally treated as 'planning practice' and until the 1970s was seen as

being related merely to 'planning tools', with which it shared the aim of building rational utopian cities which would promote economic and social life. However, in the 1980s, it changed its objective from the pursuit of utopian cities to the practical management of the dynamics of social, economic and environmental change in urban areas, because planners became concerned about environmental and social issues in urban life.

Healey's third category, policy analysis planning, came to prominence in the 1960s. Its main focus has been the determination and implementation of planning objectives, and in this way it came to contribute to the very basis of the rational planning process [19]. However, traditional planning theories have had some limitations as regards the implementation of the principles of sustainable development [33], for example, in the way they concentrate on the determination of questions by experts, disregard social and environmental change issues, and fail to include long-term perspectives for sustainable development. Thus, in contrast to the above scientific rationalism, a new way of thinking which is aware of the importance of individual subjective preference based on cultural specificity and diversity has begun to emerge since the 1970s in a general shift from a 'modern' society of common public interest to a 'postmodern' society of fragmented diversity [19]. This new way of thinking has caused many environmental issues to be subjected to time-consuming discussions and litigation through neo-liberal approaches which could not reduce the amount of conflict (ibid). In this context, a new paradigm of planning, communicative planning, which emphasises social diversity and collaborative discussion, has been introduced in order to deal with various environmental and social issues among stakeholders. This suggests a shift from the rational planning that was a product of scientific rationalism to the

collaborative planning of interpretive approaches. The new paradigm of planning emphasises that individuals are linked by social networks in which inter-subjective communication can reconstitute the public realm. In particular, several scholars [19; 34; 35] focus on the importance of public involvement in this new planning, because they believe that planning is a tool through which citizens can facilitate more democratic pluralist policies.

In order to identify the nature of this new planning, it is necessary to understand the characteristics of interpretive approaches based on the theory of structuration proposed by Anthony Giddens and the theory of communicative action proposed by Jurgen Habermas, which are introduced in the next section.

Interpretive approaches, which are a core factor in collaborative planning, encourage citizens with diverse interests to build shared cultures through interactions such as consensus-building practices [19]. Interpretive approaches, which can be described as institutionalist approaches, are based on the theory of structuration and the theory of communicative action (ibid). Giddens' theory of structuration demonstrates the mutual relationships between agencies and structures, concluding that agencies' choices can transform the structuring forces of their lives through the interaction between active agencies and constraining structures [19; 36]. Giddens argues that people are linked to particular histories and geographies through interaction with other people and the natural world, and that our efforts to achieve personal identities and social relations are structured by what has gone before [19]. The most important principle of the theory of structuration is that of recursive relations between structures and agency, which means that structures are shaped by agency, just as structures in turn shape agency. Social life can be described not as the product of the individual, but as a series of ongoing activities and practices that people carry

on in a relational web [36]. This theory considers citizens as active agents in a diverse society who create specific cultures in the webs of relations by deciding whether or not to follow the present structures of these webs [19; 37]. [19] also states that the relational bond creates institutional capacity such as social capital.

The theory of structuration raises the question of how it is possible to ensure that relations between agencies and structures proceed smoothly. The answer is provided by Habermas' theory of communicative action which explains how interactions between agencies and structures proceed, focusing on the importance of collaboration and reciprocity through dialogue [19]. The theory of communicative action suggests that the communicative relations built through interaction between participants structure the 'lifeworld'²⁵. Through this relational web based on communicative action²⁶, participants can renew cultural knowledge and enhance social integration [30]. In particular, [19] states that communicative action needs a high degree of trust and information in order to achieve mutual understanding through dialogue between participants. Thus, it is concluded that the theory of communicative action provides a framework which includes collaborative processes based on trust and reciprocity between all distinct stakeholders.

The Concept of Sustainable Development

Since the industrial revolution of the 19th century, environmental problems such as air and water pollution have dramatically increased. In particular, after the Second World War, petrochemical industries created many toxic materials. In response to this phenomenon, public concern about the relationship between continuing industrial development and the rise of ecological problems also gradually grew [33].

These environmental concerns can be traced back through various books [33; 4; 38]: *Man and Nature* was published in

1864 to show how human activity was changing nature in south-eastern France and England; *Silent Spring*, published in 1965, also called attention to environmental risks associated with the use of toxic chemicals in the countryside and the destruction of wildlife in America; and *The Limits of Growth*, published in 1972, dealt with how to alter these trends in order to achieve sustainable ecological and economic stability. In addition, pictures of the earth from space taken in the 1960s and the organising of the first 'Earth Day' in 1970 induced people to recognise the relationship between industrial growth and the environment. The United Nations Conference on the Human Environment (UNCHE), held in Stockholm in 1972, also suggested specific actions to promote harmony between the environment and economic development through a Declaration on the Human Environment [33; 16].

