

DETERMINATION OF THE LEADERSHIP SYSTEMS AND STRUCTURES EMPLOYED
AT THE KIJJI INFORMAL SETTLEMENT, MUGUMOINI WARD, NAIROBI COUNTY

HAROLD W. MBUGUA

A THESIS SUBMITTED TO THE GRADUATE SCHOOL IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTER OF ARTS IN LEADERSHIP

PAN AFRICA CHRISTIAN UNIVERSITY

JUNE 2021

DECLARATION

I declare that this thesis is my original work and has not been presented to any other university or college for academic credit.

Signed: _____
Harold Wangai Mbugua (MALD/8386/0/16)

Date: _____

This thesis has been submitted for examination with my approval as the appointed University Supervisor

Signed: _____
Robert Gitau Muigai, PhD
Supervisor

Date: _____

TABLE OF CONTENTS

DECLARATION	ii
TABLE OF CONTENTS.....	iii
DEDICATION.....	v
ACKNOWLEDGEMENT	vi
ABSTRACT	vii
LIST OF TABLES.....	viii
LIST OF FIGURES	ix
ABBREVIATIONS	x
DEFINITION OF TERMS	xii
CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY	1
Introduction.....	1
Background to the Study.....	1
Statement of the Problem.....	9
Research Objectives.....	10
Research Questions.....	11
Significance of the Study.....	11
Assumptions of the Study	11
Scope of Study.....	12
Limitations and Delimitations of the Study	12
Chapter Summary	13
CHAPTER TWO: LITERATURE REVIEW.....	14
Introduction	14
Leadership Structures in Informal Settlements.....	14
Social Infrastructure Informal Settlement.....	21
Challenges Faced by Residents in Informal Settlements.....	26
Challenges Faced by the Leaders in Informal Settlements.....	28
Theoretical Framework.....	28
Conceptual Framework.....	30
CHAPTER THREE: RESEARCH METHODOLOGY	32
Introduction.....	32
Research Design.....	32
Sampling and Sample Size.....	33
Research Instruments	34
Validity of the Research Instruments.....	35
Reliability using Cronbach's Alpha.....	35
Data Collection Methods	36
Data Analysis	37
Ethical Considerations	37
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION	39
Introduction.....	39
Questionnaire Return Rate.....	39
Background Information.....	39
Gender of the Respondents	40
Age of the Respondents	40

Marital Status of the Respondents	41
Educational Level of the Respondents.....	42
Occupation of the Respondents	44
Length of Residency within Nairobi County	45
Leadership Structures in Operation at Kijiji Informal Settlement	47
Formal Leadership at the Kijiji Informal Settlement	47
The Assistant Chief	47
The Chief	52
Police Service.....	56
Informal Leadership structures at Kijiji Informal Settlement.....	59
Social Infrastructure in Operation at Kijiji Informal Settlement	67
Provision of Clean Drinking Water	67
Availability and Accessibility of Toilets and Latrines	70
Availability and Accessibility of Food and Vegetable Markets	72
Availability and Accessibility of Dispensaries and Health Centres	74
Sense of Security within Kijiji Informal Settlement.....	76
Challenges Faced by the Residents of Kijiji Informal Settlement.....	77
Challenges Faced by Leaders at Kijiji Informal Settlement	80
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	82
Introduction.....	82
Summary of the Study	82
Summary of Findings.....	83
Leadership Structures in Operation at Kijiji Informal Settlement	83
Formal Administration and Leadership Structure.....	83
Informal Administration and Leadership Structure	83
Elected Leader	84
Social Infrastructure in Operation at Kijiji Informal Settlement	85
Availability and Accessibility of Water.....	85
Availability and Accessibility of Toilets and Latrines	85
Availability and Accessibility of Food and Vegetable Markets	86
Availability and Accessibility of Dispensaries and Health Centres	86
Sense of Security within Kijiji Informal Settlement.....	86
Challenges Faced by the Residents of Kijiji Informal Settlement.....	87
Challenges Faced by the Leaders at Kijiji Informal Settlement	87
Conclusion	88
Recommendations	88
Recommendations for the Formalization of Kijiji Informal Settlement.....	89
Recommendations for Engagements with Government Departments	89
Recommendations for Further Research.....	90
REFERENCES	91
APPENDIX I: STUDY LOCATION MAP	96
APPENDIX II: QUESTIONNAIRE.....	97
APPENDIX III: INTERVIEW GUIDE FOR LEADERS	101
APPENDIX IV: RESEARCH AUTHORISATION –PAC UNIVERSITY	103
APPENDIX V: RESEARCH AUTHORISATION LETTER: NACOSTI.....	104

DEDICATION

To my late wife Margaret Nyambura and my two sons Daniel Mbugua and Samuel Njuguna.

ACKNOWLEDGEMENT

In the process of writing this thesis, I received generous help and support from a number of people. I would like to acknowledge and express my thanks to my supervisor; Dr. Robert Gitau Muigai for his excellent advice and feedback. I also wish to acknowledge my able lecturers led by Dr. Truphena Oduor, the Head of Department in Leadership and Governance. I am equally grateful to all my Leadership lecturers and classmates in Pan Africa Christian University.

ABSTRACT

The purpose of this study was to determine the leadership systems and structures employed at the Kijiji informal settlement, Mugumoini Ward, Nairobi County. Specifically: to determine the leadership structures in operation at the Kijiji informal settlement; to examine the social infrastructure in operation at the informal settlement; to establish the challenges faced by the residents and to establish the challenges faced by the local leaders at the informal settlement. Cross-sectional research design was adopted. The study targeted all the 2000 dwellers of the Kijiji informal settlement. The size of the sample was calculated using the procedure outlined by Fisher et al. (1991) which resulted in 75 respondents. Simple random sampling techniques were used to select the respondents. A questionnaire tool and an interview guide were used to collect the required information. The return rate was 100 percent. Descriptive and inferential statistics were used to draw the findings. Content analyses were used to examine the themes from the qualitative information. It was established that two sets of administration and leadership structures existed at the informal settlement; formal and informal systems. The formal structure comprised of the chief, assistant chief, regular and administration police. The informal administration and leadership structure existed parallel to the formal system. It comprised of the village chairman who was the ultimate leader and village elders who were in charge of every 10 households (“nyumba kumi”) within the informal settlement. The politically elected member of county assembly was actively involved towards improving the welfare of Kijiji informal settlement. However, his support benefitted only a few of the residents who were his political supporters. Many challenges within the informal settlement required leadership interventions. These include: access to government services, safe and clean drinking water, accessibility of food, waste disposal, health care and security. Recommendations were that the various units within the formal and the informal leadership structures at the Kijiji informal settlement improve on coordination and capacity through training and requisite resourcing in order to improve on the maintenance of law and order. Further research is suggested on the effect of the informal settlement at Kijiji on the leadership and administration of the neighbouring residential estates and that of the constituency.

LIST OF TABLES

Table 4. 1 : Length of Residency in Nairobi County	45
Table 4. 2 : Length of Residency in Kijiji Informal Settlement	46
Table 4. 3 : Availability of the Assistant Chief in the Community	48
Table 4. 4: ANOVA on availability of the Assistant Chief in the Community	48
Table 4. 5: Residence of the Assistant Chief	49
Table 4. 6 : ANOVA on the Residency of the Assistant Chief.....	49
Table 4. 7 : Availability of the Assistant Chief’s Office within the Settlement	50
Table 4. 8: ANOVA on the Availability of the Assistant Chief’s office	51
Table 4. 9 : Availability of the Chief in the Community	52
Table 4. 10 : ANOVA on the Availability of the Chief.....	53
Table 4. 11 : The Chief’s Residence	53
Table 4. 12 : ANOVA on the Residency of the Chief	54
Table 4. 13 : Availability of Chief’s Office within the Settlement.....	55
Table 4. 14 : ANOVA on Availability of the Chief.....	55
Table 4. 15: Availability of the administrative police service	56
Table 4. 16 : ANOVA on the administration police service.....	57
Table 4. 17 : Availability of police stations in Kijiji Informal Settlement	58
Table 4. 18 : ANOVA on the availability of police stations in Kijiji Informal Settlement.....	59
Table 4. 19 : ANOVA on the Local Leadership in Kijiji Informal Settlement	60
Table 4. 20 : Most effective structure in maintenance of law and order	61
Table 4. 21: ANOVA on the most effective structure for order	62
Table 4. 22 : Post hoc statistics on the most effective structure for order by gender	63
Table 4. 23 : Post hoc statistics on most effective structure with reference to education	63
Table 4. 24: Post hoc statistics on most effective structure and Nairobi Residency	64
Table 4. 25 : Frequency of local elected leaders’ visit	65
Table 4. 26: Involvement of local MCA in improving the welfare of Kijiji Informal Settlement	66
Table 4. 27 : Provision of Nairobi County water supply service.....	67
Table 4. 28: ANOVA on the local leadership.....	68
Table 4. 29: Respondents’ confidence with the water sources	69
Table 4. 30 : Availability of toilet and latrines within the settlement.....	70
Table 4. 31: ANOVA on the availability of toilet and latrines within the settlement	71
Table 4. 32 : Availability food and vegetable market within the settlement	72
Table 4. 33: ANOVA on availability food and vegetable market	73
Table 4. 34 : Availability of health centres and dispensaries within Kijiji Informal Settlement..	74
Table 4. 35: ANOVA on Availability food and vegetable market	75
Table 4. 36: Respondents’ assessment of security.....	76
Table 4. 37: ANOVA Respondents’ assessment of security	77
Table 4. 38 : Key challenges faced by the residents of Kijiji Informal Settlement	78

LIST OF FIGURES

Figure 2.1: Conceptual Framework	30
Figure 4.1: Distribution of Respondents by Gender	40
Figure 4.2: Distribution of Respondents by Age	41
Figure 4.3: Distribution of Respondents by Marital status	42
Figure 4.4: Distribution of Respondents by Level of Education	43
Figure 4.5: Distribution of Respondents by Occupation	44
Figure 4.6: Leaders enforcement of authority within Kijiji Informal Settlement.....	59

ABBREVIATIONS

ANOVA	Analysis of Variance
AP	Administration Police
CBO	Community Based Organization
CDF	Constituency Development Fund
FGD	Focus Group Discussion
GDP	Gross Domestic Product
GOK	Government of Kenya
IMF	International Monetary Fund
KENSUP	Kenya Slums Upgrading Programme
KNBS	Kenya National Bureau of Statistics
KPLC	Kenya Power and Lighting Company
MALD	Master of Arts in Leadership Development
MCA	Member of County Assembly
MDG	Millennium Development Goals
NACOSTI	National Commission for Science, Technology and Innovation
NCC	Nairobi City Council
NGO	Non-Governmental Organization
NHC	National Housing Corporation
OCS	Officer Commanding Police Station
PACU	Pan Africa Christian University

SDO	Social Development Officer
SDP	Strategic Development Plan
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UN Habitat	United Nations Human Settlement Programme
SPSS	Statistical Package for Social Sciences
TPB	Theory of Planned Behaviour

DEFINITION OF TERMS

Leadership: There are three parts to the definition of leadership; the office or position of a leader, capacity to lead and the act or an instance of leading. In the context of this study, leadership is defined the art of motivating a group of people to act toward achieving a common goal (Ward, 2020).

Administrative leadership: It is the orchestration of tasks to develop and sustain an entity by establishing systems that protect and sustain essential operational functions to meet the needs of the members (Abel, 2020).

Leadership systems: They are the formal and informal organizational structures, policies and procedures through which leadership is exercised. Its key elements include the mechanisms for making, communicating and executing decisions and for selecting and training leaders and managers.

Leadership structure: It is the hierarchical arrangement of lines of authority, communications, rights and duties of an organization. It determines how the roles, power and responsibilities are assigned, controlled and coordinated and how information flows between the different levels of the organisation.

Slum: A slum is a highly densely populated urban residential area consisting mostly of closely packed, decrepit housing units in a situation of deteriorated or incomplete infrastructure; inhabited primarily by impoverished persons (Program, 2003). UN-Habitat (2015b) defines a slum household as a group of individuals living under the same roof in an urban area who lack durable housing of a permanent nature that protects against extreme climate conditions.

Informal Settlement: The growth of slums and poor residential neighbourhoods that accompany the growth of urban populations (UN-Habitat, 2015b).

Social Infrastructure : The foundational services and structure that support the quality of life of a nation, region or neighbourhood to make a community a pleasant place to live in (Spacey, 2017).

Poverty: It is the scarcity or the lack of a certain (variant) amount of material possessions or money. Poverty is a multifaceted concept; which may include social, economic and political elements. Absolute poverty, extreme poverty or destitution refers to the complete lack of the means necessary to meet basic personal needs such as food, clothing and shelter (Hulme, 2010).

Residents: Refers to someone who resides in a particular place permanently or for an extended period of time.

Leadership Challenges: They are the encounters faced by the leaders. They are of three kinds: external (coming from people and situations); internal (stemming from within the leader); and those arising from the nature of the leadership role.

Urban planning / Development : It is a technical and political process concerned with the development and use of land, planning permission, protection and use of the environment, public welfare and the design of the urban environment; including air, water and the infrastructure passing into and out of urban areas such as transportation, communications and distribution networks (Crane & Weber, 2012).

CHAPTER ONE: INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

Over the last thirty years, the world has experienced an unprecedented increase in urban population, directly witnessing mushrooming of informal settlements worldwide (UN-Habitat, 2013b). Deficiency in housing has been informed by the high number of rural-urban migrations that characterized the end of the 20th Century. Large migrations of people to the town centres has led to unprecedented increase in urban population (Arimah, 2010). The phenomenon has not gone along with construction of affordable housing to accommodate low income earners or the urban poor.

This chapter provides a background to the study on the determination of the leadership systems and structures employed at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. The problems statement and research objectives are provided. The significance, limitation, delimitations, assumptions and the scope of the study are also provided. Finally, a summary of the chapter is provided at the end.

Background to the Study

Leadership in administration is the leading of the body of people or company. Leadership in administration is the leading of the body of people to achieve goals that were a result of the vision, mission and purpose that are created by the leaders of this group. The need for leadership in administration arises as a result of the big role an administrative leadership plays especially in planning (Reading, 2002). Leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes (Daft, 2011). It consists of guiding, encouraging and facilitating others in the pursuit of ends by the use of means, both of

which they have either selected or approved (Elhajj, 2013). Administration seeks to make the best possible use of the resources available in achieving the goal of the enterprise (Wren, Bedeian; Breeze, 2002). It consists of directing others in carrying out the will of a third party using means selected by them (Elhajj, 2013).

Leadership is a critical component of good public governance. Governance can be briefly described as the way in which the underlying values of a people are “institutionalised”. This has formal aspects such as separated powers, checks and balances, means of transferring power, transparency and accountability. However, for these values to be actualised, they must guide the actions of officials throughout the system. They must be imbedded in culture. The most important role of public sector leaders has been to solve the problems and challenges faced in a specific environment. When people say that they want more leadership in the public sector, what they are really looking for is people who will promote adaptations in the public interest. Leadership in this sense is not value neutral. It is a positive espousal of the need to promote certain fundamental values that can be called public spiritedness (OECD, 2001).

In 1947, Paul H. Appleby defined public administration as “public leadership of public affairs directly responsible for executive action.” In a democracy, public administration has to do with such leadership and executive action in terms that respect and contribute to the dignity, worth and the potential of the citizens. In general, true leaders make predictive decisions while followers make reactive decisions. Making decisions is simple if no responsibility is attached to them. True leaders always assume the responsibility for their actions, plans, programmes and decisions. Courage and personal honesty; the marks of leadership, will permit nothing else (Gatwech, 2015).

Growth of slums is not a new phenomenon. Several theorists have attempted to understand and explain the processes that led to emergence and growth of slums in physical, social and economic dimensions. Theorists have attributed lacunas in structural planning of urban land, failure of urban policies, development factors like industrialisation, economic factors like lack of capacity to pay the cost of housing by the poor immigrants and social factors like kinship, religion or caste as major causes which either compel the migrants to choose housing in slum or make them confident that their social security will not be threatened here. But beyond these factors, there are important human characters who are well knit in the life of slum dwellers and whose greed and guidance governs the whole process of slum growth by taking advantage of urban discrepancies, desire of immigrants to get urbanised and helplessness to return to their native villages. These characters are “elites” of the slum. They are known as “slum leaders.” Slum community leaders are held in high esteem (Mathur, 1996). May be because their sympathy is important for a migrant to become a legal resident of that slum. These leaders play a significant role in emergence, expansion and survival of slums. In this paper, an attempt has been made to understand the role of slum level leaders in slum growth and life of slum dwellers (Srivastava, 2013). Close to one billion people in the world live in informal settlements located within urban centres. This number is projected to increase in developing countries: with more people living without access to clean water, shelter, security, basic sanitation and land tenure. The World Bank (2015) contends that 70 percent of the world’s population lives in low and middle income countries. The growth of informal settlements, slums and poor residential is as mentioned earlier a global phenomenon accompanying the growth of urban populations. An estimated 25 per cent of the world’s population live in informal settlements, with 230 million informal settlements residents added to the global population since 2010 (UN- Habitat, 2015b).

Brown (2015) observes that informal settlements are residential areas where inhabitants often have no security of tenure for the land or dwellings they inhabit. For example, they may squat or rent informally. Neighbourhoods usually lack basic services and city infrastructure. Housing may not comply with planning and building regulations. Informal settlements are often situated in geographically and environmentally sensitive areas. A number of interrelated factors have driven the emergence of informal settlements; population growth, rural urban migration, lack of affordable housing, weak governance (particularly in policy, planning and urban management), economic vulnerability, low paid work, marginalization and displacement caused by conflict, natural disasters and climate change (UN-Habitat, 2015b)

Many Governments refuse to acknowledge the existence of informal settlements; which undermines citywide sustainable development and prosperity. These settlements continue to be geographically and economically disengaged from wider urban systems and excluded from urban opportunities and decision making (UN- Habitat, 2015f). City Government attitudes to informal settlement range from opposition and eviction to reluctant tolerance and support for legalization and upgrading. Upgrading informal settlements; through tenure regularization and provision of infrastructure, is widely accepted as preferable to relocation, helping sustain social and economic networks considered vital for livelihoods. Living in informal settlements disproportionately affects certain groups.

Informal settlements often sit on the periphery of urban areas; lacking access to markets and/or resources. For women, this can heighten the barriers they face in accessing livelihood opportunities. Home-based workers also face challenges to entrepreneurial activity. Women in informal settlements spend more time and energy accessing basic services than other urban counterparts, limiting their ability and time to earn through paid employment (UNFPA, 2007). In

addition, the prevalence of male based land tenure policies and restrictions on women's rights to own property decreases the likelihood of alternative housing options. Poor quality housing, eviction and homelessness can also increase the risk of insecurity and sexual violence. In the developing countries of Africa, Asia and Latin America; most of the cities in these areas are experiencing a distressing spread of social exclusion and economic growth without corresponding growth in employment, increase in poverty, crisis of food imbalance and environmental degradation (Kramer, 2006). Understanding the interface between the environment and sustainable livelihoods in integration of informal settlements in Asia, Latin America and Africa is important. These regions have issues of informal /slum settlements as in Philippines, Brazil, the Caribbean and South Africa. They present challenges of informal cities and disadvantaged neighbourhoods (DuPont, 2008).

