

Thika Town Safety Audit

Annex to ICLD Research Report 30



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Thika Town Safety Audit

Introduction and background

Informed by the literature and best practices on tactical urbanism, Flone Initiative in partnership with the Kiambu County government conducted a safety audit of selected streets in Thika Municipality in December 2023. A safety audit serves as a perception study about city streets and is particularly important in informing decision makers of what residents think of streets in terms of safety, security, aesthetics and convenience, as improving safety, mobility and convenience is an important step towards promoting sustainable mobility in urban areas (Cho, Rodriguez, & Khattak, 2009, Arshad, & Yahya, 2013). As such, it is an intervention in itself and complements the list of key tactics and best practices as a method to identify other possible areas for tactical urbanism initiatives and other interventions.

Context of Kiambu County and Thika Municipality

Kiambu County is fast urbanizing due to its proximity to Kenya's capital city of Nairobi. It is ranked the third most urbanized county after Nairobi and Mombasa, growing at an average rate of 3.4 percent compared to the 4 percent National Urban Growth rate (Draft County Spatial Plan). Kiambu town is the County's administrative centre. Other major towns in the county are Thika, Kikuyu, Ruiru, Karuri, Juja, Limuru, Gatundu, Lari and Githunguri.

Thika is an industrial town and a major commerce hub in Kiambu County, Kenya, located 42 kilometers (26 mi), Northeast of Kenya's capital Nairobi, near the confluence of the Thika and Chania Rivers. Thika Municipality covers an estimated area of 327.1 km², and had a population of 284,776¹. According to the Kenya National Bureau of Statistics (KNBS), its population was projected to be 306,517 in 2022 and 324,400 by 2025. Although the town is administratively in Kiambu County, the greater Thika area including some residential areas is in Murang'a County.



Thika town is in the process of becoming Kenya's sixth city. It is considered one of the fastest growing towns in Kenya due to the numerous industries, learning institutions and well laid transport and communication systems. The result of economic growth – and ensuing increase in population – is instances of unplanned urban spatial expansion as evidenced by the land use change development around the area and its environs through land use conversion from agricultural activities to commercial and residential buildings (Musa & Odera, 2015).

With fast urbanizing comes key challenges such as unplanned development, proliferation of informal settlements, limited infrastructure, traffic congestion and insecurity. As Thika Town advances into city status, it is essential to sustainably address these challenges and enhance security, safety and convenience of the town. It is therefore an ideal place to pilot a Tactical Urbanism intervention that applies the principles and mechanisms outlined in the previous sections. Thika Municipality was selected since it is rapidly urbanising and in the process of becoming a city hence the need and opportunity to integrate new innovative approaches such as Tactical Urbanism. Five roads were prioritised: Uhuru Street,

¹ according to the 2019 Population and Housing Census

Kenyatta Road, General Kago Road, Workshop Lane and Temple Road.

Process of the safety audit

The safety audit comprised two main phases aimed at comprehensively assessing the accessibility, inclusiveness, and safety of public spaces in the selected streets.

In the first phase, key informant interviews were conducted with 7 stakeholders representing different segments of the community. Interviewees were selected to ensure a broad representation of perspectives and experiences, including persons with disabilities, members of the business community, cyclists, public transport service providers, and relevant government officials. The selection process was purposive to identify individuals or representatives who could provide first-hand knowledge and experience into the challenges and barriers faced by vulnerable groups in accessing and navigating public spaces within the town.

1. **Kiambu County Official (Director of Municipalities):** Responsible for coordinating urban projects and infrastructure maintenance across the 12 municipalities in Kiambu County. Core duties include solid waste management, infrastructure maintenance (roads, lighting, public spaces), revenue collection, and development control.
2. **Representatives from Cyclist Community, Bodaboda Association, PSV Owners, and Thika Business Community:** These individuals are deeply embedded in the daily life of Thika town and its surroundings due to their occupations and activities. Their insights provide valuable perspectives on transportation and commerce within the area.
3. **Persons with Disability (PWDs):** Two respondents were interviewed, including a female wheelchair user residing in Makongeni Estate who frequently visits Thika town for college, and a male visually impaired business person in town. Their experiences shed light on accessibility challenges and safety concerns faced by vulnerable groups.

The second phase of the safety audit involved a safety walk conducted in selected roads or streets of Thika town. These areas were chosen based on various criteria, including input from key informants, the team's local knowledge of high-traffic or high-risk zones, and identified areas of concern from previous assessments. During the safety walk, audit team members systematically assessed the physical infrastructure, pedestrian facilities, road conditions, signage, lighting, and other factors influencing safety and inclusiveness. The information collected through observations and discussions was meticulously documented for further analysis and assessment.