The concept of sustainable development began to be interpreted in diverse ways in the 1980s. The World Conservation Strategy included wider elements of human rights, governance issues, and international economic and national development strategies, as well as ecological perspectives [16; 17]. In addition, the release of *Our Common Future*, the Brundtland Commission report, in 1987, indicated that social, economic and environmental objectives needed to be interdependent in the development process, arguing that environmental catastrophes resulted from the growing demands made on scarce resources, the pollution caused by human activity and the environmental impoverishment which resulted from human poverty [1; 13]. In particular, the report gave overriding importance to the idea of creating a global partnership which would satisfy the essential needs of the world's poor and would prevent poverty from having a polluting impact on the environment.

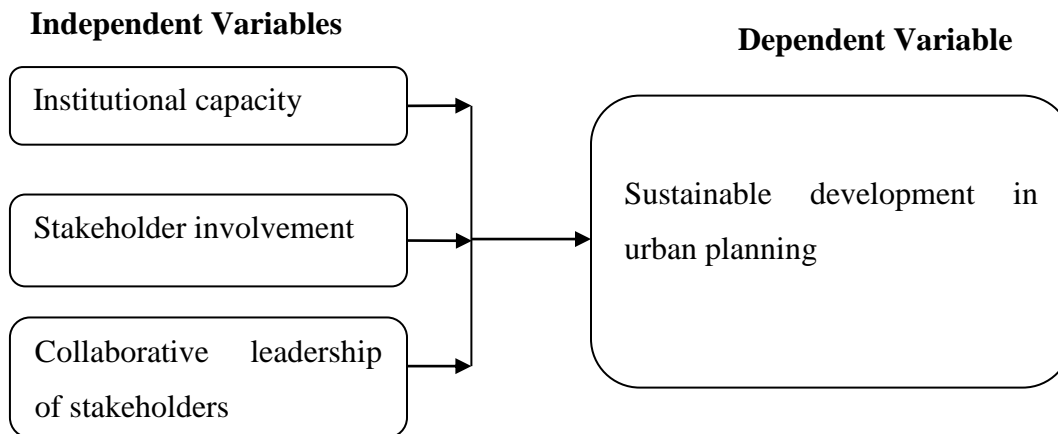
Despite this positive view, there has been criticism of this report due to its failure to define precisely the concept of 'needs'

and its ambiguous approach to the desirability of economic growth [1]. However, it is widely accepted that the Brundtland Commission report has played a significant role in introducing the idea of sustainable development into the real world by connecting present economic development with concern for future generations [39]. The second world conservation strategy, 'Caring for the Earth', which in 1991 called attention to actions at individual, local, national and international levels, influenced the Earth Summit, the United Nations Conference on Environment and Development held in Rio de Janeiro in 1992 [16]. The Earth Summit, which reaffirmed the 1972 Stockholm Declaration, aimed to produce an international declaration on environment and development and to establish a global partnership between various stakeholders. The Rio declaration suggested the following principles of sustainable development: environmental protection; eradication of poverty; global partnership; reduction of unsustainable production and consumption; improvement of scientific understanding; and promotion of an international economic system [40].

In addition, the Rio declaration played an important role in reconciling the interests of developed and developing countries. This declaration suggested that development needed to be sustainable without inducing excessive environmental problems and restricting the rights and opportunities of future generations [13]. In particular, Agenda 21, a comprehensive action plan promulgated with the Rio

declaration, endeavored to integrate social, economic and environmental values, and to promote partnerships and active public involvement [40; 13].

The 1996 Istanbul declaration on human settlements also contributed to establishing a global consensus on the need to provide adequate shelter for human beings and to create more sustainable human settlements [40; 1]. The Kyoto Protocol was adopted in 1997 and came into force in 2005. It provided an important international framework for tackling climate change. The 2002 World Summit on Sustainable Development in Johannesburg, in which many governments, Non-Governmental Organisations (NGOs), and various interest groups participated, emphasised the implementation of Agenda 21 as a part of global action for sustainable development [40]. In particular, this summit recommended all countries to adopt concrete steps and to identify sustainable national development strategies for the implementation of Agenda 21 [40]. In this way, the wave of sustainability has spread steadily outwards since the 1990s, reaffirming the importance of international, national and local partnerships, and of public involvement, in the implementation of sustainable development. In particular, in 2009, a 193-nation conference produced the Copenhagen Accord, which included the provision of financial support to overcome the impact of climate change, even though the conference did not provide detailed strategies for implementing its agreement [41].

