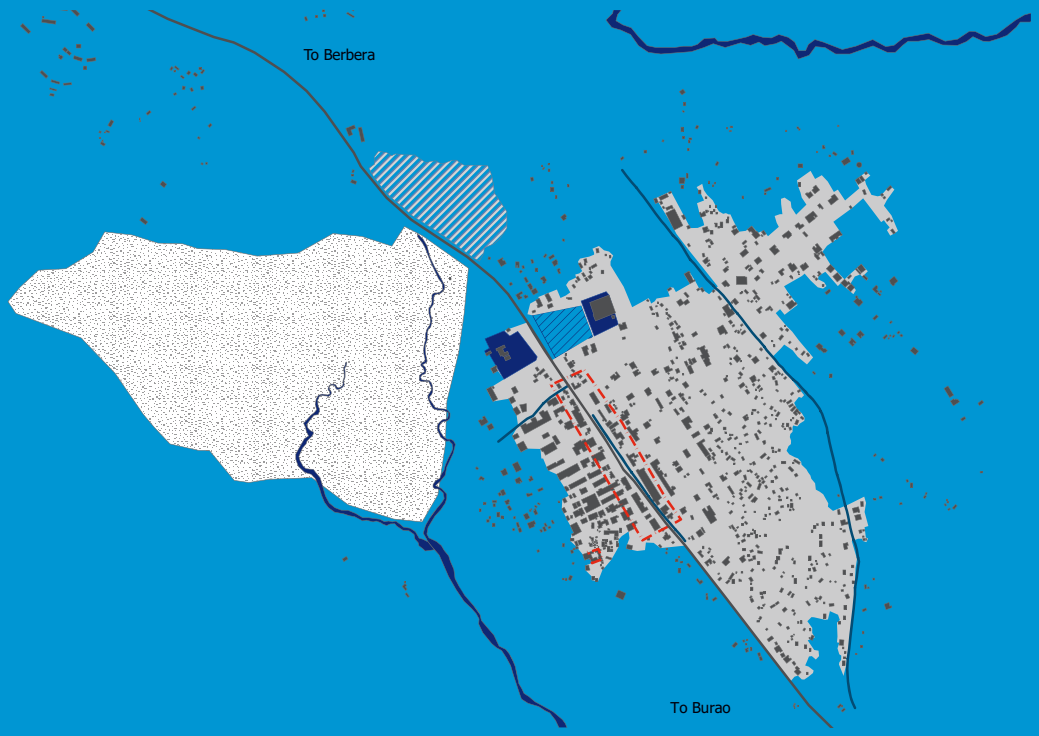
URBAN PLANNING MANUAL FOR SOMALILAND



UN HABITAT
FOR A BETTER URBAN FUTURE

UN Joint Programme on Local Governance
and Decentralized Service Delivery

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HS number: HS/130/10E
ISBN: 978-92-1-132246-0

Authors: Betelehem Demissie and Akiko Kishiue
Editor: Edward Miller
Design and layout: Edward Miller and Akiko Kishiue

United Nations Human Settlements Programme publications can be obtained from
UN-HABITAT Regional and Information Offices or directly from:

P.O. Box 30030, GPO 00100
Nairobi, Kenya

Tel: + (254 20) 762 5030

sudp@unhabitat.org
www.unhabitat.org/somaliregion

Printing: UNON, Publishing Services Section, Nairobi, ISO 14001:2004-certified

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UN-HABITAT
FOR A BETTER URBAN FUTURE

Somaliland Ministry of Public Works, Housing, and Transport

UN Joint Programme on Local Governance and Decentralized Service Delivery

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FOREWORD

UN-HABITAT has been working in the Somali region for over 25 years, starting with support for nomadic settlements in the 1980s. In Somaliland, the engagement of UN-HABITAT in post-conflict activities started in the early 1990s, focusing on human capacity building and development of institutions. UN-HABITAT established an office in Somaliland and brought in the relevant expertise. Technical assistance projects in sectors such as water supply, land administration, stimulating the local economy, urban planning, etc. were implemented with hands-on training in the major towns of Somaliland.