Following the completion of the fieldwork, the audit team jointly synthesized observations, identifying common patterns or recurring safety issues, and formulated recommendations for improving safety and inclusiveness in the audited areas. The findings and recommendations were compiled into a comprehensive report and discussed with county officials and other relevant stakeholders. The findings of the safety audit and best practices drawn from literature and case studies review on tactical urbanism will be utilized to fill identified gaps with low-cost interventions that enhance safety, security and inclusiveness of vulnerable groups in mobility and associated public spaces.



Findings of the key informant interviews

Emerging needs as a rapidly urbanizing setting

In rapidly urbanizing areas like Thika town, several pressing challenges and needs have emerged, including the poor enforcement of land use policies leading to land grabbing and unplanned urban development, inadequate resource allocation from the national government relative to the high population, deficient road networks resulting in traffic congestion, substandard waste management practices, and insufficient access to clean water.

The Director of Municipalities from the County government recognised the pressing need for infrastructural improvements in Thika town, especially as it transitions towards city status. Key priorities include expanding market spaces, providing adequate housing for urban poor communities, enhancing waste management systems, upgrading roads and transportation networks, and improving essential infrastructure like drainage and street lighting.

In response to these needs, the County Director of Municipalities has advocated for enhanced partnerships with investors, private sector entities, and civil society organizations like the Flone Initiative and JICA. These collaborations aim to bridge the gap between urbanization needs and available resources by leveraging diverse forms of support, including financial assistance, technical expertise, and material resources. The county government has outlined several ambitious projects, including the upgrading of Kiandutu slums, the construction of 50,000 affordable housing units in the Delmonte area, establishing a landfill at Kang'oki in collaboration with the Japanese International Cooperation Agency (JICA) to enhance waste management, and the launch of a master plan for Thika Smart City. The master plan will focus on strategic investments in roads, sewers, drainage systems, and urban spaces to support sustainable urban growth.

The chairperson of the business community acknowledges the progress made by the Kenya Urban Roads Authority (KURA) in road repairs within

the town. The proposed construction of a dual carriageway on Garissa Road is viewed as a significant development that will position Thika town as a thriving business hub. Furthermore, the planned construction of an Export Processing Zone (EPZ) and affordable housing projects is expected to stimulate further economic growth and development in the area.

The chairperson has proposed the establishment of a harmonized coordination body at the municipal level to improve the coordination of multi-sector public service provision agencies. This coordinated approach seeks to streamline citizen engagement and address grievances effectively.

“As citizens we don’t know where to report and present our grievances since there are multiple offices responding to various issues. Even if it is going to be legislated, a Municipal Board should be established so that the Municipality can be run in an effective and accountable manner. For example, if street lights are faulty, citizens can directly follow up with the Municipal Board and seek answers. Alternatively, the county government should put in place a clear complaints mechanism and response unit that addresses issues of the public interest” – Business Community Chairperson

In light of these developments, it is essential for **government and development partners** to prioritize safety, inclusivity and sustainability in urban planning and development efforts. Ensuring that vulnerable populations, such as the urban poor and persons with disabilities, are not marginalized but rather integrated into the fabric of the city’s growth is crucial for fostering a more equitable and resilient urban environment.

Policy framework on Sustainable Urbanism

The Urban Areas and Cities Act is the main guiding policy on Sustainable Urbanism for the County government. It guides on how urban areas should be managed, how they should operate/functions and how the Act should be operationalized. However,

its successful implementation will require proper coordinated and enforcement of its provisions to the letter.

“The county has a very good policy framework for instance the Urban Areas and Cities Act. Nevertheless, to fully implement these, the government should involve all stakeholders and get their views and input since they will be affected by the policies” - PSV Matatus Chairperson.

Avenues of stakeholder/citizen participation in urban development

Engaging citizens in decision-making processes and providing avenues for their participation can enhance accountability and transparency in local governance. Therefore, initiatives such as community forums, town hall meetings, and citizen feedback mechanisms should be encouraged to facilitate dialogue and collaboration between residents and local authorities.

The County Government holds regular public participation forums with citizens. For instance, the development of the County Integrated Development Plan (CIDP) and Annual Development Plan (ADP) are subjected to public participation with citizens, interested government agencies and other key stakeholders. This gives an opportunity for citizens to ask questions and receive feedback while ensuring that their needs are integrated in development plans. However, it emerged that citizens’ attendance to public participation fora is usually poor. Increased social mobilisation necessitates better communication about the participation fora, perhaps adapting the format of these, and making the benefits of participation salient to citizens.