Conceptual framework**The Promotion of Institutional Capacity**

Collaborative planning has contributed not only to producing tangible formal agreements, such as development plans, but also to creating intangible products, such as institutional capacity, through social learning processes [20]. Institutional capacity - the combination of social, intellectual and political capital - can be defined as the capacity to build trust and create new knowledge in networks through social learning based on dialogue and continuous interaction. High quality collaborative outcomes are attributed to the existence of a high level of institutional capacity based on mutual trust and practical knowledge [20; 19]. High institutional capacity helps stakeholders build a new cultural community and develop collective ways of thinking [19]. Thus, the ultimate goal of collaborative processes is regarded as the establishment and promotion of the institutional capacity of stakeholders, because this capacity contributes to establishing and maintaining collaborative governance. Institutional capacity, which can be proliferated through networks, enables future issues to be tackled more effectively [19]. This also suggests that institutional capacity contributes to establishing a long-term vision for the future. With regard to

institutional capacity's effect on a society, [19] suggests that institutional capacity makes society become more knowledgeable, better coordinated, more creative, and more inclusive and more legitimate [19].

Promoting institutional capacity needs high quality mutual trust among stakeholders based on dialogue and interaction [42]. Several authors [18; 20; 19] suggest that trust-building requires sufficient time, information and community participation, and adequate financial, legal, administrative and technical assistance. A particular history of interaction between stakeholders can also be a powerful factor in building trust [20; 19].

In addition, [20] focus on the importance of public participation, suggesting that small wins through participation enhance levels of trust and shared understanding. With regard to the relationship between trust and participation, [43] stresses that more public involvement induces more trust among citizens, because trust emerges on the basis of norms, reciprocity and networks of public involvement. It is important to encourage whole communities to engage in some activities through networks, directly and indirectly. When stakeholders share their understanding through social learning processes, build trust with each other,

and report back to their communities, institutional capacity may be promoted. However, it is also important to recognise the limitations of public involvement, for example when participants pursue their own interests, because this obstacle may harm the legitimacy and effectiveness of collaborative outcomes [20].

Inclusive Stakeholder Involvement

The policy-making processes in planning systems are no longer a top-down exercise by government alone, but a bottom-up one involving various stakeholders [44]. Collaborative governance is a popular trend in urban planning, in that it involves a wide range of stakeholders, including hard-to-reach groups, and enhances the legitimacy and stability of policies [45]. Thus, it is widely believed that inclusive stakeholder involvement is needed, if strong, effective and comprehensive planning is to be achieved, because inclusive stakeholder involvement helps planners develop stronger regional strategies and interact with more stakeholders about issues. [19] suggests that inclusive stakeholder involvement can help people generate mutual learning and produce new ideas, instead of inducing adversarial conflict between fixed interests. In particular, some scholars [19; 20] believe that it is important to involve people who live where a project is to be undertaken, because regional and local people have practical knowledge of their areas and have the ability to develop ownership through social learning processes. The regional and local power of human beings also ensures that collaborative processes continue through continual critiques and feedback [19; 20].

However, inclusive stakeholder involvement under poor conditions may be counterproductive and may even create controversy. For example, superficial consultation may create exaggerated costs, delay and frustration. Even if all stakeholders engage in discussion, if some powerful actors persist in working alone, as they have been used to doing, they will frustrate

collaboration by causing an imbalance in the power relationship between strong and weak actors [46]. In particular, if some stakeholders do not have adequate organisation and resources to participate in the decision-making processes, and if collaborative processes are not able to empower those stakeholders, the collaborative processes will be liable to be controlled by the stronger actors [18]. [47] also indicates that legal and bureaucratic constraints and an imbalance in power relations may cause severe problems, such as the exclusion of some groups.

There is plenty of literature that discusses how to cope with these obstacles [18; 19; 48; 49; 46]. [18] suggest that collaborative approaches need a commitment to strategies which empower and represent hard-to-reach groups, such as the disadvantaged. Involving hard-to-reach groups requires the support of skilled professionals and voluntary organisations with credibility. [27] emphasise the ownership of the processes by citizens. For example, if a public forum which has authority and legitimacy is owned and run by citizens, it can change previous power relations. However, the degree of citizens' ownership depends on the extent of the support of community organisations and community leaders. The role of NGOs is also important in inducing wide-ranging participation, for example by giving citizens the education and training they need to get the most out of community organisations [19]. In addition, the flow of information, knowledge and shared understanding between stakeholders is also significant in ensuring inclusive stakeholder involvement, because it can promote dialogue and interaction and encourage more stakeholders to participate in discussions [19; 49].