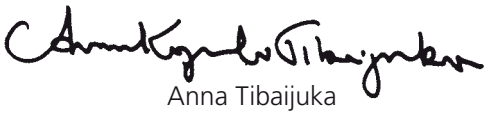
The Somali Urban Sector Profile Study (2002) covered seven towns in Somaliland, and improving urban governance and urban management was its key recommendation. This study became the model for Rapid Urban Sector Profiling for Sustainability (RUSPS), which has been implemented in more than 20 countries around the world. Upon the recommendation of the urban sector profile, the Support for Priority Areas in the Urban Sector Programme was formulated. The programme provided legal support for urban laws, developed geo-databases, and initiated rapid urban spatial analysis in major towns.

Under the Urban Development Programme for the Somali Region (SUDP) 2005–2008, UN-HABITAT assisted the urban development of Somaliland by applying contemporary approaches to urban management: city consultations, participatory planning, and strategic planning. The preparation of four publications entitled *First Steps towards Strategic Urban Planning*, which focused on four towns (Hargeisa, Berbera, Sheikh, and Burao), was one of the major urban planning outputs. These "first steps" included spatial analysis, the development of vision through city consultations, the formulation of action plans, and community-driven development and recovery.

Currently, through the UN Joint Programme on Local Governance and Decentralized Service Delivery for Somalia, UN-HABITAT is actively engaged in institutional reform in the urban sectors of Somaliland. Support for land and property management, the establishment of legal and institutional frameworks for urban planning, and improvement of basic services and infrastructure are the main focus areas of the joint programme in contributing to the spatial development of Somaliland.

With internally displaced people, returnees, and migrants from rural areas, most urban areas in Somaliland have been growing rapidly. Unfortunately, urban expansion in Somaliland has not been guided by urban development plans. Numerous informal settlements, urban sprawl, inefficient land use, and lack of access to urban services are observed in most of the urban areas these days. In addition to natural population growth, the number of internally displaced persons, returnees, and migrants is anticipated to further increase due to the relative stability in Somaliland compared to other areas in the Somali region. Therefore, the role of urban planning to guide the sustainable development of urban areas (with urban planners at both national and local levels) is gaining more significance in Somaliland.

Initial efforts to prepare this urban planning manual were made under the Urban Development Programme for the Somali Region, and additional inputs to respond to the specific local context have been made under the joint programme. This manual aims to cover all the steps of an urban planning process, describing each step in a brief and concise manner. A series of training courses based on real-life plan formulation will be prepared as a next step. I sincerely hope that this manual will provide the necessary technical support for Somaliland, contributing to an improved living environment for its citizens, and that the urban planners of Somaliland can guide the development and improvement of its urban areas.



Anna Tibaijuka
Executive Director,
UN-HABITAT

PREFACE

The Somali region has been ravaged by civil war and unrest for many years. The existing urban centres were destroyed and records disappeared. At present, rapid growth is translating into the haphazard development of urban centres. Some settlements are prone to natural hazards or those caused by humans; most will be confronted with high administrative costs when attempting to provide infrastructure and services to a scattered population. The weak institutional set-up and poorly equipped municipalities (poor human resources, technical know-how, equipment, and financial resources) hamper orderly development and efficient resource utilization in the urban centres.

Improving planning capacity is therefore very crucial for all urban centres in Somaliland. The necessary tools to enable this change have to be developed without further delay. This manual is meant to avail an operational planning tool that responds to the following situational requirements:

- The need to establish a robust urban planning culture, given that approaches are changing and new trends have to be introduced.
- The need to develop a tool that deals with the particularities of the context – war-torn urban centres, an inherent nomadic culture, weak institutional capacities, etc.
- The need to develop an easily accessible and simplified planning tool that can be understood by technical experts at the local level.
- The need to present a concise version comprised of the basic minimum information for immediate use, which would be developed gradually with time (i.e. a living document).

WHO IT IS FOR

The manual is intended to serve mainly Somaliland professionals and technicians engaged in urban development activities. It will also be a useful tool for decision makers, local non-governmental organizations (NGOs), and communities involved directly or indirectly in the planning process (undertaking planning, approval, or implementation tasks).

HOW IT IS STRUCTURED

The manual focuses on "plans and the plan-making process", defining what plans are and outlining the basic procedural steps one ought to follow. The annexes are meant to complement the analysis section in the plan-making section, providing basic data collection formats and basic mapping tips for undertaking a study. They also elaborate on the participatory process and the techniques to be used.