Safety and Security Challenges

The two respondents living with disability stated that they don’t feel safe and secure because they face several challenges in their use of public spaces in the town. Firstly, they feel unsafe moving along the busy roads or at crossings since vehicles and motorcycles are driven very fast and disregard traffic rules.

“Crossing the road is unsafe and you can be hit by a speeding motorbike or vehicle since traffic rules are not observed” – Person with disability

Secondly, the pedestrian footpaths and pavements are narrow, uneven surfaced and usually end abruptly. Furthermore, drainages along the pedestrian footpaths are not barricaded and they can accidentally fall into the open drainage and get injured.

I live in Makongeni Estate which is far from the bus stage. Moving from my home to stage is usually very hectic during rainy seasons since the potholes on roads are filled with water and I am unable to move my wheelchair – Person with disability

Thirdly, moving in the town streets is very challenging since the streets are extremely crowded. During official hawking hours as from 6:00pm, the footpaths or pavements are taken over by hawkers who block the way with their merchandise.

“When I meet hawkers who have blocked the walkways, I accidentally step on their merchandise and disputes may arise. To avoid this, I usually leave town by 6pm” – Person with disability

A good number of pavements around business premises have stairs rendering them inaccessible and risky to PWDs such as the visually impaired. However, it is worth noting that several public facilities such as the college and a few supermarkets have been fitted with ramps and are accessible to PWDs.

Respondents from the transport industry and cycling community also regard the roads and associated public spaces in Thika town as unsafe, listing a number of shortcomings. The roads are not favourable for motorcycle riders and cyclists because there are potholes in most places which make it difficult to travel and may cause accidents. Secondly, streetlights are either non-existent or faulty in most parts of the town. It is insecure and unsafe to move at night under such conditions.

Thirdly, most major and minor roads lack provision for cycling lanes. Cyclists either have to cycle on the road or on pedestrian footpaths which are crowded and narrow. In addition, on most roads, there are no road signs, few if any speed bumps which are unmarked and motorists rarely obey traffic rules. Lastly, due to limited space and poorly managed traffic flow in the town, congestion hampers mobility and increases carbon emissions when vehicles are idle. There have also been high rates of insecurity such as phone snatching criminal motorcycle riders. It is particularly insecure at night because there is poor lighting and incidents of robberies are common mostly in dark roads and alleys of the town.

Findings of the Safety Audit

The safety audit in Thika Municipality was conducted as a one-day event on the 11th of December 2023. A team of 18 members that comprised representatives from the County government, PWDs, the business community, PSV and motorcycle boda-boda operators, cyclists and government agencies was convened and trained on the safety audit purpose and process, using the safety audit toolkit.

Flone Initiative Safety Audit toolkit, that outlines and describes safety parameters was used as a guide for the safety audit exercise in selected streets.

As a way for all stakeholders to experience and understand the risks and flaws, and to identify ways to address them, the joint safety walk ensued. It focused on five streets identified as particularly relevant through consensus by the safety audit team: Uhuru Street, Kenyatta Road, General Kago Road, Workshop Lane and Temple Road. The following table presents safety walk observations and recommendations to address noted safety gaps.



Table 2: Safety Audit observations and recommended safety measures

Area	Observations and noted safety gaps	Recommended safety measures and actions
Uhuru Street	<ul style="list-style-type: none"> • It is a very busy street with parked and moving vehicles, hawking and formal commercial activities. • Only one side of the street footpath (the garden side) is maintained • Illegal parking has encroached on spaces dedicated for moving traffic and walking. There is no controlled parking for personal vehicles, matatus and tuk-tuks. • The street lights are working but as you move down the street, they are faulty. The garden area is poorly lit and insecure. • There are CCTV cameras in business premises like banks which helps in surveillance of that particular space • Pop up hawkers encroach on most walking spaces. Pedestrians are forced to walk on narrow pavements in front of business premises which have stairs and inaccessible to PWDs • There are several alleys that conveniently connect with other streets. However, they lack proper lighting • There are sections with open drainages and manholes that are used for dumping • There is only one public toilet at one end of the street and it is not accessible to PWDs • There is a poorly lit and isolated space where businesses close early and illegal activities take place • Road signs and markings such as pedestrian crossings are non-existent or faded 	<ul style="list-style-type: none"> • Introduce a building code compelling business premises near streets to adhere to accessibility principles in their structures and pavements • As important landmarks, gardens and roundabouts in the town should be well maintained and beautified to enhance aesthetics • There should be controlled parking within the town for personal vehicles, matatus and tuktuks to reduce congestion • Secure and rehabilitate pedestrian footpaths to make them safe for vulnerable groups • Hawking and vending on streets should be regulated to operate away from pedestrian footpaths • Need for repainting of pedestrian crossing marks • Street lighting should be improved as a matter of priority and be regularly repaired and maintained • Regular maintenance of public facilities and spaces such as footpaths, drainages and manholes. • Rehabilitate the existing public toilet to be disability friendly