The prevalence of extreme poverty continues to be one of the more pressing challenges faced not only by the international community but also more importantly by the communities experiencing these realities of life on a daily basis. UNFPA foresees a further problem by anticipating that urban population is expected to almost double in the near future. Like other developing countries, Kenya has recently experienced rapid urbanization. While the natural growth of the population has contributed to increasing urbanization, migration from rural areas to urban centres is viewed as the major factor.

Informal Settlements in Kenya

In the last three decades, Kenya has faced an increased growth of informal settlements in most of the urban centres, which is attributed to rapid urbanization. More than 30% of Kenya's total population lives in urban areas. However, up to 71% of the urban population resides in informal settlements (UN-Habitat, 2008a). The local cities in Kenya: Mombasa and Kisumu, the

town of Nakuru and all the major towns experience this problem of informal urban settlements. Nairobi City faces the worst crisis of slum dwellings in the country with Kibera and Mathare being the major slums with very high levels of population explosion in recent times. The Kibera urban settlement is among the biggest informal settlements in the world. It is characterized by a high density of population with low amenities. According to UNDP (2007), Kenya's annual informal settlements growth rate is at 5%. It is one of the highest in the world and is likely to double by the year 2030 if positive intervention measures are not implemented.

According to UN-Habitat (2003), the experience in these slums shows that people living in poverty are trapped in their present situations because they are excluded from the rest of the society. Furthermore, they are not empowered to allow them to make any significant contribution to community building (World Economic and Social Survey, 2008). Nairobi as a County could be in the verge of sinking into an abyss as the weight of mushrooming slums takes toll (Mutisya, 2011).

While the low quality of housing and the general lack of basic infrastructure especially sanitation drainage, access to energy and clean water supply result in poor social and environmental conditions, high levels of unemployment and low income give rise to conflicts (Smith & Hanson, 2003; Pamoja Trust, 2009). The situation is not helped by lack of supporting policies for effective urban planning and improvement.

Slums in Nairobi have existed since the city's inception. The Government has been slow to respond to the plight of informal settlements after being classified as illegal (Mitullah, 2003). About 1.5 million people in Nairobi live in informal settlements under deplorable conditions with lack of the most basic needs and social amenities. They face multidimensional challenges

which require multidimensional interventions such as clean water supply and improved sanitation, energy, solid waste management, housing, schools and hospitals (Centre on Housing Rights and Evictions, 2008).

Kijiji Informal Settlement

The Kijiji Informal Settlement has evolved in the last 20 years from an empty vacant plot, surrounding an area developed by the NHC and the City Council of Nairobi to accommodate middle income residential estates. The once vacant plot has attracted an influx of illegal informal settlements from people outside the immediate surroundings; mainly from the Kibera slum, which is several kilometres away. Kibera slum is an informal settlement in the south west of Nairobi. It is situated predominantly on government land, covering 550 acres and with a population of nearly 200,000 people per square kilometre. It is considered the largest slum in Sub-Saharan Africa (Amnesty International, 2009). Population estimates of Kibera slum vary between 1.3 million to 2.0 million people. Up to 95 per cent of the residents there are tenants (Desai, 2008).

Kijiji Informal Settlement has grown into a breeding ground for unplanned temporary housing structures, garages, kiosks and noisy bars with very limited amenities (Balbo, 1993). The term “informal settlement” is often used in preference to “slum.” The UN (2007) characterizes informal settlement as a “physical manifestation of urban poverty.” Residents are characterized as lacking adequate housing amenities, sufficient living space, lack of easy access to water, adequate sanitation and secure land tenure. The population estimate for Kijiji Informal Settlement is just about 20,000 on an approximately 20 acre plot (KNBS, 2009). Living conditions in the slum are endemic of dense population, poor sanitation and poor water quality,

limited access to basic services and low income that characterize Kijiji Informal Settlement. Residents lack legal security of tenure; denying them, without power to leverage property owners to provide structure maintenance and services. Despite these setbacks, the Kijiji Informal Settlement continues to attract desperate unemployed members of the local population from everywhere. As the population increases, so does the competition over land and housing giving a renewed importance to problems associated with extreme poverty experienced in the slum (Werlin, 2006).

Across the world, NGOs have engaged with low-income communities to tackle urban poverty. SDOs from the County Government officers make occasional visits to the slum but with little or no effect noted (Gilbert, 2007). Issues that affect the community socially, economically and those that influence the informal settlement on development of the research area include; conflicts between the official residents of the estates and the illegal residents in the slum. This includes the social economic high poverty levels effects with low household income levels that are characterized in the Kijiji Informal Settlement on the youth in the surrounding areas of Southlands Estate and beyond, as well as the extension areas. The Lang'ata Military Barracks; some soldiers from the Army Barracks and the Lang'ata Police Station have some informal houses in Kijiji Informal Settlement. The Lang'ata Women's Prison warders and Lang'ata Police Station are within this area of study. The population explosion in the informal settlement presents challenges in the provision of social services such as schools, medical services and infrastructure. Proliferation of temporary housing presents the issues of safety for residents with regular incidences of fire hazards reported. High unemployment levels have resulted in high crime rates in the informal settlement. This study therefore sought to examine the leadership systems and structures employed at the Kijiji Informal Settlement. Urban poverty in Nairobi is

generally recognized by its spatial area, such as its concentration in informal settlements. Urban poverty is increasing due to rapid urbanization. This raises serious security risk compromises for the residents in the area. Kijiji Informal Settlement is in Lang'ata Constituency, under the County Government of Nairobi (Kanyinga, 2012).

UN-Habitat (2008b) contends that informal settlements have been epitomized as a failure by the state to provide services to the people. NGOs have played a prominent role in the areas in which the government has been insufficient. NGOs have been regarded as the new “panacea for people centred pro-poor development.” They have become an important sector in the field of social development with increased expectations of them being the ‘Magic Bullet’ in fixing problems of poverty in developing countries (Marx, 2013).

Statement of the Problem

While slums in Nairobi have existed for decades and continue to grow every day, successive governments have been slow to demonstrate leadership and develop policies that would eventually respond to the plight of the dwellers. Literature suggests that people living in slums are trapped in their present situations because they are poor and are excluded from the rest of the society and therefore hardly make any significant contribution to nation building. Most of the slums have been condemned and classified as illegal settlements including Kijiji Informal Settlement.

The invaders at Kijiji Informal Settlement claim that the piece of land was vacant and therefore freely available for occupation with little regard for the local government by-laws regulations and procedures for allocation of land. The situation is compounded by the fact that invasion of the land by squatters scares away potential investors in the greater neighbourhood

with increasing cartels and criminals whose aim is to identify potential pieces of land for grabbing. Mainstream media reports over time indicate that lives have been lost at the Kijiji Informal Settlement as arson fires gutted down the informal housing. Several incidents of arson have been witnessed in the past decade all with the intention of evicting the settlers and ultimately grab the piece of land (Mukoya, 2018; Mwangi, 2018). As such, the Kijiji Informal Settlement continues to be a security risk to both the community living within the area and to the residents living in the neighbouring estates.

Forced evictions have dire consequences for the people affected by it as it reaches beyond having their homes demolished. They destroy intricate system of leadership, informality, social networks, employment opportunities and access to the basic services such as health, education and infrastructure. This study therefore sought to examine the leadership systems and structures employed at the Kijiji Informal Settlement, which is within Mugumoini Ward of Nairobi County.

Research Objectives

Specific Objectives

1. To determine the leadership structures in operation at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County.
2. To examine the social infrastructural system and leadership in operation at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County.
3. To establish the leadership challenges faced by the residents of Kijiji Informal Settlement, Mugumoini Ward, Nairobi County.
4. To establish the challenges faced by the leaders at Kijiji Informal Settlement, Mugumoini Ward, Nairobi County.

Research Questions

1. What are the leadership structures in operation at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County?
2. What is the social infrastructure in operation at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County?
3. What are the challenges faced by the residents of Kijiji Informal Settlement, Mugumoini Ward, Nairobi County?
4. What are the challenges faced by the leaders within the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County?

Significance of the Study

This study will be of benefit to a number of parties. To the urban planners, the study will provide updated information regarding the quality of life at the settlement and the need for professional planning for the scheme. To the local and political leaders, the study provides insights into the leadership structures and systems under which the residents at the informal settlement live. To the social services department of the County Government of Nairobi, the study provides critical data on the inadequacies of the services received and on the innovations and alternatives that the residents have resulted to. To the scholars, findings of the study immensely contribute to scholarly debates regarding leadership strategies concerning informal settlements. The study findings will be of value to the residents of Mugumoini Ward, Lang'ata Constituency, the County Government of Nairobi and GOK in coming up with a lasting solution regarding social dynamics and economic and leadership issues within the informal settlement.

Assumptions of the Study

The study assumed that there existed a form of leadership system within the Kijiji Informal Settlement and that it was possible to access both the leaders and the residents in order to interrogate, analyse and conceptualise the system of leadership in place. The study also assumed that both the leaders and the residents were willing to provide accurate information sought. The study also assumed that the area chief, elected leader (MCA) and police (OCS) would cooperate and agree to participate as key informants to the various aspects sought. In addition, the study assumed that the participants had all the exposure to the leadership structure and systems employed at the informal settlement in a similar manner and therefore the random sampling criteria adopted were appropriate.

Scope of Study

The study was conducted within Kijiji Informal Settlement, which is in Mugumoini Ward, Lang'ata Constituency, Nairobi County. The area is geographically located along the Kitengela Road next to Southlands Estate, Rubia Estate and the Civil Servants Estate in Nairobi County. It is a characteristic densely populated area. Access to it is by walking in to the respondents' habitation area from Kitengela road. The study took a sample of the residents as the key respondents to the study based on the method prescribed by Fisher et al. (1991). Key informant interviews were also sought from the local administrative leaders (chief and sub chief), political leaders (the area MCA), security personnel (the area OCS) and the department of social services at the ward.

Limitations and Delimitations of the Study

The study had several limitations. First, it was limited to Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. As such, caution needed to be exercised so as not to generalize the findings to all other informal settlements in the country where the underlying

dynamics vary. Secondly, some respondents were suspicious about the study particularly concerning the data collection exercise. In order to address this set back, the respondents were assured of the confidentiality of the information collected. As such, no personal information was collected that would positively identify the respondents. Furthermore, the researcher used one of the key informal leaders and a resident in the area as the entry point into the informal settlement. The choice of the leader ensured that the residents were comfortable with the data collection exercise and eventually provided consistent and high quality data.

Chapter Summary

This chapter has presented the study background particularly regarding informal settlements. The research problem has been presented alongside the research objectives and research questions. The significance of the study has been discussed and in the same breadth the limitations, delimitations, assumptions and the scope of the study. A review of literature is presented in chapter two.

CHAPTER TWO: LITERATURE REVIEW

Introduction

This chapter provides a review of literature with particular regard to the variables of the study on the determination of the leadership systems and structures employed at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. It reviews literature on leadership, administration and social infrastructure in relation to informal settlements. The chapter further reviews literature on the challenges faced by the residents and leaders in informal settlements. A theoretical framework is later provided and thereafter a conceptual framework.

Leadership Structures in Informal Settlements

Administration

Public agencies are more responsive to the pressures exerted on them by organized interest groups. Since the least organized and marginalized sections of the society have little opportunity to influence the government, their interests are likely to be totally ignored. It is because of this that most residents or communities form organizations, cooperatives, groups or associations (Karirah, 1996).

It is necessary to organize the low-income groups into organizations that would enable them to initiate development projects which are appropriate to their needs but for which they have to contribute to inculcate themselves a sense of ownership. These are CBOs or self-help groups. These are the main actors at the grass root level. Self-managed CBOs are healthy for local level participation as advocated for by global strategy for shelter to the year 2000 (Appida, 2009).

According to Word Bank (2009a), the concept of community participation is well understood and has been adopted for all recent upgrading schemes. An example of what communities are prepared and can do was demonstrated in the Hanna Nassif Community Based Infrastructure Upgrading Project Phase II in Dar es Salaam, Tanzania. The SDP focused on capacity building at the community level in order to assist communities to plan, implement and manage sustainable environmental programs. The broad acceptance of and increasing capacity for involving communities was likely to be a positive factor in efforts towards bringing upgrading initiatives to scale.

According to Caitlin (2005), a comprehensive framework to guide the community-led process includes mobilization that involves development of a representative and democratic community governance structure; organized around communal savings, awareness creation and consensus building among structure owners and tenant negotiations. It also involves enumeration and mapping (community census and resource identification) and strategies for land tenure, participatory planning and budgeting which involves needs assessment, development of financing strategies (including community contribution) and development of appropriate incremental house typologies. It also involves settlement layout accommodating all residents, planning for infrastructure, review of regulations and by-laws. Negotiation is part and parcel of planning, participatory project implementation and management which involves identification and development of skills within the community, community procurement system and sourcing of appropriate and affordable materials. It also adds organization of community labour as equity contribution and formation of community-based management structures for community assets. According to UN-Habitat (2008b), self-help groups assumed part of labour component in development of housing schemes for a considerable reduction in the cost of housing to be

achieved. Self-help construction generates beneficial effects such as people have an opportunity to learn useful skills. Households are persuaded to pull labour and financial resources for construction of their houses. This could contribute to community cohesiveness.

Local Authorities and Community Participation

World over, the management of cities is the direct responsibility of local authorities. This is local democracy at its best with city authorities being held directly accountable to the local populace. African local authorities are seriously hampered by a lack of resources. A recent survey shows that in cities of highly industrialized countries, total local government revenue per person is nine times that of the average for cities in the developing world, 18 times higher than of Latin American cities and 39 times that of African cities (UN-HABITAT, 2008a).

M'lthai (2012) states that local governments often serve cities with several million inhabitants with structures, levels of presentation and political ideas which might have some validity for urban centres with a few thousand inhabitants but which are very ineffective in larger metropolitan centres. For instance, Nairobi has not updated any land use or master plan since 1973. The SDP for Nairobi is not in place. The NCC has responded with creation of a Social Welfare Department to look after poor peoples' initiatives.

In the age of globalization, the role of local authorities has been further eroded, caught between the demands of the international economy, where city bids against city to attract international capital. With liberalization and the privatization of public services, few government officials know how to ensure that private companies do not only take into account the interests of their international shareholders but also deliver pro-poor investments in infrastructure (UN-HABITAT, 2008a). Because of this, Appida (2009) argues that central administrative leaders

cannot know the complex variety of factors that affect the success of the projects in local communities. In their attempt to cope with uncertainty they create highly centralized and standardized procedures or through fear of making mistakes they do nothing about urgent decisions that are essential for implementing local projects and programs.

Physical mapping. The significant and innovative part of the proposal entails the slums dwellers being involved in a detailed process of mapping establishing and appreciating the situation of their living environment social, economic and physical.

Decision making and planning process. This entails physical planning of the project sites, provision of infrastructure and other services. It involves initiating a process of debate, consultations and consensus building about the design and delivery of elements of slum upgrading.

Relocation and compensation. In order to give way for the provision of infrastructure facilities; where necessary, some affected structures should to be relocated. Regarding the relocation of land, this is done through consensus among tenants, structure owners and the local leadership. In certain circumstances, structure owners are invited to claim compensation.

Infrastructure and services. Local authorities integrate the provision of services to slum areas. This is combined with enhancing capacity of existing facilities within and in the periphery of the settlements.

Improvement of shelter. It involves the quality of the shelter fabric to decent habitable state using locally available building materials and appropriate low-cost.

Tenure arrangements. Land tenure component focuses more on regularization of land for purposes of integrating the settlements into the formal physical and economic framework of urban centres. But at the end of the day, guarantee security of tenure and certainty of residency and absence of violent forced eviction programme.

Representation

The views of state on community participation are undoubtedly central to the types of community participatory approaches adopted by government agencies. The types of participation the state encourages or discourages the way in which NGOs (local or international) implement their programmes if they go through the official machinery and the emerging conflicts or consensus that would occur from participatory approaches.

A study by Claude & Zamor (2001) found out that the degree of variation in participation depends on regions ideology. They state; for example that the market economies surveyed for their study (Nigeria, Kenya and Ivory Coast) do not encourage citizens to participate in development and planning. This, they argue that it is as a carry-over from colonial past. They also argue that the best overall record in popular participation is supported by populist-socialist states like Tanzania and Algeria. Little changed because GOK has the responsibility for the execution and management of KENSUP and therefore, it takes care of the land/tenure issues. The state sometimes supports community participation for ulterior motives; for example, just before elections. For political reasons, the government or political party in power may start community development projects with a lot of participation in them to gain much needed support. This has been evidenced many countries including Kenya (Gilbert, 2008).

The emergence of NGOs and CBOs and the various roles that they play in community participation; especially in low cost shelter and urban services provision, have resulted in a lot of potential for making community participation a popular approach.

Planning Growth and Development

Urban settlements and cities in Africa continue to become more chaotic as increasing population put more pressure on capacity of urbanities to provide services to their residents. The cost of urban infrastructure and services (Housing, water, transport, healthcare and sanitation among others) has become unaffordable to majority of urban dwellers due to widespread poverty and low-income levels. This has resulted in the growth of slums and informal settlements; which are unplanned, lack basic infrastructure and services such as water, electricity, roads, lighting and sanitation among others. It therefore emerges that Housing planning and development policies and concepts applied have failed to meet the demand for housing, infrastructure and services. Civil society organizations offer a lot of expertise on different issues relevant to informal settlements; whether technical or community-based experience. They are also well placed to mobilize communities and represent their interests. Their involvement enhances participation and helps mobilize slum dwellers around common goals and promote consensus building for slum upgrading (UN-habitat, 2008b). There is absence of information from the County Government Planning Department on formal planning regarding Kijiji Informal Settlement. Dealing with planning is an imperative. In most instances, the lack of security of tenure hinders effective planning in the informal settlements. One of the indicators of an informal settlement is the poor and haphazard constructions of structures without any planning. To redress this, it is important that adequate planning be undertaken to ensure orderly

developments within the area and consequent improvement in the provision of basic services especially water, electricity and security (Hakijamii, 2011).

Despite the lack of planning and official supply of electricity, many informal settlements have electric power through illegal connections. The same applies to water. The danger with this approach is that the country loses revenue. The water and electricity are sold at exorbitant prices while endangering the lives of those who live in these informal settlements (Kiprotich, 2011).