This suggests that if networks strengthen publicity and information-sharing through various channels and social learning processes, more stakeholders will participate. [46,47,48] stress the importance of giving people the opportunity to access high quality

information, to become involved in the decision-making processes, to codify equal empowerment and consensus-building processes in advance, to implement the results of collaboration, and to develop learning ability.

In addition, establishing balanced relationships between stakeholders requires the recognition of interdependence[49,50,51,52].

If stakeholders see the need for cooperation with others, balanced relationships can be established. For example, when a government needs public involvement to legitimise its policies and creative ideas, it will play a significant role in encouraging inclusive stakeholder involvement and providing financial, administrative and legal support. Citizens, despite their busy lives, will participate in discussions with their government when they recognise the necessity of government support. However, building collaborative relationship between stakeholders requires a high level of mutual trust as well as interdependence between stakeholders.

Collaborative Leadership of Stakeholders

The major role of leadership in collaboration is to establish, protect and encourage collaboration by providing a long-term vision and facilitating the consensus-building processes in the face of various obstacles such as distrusts [20]. Collaborative leadership plays a significant role in setting rules for collaboration, building trust and facilitating dialogue [18]. [18] introduce a new style of leadership for the contemporary era, a style of leadership that can suggest a long-term vision, encourage public involvement, build trust among stakeholders and develop participatory skills for social learning processes. In self-governing networks, government is no longer the single leader, because civil society has begun to accumulate its own power since the 1980s, reflecting a practical knowledge built up in the course of everyday life in

its locality [46]. Thus, dealing with complex issues calls for collaborative leadership to strengthen the cooperation between stakeholders [53,54,55].

However, collaborative leadership may be faced with obstacles such as resistance to efforts at collaboration. Sometimes, collaborative processes can be useless without the institutional flexibility to bring about change, even though stakeholders' leaders may establish a collaborative system. For example, if the head of an organisation ignores the outcomes of collaborative work, the leader of that collaborative work, who represents the organisation and participates in the collaboration, may fail to make a decision about specific issues, because he or she does not wish to cause internal conflict and distrust in the organisation. In addition, despite the change in the role of government, government may be a stronger actor than the other stakeholders involved. If government persists in acting as the single leader, collaboration may be frustrated. For instance, [27] suggest that some powerful actors such as the Mayor may frustrate collaboration if they consider the collaborative processes as merely procedural, even though the processes involve the engagement of various stakeholders. Thus, the most important thing in establishing collaborative leadership is to recognise the necessity for interdependence between stakeholders. If the stakeholders can realize that their principles will be implemented only through cooperation, this will help them recognise their problems, establish effective working arrangements and reach agreement through shared understanding [55,56,57,58].

In their discussion of how to promote collaborative leadership, [46] state that a collaborative governance system needs to acquire legitimacy, to enhance accountability, to ensure that it is representative of participants, and to maintain credibility with the community. In particular, it is important to find and

educate community leaders who can represent their communities, because civil society can be a source of expertise, credibility and legitimacy, and because community leaders induce people to build new collective ways of thinking and supply new human resources for collaborative governance [46; 50].

RESEARCH METHODOLOGY

Research Design

The research design is a plan of the methods and techniques to be adopted for collection and analysis of the data required in obtaining answers to research questions, [51]. This study adopted a descriptive survey design. [51] states that descriptive studies are fact-finding enquiries and their purpose is to describe the state of affairs as it exists at present. Descriptive research describes the existing conditions and attitudes through observation and interpretation techniques [52]. The study intends to describe the variables associated with the problem.

Target Population

[53] defined a population as a well defined or set of people, services, elements, events, group of things or households that are being investigated. The target population of this study was county government stakeholders and officials from the national government in Nairobi, Mombasa and Kisumu counties. [52], explain that the target population should have some observable characteristics, to which the researcher generalized the results of the study.