The manual is based on UN-HABITAT's engagement in the region under the Urban Development Programme for the Somali region (SUDP), which aimed at broad-based capacity development that combined different components: good local governance, strategic projects, rapid spatial analyses of towns, and municipal finance.

The manual relates heavily to these different components and the planning work in progress under the SUDP programme, especially:

- The Sheikh Omar neighbourhood planning exercise being developed in Hargeisa – an activity that was meant as an on-the-job planning and capacity-building process and that informed the manual with regard to some of the contextual guidelines.
- The land management discussion forum, where the current legal framework (Urban Land Management Law No. 17) and the actual administrative procedures related to land are discussed and debated.

All of these activities are works in progress, and extensive local efforts are needed to refine them into very contextual tools and prepare the ground for a good planning approach. The Ministry of Public Works, Housing, and Transport, as the lead ministry on urban planning issues, is the major responsible body in this regard. The ministry partnered with UN-HABITAT on this manual and has provided its full support. It should be noted that similar manuals and tools will need to be assessed regularly and updated to match the dynamics of the urban environment. This manual was reviewed by the Ministry of Public Works, Housing, and Transport and the Somaliland Municipality Association.

MESSAGE FROM THE MINISTRY OF PUBLIC WORKS, HOUSING, AND TRANSPORT

The Ministry of Public Works, Housing, and Transport is Somaliland's lead ministry on urban planning issues. It partnered with UN-HABITAT on this manual and has fully reviewed and endorsed it. The ministry provided the following message:

> Since the self-declaration of independence in 1991, the Somaliland government has maintained social and political stability despite the lack of recognition by the international community. With the support of the government, the towns of Somaliland have achieved considerable improvement in their economical development and the strengthening of their institutions.
>
> Despite the rapid growth of urban areas in Somaliland, urban plans unfortunately have not yet been prepared for any towns. Due to the lack of guidance and control in land management and urban development, many towns in Somaliland are now experiencing urban sprawl, informal developments, land use conflicts, and limited accessibility to services and basic needs.
>
> The Ministry of Public Works, Housing, and Transport was established in 1991 after the declaration of independence. The National Charter of 1994 mandated the ministry with the overall responsibility for developing the infrastructure of Somaliland. This includes formulating policy and regulations on public infrastructure and urban management, providing technical assistance to national and local governments, supervising the construction of public buildings and infrastructure, and so on.
>
> The Ministry of Public Works, Housing, and Transport has been working closely with UN-HABITAT in the areas of land law and policy, urban planning, and urban regulatory frameworks, especially since 2008. With the assistance of UN-HABITAT, the ministry has worked to establish the Land and Urban Management Institute, which is endorsed by Law No. 17/2001 and is currently being implemented under the UN Joint Programme on Local Governance and Decentralized Service Delivery for Somalia. It is expected that the institute will take the lead in urban land management, but also in the coordination between national and local agencies in this respect.
>
> This urban planning manual was prepared through active and dynamic dialogue between UN-HABITAT and the Ministry of Public Works, Housing, and Transport and includes technical, institutional, and political points of view. In the development of the training programme for the use of the manual, the ministry will work closely with UN-HABITAT. With this urban planning manual in existence and the Land and Urban Management Institute's increased capacity to develop human resources, it is expected that the Ministry of Public Works, Housing, and Transport will strengthen its own role as the lead agency for urban planning and management.
>
> The Ministry of Public Works, Housing, and Transport would like to take this opportunity to thank UN-HABITAT for its technical and financial support in the field of urban planning and management. The ministry would like to recommit itself to improving the practice of urban planning and management in order to better the living environment of Somaliland's citizens.

INTRODUCTION

WHAT ARE PLANS?

- A plan is an agreed and adopted statement of policy – in the form of text, maps, and graphics – used to guide future development (private and public) towards a desired future.
- A plan can address issues at different levels (local, regional, national) and consider different spatial coverage accordingly.
- The process is step by step but with a lot of back and forth during the study.
- The specific contents of a plan depend upon many factors, such as the type of plan to be prepared, the purpose, and the desired scope.