The Constitution made a promise to ensure fundamental legal reforms in the land sector. Seven years later, the plight of those in informal settlements has not improved. Courts have made ground breaking decisions recognising that the rights to housing and those of land tenure are intertwined. The upshot of these decisions has been to provide a framework for greater protection of land rights in informal settlements. Innovation is key to ensuring that the rights of those in informal settlements are secure. Without this, the challenges in these areas will continue (Hakijamii, 2011).

Recent directives for issuance of title deeds in Nairobi are a step in their right direction. However, granting title deeds is normally done on the understanding that the rights to the land are identified and that the preliminary processes before issuance of title have been undertaken. It is not clear how the directive will be implemented in informal settlements within Nairobi County. If not thought through, the title deeds as opposed to being a basis for securing title may further disenfranchise those who live and derive their housing and other property rights from the informal settlements. The better option may be to fast track the adoption of the guidelines for tenure regularisation in informal settlements discussed by stakeholders last year. Once adopted,

those guidelines should be operationalised through the establishment of a dedicated process of regularising tenure in all informal areas of the country (Mutisya, 2016).

This way, those living in these places will be involved in an orderly and comprehensive process of identifying, documenting and registering their rights to the land and structures. In the end, as we focus on reforming our land regimes and solving what has traditionally been the unending land problem, resolving the tenure issues bedevilling informal settlements must be a top priority. It requires collaboration between national and county governments in order to ensure that the solutions adopted are sustainable.

Social Infrastructure Informal Settlement

The infrastructure development is for the use of all members of the community.

Water and Sanitation

The UN Habitat (2008b) estimates that a current number of around 863 million people who live in hastily constructed shacks will rise to more than one billion by 2025. People are abandoning rural life for urban centres in large numbers. In the next few years, the majority of the world's population will live in and around cities. Growing on the fringes of these urban areas are informal; and some say illegal settlements. People living in these settlements; set against a global backdrop of drought and increasingly threatened water supplies, face huge challenges in accessing water and sanitation services. With changing climate patterns set to continue, forcing around 1.8 billion people across the globe into absolute water scarcity by 2025, the urban settlements will not cope with the ever-expanding demand (M'lthai, 2012). Though much progress has been made in terms of tackling lack of access to water and sanitation in rural areas, the global community must now focus on a world that is becoming urbanised. As this number increases, pressure on already struggling water and sanitation services increases. It is more

commonly thought that connections to water and sanitation services in rural areas is more of an issue, due to the inability to connect to “conventional” systems where city municipalities typically run these services. Nevertheless, this is not always the case. In some contexts, municipalities providing water services are just keeping up with the rate of urbanization. Frequently, informal settlers who live on the outskirts of urban areas on unplanned plots of land find themselves without a connection to local networks. Often these settlements “are not even recognized by policy or county governments because of land tenure issues. Often, these solutions are more embedded or led by the community. These include water kiosks that distribute water to individuals at the community level. Kiosks are connected to main utility providers. They are then managed by community members. Kiosks have provided valuable access to water and sanitation services but problems at the institutional level pervade. Like water kiosks, system improvements are ineffective unless the political will, financial mechanisms and the community capacity are there to operate, maintain and upgrade these systems. These services cannot meet current demand, let alone being up scaled. Until these different forms of scarcities are addressed, the probability of services meeting the pace of urbanization is a far off reality. Local solutions; in some contexts, are providing useful ways to combat water and sanitation service shortages but ultimately the aim should be to ensure that universal access is provided through stronger urban planning that places emphasis on universal access to water and sanitation in the form of a networked system (Program UNHS, 2006).

Food Markets

Like any large city, Nairobi (with an estimated five million inhabitants) faces extreme competition for land and water by different land users. In addition, it faces the wide variations in incomes and access to resources that characterise developing country cities especially in Africa.

Residents living in high density, informal settlements; lacking services, also have high levels of malnutrition. Developing a food system strategy has to take account of these challenges in a way that responds to Kenya's Bill of Rights enshrined in its 2010 Constitution, including citizens' right to food (Durand-Lassene, 2009).

According to Crush et al. (2016), residents in informal settlements rely on informal market and nonmarket sources of food; both within and outside their residential areas. Supermarkets and fresh food markets are far from being the main source of food in many African cities. Where they exist, they tend to be located in more affluent parts of those cities. The typical purchasing pattern for the informal settlers is to travel to those distant markets to purchase adequate cereals (especially maize flour and rice) once per month. The supermarket patronage however meets a basic daily staple food need but does not necessarily lead to a more diverse or nutritious diet (Battersby, 2012). Most African cities have vibrant and dynamic local informal food sectors. As such, households in informal settlements tend to rely on informal food vendors for most of their immediate food needs. The informal food sector has been identified in many African cities as playing a key role in delivering affordable food to low-income households. The informal sector is characterized by several different types of enterprises including: tuck shops which are small informal shops located primarily in informal settlements; mobile vendors selling door-to-door or from the back of small trucks; street vendors on sidewalks, at transport hubs and outside supermarkets. Clusters of street vendors in various areas are known as informal and open markets which are formally established and approved by the city authorities. The municipality is responsible for fee collection from informal vendors who pay rent for market stands, security, cleaning, sanitation facilities and maintenance (Skinner, 2016).

Worsening food insecurity is a key characteristic in many informal settlements. A collapse in a population's food security leads to increased morbidity and mortality. The nature, extent and duration of coping strategies employed by the urban poor in the face of food crisis and consequent food insecurity will determine the magnitude and severity of their suffering (Cohen, 2010). Understanding vulnerability to food insecurity in urban contexts is central to understanding and identifying crises in this population. As net buyers of food, the urban poor are strongly affected by even the most marginal food price increases (Ruel et al., 2010). This study assessed the food situation at Kijiji Informal settlement in the leadership lens and administration systems employed at the settlement.

Access Roads

Streets in the informal settlement are multifunctional entities where different activities are undertaken. They are not only physical entities for mobility and accessibility but also provide space where social, economic, cultural activities are articulated, reinforced and facilitated. For this reason, the expectation is that they are given priority in settlement upgrading. Street led slum upgrading is not only route map to physical integration of slums into formal neighbourhood but also process of regularization and secure tenure. Unfortunately, this multifunctionality is often flouted in the street design process. The conventional representation of the street as a link has tended to reinforce the linear representation of the street; defined only through its mobility function and subverting the other function of the street as a space. The ideal way of street upgrading in slums is articulating different functions of the street based on the needs of the community in the design. The result will be transformation of a slum into a functional neighbourhood with coordinated street activities and reduced conflict between street users (Mutisya, 2011).

Health Centres

County health services are not available in the slum area. The only City Council dispensary is at Otiende Estate. According to Kiprotich (2011), slums or informal settlements present ever increasing challenge for health promotion. The living conditions in complex informal settlements interact with how people navigate through their daily lives and political institutions to shape health inequities.

Security

Driven by unprecedented growth in the cities, urbanization continues to reshape nearly every aspect of modern life. Cities can be places of opportunity, creativity, innovation and peaceful coexistence across cultural and ethnic divides, thereby generating a high quality of life for residents. There is a reason why so many dream of a life in the world's most prominent cities. Yet, the dark side of urbanization is just as evident and in security terms, perhaps even more significant. Cities generate security challenges at every level of analysis; from the individual to the global (Fox, 2014).

Among these security challenges, none is more serious than those emanating from the slums. Informal settlements formation has been a central characteristic of rapid urbanization globally. It is expected to continue well into the future. Indeed, Kijiji slum faces some of the most difficult challenges because of the scale of the slum phenomenon and because of how quickly urbanization is accelerating. In a 2008 report on global urbanization, UN-Habitat (2008b) estimated that over 60% of urbanites in Sub-Saharan Africa live in slums compared with an average of 37% across the developing world and 15% in Northern Africa. Although Latin

American cities are not growing quickly in absolute terms, rapid urbanization throughout the 20th century has left behind a large slum footprint (Durand-Lasserve, 2006).

From a security perspective, slums are worrisome for two main reasons. The first is the scale of the phenomenon: perhaps a billion human beings now live in slums worldwide, with many more yet to come. The second might be obvious but is worth some examination: slum conditions create serious economic, social, political and physical insecurities that can spread outward. In a seminal 2003 report on the subject, UN-Habitat defined a “slum” as a settlement with inadequate access to safe water, sanitation and other critical infrastructure, poor housing, high population density and the absence of legal tenure in housing. Other features might include weak or absent governance structures (at least from legitimate authorities), widespread legal and physical insecurity and often extremely limited access to formal employment (Mutisya, 2011).

Challenges Faced by Residents in Informal Settlements

There are several life challenges faced by residents in informal settlement amongst which is lack of planned infrastructure services. There are continued security risks and poor health facilities. The growth of informal settlements; slums and poor residential neighbourhoods is a global phenomenon accompanying the growth of urban populations. An estimated 25% of the world’s urban population live in informal settlements, with 213 million informal settlement residents added to the global population since 1990 (UN-Habitat, 2013b). Informal settlements are residential areas where, according to UN-Habitat (2015b) and Brown (2015), inhabitants often have no security of tenure for the land or dwellings that they inhabit. For instance, they may squat or rent informally. The neighbourhoods usually lack basic services and city infrastructure. The housing may not comply with the planning and building regulations. A slum is often situated in geographically and environmentally sensitive areas (DuPont, 2008).

A number of interrelated factors have driven the emergence of informal settlements: population growth, rural-urban migration, lack of affordable housing; weak governance (particularly in policy, planning and urban management), economic vulnerability , low-paid work, marginalisation, displacement caused by conflict, natural disasters and climate change (UN-Habitat, 2015b).

Many governments refuse to acknowledge the existence of informal settlements. This undermines citywide sustainable development and prosperity. These settlements continue to be geographically, economically, socially and politically disengaged from wider urban systems. They are excluded from urban opportunities and decision making (UN-Habitat, 2015f). City government attitudes to informal settlements range from opposition and eviction to reluctant tolerance and support for legalisation and upgrading. Upgrading informal settlements; through tenure regularisation and provision of infrastructure, is widely accepted as preferable to relocation, thus sustaining social and economic networks considered vital for livelihoods (Devas et al., 2004).

Living in informal settlements disproportionately affects certain groups. Informal settlements often sit on the periphery of urban areas, lacking access to markets and/or resources. For women, this can heighten barriers they face in accessing livelihood opportunities. Home-based workers also face challenges to entrepreneurial activity (Chant, 2014). Women in informal settlements spend more time and energy accessing basic services than other urban counterparts, limiting their ability and time to earn through paid employment (UNFPA, 2007). In addition, the prevalence of male biased land tenure policies and restrictions on women's rights to own property decreases the likelihood of alternative housing options. Poor quality housing, eviction and homelessness can also increase the risk of insecurity and sexual violence (McIlwaine, 2013).

Challenges Faced by the Leaders in Informal Settlements

Many informal settlements sit on land whose ownership is either contested or multiple between the legal title holders and the legitimate holders. Many discussions focus on securing tenure rights. The fundamental debate though is the modalities of achieving this intention. Whether to evict those who reside in informal settlements so that the legal owners can enjoy security of their land rights or to grant tenure rights to those who are referred to as squatters on their lands. The reality is that the options are not easy. However, a starting point must be a recognition of the reality of informal settlements. Based on this recognition, tenure innovation can be undertaken. Innovation has to focus on providing some form of recognition and security to those living in informal settlements (Mwangi, 2016). The innovation must limit the extent of transfer of the land and seek to avoid situations where as tenure upgrade takes place, the beneficiaries are not those who live in those settlements but are well to do people who are somehow get allocated the upgraded structures for speculation purposes (Chant, 2013).

Theoretical Framework

In attempt to address the problem of informal settlements, a number of theories have been propounded linking the growth of informal settlements to many factors. Among these theories is the theory developed by the Chicago School in 1930's which associate informal settlements to residential differentiation resulting from the different income levels of different people who compete for 'valuable' or desirable urban lands (UNHabitat, 2003). The Alonso's neoliberal theory of slums attributes the growth of informal settlements to discriminatory urban regulations and public spending that fails to deal with housing problems of the poor who cannot afford a formal dwelling (Smith, 2003).

The study also utilised the theory of planned behaviour (TPB) due to its strength in determining individuals' intentions on a particular behaviour. It has achieved several successes in uncovering behaviours underlying a given activity or event. The TPB Theory was developed by Ajzen (1991). It evolved from the theory of reasoned action (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975) which postulated intention to act as the best predictor of behaviour. The TPB laid much emphasis on individuals' intention that is the cognitive representation of a person's readiness to perform a given behaviour. It is considered the immediate antecedent of behaviour. The greater one intends to perform behaviour, the higher that behaviour shall actually be performed.

Three things determine this intention: one's attitude toward a specific behaviour, subjective norms and perceived behavioural control. The theory found perceived behavioural control to have influence on one's intention. The perceived behavioural control is peoples' perceptions of their ability to perform a given behaviour. These predictors (attitudes towards behaviour, subjective norms and perceived behavioural control) affect a person's intention, which in turn influence the behaviour of that person. A general assumption of TPB is that the more favourable the attitude and the subjective norm and the greater the perceived control, the stronger shall be a person's intention to perform a particular behaviour. Intention is therefore at the heart of the TPB and play a predominant role in predicting the behaviour of people.

Insights from this theory suggest that leadership is all about influencing followers and the leadership strategies or style employed in any given circumstance. As such, social infrastructural systems will make residents behave in a certain way eventually influencing the leadership systems. In a similar fashion, the leadership systems at the informal settlement will make residents behave in certain manner towards the social infrastructural systems available. It was the

interest of the researcher to establish the current relationship of these two variables at the Kijiji Informal Settlement in Mugumoini Ward, Nairobi County.

Conceptual Framework

The study was conceptualized as follows:

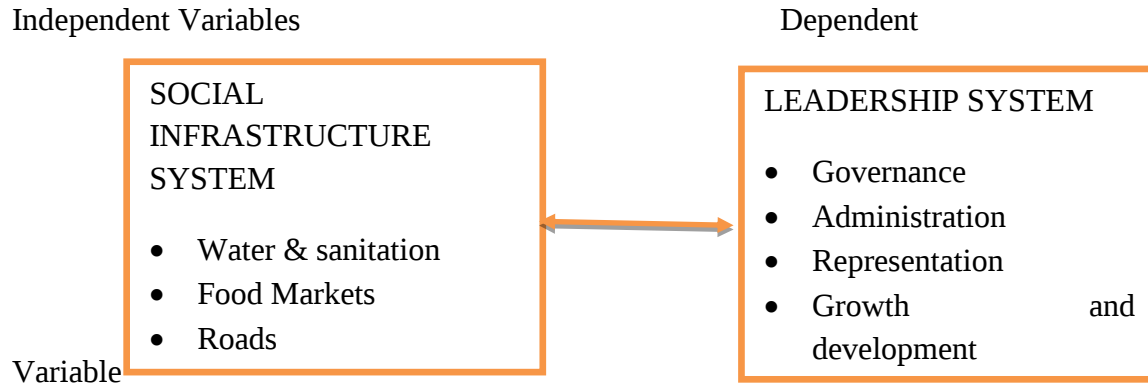


Figure 2. 1: Conceptual Framework

There two key concerns in this study: The leadership structures and the social infrastructural system. These two form the independent variables of the study. When the two interact within the context of Kijiji Informal Settlements, they are bound to shape the leadership systems and styles within the community.

Insights from the conceptual model in Figure 2.1 above suggest that leadership and social systems have a mutual relationship with one another. Changes in the social infrastructure system will trigger changes in leadership systems and vice versa. The process is always dynamic as the two key variables look for equilibrium. It was the interest of the researcher to establish the status of these two variables at the Kijiji Informal Settlement in Mugumoini Ward, Nairobi County.

Chapter Summary

The chapter has reviewed literature on leadership, administration and social infrastructure in relation to informal settlements. The challenges faced by the residents and leaders in Informal Settlements have also been reviewed. Theoretical and conceptual frameworks have been provided. The methodology that was employed in conducting the study is presented in chapter three.

CHAPTER THREE: RESEARCH METHODOLOGY

Introduction

This chapter presents the data approaches and methods that were adopted in conducting in the study. First, it discusses the research design and the target population. Thereafter it presents the sampling techniques, data and data tools including their validity and reliability. Lastly, the chapter presents the data collection procedures, data analysis techniques and ethical considerations.

Research Design

Uma & Jalon (2011) defines research design as a plan to answer a research question while ensuring that results are reliable, valid and credible. This study adopted a descriptive mixed methods research design, which allows the researcher to collect both qualitative and quantitative data. Qualitative research is based on the knowledge, observation, opinions and perceptions that people hold about the topic subject. Quantitative research approach is considered most suitable when analysing results between subgroups of respondents. It is based on designing questionnaires to solicit for the objectives of the topic under study (Creswell, 2014). Mixed-methods research design approach was the most appropriate because it allowed the researcher to collect both qualitative and quantitative information on the leadership systems and structures employed at the Kijiji Informal Settlement.

Population

Cooper & Schindler (2003) define population as a group of people or objects similar in one or more ways and who/which form the subject of the study in a particular research. Kombo & Tromp (2006) define target population as a group of items or individuals from which a sample is

drawn in order to make a desired measurement as a basis of making inference on the larger population. The population studied included all the residents of the Kijiji Informal Settlement. The population residing in the area was approximately two thousand people (KNBS, 2009).

Sampling and Sample Size

Kombo & Tromp (2006) define sampling as the process through which a number of individuals is drawn from a population in a manner that allows the number to effectually represent the features of the entire population. The sampling frame for this study was the residents in the Kijiji Informal Settlement. The size of the sample was calculated using an appropriate procedure for survey studies as outlined by Fisher et al. (1991) as indicated by the formula:

$$n' = \frac{NZ^2P(1-P)}{d^2(N-1) + Z^2P(1-P)}$$

Where:

n= Desired sample size

N= population of residents residing in the Kijiji Infomal Settlement

Z= Standard normal deviate (1.96) corresponding to 95% confidence interval

P= Current prevalence rates for poverty in the slums (95%, GoK, 2015)

Q= 1- P which is the national population without poverty, 5%

D= degree of accuracy required (0.05)

$$\begin{aligned} N &= z^2 (pq) \div d^2 \\ &= \frac{2000 \times 1.96 \times 1.96 \times 0.95 \times 0.05}{0.05 \times 0.05 (2000-1) + 1.96 \times 1.96 \times 0.95 \times 0.05} \end{aligned}$$

$$\begin{aligned}
 &= 71 \\
 &= 71 \text{ (Add 5\% for incomplete data =4)} \\
 &\text{Total} = 75
 \end{aligned}$$

A sample size of 75 respondents was adopted for the study. Simple random sampling techniques were employed where the study areas was mapped into five sections whose entry points were naturally identifiable and accessible from the main road. Fifteen respondents were randomly selected from each of the five sections to arrive at the desired sample size. Personal judgments of the researcher were used to identify the pool of respondents in each section based on their ability to provide the required information (Macmillan & Schumacher, 2001), who in this case comprised of residents who had lived within the settlement for at least a year.