<p>General Kago Road</p>	<ul style="list-style-type: none"> • The road branches off from Kenyatta Road at the roundabout. It is a busy road that leads to Thika Level 5 Hospital and Thika Technical College. • The drainage along the pedestrian footpath is poorly maintained and without guard rails which can be risky for PWDs e.g. visually impaired and wheelchair users. • Lighting is inadequate and is only on the left side of the street. There is no lighting on the roundabout branching from Kenyatta road into General Kago road. • Despite being a commonly used road, it only has one pedestrian footpath on the right side which is narrow and congested. Moreover, personal cars, tuk-tuks and hawkers have encroached on it • There is no cycling lane and therefore cyclists use the pedestrian footpath • Signage marking important facilities like the hospital is missing. • Traffic is moving fast and there is also no speed limit sign or speed bumps on the road leading to Thika level 5 hospital • There is an isolated and obscured spot opposite the prison that is poorly lit and may be unsafe especially at night • The pedestrian footpath is not friendly to PWDs since it is narrow, uneven and ends abruptly in some places making movement with wheel chair difficult and unsafe 	<ul style="list-style-type: none"> • There is need for formal surveillance on isolated and unsafe spots along the road particularly opposite the prison • Hospital sign and construction of marked speed bumps on the road leading to Thika level 5 hospital • Street lighting should be provided on both sides of the road as a matter of priority and be regularly repaired and maintained • Regular maintenance of public facilities and spaces such as footpaths, drainages and manholes. • The existing footpath should be expanded and secured for pedestrian use. Another pedestrian footpath should be introduced on the opposite side of the road. A cycling lane should also be provided for • Guard rails should be erected on drainage along the pedestrian footpath and open manholes should be sealed for safe movement of PWDs. They should also be regularly maintained • Control illegal parking and hawking to secure pedestrian footpaths from encroachment
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<p>Kenyatta Road</p>	<ul style="list-style-type: none"> • The road is fairly safe and along it are financial institutions, petrol station, government offices and the police station. It is also very busy and with fairly fast-moving traffic • There are street lights only on one side of the road. Several are faulty while others are obscured by trees along the road. • There is illegal parking on the side of the road which causes congestion • Though an important and busy road, the pedestrian footpath is on one side of the road and there is no cycling lane. • There is fast moving traffic on the road but no provision for speed bumps and the pedestrian crossing needs repainting, pedestrian footpath is only on one side – the other side lacks one • Facilities such as footpaths are not well maintained are partially done and uneven surfaced making them unfriendly to PWDs • There is both formal surveillance since there is a police station is nearby making it safe • The footpaths are not paved which can be risky during rainy season 	<ul style="list-style-type: none"> • The facilities like footpaths, vegetation and drainage are in need of regular maintenance • Due to fast moving traffic, there is need for repainting of the pedestrian crossing and erection of speed bumps to enhance safety at road crossings. • Control traffic flow and prohibit illegal parking and hawking to secure pedestrian footpaths from encroachment • Install street lights on both sides of the road, repair faulty lights and prune trees that obscure light on the road • There is need to pave the footpaths to make them all weather. • Consider provision for a cycling lane
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<p>Workshop lane</p>	<ul style="list-style-type: none"> • It is a busy unmarked street with commercial activities like wholesale shops, motorcycle repair and moving traffic. • While the road is dedicated for moving traffic there are parked vehicles and offloading zones for shops which obstructs traffic flow in the road and blocks the pedestrian footpath • A section of the pedestrian footpath has been converted into a matatu stage and parking • There are unmarked speed bumps which poses a risk to motorists • Most of the street lights are faulty. Few are working and several produce dim light. • There is only one pedestrian footpath which is narrow, encroached on by motorcycle repair shops and ends suddenly • The drainage along the pedestrian footpath is poorly maintained and without guard rails which is risky to PWDs • There is no speed bump and children's crossing sign near the public primary school along the road. There are no pedestrian crossing signs along the entire road • There is a road leading to several schools including Thika School for the blind is not tarmacked which hampers movement for visually impaired students during the rainy season • The street is not well maintained since grass and trees have overgrown with tree branches blocking sign boards • There are several dark and isolated zones near the public primary school and along the street without formal surveillance making them insecure. Cases of mugging have been reported • There are no public toilets along the street and a spot along the footpath road is used as a urinal 	<ul style="list-style-type: none"> • Control traffic flow and prohibit illegal parking and relocate the matatu stage and motorcycle repair points to secure pedestrian footpaths • The drainage along the pedestrian footpath is in need of guard rails and regular maintenance • Repair faulty lights and replace dim light bulbs as a matter of priority to curb insecurity • Due to fast moving traffic, there is need for a pedestrian crossing and erection of speed bumps and children crossing sign to enhance safety for children crossing the road • Overgrown vegetation along the street should be pruned and well maintained • The road leading to Thika School for the Blind should be re-tarmacked for safe mobility of visually impaired students • Improve formal surveillance on isolated zones of the streets
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<p>Temple road</p>	<ul style="list-style-type: none"> • It is a good-looking area but with fast-moving traffic. It hosts places of worship such as the Hindu temple and mosque. There is also mama Ngina garden which is well maintained and beautifies the area. • There is a very sharp corner where Workshop Lane joins with Temple Road where accidents happen and there is no warning sign. • There is a footpath well separated from the road but it lacks guard rails along the drainage which is risky • The lighting is poor with most streetlights either being faulty or dim making the place dark and insecure. • There is fast moving traffic but there are no speed bumps or pedestrian crossing marks on the road • Near the mosque entrance, there is no speed limit sign or pedestrian crossing marks • There are isolated zones along the road that are poorly lit and there is presence and cases of insecurity have been reported • There is no formal surveillance in the isolated and insecure zones 	<ul style="list-style-type: none"> • Repair faulty lights and replace dim light bulbs as a matter of priority to curb insecurity • Due to fast-moving traffic, there is need for a pedestrian crossing and the erection of speed bumps • Need for a warning sign at the sharp bend joining Workshop Land and Temple Road • There is a need for speed limit sign, speed bumps or pedestrian crossing near the mosque entrance • Improve formal surveillance on isolated zones of the streets where cases of insecurity have been reported
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Recommendations from Thika town Safety Audit