Spatial planning has evolved over the years. Currently, it is not only about control of land use, but also about promoting local development. For this reason, planning decisions must be agreed among the different actors – public and private – and not rest upon the view of a technician or engineer from the municipality.

The participatory nature of the process ensures that all stakeholders have a voice and a choice in the development decisions that would impact their lives.

Planning should consider the implementation as well. One should have an idea of what is feasible and realistic with the existing resources, as well as with potential new ones. Otherwise, the plan will remain on paper.

Planning should focus on prioritized issues and follow an action-oriented process, rather than trying to be comprehensive and detail each and every matter.

To keep pace with the changing situation, planning must be flexible, reassessing priorities on a regular basis and changing the course of action as required.

Since it is a tool to promote local development, a spatial plan needs to be interdisciplinary, i.e. dealing with different aspects of the city's growth: land, housing, transportation, urban services, etc. For this reason, it must rely the contribution of specialists from different fields: urban planners, engineers, economists, etc.

I) BASIC PLAN STRUCTURE

The following are the essential elements of a plan (see the Basic Planning Cycle on page 11):

- Statement of authority to prepare and adopt a plan
- Vision statement, goals, and objectives
- Assessment of needs and priorities
- Consultations on stakeholder needs
- Physical plan
- Set of implementation strategies

II) PLAN-MAKING AUTHORITIES

Municipal government at the local level and the Ministry of Public Works, Housing, and Transport at the central level are the key planning authorities in Somaliland. The ministry's National Urban Planning Office is the responsible body at the central authority.

However, planning at the municipal level is more effective, since municipalities have a better understanding of the critical problems and priorities at the local level. Local authorities, particularly the Planning Department, Public Works Department, and Land Department, are the responsible bodies at the local level.

As per Law No. 17, municipalities can request the central planning authority to assist in planning activities.

Plan making can also be outsourced to private consultants, provided both the expertise and the funds are available.

Local associations and neighbourhood committees should actively participate in the consultations during the planning process.

TYPES OF PLANS

Several types of plans can be developed to address different needs and priorities. The plans will be discussed at different planning levels and will deal with different spatial coverage:

- Regional plans consider regional-level matters, including regional growth strategies and the interaction and relative development of urban centres.
- General plans develop strategies for the long-term development of the town or the district.
- Detailed plans, which focus on smaller spatial coverage, will translate broader strategies specified in the general plan into implementable actions, e.g. the Sheikh Omar neighbourhood plan.
- Strategies at the higher levels are eventually adopted at the lower levels.

I) GENERAL PLAN

A general plan deals with planning issues at the town or district level. Where possible, general plans follow regional plans, which usually outline broader regional planning strategies.

In Somalia, a general plan is usually referred to as a master plan, district plan, or urban plan (this document will use "urban plan"). Based essentially on land use control and regulations, master plans are rather rigid; however, a more flexible approach is needed to deal with the rapidly changing urban context.

Regional Plans in Somaliland

The Berbera seafront and the subsequent port activities draw interest beyond the town's limits to regional and inter-regional trade and transactions. Its untapped potential as a recreational area or a developed fishing industry hub is a significant asset for both the town and the region. Hence, Berbera seaside development should be considered a regional issue.

Similarly, Sheikh – though a small urban centre – has the potential to host regional health and educational institutions, and has important historical sites worthy of being included in a regional development strategy. Further discussing such a regional plan is beyond the scope of this manual, but the purpose of this box is to highlight the benefits of having a broader understanding of regional issues and development potential.

Developing a General Plan (Urban Plan)

- Establish the "big picture" – The plan (see Figure 1) will enable the creation of a long-term perspective. It enables efforts by different actors and interventions to be geared towards the same end result.
- Guide investors and developers – The plan exhibits the development priorities for public investment, especially regarding infrastructure, and outlines the major land uses, which can inform developers where best to engage.
- Guide the efficient use of scarce resources.

Planning level: district-level plan
Time frame: usually ten years
Recommended scale: for town 1:5,000 or 1:10,000 and for whole district 1:25,000

- The plan-making process will usually take a couple of months.
- It will require broad district-level consultations with different stakeholders.
- It will indicate the development vision and direction for the district.
- It will focus on major district-level issues; it will give direction, but not detailed land use of the entire area.
- It indicates the main strategic areas that need to be focused on for detailed study and planning.
- It will require an assorted planning team.