Research Instruments

Two research instruments were used for the study; a structured questionnaire for the residents and a key informant interview guide. The household questionnaire had five sections. The first section sought demographic information. The second section sought information pertaining to the leadership structures in operation at the informal settlement. The third section sought information on the social infrastructure in operation at the settlement. The fourth section was on the challenges faced by the residents. The fifth section which was the final, sought out the challenges faced by the leaders within the Settlement.

The key interview guide had four parts where the first interrogated the leadership structures at the Informal Settlement. The second section probed on the social infrastructure in operation at the Settlement. The third section enquired on the challenges faced by the residents. The last section enquired on the challenges faced by the leaders within the Settlement. The information

solicited from the two tools was triangulated to provide the most accurate situation in existence at the Kijiji Informal Settlement.

Validity of the Research Instruments

Validity refers to the degree to which a study accurately reflects or assesses the specific concept or construct that the researcher is attempting to measure (Sullevan, 2011). When designing the tools, the researcher consulted with the two supervisors from the Department of Leadership at Pan Africa Christian University, who are experts in the area of study.

The questionnaire was pretested at a subsection of Kibera Informal Settlement (slums) in Lang'ata constituency, which shares the same ecological characteristics as Kijiji Informal Settlement and is only a few kilometres apart. Orodho (2009) suggests that once a questionnaire has been constructed, it should be pretested. The purpose of pretesting the questionnaire was to detect misunderstanding, ambiguities, inadequacies and reliability of the items. The process ascertained the tool's construct validity. The research assistants were thoroughly trained on how to administer the questionnaire tools to the respondents.

Reliability using Cronbach's Alpha

According to Sullevan (2011), reliability refers to whether an assessment instrument gives the same results each time it is used in the same setting with the same type of respondents. Sullevan (2011) further describes reliability as meaning consistent or dependable results. It can be achieved by creating two or three or more question items to measure the same concept. The difference between the responses (answers) to the questions is calculated. The correlation among the answers is measured using various tests. In this study, the reliability of the instruments was ascertained by carrying out a split-half test and eventually generating the Cronbach Alpha

reliability coefficient. The test's coefficient normally ranges between 0 and 1. The closer Cronbach's Alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. The test was conducted by the use of SPSS .It yielded a Cronbach Alpha reliability coefficient of 0.894. George & Mallery (2003) provide the following rules of thumb: "> .9 Excellent; > .8 Good; > .7 Acceptable; > .6 Questionable; > .5 Poor and < .5 Unacceptable" (p. 231). The study considered an Alpha of at least 0.7 as a reasonable goal for the instruments.

Data Collection Methods

The study targeted residents of Kijiji Informal Settlement. A resident was included in the study if he/she consented, was of legal age and had resided within the settlement for at least six months. The respondents were selected using the random walk sampling technique as recommended by Turner (2003) and Kennedy (2005). In this study; the researcher and his data collection team, with help of the village elders and chief, approached the community from a central place. The team move from one settlement block to the other administering the questionnaires to the qualifying respondents. The process continued until the number of the respondents in the sample size was realized.

Qualitative data was collected by the use of interview guides. Five people were identified as key leaders at the community. These were the village chairman, "nyumba kumi" elders, the chief, assistant chief, the OCS and MCA. The village chairman and "nyumba kumi" elders were informally installed. However, they regularly reported to the area chief and occasionally to the OCS, eventually forming a nexus between the informal and formal leadership systems at the informal settlement. Interviews were sought with all the six respective categories of leaders. The village chairman, one village elder, the assistant chief and chief honoured the interview. The

OCS designated a respondent on his behalf. The MCA was not available and did not participate in the study.

Data Analysis

Once data was collected, the questionnaires were checked to ascertain their completeness, consistency, accuracy and usability for data analysis. Thereafter the data was keyed into SPSS computer programme for ease of analysis. Data was analysed by the use of both descriptive and inferential statistics. The descriptive statistics that were adopted included frequencies, proportions and percentages. ANOVA was adopted for the inferential analysis. Qualitative data from the open-ended questions was analyzed through content analysis techniques. The analysis considered the narratives under the three themes of leadership structures, social systems and leadership challenges experienced by the residents of Kijiji Informal Settlement; from where their appropriateness, relevance, effectiveness and contribution to the study were determined. Presentations are in form of charts and tables. An interpretive report on the leadership systems and structures employed at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County was generated.

Ethical Considerations

The researcher applied for the requisite approvals and permits necessary for the study in order to comply with the ethical and legal requirements. Approvals were sought from MALD of the Pan Africa Christian University. Thereafter a research permit from NACOSTI was obtained. The researcher then reported to the administrative leadership of the study area who included the area Chief, Assistant Chief and the village chairman. A consent statement accompanied the data collection tools. It was read out to each of the respondents. Only those respondents who

consented participated in the study. The researcher also assured the respondents of anonymity, confidentiality and encouraged them to participate with informed consent.

CHAPTER FOUR :DATA ANALYSIS, PRESENTATION AND INTERPRETATION

Introduction

This chapter deals with data analysis, presentation and interpretation of the empirical findings on the leadership systems and structures employed at the Kijiji Informal Settlement, Mugumoini ward, Nairobi County, Kenya. The chapter begins with the respondents' background information. It then proceeds to determine the leadership structures in operation at the settlement. Thereafter an examination of the social infrastructure in operation at the settlement was done. The chapter then culminates with the challenges faced by the residents and leaders at the Kijiji Informal Settlement.

Questionnaire Return Rate

A questionnaire tool was used to collect data among 75 residents of the settlement as per the study sample. All the 75 questionnaires administered were returned duly executed. The return rate was 100%. Key informant interviews were also conducted with the Assistant chief, the village chairman and the administration police.

Background Information

The study sought to find out demographic dispersion of the respondents respective of their gender, age, marital status, education, occupation, residency within Nairobi city and residency within Kijiji Informal Settlement. The purpose of this information was to determine the respondents' characteristics in relation to their residential experiences within Kijiji Informal Settlement.

Gender of the Respondents

The study sought to find out the gender of the respondents. The purpose of this information was to find out the composition of the respondents within Kijiji Informal Settlement with reference to gender. Much as the respondents were randomly selected, participation of both genders was necessary in order to capture aspirations from them. To determine the distribution, the respondents were asked to state their gender. Their responses are as shown in Figure 4.1 below.

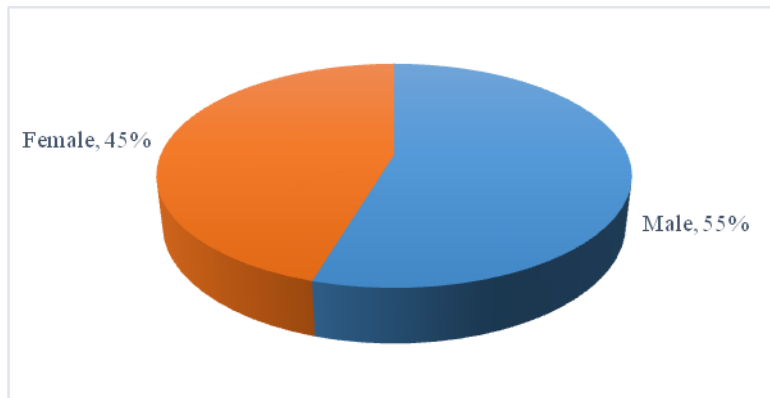


Figure 4.1 : Distribution of Respondents by Gender

Findings in Figure 4.1 above show that the female respondents were 45% while their male counterparts were 55% implying that there were slightly more males respondents than females. The findings seemed to suggest that the residency within the settlement scheme had slightly more males of legal age than female. However, this information could only be ascertained through demographic studies of the settlement.

Age of the Respondents

Data on the age of the respondents were is as shown in Figure 4.2 below.

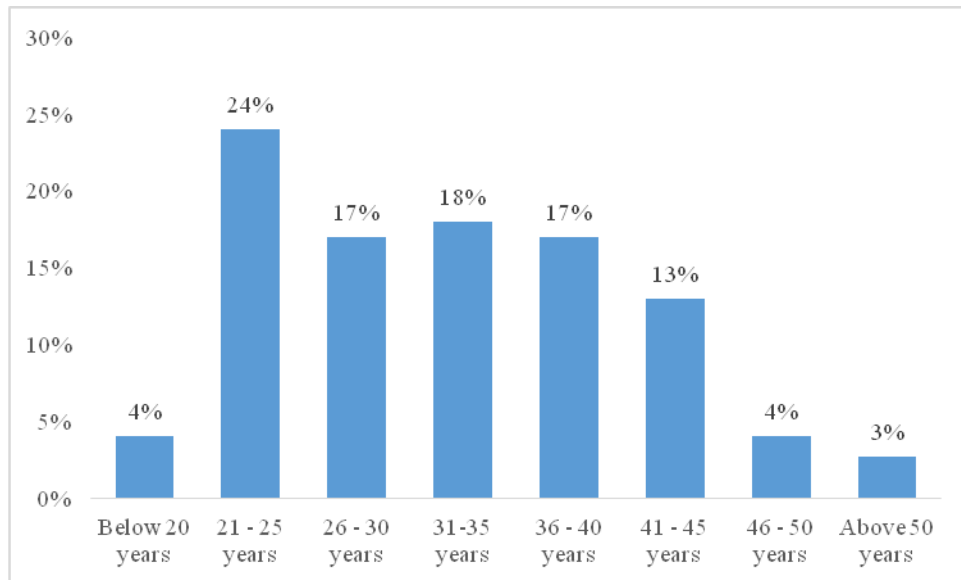


Figure 4. 2 : Distribution of Respondents by Age

Findings in Figure 4.2 above show that 24% of the respondents were aged between 21 and 25 years while 17% of the respondents were aged between 26 and 30 years of age. Another proportion of 18% of the respondents were aged between 31 and 35 years while 17% were aged between 36 and 40 years. Figure 4.2 also shows that 13% of the respondents were aged between 46 and 50 years while 3% of the respondents were more than 50 years. The findings depict a declining trend among the respondents as their age progresses towards 50 years. The finding suggests that most of the dwellers in the settlement were people of employment bracket of between 21 and 45 years with the majority being youths aged between 21 and 25 years.

Marital Status of the Respondents

Information on the marital status of the respondents is as shown in Figure 4.3 below.

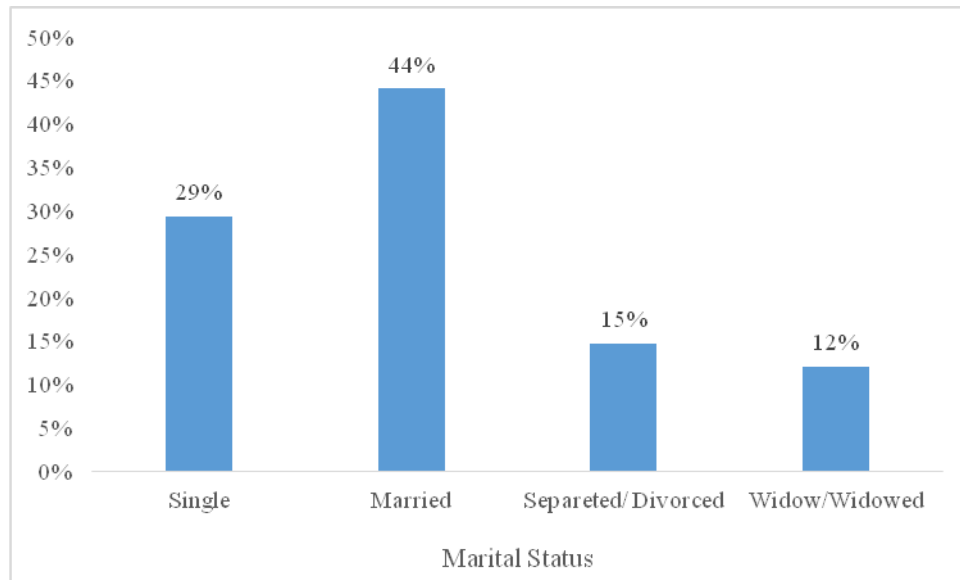


Figure 4. 3 : Distribution of Respondents by Marital status

Findings in Figure 4.3 above show that 29% of the respondents were single age while 44% were married. Another proportion of 15% were either separated or divorced while 12% had lost their spouses through death. The findings depict a picture of a normal society where majority of the population are married with a substantial proportion of single men and women and with small proportions of those who have lost spouses through death.

Educational Level of the Respondents

The study sought to find out the highest academic qualification of the respondents. The purpose of this information was to assess academic background of the residents necessary to equip them with adequate knowledge for decent employment and livelihoods. The respondents were asked to indicate their highest academic qualifications. The findings are as shown in Figure 4.4 below.

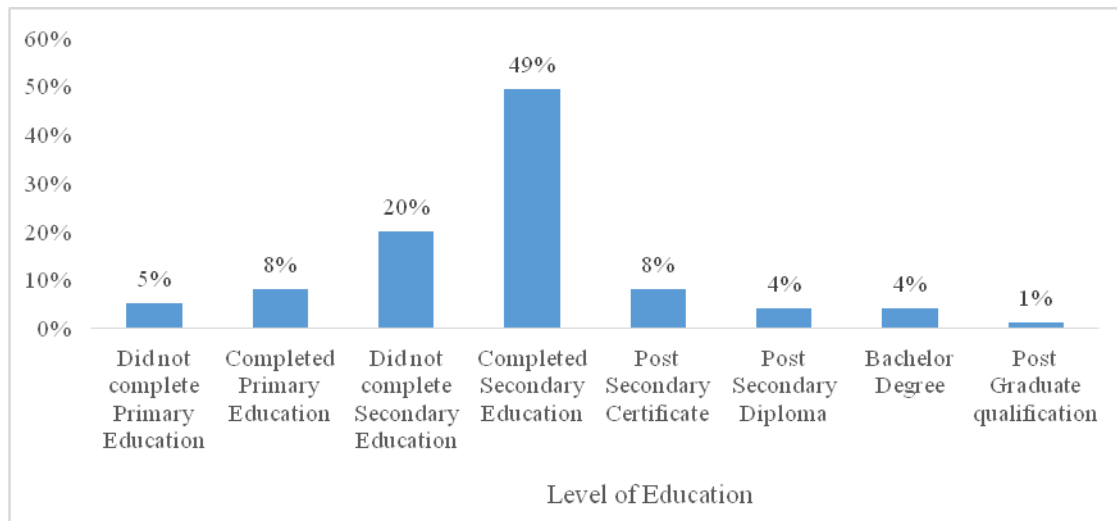


Figure 4. 4 : Distribution of Respondents by Level of Education

Findings in Figure 4.4 above on the educational level of Kijiji Informal Settlement residents show that 5% of the respondents did not complete primary education while 8% had completed primary education. Another proportion of 20% had not completed secondary education while 49% had completed secondary education. The post-secondary certificate holders were 8% while diploma holders were 4%. Only 4% of the residents were graduates with 1% holding post graduate level of education. Findings in Figure 4.4 imply that the majority of the residents in the settlement were of low education where a cumulative proportion of 82% held secondary education and below. The level of education portrays a population that lack post-secondary technical skills education. They were likely to engage in non-formal and nonskilled types of occupation for livelihoods. As such, their livelihoods were likely to be low skill, short term casual engagements that did not require elaborate skills set nor highly skilled or experienced candidates.

Occupation of the Respondents

The study sought to find out the occupation of the respondents. The purpose of this information was to determine their day-to-day occupational engagements and eventually their source of livelihood. The respondents were asked to indicate their occupation. The findings are as shown in Figure 4.5 below.

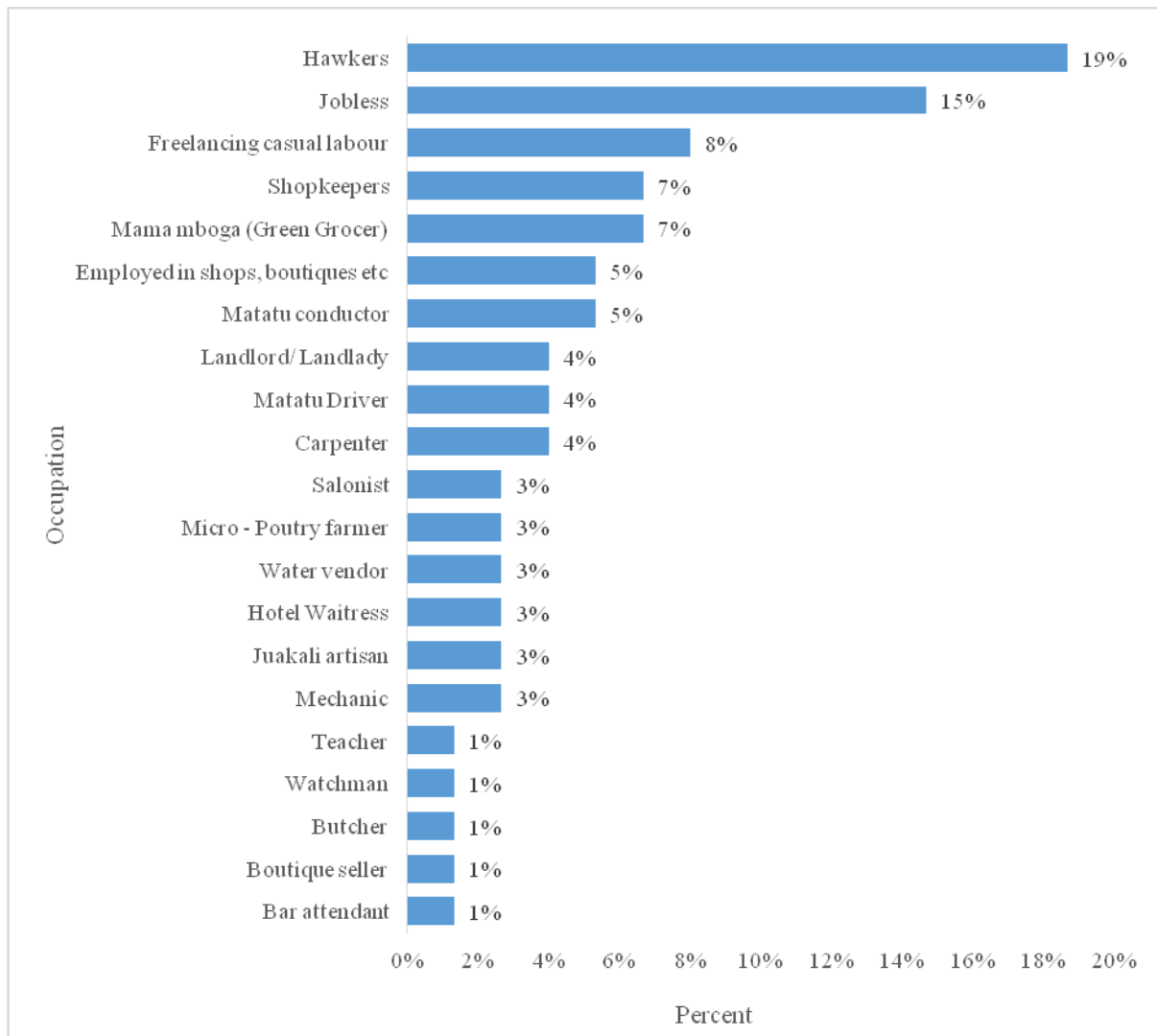


Figure 4. 5 : Distribution of Respondents by Occupation

Findings in figure 4.5 above on the occupation of Kijiji Informal Settlement residents show that the highest proportion (19%) of the respondents were hawkers while 15% were jobless.