The findings of the literature review on tactical urbanism, case studies and safety audit process have illuminated critical issues that are instrumental in shaping safety measures and improving accessibility for vulnerable groups within public spaces and associated facilities in Thika municipality. Based on suggestions from key informants and observations made from the safety audit, the following recommendations can be considered by the various designated agencies. Some of these can be addressed with TU, while in some cases, there is more structural, long-running changes needed.



- **Flore Initiative** and other development partners should provide technical support to the county government on integration of safety standards in the soon to be launched Thika City Master Plan to ensure that in its development plans and activities, the County complies with international safety standards.
- **The Thika police department** should improve surveillance and take urgent measures to curb

rising rates of insecurity. The department should also make concerted efforts to regulate private motorcycle riders and curb criminal elements within the sector. There is willingness by the registered motorcycle boda boda associations to support in streamlining and regulation of the privately owned motorcycles. The office of the Thika Deputy County Commissioner (DCC) should collaborate with the registered boda boda associations to ensure that all riders are identified, registered and that proper surveillance is undertaken.

- The **National Transport and Safety Authority (NTSA)** and the **Traffic department** must collaborate to enhance road safety through increased awareness of traffic rules and the Highway Code, alongside enforcement measures. Repainting road markings and installing signs, especially near vulnerable areas like schools and hospitals, are crucial steps. Additionally, integrating a disability inclusion module in driving schools can improve the safety of persons with disabilities (PWDs) on roads. Moreover, the County Government and Traffic department should address traffic congestion and illegal parking by enforcing regulations, introducing parking fees, and designating appropriate parking zones to ensure smooth traffic flow and pedestrian safety in urban areas.
- **Kenya National Highway Authority (KENHA)** and **Kenya Urban Roads Authority (KURA)** should consider the rehabilitation of minor and major roads to accommodate wider pedestrian footpaths and cycling lanes on both sides of the road. In the construction of future roads, the Road Design Manuals should be followed to highest possible extent to ensure that roads are inclusive of all road users and comply with safety standards.
- **Kenya Urban Roads Authority (KURA)** should carry out prompt and regular repair and maintenance of roads in the municipality to ensure they are in a good state that enhances efficient mobility and safety. Repairs should include filling up of potholes, clearing and

covering up of drainage facilities on pedestrian footpaths. PWDs such as the visually impaired and wheelchair users reported being at risk of getting into water puddles during the rainy season and falling into open drainages and manholes the footpaths.