Sample Size & Sampling Technique

[52] suggest that 10 percent of the accessible population would be enough for descriptive surveys. Therefore the study sought to gain information from 120 respondents from Nairobi, Mombasa and Kisumu counties. Simple random sampling technique was used to select the sample. The technique produced estimates of overall population parameters with greater precision. [54] state that the sample size is the selected

Acquiring a high quality of legitimacy and accountability requires transparency based on adequate institutional systems [50]. To be fully representative of all sectors of civil society, weaker stakeholders such as the disadvantaged also need to be involved [18].

element or subset of the population that is to be studied. To ensure that the sample accurately represents the population, [54] further recommend that the researcher must clearly define the characteristic of the population, determine the required sample size and choose the best method for selecting members of the sample from the larger population. Using this as a guide, a sample size of 120 respondents was selected.

Data Collection Methods and Instrument.

The researcher collected data using open ended and closed ended questions in order to assess collaborative governance for sustainable development in urban planning in Kenya. The questionnaire was designed to collect qualitative and quantitative data.

Data analysis

The study generated both quantitative and qualitative data as the questionnaire had both open-ended and closed-ended questions. According to [28] content analysis is the process of analyzing verbal or written communications in a systematic way in order to measure variables qualitatively. Descriptive statistics such as frequencies, percentages, means and standard deviation was used to report and present the data. Quantitative data was derived from the closed-ended questions in the questionnaire. Analysis was done using Statistical Package for Social Sciences (SPSS) as it is comprehensive and offers extensive data handling capacity.

DISCUSSION

Findings of the Study

From the finding, the study established that long-term vision through collective ways of thinking enhance sustainable development of urban planning [M=4.54], High institutional capacity encouraged stakeholders to build up trust [M=3.88],

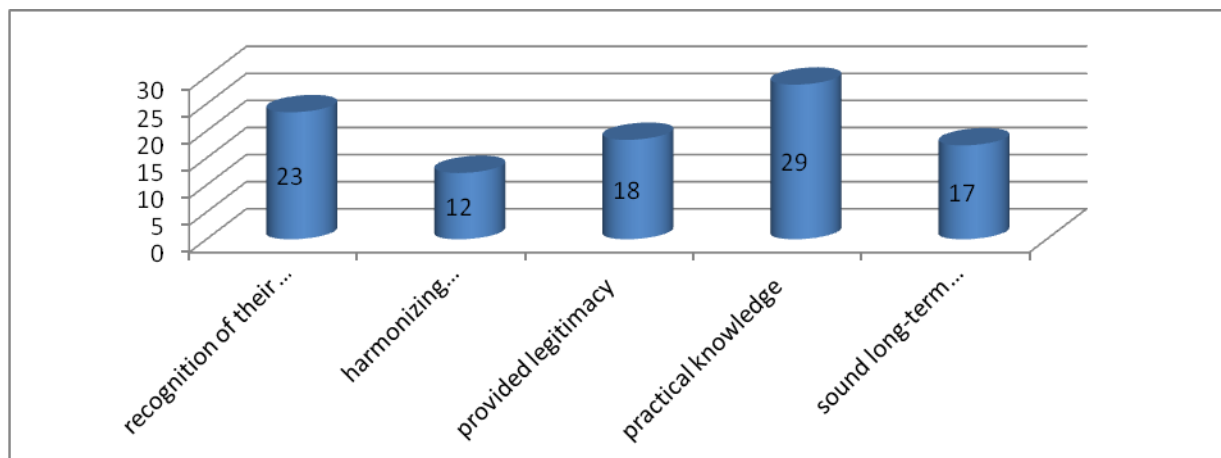
collaborative governance enable future issues to be tackled more effectively [M=3.83], Institutional capacity of stakeholders influence sustainable development of urban planning M=3.78] and that collaborative governance recognise regional issues [M=3.76].

	Mean	STDev
Institutional capacity of stakeholders	3.78	0.140
High institutional capacity encouraged stakeholders to build up trust	3.88	0.338
To recognise regional issues	3.76	1.062
To establish a long-term vision through collective ways of thinking	4.54	0.509
Enable future issues to be tackled more effectively	3.83	0.482

Inclusive Stakeholder Involvement

The study sought to investigate whether inclusive stakeholder involvement influence sustainable development in urban planning. Most (29%) were of the opinion that practical knowledge enhances sustainable development in urban planning, 23% recognition of their interdependence encouraged stakeholders to be involved in a collaborative process, 18% agreed that inclusive stakeholder

involvement in a governance system enhanced legitimacy and stability related to the outcomes of urban planning, 17% agreed that contribution to establishment of a sound long-term regional strategy was a result of stakeholder involvement and 12% were of the opinion that harmonizing representative and participatory democracy helps obtain financial and legal support from government.