Others were casual labourers, shopkeepers, greengrocers, shop attendants, bus conductors, landlords, bus drivers, carpenters, saloonists, micro poultry farmers, water vendors, hotel waitresses, “juakali” artisans and mechanics. Other occupations included teachers, watchmen, butchers, boutique sellers and bar attendants. Findings in figure 4.5 imply that the majority of the residents in the settlement were engaged in blue colour occupations for their livelihoods. Only a small proportion of them comprised of entrepreneurs who included property owners, shopkeepers, micro poultry farmers and butchers who cumulatively account for 15% of the residents while another 15% were jobless. The rest of the residents were in low-income and employment oriented occupations. Probably the reason why they sought an informal settlement setting as their residency due to their characteristic low costs.

Length of Residency within Nairobi County

Information was sought from the respondents on the length of time that they had resided within Nairobi County. The purpose of this information was to determine the exposure of the respondents to the urban setting and consequently their credibility in responding to matters touching on leadership and social provision in an urban setting. The respondents we required to state their length of residency and the results were as shown in Table 4.1 below.

Table 4. 1 : Length of Residency in Nairobi County

Length of Residency	Frequency	Percent
Less than a year	2	2.7
1 - 2 Years	15	20.0
3 - 4 years	21	28.0
Over 5 years	37	49.3
Total	75	100.0

Findings show that 49.3% of the residents had resided in the city for more than five years while 28% had resided the city for between three and four years. Another 20% had resided in the city for between one and two years while 2.7% had barely resided in the city for a year. Findings show that a cumulative proportion of 97.3% had resided in the city for at least one year implying that nearly all the respondents were acquainted with the urban life in the County.

Length of Residency within Kijiji Informal Settlement

Information was sought from the respondents on the length of time that they had resided within Kijiji Informal Settlement. The purpose of this information was to determine the experiences and exposure of the respondents to the Kijiji Informal Settlement setting and consequently the credibility of their responses to matters touching on leadership and social provision at the informal settlement. The respondents were required to state their length of residency at Kijiji informal settlement. The results are as shown in Table 4.2 below.

Table 4. 2 : Length of Residency in Kijiji Informal Settlement

Length of Residency	Frequency	Percentage
Less than a year	5	6.7
1 - 2 Years	23	30.7
3 - 4 years	27	36.0
Over 5 years	20	26.7
Total	75	100.0

Findings show that 26.7% of the residents had resided in the informal settlement for more than five years while 36% had resided there for between three and four years. Another 30.7% had resided there for between one and two years while 6.7% had barely resided in the informal settlement for a year. Findings show that a cumulative proportion of 93.3% had resided in the

informal settlement for more than one year implying that nearly all the respondents were acquainted with the life in the informal settlement and were therefore in a position to provide credible information sought by the study.

Leadership Structures in Operation at Kijiji Informal Settlement

The first objective of the study was to determine the leadership structures in operation at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. In order to achieve this, information was sought from the respondents on the leadership structures they thought were in place in their informal settlement. The information was then triangulated with the responses collected from the key informants by the use of the interview guide. The questions revolved around the formal systems in place and also the informal leadership that governed the settlement.

Formal Leadership at the Kijiji Informal Settlement

The study sought to find out the formal leadership in place at the Kijiji Informal Settlement. The purpose of this information was to determine the day-to-day authorities that maintained law and order in the settlement, their availability and accessibility for service delivery to the community.

The Assistant Chief

Information was sought from the respondents on whether their community was served by an Assistant Chief. The Assistant Chief is the recognized administrative assistant by the government at the village or sub location level. The results were as shown in Table 4.3 below.

Table 4. 3 : Availability of the Assistant Chief in the Community

Availability of the Assistant Chief	Frequency	Percent
Assistant Chief is available in my community	37	49.3
Assistant Chief is not available in my community	22	29.3
Don't Know	16	21.3
Total	75	100.0

Findings in Table 4.3 above show that an Assistant Chief was available to 49.3% of the residents while one was not available to 29.3%. Findings also show that 21.3% of the residents did not know whether an Assistant Chief existed in their community. The findings seem to suggest that there were several villages within the settlement, some of which had the service of an Assistant Chief while others did not have one. The findings also suggest that a substantial proportion of the residents lived within the settlement oblivious of whether an Assistant Chief existed in their community or not. An additional analysis was conducted in order to determine whether the responses varied by the categories of duration the respondents had lived within the village. ANOVA techniques were employed. The results are summarised in Table 4.4 below.

Table 4. 4: ANOVA on availability of the Assistant Chief in the Community

		Sum of Squares	df	Mean Square	F	Sig.
Is Kijiji settlement served by a sub chief?	Between Groups	7.016	3	2.339	4.140	.059
	Within Groups	40.104	71	.565		
	Total	47.120	74			

Results in Table 4.4 above show an F-distribution statistic of 4.140 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on availability of the Assistant Chief in the community across the various categories

of residents. Information was then sought on whether the Assistant Chief was a resident within the settlement or not. The results were as summarised in Table 4.5 below.

Table 4. 5: Residence of the Assistant Chief

Residence of the Assistant Chief	Frequency	Percent
Assistant Chief resides within the settlement	22	29.3%
Assistant Chief resides outside the settlement	36	48.0%
Don't Know	14	18.7%
Non response	3	4.0%
Total	75	100%

According to Table 4.5 above, 29.3% of the residents reported that their Assistant Chiefs resided within the settlement while 48% reported that their Assistant Chiefs resided outside the settlement while 18.7% did not know. A small proportion (4%) of the respondents did not respond. This finding implied that some Assistant Chiefs resided within the settlement while others resided outside the settlement.

In order to determine whether the responses varied by the categories of duration the respondents had lived within the village, ANOVA techniques were employed. The results are summarised in Table 4.6 below.

Table 4. 6 : ANOVA on the Residency of the Assistant Chief

	Sum of Squares	df	Mean Square	F	Sig.
If yes, does the Assistant Chief reside within Kijiji?	1.636	3	.545	1.108	.352
Between Groups					
Within Groups	33.475	68	.492		
Total	35.111	71			

Results in Table 4.6 above show an F-distribution statistic of 1.108 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the residency of the Assistant Chief across the various categories of residents. The residence of the Assistant Chief within the settlement implied that the residents were able to access him/her at all times of the day or night whenever needs arose. The findings also seem to suggest that some of the areas served by the Assistant Chiefs were not suitable for them and their families to reside on. Such Assistant Chiefs chose to reside elsewhere. Information was sought on whether the Assistant Chiefs had offices within the settlement. The responses are shown in Table 4.7 below.

Table 4. 7 : Availability of the Assistant Chief's Office within the Settlement

Availability of the Assistant Chief's office	Frequency	Percent
Assistant Chief has an office within the settlement	18	24.0
Assistant Chief has no office within the settlement	43	57.3
Don't know	12	16.0
Non response	2	2.7
Total	75	100

Findings in table 4.7 above show that some of the Assistant Chiefs had offices within the settlement as reported by 24% of the respondents. More than half (57.3%) of the respondents reported that their Assistant Chiefs did not have offices within the settlement while 16% did not know. This finding seems to reinforce the earlier findings that some of the areas served by the Assistant Chiefs were not suitable for setting infrastructure for them. As such, it was difficult for the Assistant Chiefs to deliver services in the settlement effectively.

In order to determine whether the responses varied by the categories of duration the respondents had lived within the settlement, ANOVA techniques were employed and the results were as summarised in Table 4.8 below.

Table 4. 8: ANOVA on the Availability of the Assistant Chief's office

			Sum of	Mean		
			Squares	df	Square	F Sig.
If yes, Does the Assistant Chief reside within Kijiji?	Between Groups		1.636	3	.545	1.702 .461
	Within Groups		33.475	68	.492	
	Total		35.111	71		

Results in Table 4.8 above show an F-distribution statistic of 1.108 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the availability of the Assistant Chief's office across the various categories of residents. The Kijiji Informal Settlement evolved from a vacant plot whose neighbourhood is a collection of middle income housing estates developed by the National Housing Corporation and the defunct City Council of Nairobi. The once vacant plot attracted an influx of people mainly from the Kibera slums, which is several kilometres away who slowly set up illegal informal structures. Over the past 20 years, the settlement has grown from a handful of inhabitants to multitudes of dwellers that it hosts today. They are in excess of two thousand, most of whom are tenants. They occupy every single space available on the land. The formal administration component is more of an unplanned addition to the estate owing to the fact that the plot was never part of the established middle income estates that surround it. Based on the findings under this section, conclusions were that settlement had no provision of for an Assistant Chief nor the infrastructure necessary for his services delivery. The next section deals with the infrastructural provision for the chief.

The Chief

Information was sought from the respondents on whether their community was served by a Chief. The purpose of this information was to determine whether the community was served by a government administrative leadership at the location level. The results were as shown in Table 4.9 below.

Table 4. 9 : Availability of the Chief in the Community

Availability of the Chief in the community	Frequency	Percent
My community is served by a Chief	70	93.3
My community is not served by a Chief	4	5.3
Don't Know	1	1.3
Total	75	100.0

The findings in Table 4.9 above show that the community was served by a Chief as reported by 93.3% of the respondents. However, 5.3% of the respondents reported that they were not served by a Chief while 1.3% of the respondents reported that they did not know. The findings seem to suggest that the informal settlement had access to a Chief; a fact that was known by majority of the residents. The finding also suggests that a small proportion of the residents lived within the settlement oblivious of whether a Chief existed or not. Interviews with key informants confirmed that indeed there was an office set aside for the area Chief to serve the community. However, the office was not physically located within the settlement but within the neighbouring estates probably because the government could not put up the infrastructure on a disputed piece of land. In order to determine whether the responses varied by the categories of duration the respondents had lived within the settlement, ANOVA techniques were employed. The results are summarised in Table 4.10 below.

Table 4. 10 : ANOVA on the Availability of the Chief

				Sum of	Mean		
				Squares	df	Square	F Sig.
Is Kijiji settlement served by a chief?	Between Groups			.227	3	.076	.737 .533
	Within Groups			7.293	71	.103	
	Total			7.520	74		

Results in Table 4.10 above show an F-distribution statistic of 0.737 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the availability of the chief across the various categories of residents.

Information was again sought on whether the chief was a resident within the settlement or otherwise. The results were as summarised in Table 4.11 below.

Table 4. 11 : The Chief's Residence

Residence of the Chief	Frequency	Percent
The Chief resides within the settlement	26	34.7
The Chief resides outside the settlement	45	60.0
Don't Know	4	5.3
Total	75	100%

According to Table 4.11 above, 34.7% of the residents reported that their Chief resided within the settlement while 60% reported that their Chief resided outside the settlement. The finding implied that there was more than one Chief serving the settlement; some of whom resided within the settlement while others resided outside the settlement. The key informants clarified that the settlement was served by one Chief and that their turnover was quite high with as many as three Chiefs serving the community in any given year. While some of the Chiefs

established close networks within the community and resided proximate to the settlement, others expressly resided away from the settlement.

ANOVA was employed to determine whether the responses varied by the categories of the respondents' residency within the settlement. The results are summarised in Table 4.12 below.

Table 4. 12 : ANOVA on the Residency of the Chief

		Sum	of	Mean		
		Squares	df	Square	F	Sig.
If yes, Does the chief reside within Kijiji?	Between Groups	.724	3	.241	.751	.526
	Within Groups	22.823	71	.321		
	Total	23.547	74			

Results in Table 4.12 above show an F-distribution statistic of 0.751 which was associated with a significance of more than 0.05 (Sig> 0.05), implying that there were no variations in perceptions on the residency of the Chief across the various categories of residents. The finding seems to collaborate earlier findings that some of the areas within the settlement were not suitable for the Chiefs and their families to reside. As such, the Chiefs chose to reside elsewhere and only report to the settlement during the day.

Information was then sought on whether the Chiefs had offices within the settlement. The responses were as shown in Table 4.13 below.

Table 4. 13 : Availability of Chief's Office within the Settlement

Availability of Chief's Office	Frequency	Percent
Assistant Chief has an office within the settlement	21	28.0
Assistant Chief has no office within the settlement	48	64.0
Don't know	6	8.0
Total	75	100

Findings in Table 4.13 above show that the Chief had an office within the settlement as reported by 28% of the respondents. However, according to 64% of the respondents, the Chiefs did not have offices within the settlement while 8% did not know. As earlier explained by the key informants, the Chief's office was not physically located within the settlement but within the neighbouring estate because the area was not suitable for setting infrastructure for the Chief. But the residents were able to access the services of the chief through the office without any bottlenecks.

ANOVA techniques were employed in order to determine whether the responses varied by the categories of the respondents' residency within the settlement. The results are summarised in Table 4.14 below.

Table 4. 14 : ANOVA on Availability of the Chief

	Sum of Squares	df	Mean Square	F	Sig.
Does the Chief have an office within Kijiji?	2.296	3	.765	2.503	.066
Between Groups					
Within Groups	21.704	71	.306		
Total	24.000	74			

Results in Table 4.14 above show an F-distribution statistic of 0.751 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the availability of the Chief across the various categories of residents.

Based on the findings under this section, conclusions were that the informal settlement had no provision of for the Chief and the infrastructure necessary for his service delivery. The next section deals with the infrastructural provision for the police service.

Police Service

Information was sought from the respondents whether their community had access to a police service. The purpose of this information was to determine whether the community was served by government policing institutions. The respondents were required to state whether they were served by administration police. The results are as shown in Table 4.15 below.

Table 4. 15: Availability of the administrative police service

Availability of the administrative police service	Frequency	Percent
My community is served by administrative police	23	30.7
My community is not served by administrative police	46	61.3
Don't Know	6	8.0
Total	75	100.0

According to Table 4.15 above, 30.7% of the residents reported that administrative police served them while 61.3% reported that administrative police did not serve them. From an operational point of view, administration police are normally attached to a chief. The AP camp doubles up as the Chief's camp. The findings seem to suggest that a third of the residents had access to an AP camp while majority did not have the access. This could be as a result of the

Chief office being located in a neighbouring estate as opposed to being located within the settlement. These findings seem to collaborate the findings on the Chief's office that the settlement was not suitable for setting infrastructure for the Chiefs and eventually the AP camps. In absence of such a critical infrastructure as an AP camp, the findings implied that policing within the settlement was a challenge.

ANOVA techniques were employed to determine whether the responses varied by the categories of the respondents' residency within the settlement. The results are summarised in Table 4.16 below.

Table 4. 16 : ANOVA on the administration police service

		Sum of	Mean		
		Squares	df	Square	F Sig.
Is there an AP camp within settlement?	Between Kijiji Groups	1.524	3	.508	1.527 .215
	Within Groups	23.623	71	.333	
	Total	25.147	74		

Results in Table 4.16 above show an F-distribution statistic of 1.527 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the on the administration police service across the various categories of residents.

Information was then sought on the presence of regular police services within the settlement. The respondents were required to state whether they were served by the regular police service (or a police station) within their community. The results were as shown in Table 4.17 below.

Table 4. 17 : Availability of police stations in Kijiji Informal Settlement

Availability of police stations	Frequency	Percent
My community is served by a police station	25	33.3
My community is not served a police station	42	56.0
Don't Know	8	10.7
Total	75	100.0

Findings in Table 4.17 above show that parts of the community were served by a police station as reported by 33.3% of the respondents and that other parts were not served as reported by 56% of the respondents. These findings seem to mirror the findings on the access of the administration police where a third of the residents reported access. The majority did not have the access and thus collaborating earlier findings that the settlement was not suitable for setting up a police station which complicates policing activities within the settlement. The key informants explained that the nearest police station was located about one kilometre away from the settlement. However, there were regular police patrols made within the settlement by the regular police attached to the station. Based on the findings under this section, conclusions were that the informal settlement had no provision for both regular and administration police including that of the infrastructure necessary for their service delivery.

The results of the ANOVA techniques employed to determine whether the responses varied by the categories of the respondents' residency within the settlement are summarised in Table 4.18 below.

Table 4. 18 : ANOVA on the availability of police stations in Kijiji Informal Settlement

		Sum of Squares	df	Mean Square	F	Sig.
Is there Police station within Kijiji Informal Settlement?	Between Groups	1.274	3	.425	1.082	.362
	Within Groups	27.872	71	.393		
	Total	29.147	74			

Results in Table 4.18 above show an F-distribution statistic of 1.082 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the availability of police stations across the various categories of residents.

The next section discusses the Informal Leadership Structures in place at the informal settlement.

Informal Leadership structures at Kijiji Informal Settlement

The study sought to find out the leadership structures within the Kijiji Informal Settlement. The purpose of this information was to determine the day-to-day informal leadership within the community and eventually their interaction with the community. The respondents were required to state the local leaders who enforce authority within the community. The results are summarised in Figure 4.6 below.

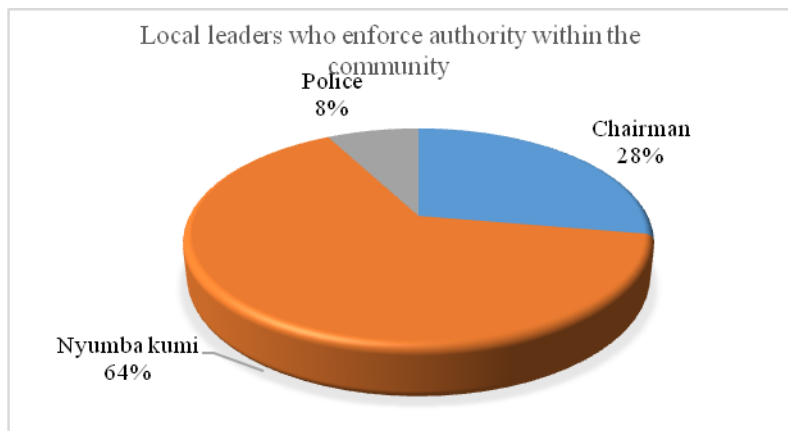


Figure 4. 6: Leaders enforcement of authority within Kijiji Informal Settlement

Findings in Figure 4.6 above show that the three key local leaders who enforce authority within the community were the “nyumba kumi”, the chairman and the police as reported by 64%, 28% and 5% of the respondents respectively. The police attached to the nearest police station conducted daily foot patrols, a gesture that portrayed them as a source of law and order within the community. The “nyumba kumi” was seen as the ultimate policing unit within the settlement. The “nyumba kumi” drew representation from the entire community. The various “nyumba kumi” formations would fall under the leadership and direction of the village chairman whose decrees were taken as law within the community. Findings in Figure 4.6 suggest that the informal local leadership was an established and effective policing system that existed parallel to the formal leadership system.