- The **County Government** through the **Director of Municipalities** should ensure that streets are rehabilitated to accommodate all users, particularly PWDs and are fit for purpose. Current rehabilitation and future street design should be guided by the Street Design Manual for Urban Areas in Kenya (SDMUAK) available freely online.
- As Thika town is soon to become a city, there is need for proper consultation and meaningful participation by multiple stakeholders in the municipality including representation from citizens and special interest groups such as the business community, women and persons with disability among others. The County Government through the **Director of Municipalities** should hold regular public participation and feedback meetings with key stakeholders to ensure that their opinions, interests and needs are met right from the planning, implementation and evaluation phases.
- The **Department of Land, Housing, Physical Planning and Municipalities** should review the Land Use Development Plans for Thika Municipality. The town is very congested and with features of unplanned development. The entry and exit to and from the town are very narrow and this hinders traffic flow and efficiency of doing business in such a commercial and industrial hub. Illegally acquired land should be recovered and unutilized spaces should be harnessed for essential facilities and improved road networks that will decongest the town and improve mobility. It is worth noting that the gardens within the town are a unique and essential feature that should be retained and well maintained. Commendable efforts have been made to beautify the roundabouts but they require regular maintenance.
- Though there is a current MOU between the County Government and hawkers that regulates their business times and allows them to operate within the town from 6pm, it is important to ensure that the hawkers are well organized and display merchandise away from the roads and pedestrian walkways. There should be designated spaces where they can carry out business without impeding the movement of people and vehicles. The **County Government** should consider constructing additional markets within the town in the city's master plan to sustainably facilitate the business of hawkers and vendors.
- Lighting is a major challenge in the town and its environs. Most of the lights on streets, roads and public spaces such as stages and markets are either nonexistent or faulty. Lack of street lights increases insecurity and affects the safe movement of PWDs such as wheelchair users. The County Government through the **Director of Municipalities** should lobby the Kenya Power and Lighting Company (KPLC) to urgently install streetlights and repair faulty ones. Other forms of lighting such as flood lights should be installed near facilities such as markets and bus stages as well as dark alleys. Regular maintenance of the lighting equipment should be done.
- The County Government through the **Director of Municipalities** should provide adequate amenities and facilities such as public toilets that are accessible to PWDs and fitted with sanitary disposal bins. Regular repair and maintenance of facilities and public spaces such as drainage facilities, manholes, shades, public parks and roundabouts should be carried out. The frequency of garbage collection should be increased. Lastly, trees along roads should be regularly pruned since they obscure lighting and block road signage.
- Exploit opportunities for Public Private Partnerships (PPPs) with investors, the business community, donors, civil society organizations, citizens and other groups interested in supporting the County Government in specific areas of need. Citizens and the business community in

Thika town are willing to support in addressing challenges they face. The **County Government** should therefore clarify on the PPP policy and points of engagement. To encourage PPPs, a tax incentive can be extended to agencies that enter into PPP agreements with the County Government to support in certain functions it deems fit.

- Improved coordination and harmonization of multi-sector service provision agencies either through establishment of a Municipal board or setting up/strengthening of an effective complaints mechanism on matters of public interest. For instance, PWDs expressed the need to know where they can report grievances. The **county government** as the elected body should to take responsibility and act as an able agent for the citizens and improve on its communication channels.
- The **cycling community** should run vibrant awareness creation campaigns and advocacy actions to lobby for infrastructure that supports safety of cyclists for instance cycling lanes on roads, safe bicycle parking racks, cycling related signage and due consideration by other road users.
- Inclusion and accessibility for PWDs through taking measures that significantly address the challenges they face in relation to safety and security. PWDs would require pavements and footpaths that are accessible friendly to them. A building code should be instituted by the **County government** to compel builders to construct structures that are accessible to PWDs such as fitting ramps and metal rails to facilitate easy movement.
- The safety audit was conducted on only five selected streets. Since Flone Initiative trained the safety audit team that participated in the process, the **County Government** should adopt it and carry out safety audits on other roads and streets of interest. Flone Initiative will offer continued technical support in this regard.