II) DETAILED PLAN

The general plan establishes the main development strategies and objectives. The detailed plan is more focused on specific issues and locations. It translates policies and strategies into actual interventions and shows concrete results.

Basic Planning Cycle

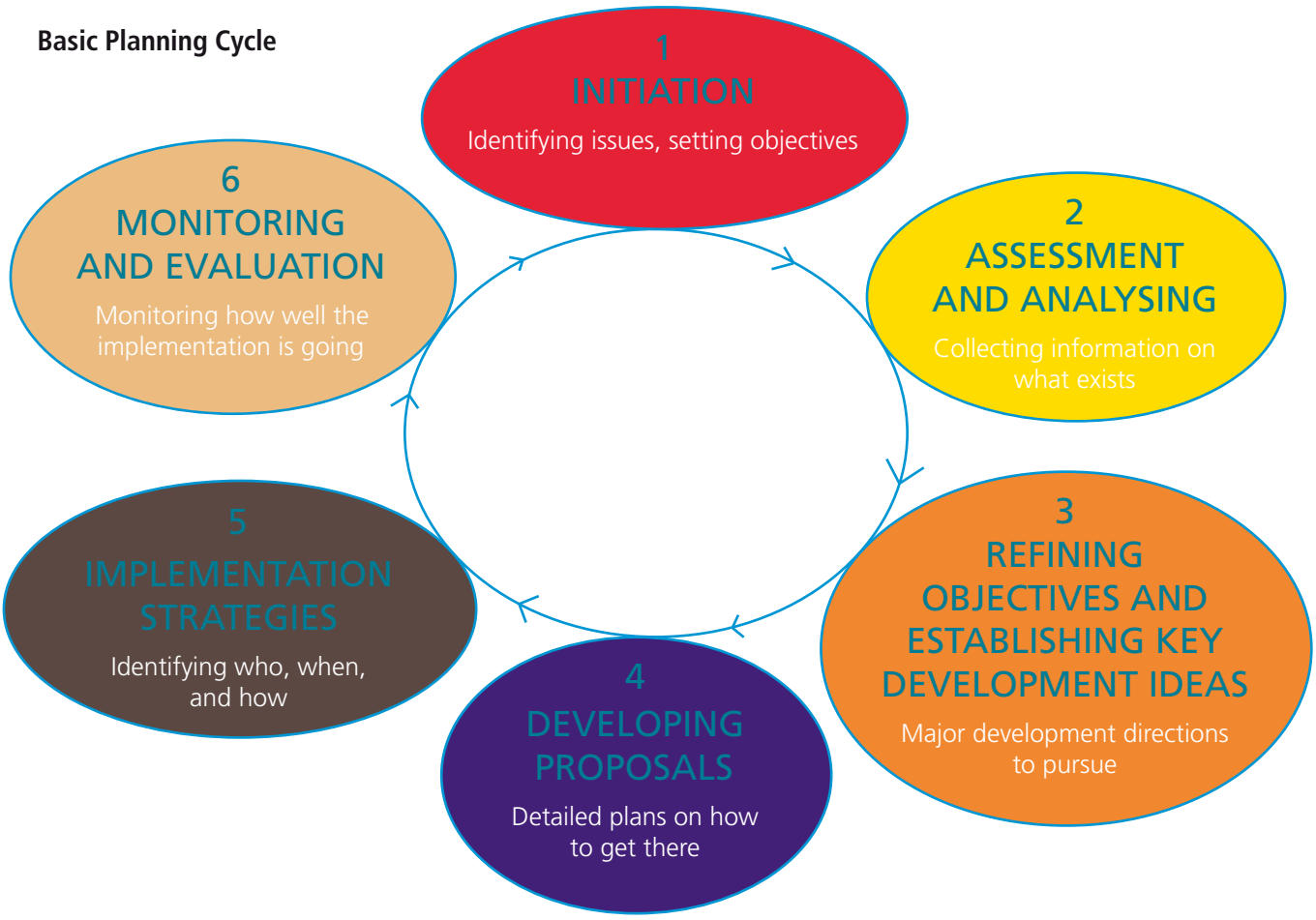
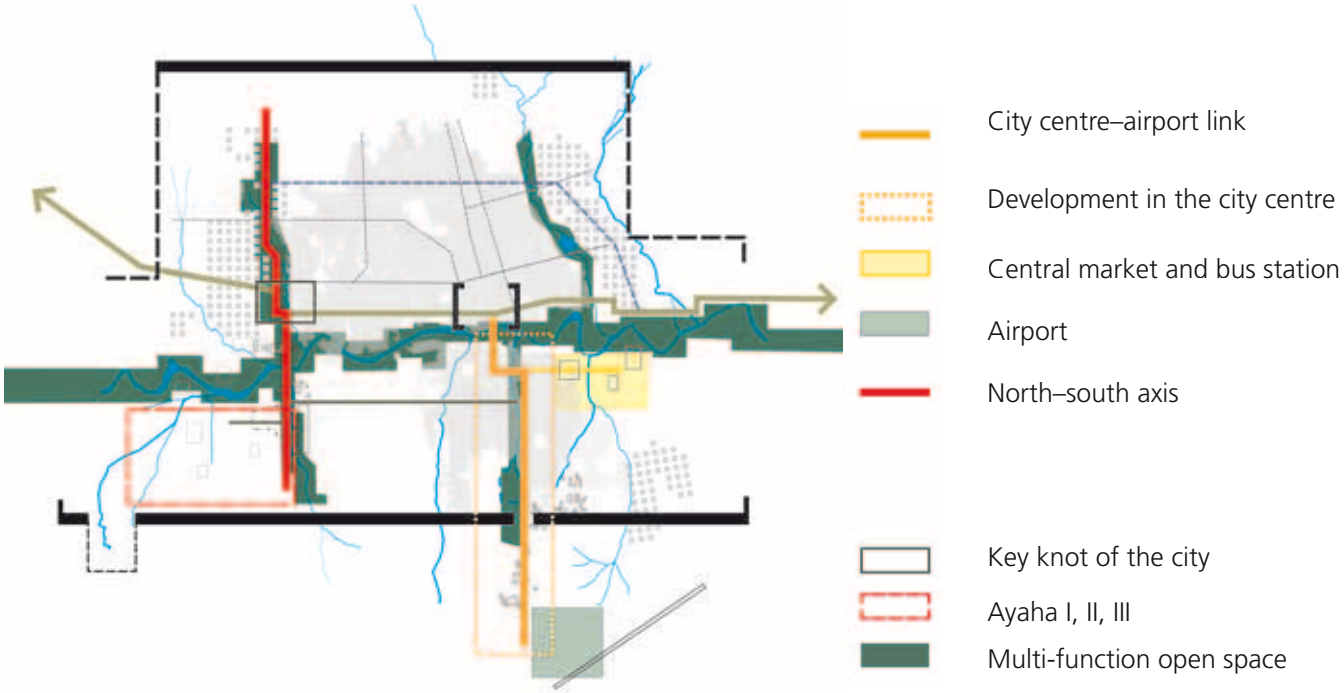