The results of the ANOVA techniques employed to determine whether the responses varied by the categories of the respondents’ residency within the settlement are summarised in Table 4.19 below.

Table 4. 19 : ANOVA on the Local Leadership in Kijiji Informal Settlement

		Sum of Squares	df	Mean Square	F	Sig.
A part from the Chief and Assistant Chief, are there other people or local leaders who enforce authority within Kijiji Informal Settlement?	Between Groups	1.201	3	.400	3.762	.115
	Within Groups	7.448	70	.106		
	Total	8.649	73			

Results in Table 4.19 above show an F-distribution statistic of 3.762 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the local leadership across the various categories of residents.

Information was sought from the respondents on the most effective system or structure for maintaining law and order within Kijiji Informal Settlement. The results are shown in Table 4.20 below.

Table 4. 20 : Most effective structure in maintenance of law and order within Kijiji Informal settlement

Leadership structure	Frequency	Percent
Assistant Chief	4	5.3
Chief	38	50.7
Regular police	7	9.3
Local leaders (Chairman and “nyumba kumi”)	26	34.7
Total	75	100.0

Findings show that the most effective structure for the maintenance of law and order as reported by the respondents was the Chief as reported by 50.7% of the respondents followed by the local leaders as reported by 34.7% of the respondents. The regular police were favoured by 9.3% of the respondents while the Assistant Chief was favoured by 5.3% of the respondents.

ANOVA techniques employed in order to determine whether the responses varied by the demographic dispersion of the respondents respective of their gender, age, marital status, education, occupation, residency within Nairobi city and residency within Kijiji Informal Settlement . The results are summarised in Table 4.21 below.

Table 4. 21: ANOVA on the most effective structure for order

					Sum Squares	of df	Mean Square	F	Sig.
Please tick off your gender	Between Groups				17.821	3	5.940	16.975	.000
	Within Groups				24.846	71	.350		
	Total				42.667	74			
Please tick your age bracket	Between Groups				5.128	3	1.709	.459	.712
	Within Groups				264.392	71	3.724		
	Total				269.520	74			
Please tick off your marital status	Between Groups				4.640	3	1.547	1.724	.170
	Within Groups				63.706	71	.897		
	Total				68.347	74			
What is your education level?	Between Groups				17.146	3	5.715	3.491	.020
	Within Groups				116.241	71	1.637		
	Total				133.387	74			
How long have lived in Nairobi county?	Between Groups				7.243	3	2.414	3.539	.019
	Within Groups				48.437	71	.682		
	Total				55.680	74			
How long have lived in Kijiji settlement?	Between Groups				4.674	3	1.558	1.973	.126
	Within Groups				56.073	71	.790		
	Total				60.747	74			

Results in Table 4.21 above show significant variations under the categories of gender (F=16.975, Sig. <0.05); education (F=3.491, Sig. <0.05) and duration of residency in Nairobi County (F=3.539, Sig. <0.05). Table 4.21 also shows insignificant variations under the categories of age (F=0.459, Sig. >0.05); marital status (F=1.724, Sig. >0.05) and duration of residency in Kijiji Informal Settlement (F=1.973, Sig. >0.05).

In order to determine the variation of the most effective structure for order with reference to gender, Scheffe post hoc test was conducted and the results are shown in Table 4.22 below.

Table 4. 22 : Post hoc statistics on the most effective structure for order with reference to gender

Dependent Variable	(I) In your opinion who is the most effective maintaining order within Kijiji Informal Settlement	(J) In your opinion who is the most effective maintaining order within Kijiji Informal Settlement	Mean Difference (I-J)	Std. Error	Sig.
Please tick off your gender		Chief	2.00000*	.31096	.000
	Assistant Chief	Regular police	.50000	.24331	.248
		Other local leaders	2.07692*	.31772	.000

Findings in Table 4.22 above show significant variations (Sig. <0.05) in Chiefs and other local leaders implying that the female residents at the settlement preferred the Chief and other local leaders most effective leadership structure for maintenance of order as opposed to the Assistant Chief and the police. This could be attributed to the fact that Chiefs and local leaders tend to listen to the women more carefully and act decisively when compared to the Assistant Chief and local police.

Scheffe post hoc test was also conducted in order to determine the variation of the most effective structure for maintenance of order with reference to education. The results are shown in Table 4.23 below.

Table 4. 23 : Post hoc statistics on most effective structure with reference to education

Dependent Variable	(I) In your opinion who is the most effective maintaining order within Kijiji Informal Settlement?	(J) In your opinion who is the most effective maintaining order within Kijiji Informal Settlement	Mean Difference (I-J)	Std. Error	Sig.
What is your educational level?(State the highest level)		Assistant Chief	-.05263	.67259	1.000
	the Chief	Regular police	-1.55263*	.52628	.041
		Other local leaders	-.62955	.32566	.300

Findings in table 4.23 above show significant variations (Sig. <0.05) in regular police implying that the more educated the residents were the more they preferred the police for maintenance of order as opposed to the Assistant Chief, Chief and local leaders. This could be attributed to the fact that police tend to act more formal and faster when compared to the Assistant Chief, Chief and local leaders.

Scheffe post hoc test was also conducted in order to determine the variation of the most effective structure for maintenance of order with reference to duration of residency within Nairobi County. The results were as shown in Table 4.24 below.

Table 4. 24: Post hoc statistics on most effective structure and Nairobi Residency

Dependent Variable	(I) In your opinion who is the most effective maintaining order within Informal Settlement?	(J) In your opinion who is the most effective in maintaining order within Kijiji Informal Settlement?	Mean Difference (I-J)	Std. Error	Sig.
How long have lived in Nairobi county?	Assistant Chief	Chief	-1.34211*	.43417	.029
		Regular police	-1.00000	.51770	.300
		Other local leaders	-1.34615*	.44361	.033

Findings in Table 4.24 above show significant variations (Sig. <0.05) in Chief and local leaders implying that the more the respondents had resided in Nairobi County the more they preferred the Chief and other local leaders as opposed to Assistant Chief and regular police. This could be attributed to the fact that the systems that seem to work under informal settlements like Kijiji are those revolving around the local leadership and the Chief.

The study sought Information on the frequency of the elected leaders into the informal settlement. The respondents were required to state how often the local elected member of county assembly visited the settlement. The results are shown in Table 4.25 below.

Table 4. 25 : Frequency of local elected leaders' visit

Frequency of MCAs visit to the settlement	Frequency	Percent
At least once a week	2	2.7
Once in two weeks	9	12.0
Once a month	14	18.7
Once in 3 months	10	13.3
Never	39	52.0
Non response	1	1.3
Total	75	100.0

Findings in Table 4.25 above show that to 52% of the respondents, the MCA never visited the residents while to 13.3% of the respondents, the MCA visited once in a quarter. The MCA was reported as a frequent visitor by 18.7% of the respondents who reported a monthly visit and by 12% of the respondents who reported a fortnightly visit. The MCA was reported to visit on a weekly basis by 2.7% of the respondents. Findings on the frequency of the MCA's visit could be seen from two angles. First; elected leaders seem to concentrate their efforts on their electoral base, where they are sure of garnering votes in political duels. Eventually, the MCA could concentrate most of his visits where he is likely to fetch more votes. The settlement is not homogenous. Earlier findings pointed into some parts of the settlement being inaccessible and lacking key infrastructure. As such, the inaccessibility could render most of the MCA's visit to concentrate on the accessible parts of the settlement.

Information was sought on the involvement of the MCA in the improvement of the welfare of the residents. The results were as shown in Table 4.26 below.

Table 4. 26: Involvement of local MCA in improving the welfare of Kijiji Informal Settlement

Involvement of local MCA in the welfare of Kijiji	Frequency	Percent
Actively involved in improving the welfare of Kijiji	23	30.7
Not actively involved in improving the welfare of Kijiji	49	65.3
Non response	3	4.0
Total	75	100.0

Findings in Table 4.26 above show that to the majority (65.3%) of the respondents, the MCA was not actively involved towards improving the welfare of Kijiji Informal Settlement. To them, he has not done anything yet. The respondents had not seen him. As such, they had not seen any development. The informal settlement has remained more or less the same since the MCAs election. A further 30.7% of the respondents indicated that the MCA was actively involved towards improving the welfare of Kijiji Informal Settlement. To them, the MCA has offered employment opportunities to a number of youth by involving them in cleaning up the settlement. He has also provided water supply, built better public toilets and helped the widows take their children to school through the bursary scheme. The findings imply that the MCAs support was only visible to a few of the residents; probably his political supporters.

Based on the findings under this section, conclusions were that the informal settlement had embraced the informal leadership structure that included the chairman and “nyumba kumi” elders much more than the formal leadership structures that included the Chief, Assistant Chief and the police service. Conclusions were also that the elected leader was only visible to a section of the residents; probably his supporters.

This section has discussed the first objective of the study that analysed the leadership structures in operation in Kijiji Informal Settlement. Both the formal and informal structures

were found to be in operation. They were critical to the day-to-day maintenance of law and order. The second objective explores the social infrastructure in operation at the informal settlement.

Social Infrastructure in Operation at Kijiji Informal Settlement

The second objective of the study was to examine the social infrastructure in operation at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. In order to achieve this, information was sought from the residents on the social infrastructure they thought was in place in their informal settlement. The information was then triangulated with that collected from the key informants. The enquiries revolved around provision of safe drinking water, toilets, health centres, food and vegetable markets within the settlement.

Provision of Clean Drinking Water

The study sought to find out the arrangements in place at the Kijiji Informal Settlement regarding the provision of clean drinking water. The purpose of this information was to determine the day-to-day sources of clean water for the community. The respondents were required to state whether the settlement was served by the Nairobi County water supply service. The results were as shown in table 4.27 below.

Table 4. 27 : Provision of Nairobi County water supply service

Provision of water supply service	Frequency	Percent
Nairobi County water supply service is in place	49	65.3
Nairobi County water supply service is not in place	25	33.3
Non response	1	1.3
Total	75	100.0

Findings in table 4.27 above show that the Nairobi County water supply service is in place as reported by 65.3% of the respondents. According to the key informants, Kijiji Informal Settlement is an encroachment of private land and therefore cannot be connected to the Nairobi County water supply service officially. The Nairobi County water supply service provides treated water that is clean and safe for human consumption. However, some unscrupulous individuals had managed to get illegal water connections from the main supply lines serving the neighbouring estates and provide water vending services to the locals at a fee. As such, there are no connections to the respective houses in the settlement. Findings also show that to a third of the respondents, the Nairobi County water supply service was not in place.

ANOVA techniques were employed to determine whether the responses varied by the categories of the respondents' residency within the settlement. The results are summarised in Table 4.28 below.

Table 4. 28: ANOVA on the local leadership

				Sum of Squares	df	Mean Square	F	Sig.
Is Kijiji Informal Settlement served by a Nairobi County water supply service?	Between Groups			.365	3	.122	.527	.665
	Within Groups			16.189	70	.231		
	Total			16.554	73			

Results in Table 4.28 above show an F-distribution statistic of 0.527 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the water supply service across the various categories of residents. The finding implies that the residents did not have access to a water vending point serving from the County supply service, which was a safe and reliable source of clean drinking water. The key informants explained that some sections of the settlement relied on water browsers whose quality of the

water varied from vendor to vendor and whose sources were unknown. Some of the vendors supplied borehole water from neighbouring city estates; much of which was hard, salty and whose safety was not certain.

The respondents were asked to state whether they trusted the water sources. The results were as shown in Table 4.29 below.

Table 4. 29: Respondents' confidence with the water sources

Trust in the water sources	Frequency	Percent
I trust the water source	44	58.7
I don't trust water source	13	17.3
Not sure	18	24.0
Total	75	100.0

According to the findings in Table 4.29 above, 58.7% of the respondents trusted their water sources as safe for human consumption while 17.3% stated that they did not trust the water sources. For 24% they were not sure. The finding seems to collaborate earlier findings in Table 4.15 that there was a supply system existed within the estate supplying clean water that was safe for human consumption drawn from the Nairobi County water supply service. The findings in table 4.29 also collaborate earlier findings that not all the sections of the residency accessed the water from the County supply service. Instead, they relied on vendors whose quality of the water varied and whose sources were unknown and whose trustworthiness could not be ascertained as safe for human consumption.

Based on the findings under this section, conclusions were that almost two thirds of the residents had access to clean drinking water from the County government's water supply lines even though the access was through illegal water connections by some vendors. More than half

of the residents trusted the source. The supply covered only a section of the settlement. The other sections relied on water vendors whose sources of water were unknown and could not be ascertained as safe for human consumption. This finding has implications on both the formal and informal leadership in the settlement because the illegal water connections are not sustainable. With time, the County government will discover the illegal connections and eventually shut them down. This will in turn translate into an unprecedented water crisis in the settlement. It is upon the leaders to engage and negotiate with the County government for some form of water supply service that is accessible to all the residents.

The next section deals with the sanitation within the informal settlement.

Availability and Accessibility of Toilets and Latrines

The study sought to find out the sanitation arrangements in place at Kijiji Informal Settlement. The purpose of this information was to determine how the informal settlement managed the day-to-day sanitation needs for the community. The respondents were required to state the availability and accessibility of toilets and latrines in their respective households. The results were as shown in Table 4.30 below.

Table 4. 30 : Availability of toilet and latrines within the settlement

Availability of toilet and latrines	Frequency	Percent
Toilet and latrines are available	71	94.7
Toilet and latrines are not available	1	1.3
Non response	3	4.0
Total	75	100.0

According to Table 4.30 above, 94.7% of the respondents; the residents had access to toilet and latrines within the settlement as shown in Table 4.17. For 1.3% of the respondents, they did

not have the access while 4% of the responds did not answer the question. The key informants explained that the settlement was highly informal and that there were no spaces for respective households to sink latrines or set up toilets. Some individuals had sank shallow latrines, which they opened to the public at a fee. Most of these were set up within or adjacent to beer drinking joints and eateries. The cleanliness of the toilets varied with the owners. Some of them were extremely dirty especially those ones associated with the drinking joints. The key informants further expounded that the MCA had mobilised some funds through the CDF and eventually constructed two large public toilet facilities that were accessible to the residents at a fee. The two toilets were always operational and clean owing to the fact they were operated as income generating activities. The individuals collecting the revenues ensured their cleanliness. According to the key informants, the two facilities were not adequate for the entire population. There was need for more facilities.

ANOVA techniques were employed to determine whether the responses varied by the categories of the respondents' residency within the settlement. The results are summarised in Table 4.31 below.

Table 4. 31: ANOVA on the availability of toilet and latrines within the settlement

		Sum	of	Mean		
		Squares	df	Square	F	Sig.
Are there toilet and latrines within Kijiji	Between Groups	.028	3	.009	.657	.581
	Within Groups	.958	68	.014		
	Total	.986	71			

Results in Table 4.31 above show an F-distribution statistic of 0.657 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the availability of toilet and latrines across the various categories of residents.

Based on the findings under this section, conclusions were that most of the residents had access to toilets and latrines where both the CDF and a couple of individuals charged a fee to access the facilities. While the residents seemed to get along with the availability, the conditions and the cleanliness of some of the facilities was a public health concern and probably a disaster in waiting. It is upon the leaders to engage the community further on the operations and management of the toilet and latrine facilities within the settlement. The next section deals with the accessibility of food and food markets within the informal settlement.

Availability and Accessibility of Food and Vegetable Markets

The study sought to find out the availability and accessibility of food and vegetable markets in the Kijiji Informal Settlement. The purpose of this information was to determine how the residents accessed their food on daily basis. The respondents were required to state the availability and accessibility of food and vegetable markets in their respective households. The results were as shown in Table 4.32 below.

Table 4. 32 : Availability food and vegetable market within the settlement

Availability food and vegetable market	Frequency	Percent
Food and vegetable market are available within Kijiji Informal Settlement	60	80.0
Food and vegetable market are not available within Kijiji Informal Settlement	12	16.0
Non response	3	4.0
Total	75	100.0

Findings in Table 4.32 above show that 80% of the respondents had access to food and vegetable market within the settlement while 16% did not have. The finding implied that majority of the residents within the settlement had access to food and vegetable markets. The key

informants explained that food items were sold by micro-entrepreneurs within the settlement. The micro-entrepreneurs who relied on supplies from Gikomba and Wakulima food markets which are between 15 and 20 kilometres away from the settlement. The micro-entrepreneurs wake up as early as 2.00 a.m. to get to these two markets to select their fresh supplies and return to the settlement by dawn. In turn, some of them repackage the food items into smaller and affordable quantities. They sell them at their mini groceries to the residents for a profit. There is no food market within the settlement except for the mini grocers; the alternative of whom are food markets in the neighbouring estates. Another set of the micro-entrepreneurs cook the food items. They operate eateries locally known as “vibanda”. The residents have the option of buying fresh foods to prepare in their houses or buying a plate of food at the eateries. The quantities of the food and food items sold are carefully tailored to fit into the budget of low-income earners. This is characteristic of the informal settlement.

ANOVA techniques were employed to determine whether the responses varied by the categories of the respondents’ residency within the settlement. The results were as summarised in Table 4.33 below.

Table 4. 33: ANOVA on availability food and vegetable market

			Sum Squares	of df	Mean Square	F	Sig.
Are there food and vegetable market within Kijiji Informal Settlement	Between Groups		.187	3	.062	.433	.730
	Within Groups		9.813	68	.144		
	Total		10.000	71			

Results in Table 4.33 above show an F-distribution statistic of 0.433 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in

perceptions on the availability of food and vegetable market across the various categories of residents.

Based on the findings under this section, conclusions were that most of the residents had access to food and food items within the settlement. Their supplies were sources from long distances away necessitating the need for a structured food market nearby. It is upon both the informal and formal local leaders to establish a food market facility, proximate or within the settlement. The next section deals with the availability of health centres within the informal settlement.

Availability and Accessibility of Dispensaries and Health Centres

The study sought to find out the availability and accessibility of dispensaries and health centres at the Kijiji Informal Settlement. The purpose of this information was to determine how the residents accessed health services. The respondents were required to state the availability and accessibility of healthy centres or dispensaries in the settlement. The results are as shown in Table 4.34 below.