**Collaborative Leadership of Stakeholders**

From the findings the study established that based on the recognition of mutual

interdependence between stakeholders, played an important role in establishing, protecting and encouraging a governance system [M= 4.04], leaders endeavored to

protect the collaborative process M=[3.92] and that collaborative leadership of

stakeholders created a synergy effect M=[3.72].

	Mean	STD dev
created a synergy effect, for example, through legitimacy and practical ideas from residents	3.72	0.11
leaders endeavored to protect the collaborative process	3.92	0.675
establishing, protecting and encouraging a governance system	4.04	0.808

The Promotion of Institutional Capacity

From the findings of the study the continuous success of collaborative governance depended on the extent of institutional capacity of stakeholders: high institutional capacity encouraged stakeholders to build up trust, to recognise regional issues, to establish a long-term vision through collective ways of thinking, and to enable future issues to be tackled more effectively. Among stakeholders, the research showed that the institutional capacity of stakeholders and government was important in developing a collaborative governance system, because residents with high institutional capacity contributed to establishing a long-term vision for the region and producing better outcomes, and because the government, with its high institutional capacity, encouraged residents to tackle issues by providing adequate legal, financial and administrative support.

Inclusive Stakeholder Involvement

The study confirmed that inclusive stakeholder involvement in a governance system enhanced legitimacy and stability related to the outcomes of urban planning. The respondents indicated that it was recognition of their interdependence that encouraged stakeholders to be involved in a collaborative process. The study showed

the importance of the participation of residents in relation to that of other stakeholders, because residents provided legitimacy and practical knowledge and contributed to the establishment of a sound long-term regional strategy through a bottom-up process. In addition, the respondents identified the importance of harmonizing representative and participatory democracy: for example, through cooperation with community leaders to represent residents' voices and with county representatives to obtain financial and legal support from government.

Collaborative Leadership of Stakeholders

The study found out that collaborative leadership, based on the recognition of mutual interdependence between stakeholders, played an important role in establishing, protecting and encouraging a governance system. In particular, when a system was faced with obstacles, the study found out that leaders endeavored to protect the collaborative process by mediating conflict between stakeholders and providing a long-term vision for the region. The study found out that Collaborative leadership of stakeholders created a synergy effect, for example, through legitimacy and practical ideas from residents, financial and administrative support from government as a facilitator and professional knowledge from various experts.

CONCLUSION

The study set out to assess collaborative governance for sustainable development

in urban planning in Kenya. The study concluded that collaborative governance

is a fundamental framework for sustainable development because, as a consensus-building process, it integrates diverse aspects of sustainable development through communicative interaction. The study has also shown that promoting the institutional capacity of stakeholders has been the most important aspect of developing a collaborative governance system. The study concluded that the elements of collaborative governance in urban planning have contributed to implementing the principles of sustainable development. The study also

concluded that the characteristics of collaborative governance were evolving towards sustainable development, and that efforts were being made to overcome and to compensate for initial weaknesses in the collaborative governance processes. For collaborative governance to evolve the study concluded that it required the maintenance of a governance system which depended mainly on the institutional capacity of stakeholders, particularly that of residents and government, including effective leadership.

RECOMMENDATIONS

To aid future developments in collaborative governance for sustainable development the study recommends that it will be enhanced by: establishing a long-term strategy through a bottom-up approach; recognizing interdependence between stakeholders; inclusive involvement of stakeholders with wide access to potential participants; and building trust through regular and open communication.

In a collaborative governance system, stakeholders may pursue the interests of their own organisations rather than the collective interest, even though they recognise their interdependence and agree to establish a formal collaborative system. To counter this, the study recommends the adoption of a long-term vision based on public interest. The vision needs to be established through social learning processes based on mutual trust between stakeholders, and its quality will be influenced by the level of the institutional capacity of stakeholders,

particularly that of residents and government, which results from the extent of resident participation and the support of government.

The study indicates the importance of the institutional capacity of stakeholders in achieving balanced power relationships. However, promoting institutional capacity requires the cooperation of all stakeholders: residents need to participate directly and indirectly; government needs to establish adequate institutional designs, such as social learning programmes; experts and NGOs need to play their part in encouraging residents to participate in collaborative processes through professional knowledge and participatory skills; and all stakeholders need to communicate with each other, developing collaborative leadership. Good leadership will often be the key to achieving these balanced power relationships and minimizing the risks posed by uncooperative partners with an agenda of their own.

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