Table 4. 34 : Availability of health centres and dispensaries within Kijiji Informal Settlement

Availability of healthy centres or dispensaries	Frequency	Percent
Healthy centres or dispensaries are available within Kijiji	33	44.0
Healthy centres or dispensaries are not available within Kijiji	38	50.7
Non-response	4	5.3
Total	75	100.0

Findings in Table 4.34 above show that 44% of the respondents indicated having access to health centres or dispensaries within the settlement while 50.7% did not have the access. The finding implied that the majority of the residents within the settlement did not have access to

health centres or dispensaries. The key informants explained that there were no health centres or dispensaries within the settlement for lack of access and suitable space within the settlement. However, there were Government and NGO operated dispensaries in the neighbouring estates that specifically addressed the health needs of the residents of Kijiji Informal Settlement, particularly the Lang'ata Hospital and St. Marys Health Centre. According to the respondents, the dispensaries and health centres are very cheap, affordable and without any manner of discrimination for age, gender or kind of ailment. The services are almost free and proximate to the settlement.

ANOVA techniques were employed to determine whether the responses varied by the categories of the respondents' residency within the settlement. The results are summarised in Table 4.35 below.

Table 4. 35: ANOVA on Availability food and vegetable market

			Sum of Squares	df	Mean Square	F	Sig.
Are there healthy centres or dispensaries within Kijiji Informal Settlement?	Between Groups		.434	3	.145	.562	.642
	Within Groups		17.228	67	.257		
	Total		17.662	70			

Results in Table 4.35 above show an F-distribution statistic of 0.433 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the availability of food and vegetable market across the various categories of residents. The findings lead to the conclusions that most of the residents did not have access to health services. It is upon both the informal and formal local leaders to establish health facilities, proximate or within the settlement. The next section deals with the security arrangements within the informal settlement.

Sense of Security within Kijiji Informal Settlement

The study sought to find out the sense of security amongst the residents within the settlement. The purpose of this information was to ascertain the level of confidence that the residents had with the security arrangements and general residency. The respondents were required to state whether the settlement were a secure place for them and their families to live in. The results are shown in Table 4.36 below.

Table 4. 36: Respondents' assessment of security

Respondents' rating of security within Kijiji Informal Settlement	Frequency	Percent
I find Kijiji Informal Settlement a secure place for me and my family to live in	46	61.3
I find Kijiji Informal Settlement not secure place for me and my family to live in	21	28.0
Non-response	8	10.7
Total	75	100.0

Findings in Table 4.36 above show that 61.3% of the respondents indicated Kijiji Informal Settlement as being a secure place for them and their families while 28% indicated the settlement was insecure. The finding implied that the majority of the residents were satisfied and coped with the leadership structures as well as the social infrastructure employed within the settlement. However, the arrangements were not satisfactory to 28% of the residents. The key informants explained that the settlement was inhabited by low-income earners and therefore the settlement fitted well within their budgets. The fact that the police made regular patrols and the presence of village elders helped settle disputes was enough demonstration that the place was secure. Alternative arrangements with improved social infrastructure would in turn be too expensive and beyond their means. The settlement was characteristic of absolute poverty, constant fights, drug deals and regular fire incidents. This made a section of the residents feel insecure.

ANOVA techniques were employed to determine whether the responses varied by the categories of the respondents' residency within the settlement. The results are summarised in Table 4.37 below.

Table 4. 37: ANOVA Respondents' assessment of security

		Sum Squares	of df	Mean Square	F	Sig.
Do you find Kijiji Informal Settlement a secure place for you and your family to live in	Between Groups	1.729	3	.576	2.861	.044
	Within Groups	12.689	63	.201		
	Total	14.418	66			

Results in Table 4.37 above show an F-distribution statistic of 2.861 which was associated with a significance of more than 0.05 (Sig> 0.05) implying that there were no variations in perceptions on the respondents' assessment of security across the various categories of residents.

The next section deals with the challenges faced by the residents at the settlement.

Challenges Faced by the Residents of Kijiji Informal Settlement

The third objective of the study was to establish the challenges faced by the residents of Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. To realize this objective, information was sought from the residents on the challenges they experienced at the informal settlement. The information was triangulated with that collected from the key informants. The results were collated and summarized as shown in Table 4.38 below.

Table 4. 38 : Key challenges faced by the residents of Kijiji Informal Settlement

Challenge	Frequency	Percent
Lack of cooperation among residents	1	1%
Dirty environment	2	3%
Prostitution	2	3%
Lack of health centres	2	3%
Insecurity	2	3%
Theft	3	4%
Crime	3	4%
Inadequate electricity and risky power connections	6	8%
Drugs and drug dealing	8	11%
Joblessness	8	11%
Fire incidents	12	16%
Inadequate water supply	20	27%
Non-response	6	8%
Total	75	100%

Findings in Table 4.38 above show that the greatest challenges faced by the residents were inadequate water supply as reported by 27% of the respondents. As found out earlier, the settlement was not served by an official County water supply service. The sources of water that existed were illegal connections to the County's water supply system coupled with borehole water sources drawn from neighbouring estates. The two sources were inadequate for the needs of the community. Table 4.38 also shows that fire incidences were the second most key challenge that faced the community as reported by 16% of the respondents. It was explained by the key informants that sporadic fire incidents were a near daily experience at the settlement. Some of the fire was deliberate arson by people who want others to relocate. The settlement is on an encroached piece of private land. It is in the interest to the owners of the land for it to be vacated. However, those encroaching on the land are just too many to enforce their exodus. They

are determined to continue living on the land. Arson and destruction of property are seen as easier methods to force the encroaching parties to leave the area. The third most key challenges reported by the respondents includes joblessness, drugs and drug dealing as shown in table 4.38. Earlier findings were that up to 15% of the residents were jobless with no occupation. This group idled within the settlement. It was prone to engaging in crime to generate income for survival. There were incidents of mugging and snatching of valuables within the settlement. Drugs compounded the problem where a sizeable number of the residents were involved in drug abuse and dealings. The informal nature of the settlement implied that it was not possible to trace every individual in the settlement to a particular house. This was a perfect cover and hideout for drug dealers who easily access and leave the settlement with the help of accomplices.

Inadequate power supply and risky power connections were cited by 8% of the respondents as a major challenge in the settlement as shown in table 4.38. The standard practice of KPLC is to enter into power supply contracts with only the customers who can produce official land documents as proof of ownership. The fact the settlement is on a disputed piece of land suggests that the houses therein do not qualify for the power connection for the lack of ownership documents. Nevertheless, some unscrupulous residents have established illegal power connections by tapping wires from a supply line to a nearby estate down through the post and eventually burying the tapping wires through trenches into the settlement. The power is then sold to willing residents at a monthly fee. The nature of these connections is very risky especially during the rainy season when the live current gets into contact with water. The results have been disasters including electric fires and electrocution. Other challenges reported by the respondents as shown in table 4.38 included crime, theft, insecurity, lack of health centres, prostitution, dirty environment and lack of cooperation among the residents. The findings lead to the conclusions

that there were a myriad of challenges facing the community at the settlement. It was upon both the informal and formal local leaders to improve the cooperation with the residents in addressing them. Of particular concern is the ownership of the piece of land on which the settlement sits where dispute resolution mechanisms could be triggered with the owners of the land. They would eventually negotiate for some form of compensation through the government. The move would in turn help the leaders plan the settlement, in the process making room for the provision of the key social infrastructure in the settlement.

Challenges Faced by Leaders at Kijiji Informal Settlement

The fourth objective of the study was to establish the challenges faced by the leaders at Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. To realize this objective, information was sought from the key informants who were leaders in various capacities at the informal settlement on the challenges they experienced while executing their duties and mandate.

It was reported that the settlement was overpopulated. This made administration work become very difficult, particularly in the maintenance of law and order. The disputes among the residents were enormous. Some of them did not respect the leaders. Fighting was very common. There seemed to be two parallel structures of leadership and administration within the settlement as findings earlier in the chapter confirmed. The formal structure included the Chief, Assistant Chiefs, police service and the MCA. The informal structure included the chairman and the “nyumba kumi” elders. There lacked coordination between the formal and the informal structures and within the units which compounded the task of maintenance of law and order. There was high unemployment amongst the youth who just idled within the settlement. With time, jobless youths would start robbing people eventually increasing insecurity. Stealing has always been an issue within the settlement. The police should increase patrols within the

settlement in order to prevent jobless people from creating crime. The settlement also has very many bars, most of which become hideout dens for criminals.

These findings led to the conclusions that coordination of the formal and the informal leadership structures within the informal settlement coupled with high population of residents were the key impediments to the maintenance of law and order. The coordination of the various units within the two leadership systems was necessary to deter the community from degenerating into anarchy.

CHAPTER FIVE : SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter deals with the summary, conclusion, recommendations and suggestions for further research. The general objective of the study was to determine the leadership systems and structures employed at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County.

Summary of the Study

Four research objectives were developed by the researcher from which research questions were drawn to be answered by the study. The first objective of the study sought to determine the leadership structures in operation at the Kijiji Informal Settlement. The second objective sought to examine the social infrastructure in operation at Kijiji Informal Settlement. The third objective sought to establish the challenges faced by the residents at Kijiji Informal Settlement. The fourth objective sought to establish the challenges faced by the leaders at Kijiji Informal Settlement. Related literature to school factors that influence the performance was reviewed. A theoretical and conceptual framework was provided.

The study targeted all the 2000 residents at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. The size of the sample was calculated using the formula outlined by Fisher et al. (1991). It resulted in 75 respondents. Simple random sampling techniques were utilized to select the respondents. A questionnaire and an interview guide were used to collect the required information. The return rate was 100 percent. Data was analyzed using SPSS to process the statistics which were used to discuss the findings. The following are the findings of the study.

Summary of Findings

Leadership Structures in Operation at Kijiji Informal Settlement

The first objective of the study was to determine the leadership structures in operation at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. It was established that two sets of administration and leadership structures were in existence at the settlement. These were the formal and informal systems.

Formal Administration and Leadership Structure

The formal administration and leadership structure included the Chief, Assistant Chief, regular and administration police. A substantial proportion of the residents lived within the settlement oblivious of whether an Assistant Chief existed in their community or not. However, the majority were aware of the existence of the Chief whose office was not physically located within the settlement but within the neighbouring estates probably because the government could not put up the infrastructure on a disputed piece of land. One Chief served the settlement but the staff turnover was quite high with as many as three Chiefs serving the community in any given year. While some of the Chiefs established close networks within the community and resided proximately, others expressly resided away from the settlement. Only a third of the residents had access to administration police. Majority did not have the access because the Chief's office, which hosts the AP camp was located in a neighbouring estate as opposed to being located within the settlement. The nearest police station was located about one kilometre away from the settlement. The regular police attached to the station made regular patrols within the settlement.

Informal Administration and Leadership Structure

It was established that an informal administration and leadership structure existed parallel to the formal leadership system. The informal system comprised of “nyumba kumi” elders and

the chairman. The “nyumba kumi” was the smallest policing unit in the community. It was led by elders who in turn reported to the Chairman whose directives were taken as law within the community. Kijiji Informal Settlement evolved from a vacant plot that attracted an influx of people mainly from the Kibera slums, which is several kilometres away. Over time, illegal informal structures have encroached on every space available on the plot. While the informal systems took shape as the settlement developed, the formal system was reactionary to the influx and therefore no provision was ever made for the Chief, Assistant Chief (s) or police service and their infrastructure.

When the two systems were considered together, the Chief and Assistant Chief were the first point of call to 56% of the residents whenever they had matters to deal with security. The “nyumba kumi” and Chairman were first point of call to 35% of the residents. The police were first point of call to 7% of the residents. The reason behind the choice of the Chief, Assistant Chief and police was that they are backed by the national law. They were seen as a more feasible choice compared to the rest. The reason behind the choice of the Chairman and “nyumba kumi” elders as the first point of call was the inaccessibility of the formal administrative leaders.

Elected Leader

It was established that the local elected leader; the MCA, was involved towards improving the welfare of Kijiji Informal Settlement. He offered employment opportunities to a number of youth and involved them in cleaning up parts of the settlement. He also provided water in bowsers, built better public toilets and helped some of the widows take their children to school. However, his support benefitted only a few of the residents; probably his political supporters.

Social Infrastructure in Operation at Kijiji Informal Settlement

The second objective of the study was to examine the social infrastructure in operation at the Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. The study considered the provision of water, sanitation, food markets and health services.

Availability and Accessibility of Water

It was established that while Kijiji Informal Settlement is illegal, some unscrupulous individuals have managed to get illegal water connections from the Nairobi County's main water supply lines and sell it to the locals at a fee. Nairobi County supply provides treated water that is clean and safe for human consumption. Up to 65% of the residents accessed this water even though it was not enough to meet their needs. Some sections of the settlement wholly depended on water bowzers and vendors whose quality of the water varied from vendor to vendor and whose sources were unknown. Some of the vendors supplied borehole water; much of which was hard, salty and whose safety was not certain.

Availability and Accessibility of Toilets and Latrines

It was established that there were no spaces for respective households to sink latrines or set up toilets. Some residents had sunk shallow latrines that they opened to the public at a fee. Most of these were set up in beer drinking joints and eateries. Some of them were extremely dirty especially those ones associated with the drinking joints. The MCA had helped construct two large public toilet facilities that were accessible to the residents at a fee. The two toilets were always operational and clean owing to the fact they were operated as income generating activities. The two facilities were not adequate for the entire population. There was need for more facilities.

Availability and Accessibility of Food and Vegetable Markets

It was established that the majority of the residents had access to food and food markets which were sold and operated by micro-entrepreneurs within the settlement. They sought supplies from Gikomba and Wakulima food markets that are between 15 and 20 kilometres away from the settlement. Some of them repackaged the food items into smaller and affordable quantities and sold them at their mini groceries at a profit. Another set of the micro-entrepreneurs cooked the food items and operated eateries locally known as “vibanda”. The residents have the option of buying fresh foods to prepare in their houses or buying a plate of food at the eateries. The quantities of the food and food items sold are carefully tailored to fit into the budget of low income earners, which is characteristic of the informal settlement. There is no food market within the settlement; except for the mini grocers, the alternative which is food markets in the neighbouring estates.

Availability and Accessibility of Dispensaries and Health Centres

There were no health centres or dispensaries within the settlement for lack of access and suitable space within the settlement. The residents instead visited the Government and NGO operated dispensaries and health centre in the neighbouring estates some of which were specifically addressed the health needs of the residents of Kijiji. They were relatively cheap and accessible.

Sense of Security within Kijiji Informal Settlement

The majority of the residents (61%) were satisfied with the leadership structures and the social infrastructure employed within the settlement. Low-income earners inhabited the settlement. It fitted well within their budgets. The regular police patrols and the presence of village elders helped settle disputes. This was enough demonstration that the place was secure.

The settlement was not secure to 28% of the residents because it was characteristic of absolute poverty, constant fights, drug deals and regular fire incidents.

Challenges Faced by the Residents of Kijiji Informal Settlement

The third objective of the study was to establish the challenges faced by the residents of Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. The greatest challenge faced by the residents was inadequate water supply. The community relied on illegal connections and borehole water vendors. The two sources were inadequate for the needs of the community. Sporadic fire incidents were a near daily occurrence and were attributed to arsonists. Up to 15% of the residents were jobless with no occupation. There were incidents of mugging and snatching of valuables within the settlement. Drugs compounded the problem where a sizeable number of the residents were involved in drug abuse and drug dealings. Some unscrupulous residents had connected illegal power supply by tapping wires from main supply lines. The nature of the connections is very risky and often results to electric fires and electrocution. Other challenges included crime, theft, insecurity, lack of health centres, prostitution, dirty environment and lack of cooperation among the residents.

Challenges Faced by the Leaders at Kijiji Informal Settlement

The fourth objective of the study was to establish the challenges faced by the leaders at Kijiji Informal Settlement, Mugumoini Ward, Nairobi County. It was established that overpopulation made administration work very difficult, particularly with the maintenance of law and order. Disputes among the residents were many while some of them did not respect the leaders. There lacked coordination between the formal and the informal structures and within the units which compounded the task of maintenance of law and order. There was high unemployment amongst

the youth who just idled within the settlement. This increased insecurity. The many bars became hideout dens for criminals.

Conclusion

Based on the findings of the study, conclusions were that Kijiji Informal Settlement was formally administered from neighbouring estates because it lacked facilities for the Chief, Assistant Chief and the police service. The residents had also embraced the informal leadership structure that included the Chairman and “nyumba kumi” elders. The absence of an effective formal leadership structure is a recipe for degeneration into anarchy particularly so when checks and balances are not employed on the informal leadership. An unprecedented water crisis looms at the Kijiji Informal Settlement owing to the fact that access to clean drinking water through illegal water connections from the county government’s water supply lines is not sustainable. The alternative sources of water were highly questionable. The condition and cleanliness of some of the sanitation facilities was a matter public health concern and probably a disaster in waiting. Much of the food sold within the informal settlement was sold in eateries whose food items and water sources were unknown. This is a serious public health concern. A myriad of challenges face the community. It is upon the informal and formal local leaders to improve cooperation with the residents in addressing those challenges.

Recommendations

Based on the findings of the study, the following suggestions for further research are made:

Recommendations for Leadership Systems Framework at Kijiji Informal Settlement

Coordination of the various units within the formal and informal leadership structures at Kijiji Informal Settlement that include the Chief, Assistant Chief, police service, “nyumba kumi” elders and the Chairman be improved and their capacity enhanced through training and requisite resourcing in order to improve on the maintenance of law and order in the community.

Recommendations for the Formalization of Kijiji Informal Settlement

The formal and informal local leaders address the issue of the ownership of the piece of land on which the settlement sits by triggering negotiation and dispute resolution mechanisms with the owners of the land and government as key stakeholders eventually negotiating for regularisation of the settlement in order to facilitate the leaders to formalise the settlement and in the process make room for the provision of the key social infrastructure.

Recommendations for Engagements with Government Departments

The formal and informal local leaders engage and negotiate with the county government for some form of adequate clean water supply service that is accessible to all the residents at an affordable rate.

The formal and informal local leaders engage and negotiate with KPLC for some form of electricity supply that is accessible to the residents at an affordable rate.

The formal and informal local leaders engage and negotiate with the MCA and Member of Parliament for some additional public toilets within the community.

The formal and informal local leaders establish a space within the settlement for setting up a health facility that is accessible to the residents.

The formal and informal local leaders identify a space for setting up a food market facility, proximate to or within the settlement that is accessible to the residents.

Recommendations for Further Research

Based on the findings of the study, the following suggestions for further research are made:

The effect of Kijiji Informal Settlement on the leadership and administration of the neighbouring residential estates and that of the constituency.

The influence of the formal and informal leadership structures at Kijiji informal settlement on the political leadership in the constituency and in the Sub-County.

REFERENCES

- Amnesty International (2009). *The State of the World's Human Rights*, Amnesty International Report 2009.
- Appida P. O. (2009). *Strategies for Low-Cost Housing Delivery: A Case Study of Kayole Mihang'o Muungano Women's Group in Nairobi*, e-Repository, University of Nairobi.
- Arimah, Ben C. (2010). *The face of urban poverty: explaining the prevalence of slums in developing countries*: Working paper: World Institute for Development Economics Research.
- Balbo, M. (1993). Urban planning and the fragmented city of developing countries. *Third World Planning Review*, 15(1), 23.
- Battersby, J. (2012). Beyond the food desert: Finding ways to speak about urban food security in South Africa. *Geogr. Ann. B*, 94, 141–159.
- Beall, J. (2002). *Living in the present, investing in the future – Households security among the urban poor*, in *Urban Livelihoods; A people- centred approach to reducing poverty*, C. Rakodi & T. Llyod- Jones (eds). Earthscan Publication Ltd, London, pp. 71-87.
- Brown, A. (2015). *Planning for sustainable and inclusive cities in the global south (Topic Guide)*. Evidence on demand.
- Caitlin B. (2005) *Case Study; Huruma Slum Upgrading Project*.
- Centre on Housing Rights and Evictions (COHRE) (2008). *Women, Slums and Urbanisation: Examining the Causes and Consequences*, Women and Housing Rights Programme, Geneva: COHRE.
- Chant, S. (2013). Cities through a 'gender lens': A golden 'urban age' for women in the global south? *Environment & Urbanization* 25(1): 9 - 29.
- Chant, S. (2014). Exploring the feminisation of poverty' in relation to women's work and home-based enterprise in slums of the global south. *International Journal of Gender and Entrepreneurship*, 6, 3, 296–316.
- Chilisa, B. (2012). *Indigenous Research Methodologies*. Los Angeles : SAGE Publications.

- Claude, Jean & Zamor, Garcia (2001). *Problems of Public Policy Implementation in Developing Countries*, In Eds. Ali Farazmand (2001), *Handbook of Comparative and Development Public Administration, Second Edition, Revised and Expanded*, New York:Marcel Dekker, Inc.
- Cohen ,M.J., Garrett J.L. (2010). The food price crisis and urban food (in)security. *Environ Urban*. 22(2): 467–482.
- Cooper, D. R. & Schindler, P. S. (2003). *Business Research Methods*. New Jersey: McGraw Hill Publisher.
- Crane, R. & Weber, R. (2012). *The Oxford Handbook of Urban Planning*. OUP USA.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches (4th ed.)*. Thousand Oaks, CA: Sage.
- Crush, J. & Battersby, J. (Eds.) (2016) *Rapid Urbanisation, Urban Food Deserts and Food Security in Africa*. Basel: Springer.
- Desai, V. (2008). *Community Participation in Development*. In *The Companion to Development Studies*.
- Devas et al. (2004). *Urban governance, voice and poverty in the developing world*. London: Earthscan.
- DuPont, V. (2008). Slum demolitions in Delhi since the 1990s: An appraisal. *Economic and Political Weekly*, 79-87.
- Durand-Lasserve, A . & Selod, H. (2009). The formalization of urban land tenure in developing countries Urban Land Markets, *Springer* pp. 101-132.
- Durand-Lasserve, A. (2006). Informal settlements and the Millennium Development Goals: global policy debates on property ownership and security of tenure. *Global Urban Development*, 2(1), 1-15.
- Eckstein, S. (1990). Urbanization revisited: Inner-city slum of hope and squatter settlement of despair. *World Development*, 18(2), 165-181.
- Fisher, A. A., Laing, J. E & Townsend, J.W. (1991). Handbook for Family Planning Operations. Research and Design. Operations Research. *Populations Council*, USA. PP43-46.
- Flood, J. (2000). Sydney divided: Factorial ecology revisited, Residential differentiation in Australian cities. *Paper presented at ANZRSA Annual Meeting*, Hobart.
- Fox, S. (2014). The political economy of slums: Theory and evidence from Sub-Saharan Africa. *World Development*, 54, 191-203.
- George, D. & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference*. Boston: Allyn & Bacon.
- Gilbert, A. (2008). *Housing the Urban Poor*. In *the Companion to Development Studies*, edited by V. and Potter Desai, B. R., 257-61 ; Hodder Education, 2008.
- Gilbert, A. (2007). The return of the slum: does language matter? *International Journal of Urban and Regional Research*, 31(4), 697-713.

- Hakijamii (2011). *Assessment of the realization of the Right to Housing in Kenya 2009 – 2010*, Nairobi: Hakijamii.
- Hendriks, B. (2010). City-wide governance networks in Nairobi: Towards contributions to political rights, influence and service delivery for poor and middle-class citizens? *Habitat International*, 34(1), 59-77.
- Hendriks, B. (2010). City-wide governance networks in Nairobi: Towards contributions to political rights, influence and service delivery for poor and middle-class citizens? *Habitat international*, 34(1), 59-77.
- Kanyinga, K. & Long, J .D. (2012). The Political Economy of Reforms in Kenya; The Post-2007 Election Violence and New Constitution, *Africa Studies Review*, 55(1); 31-51.
- Karirah-Gitau, S. (1996). *Community participation in informal settlements development in Kenya*, British Library UK: Ethos.
- Kennedy, E. (2005). Qualitative Measures of Food Insecurity and Hunger. *International Life Sciences Institute*. Washington D.C.
- Kenya National Bureau of Statistics (KNBS) (2009). Kenya Population and Housing Census (10 Per Cent sample, every 10th household), *Population and Housing Census*, <http://statistics.knbs.or.ke/nada/index.php/catalog/55>.
- Kiprotich, A. (2011). It's Back to the Slums for Kibera Residents. *Standard Digital*, 28th May, 2011.
- Kombo D. K. & Tromp D. L. (2009). *Proposal and Thesis Writing: An Introduction* (7th ed.). Nairobi: Paulines Publications.
- Kotter, P. J. (2012). *Leading Change. Cataloging-in- Publication Data*. Washington DC: Library of Congress.
- Kramer, M. (2006). *Dispossessed; Life in Our World Urban slums*. New York: Orbis Books.
- M'lthai, C.K. (2012). *The Role of Community Participation in the Informal Settlement Upgrading; Case Study of Huruma, Nairobi*, Unpublished Masters Thesis, University of Nairobi.
- Macharia, K. (1992). Slum Clearance and the Informal Economy in Nairobi. *The Journal of Modern African Studies* 30, no. 2 (1992); 221-36.
- MacMillan, J.H. & Schumacher, S. (2001). *Research in Education. A Conceptual Introduction*. 5th Edition, Longman, Boston.
- Marx, B., Stoker, T. & Suri, T. (2013). The economics of slums in the developing world. *Journal of Economic Perspectives*, 27(4), 187-210.
- McIlwaine, C. (2013). Urbanization and gender-based violence: Exploring the paradoxes in the global south. *Environment & Urbanization*, 25, 1: 65–79.

- Mitullah, W. (2003). *Urban slums reports: the case of Nairobi, Kenya. Understanding slums: case studies for the Global Report on Human Settlements 2003*, United Nations Centre for Human Settlement: New York.
- Mugenda, O. M. (1999). *Research Methods: Quantitative and Qualitative Approaches*, Nairobi: African Centre for Technology Studies.
- Mukoya, T. (2018). Thousands homeless after Kenya slum fire, *Reuters*, Mon Jan 29, 2018.
- Mutisya, E.M. (2010). *The Sustainability of Downscaling of Microfinance in Africa: Empirical Evidence from Kenya*, VDM Verlag, Germany.
- Mutisya, E. & Yarime, M. (2011). Understanding the grassroots dynamics of slums in Nairobi: the dilemma of Kibera informal settlements. *International Trans J. Eng Management Applied Science Technology*, 2(2), 197-213.
- Mwangi, J. (2018). Kijiji slum fire was land grabbing ploy-residents, *The Standard Newspaper*, February 2nd 2018.
- Mwangi, M. (2016). *Urban growth management in sub-Saharan Africa: conflicting interests in the application of planning laws and regulations in middle income residential developments in Nairobi*. University of Sheffield.
- Nwaka, G., I. (2005). The urban informal sector in Nigeria: towards economic development, environmental health, and social harmony. *Global Urban Development Magazine*, 1(1), 1-11.
- Okhuese V. A. (2018). *Survey of Affected People in Lang'ata's Kijiji Slums in Nairobi, Kenya*, Tich International.
- Orodho, J. A. (2009). *Elements of Education and social science research methods*. Nairobi: Kenezja publishers.
- Pamoja Trust, (2009), *An Inventory of the Slums in Nairobi*, Nairobi: Matrix Consultants
- Program, U. N. H. S. (2006). *Nairobi Urban Sector Profile*. UN-HABITAT.
- Ruel M.T., Garrett J.L., Hawkes C., Cohen M.J. (2010). The food, fuel, and financial crises affect the urban and rural poor disproportionately: a review of the evidence. *JNutr.* 140(1): 170S–176S.
- Skinner, C. (2019). *Contributing and yet excluded? Informal food retail in African cities. In Urban Food Systems Governance and Poverty in African Cities*; Battersby, J., Watson, V., Eds.; Routledge: London, UK, pp. 104–115.
- Smith, L. & Hanson, S. (2003). Access to Water for the Urban Poor in Cape Town: Where Equity Meets Cost Recovery, *Urban Studies*, 40 (8), 1517-1548.
- Sullivan, G. M., (2011). A Primer on Validity of Assessment Instruments, *Journal Of Graduate Medical Education*, 3(2): 119-120.
- Turner, A.G., (2003). *Sampling Strategies*. United Nations Secretariat: Statistics Division ESA/STAT/AC.93/2.

- Uma, D. J. & Jaloni, P. (2011). Mixed Methods: A Research Design for Management Doctoral Dissertations: *Management Research Review*, 34, 687-701.
- UNFPA (UN Population Fund). (2007). *State of world population 2007: Unleashing the potential of urban growth*. New York: UNFPA.
- UN-Habitat, (2008a). *UN-Habitat and the Kenya Slum Upgrading Programme - strategy document*, Nairobi.
- UN-Habitat. (2003). *The challenge of slums: Global report on human settlements 2003*. Nairobi: UN-Habitat.
- UN-Habitat. (2008b). *State of the world's cities 2008/2009: Harmonious cities*. Nairobi: UN-Habitat.
- UN-Habitat. (2013b). *Streets as public spaces and drivers of urban prosperity*. Nairobi: UN-Habitat.
- UN-Habitat. (2015b). *Informal settlements*. (Habitat III Issue Paper 22). Nairobi: UN-Habitat.
- UN-Habitat. (2015f). *Global report 2015: Increasing synergy for greater national ownership*. Nairobi: UN-Habitat.
- United Nations Development Programme (2007). *Human Development Report 2007/2008 Fighting Climate Change: Human Security in a Divided World*, United Nations Development Programme: New York.
- Werlin, H. (2006). *The Slums of Nairobi; Explaining Urban Misery*. World Affairs 169 (1) 39-48.
- World Bank (2006). *Inside Informality; Poverty, Jobs, Housing and Services in Nairobi's Slums*, World Bank, Water and urban Unit, Africa Region.
- World Bank, (2002). *Kenya at the turn of the century: Background papers and statistics*, The World Bank Country Study, Washington D.C., World Bank, 2002.
- World Bank, (2009a). *Upgrading Low Income Urban Settlements, Country Assessment Report*, Tanzania, Retrieved July 1, 2009.
- World Bank. (2009b). *Systems of cities: Harnessing urbanization for growth and poverty alleviation*. Washington, DC: World Bank.
- World Bank. (2015). *Enhancing Urban Resilience: Addis Ababa*. Washington DC: World Bank.
- World Economic and Social Survey (2008). *Overcoming Economic Insecurity*, United Nations, Department of Economic and Social Affairs: New York.

APPENDIX I: STUDY LOCATION MAP

The Kijiji Informal Settlement ; Mugumoini Ward, Lang'ata Constituency



APPENDIX II: QUESTIONNAIRE

This questionnaire is designed to collect data on determination of the leadership systems and structures employed at the Kijiji informal settlement, mugumoini ward, nairobi county.. Kindly complete the following questionnaire using the instructions provided for each set of question. Tick appropriately. Do not write your name on this questionnaire.

Date of interview _____ Consent: Yes ☐ No ☐

Part A: Respondent's Background Information

1. Please tick off your gender

☐ Male ☐ Female

2. Please tick off your age bracket

☐ Below 20 years ☐ 21-25 years ☐ 26-30 years ☐ 31-35 years
☐ 36-40 years ☐ 41-45 years ☐ 46-50 years ☐ above 50yrs

3. Please tick off your marital status

☐ Single ☐ married ☐ separated/divorced ☐ widowed/widowed

4. What is your education level (state the highest level)

☐ Did not complete primary education ☐ Completed primary education
☐ Did not complete secondary education ☐ Completed secondary education
☐ Postsecondary certificate ☐ Postsecondary diploma
☐ Bachelor's degree ☐ Postgraduate qualification

5. What do you do for a living (occupation)? _____

6. How long have you lived in Nairobi County?

☐ Less than a year ☐ 1-3 years ☐ 3-4 years ☐ Over 5 years

7. How long have you lived in Kijiji Informal Settlement?

☐ Less than a year ☐ 1-3 years ☐ 3-4 years ☐ Over 5 years

Part B: Leadership structures in operation

Local authorities and community participation

8. Is Kijiji Informal Settlement served by an Assistant Chief?

☐ Yes ☐ No ☐ I don't Know

If yes, does the Assistant Chief reside within Kijiji?

☐ Yes ☐ No ☐ I don't know

Does the sub chief have an office within Kijiji?

☐ Yes ☐ No ☐ I don't know

9. Is Kijiji settlement served by a Chief?

☐ Yes ☐ No ☐ I don't know

If yes, does the chief reside within Kijiji?

☐ Yes ☐ No ☐ I don't know

Does the chief have an office within Kijiji?

☐ Yes ☐ No ☐ I don't know

10. Is there an AP camp within Kijiji?

☐ Yes ☐ No ☐ I don't know

11. Is there a police station within Kijiji settlement

☐ Yes ☐ No ☐ I don't know

12. Apart from the Chief and Assistant Chief, are there other people or local leaders who enforce authority within Kijiji?

☐ Yes ☐ No

Explain _____

13. In your opinion who is the most effective in maintaining law and order within Kijiji ?

☐ Assistant Chief ☐ Chief ☐ AP ☐ Regular Police
☐ Other Local Leaders

14. Whenever you are faced with an issue that requires security enforcement which is the easiest point for you to report to?

- ☐ Assistant Chief ☐ Chief ☐ AP ☐ Regular Police
☐ Other Local Leaders_____

15. How often does the local MCA visit Kijiji?

- ☐ At least once a week ☐ Once in two weeks ☐ Once a month
☐ Once in 3 months ☐ Never

16. In your opinion, do you find the local MCA actively involved in improving the welfare of Kijiji ?

- ☐ Yes ☐ No

Explain _____

Social Infrastructures

17. Is Kijiji served by a Nairobi City County water supply service?

- ☐ Yes ☐ No

If no, where do you get your water from_____?

- Do you trust the source of the water? ☐ Yes ☐ No

18. Are there toilets and latrines within Kijiji?

- ☐ Yes ☐ No

Explain _____

19. Are there Food and vegetable Markets within Kijiji?

- ☐ Yes ☐ No

Explain _____

20. Are there Food and vegetable Markets within Kijiji?

☐ Yes ☐ No

Explain _____

21. Are there health centres or dispensaries within Kijiji?

☐ Yes ☐ No

Explain _____

22. Do you find Kijiji a secure place for you and your family to live in?

☐ Yes ☐ No

Explain _____

23. In your opinion, what are the main challenges faced by the residents of Kijiji?

24. In your opinion, what are the main challenges faced by the leaders and residents of Kijiji?

APPENDIX III: INTERVIEW GUIDE FOR LEADERS

This interview guide is designed to collect data on the leadership systems and structures employed at the Kijiji Informal settlement, Mugumoini ward, Nairobi County. Respond to the information sought. Do not write your name on this questionnaire.

Date of interview _____ Consent: Yes [☐] No [☐]

- i. Do you live within Kijiji Informal Settlement?
 - a. If not, how often do you visit Kijiji? _____
 - ii. In your own assessment, who would you term as the leaders at the Kijiji informal settlement?
 - a. Of these, who would you term as formal and informal?
 - iii. Is Kijiji Informal Settlement served by the local administration (Assistant chief, Chief etc)
 - iv. Apart from the Chief and Assistant Chief, are there other people or local leaders who enforce authority within Kijiji both formally and informally?
 - v. Do the administrative leaders have an office or camp within Kijiji?
 - vi. What arrangements are in place for the following social infrastructure?
 - a. Water
 - b. Sanitation (toilets and latrines)
 - c. Food markets
 - d. Health centres
 - e. Security
 - vii. What are the main challenges faced by the residents of Kijiji Informal Settlement?
-

viii. What are the main challenges faced by the leaders at Kijiji Informal Settlement?

ix. Are there long-term plans to formalise Kijiji Informal SETTLEMENT into a planned neighbourhood?

APPENDIX IV: RESEARCH AUTHORISATION –PAC UNIVERSITY

10th September, 2019



P.O. Box 56875 - 00200
Nairobi, Kenya
Lumumba Drive, Roysambu
off Kamiti Rd, off Thika Rd
Tel: 0734 400694/0721 932050
Email: enquiries@pacuniversity.ac.ke
website: www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE FOR HAROLD
WANGAI MBUGUA REG. NO: MALD/8386/0/16**

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Master of Arts in Leadership.

He is at the final stage of the programme and he is preparing to collect data to enable him finalise on his thesis. The thesis title is **“Determination of the Leadership Systems and Structures employed at the Kijiji informal settlement Mvaimoini ward, Nairobi County”**

We therefore, kindly request that you allow him conduct research at your organization.

Warm Regards,

Lilian Vikiru

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P.O. Box 56875 - 00200,
TEL: 0721 932050 0734 400694
NAIROBI, KENYA

Dr. Lilian Vikiru

Registrar Academic Affairs

Pan Africa Christian University

Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd

P.O Box 56875-00200, Nairobi, Kenya

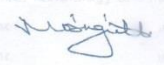
Tel: +254 721-932050/726-595863/734-400694

Email: registrar@pacuniversity.ac.ke

Web: www.pacuniversity.ac.ke

Where Leaders are Made

APPENDIX V: RESEARCH AUTHORISATION LETTER : NACOSTI

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 735030	Date of Issue: 23/September/2019
RESEARCH LICENSE	
	
This is to Certify that Mr.. HAROLD MBUGUA of Pan Africa Christian University, has been licensed to conduct research in Nairobi on the topic: DETERMINATION OF THE LEADERSHIP SYSTEMS AND STRUCTURES EMPLOYED AT THE KIJILI INFORMAL SETTLEMENT, MUGUMOINI WARD, NAIROBI COUNTY. for the period ending : 23/September/2020.	
License No: NACOSTI/P/19/1572	
735030	
Applicant Identification Number	Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	