FIGURE 1: POSSIBLE STRATEGIC DEVELOPMENT PLAN FOR HARGEISA



Developing a Detailed Plan

- Fulfil specific needs – housing needs, the redevelopment of abandoned areas and specific urban quarters, and the preservation of environmentally sensitive areas.
- Ensure the implementation of the general plan (urban plan).

Detailed plans can have different forms, depending on the need. They essentially fall into two main categories: new site development (urban extension) or redevelopment of the built-up area.

Planning level: local plan (neighbourhood)
Time frame: five to ten years
Recommended scale: 1:2,500

New site development (urban extension) addresses the eventual population growth of urban centres (new families, including migrants from rural areas, and new commerce or industries).

Elements to consider:

- What sites are the preferred extension (new) sites at present? Why? What are the attraction points?
- Are the new areas connected to the existing city?
- How many people could be settled there? How many houses need to be built?
- Are there any existing natural or artificial constraints in the area?

Fulfilling housing needs for the new population is usually the main task in urban extension, with consideration given to the following basic elements:

- Projected population figures
- Provision of a different type of housing
- Provision of low-cost housing
- Provision of services (water, energy, solid waste management, etc.)
- Provision of essential facilities (education, health, etc.)
- Provision of connections to the existing urban centre

Redevelopment plans, on the other hand, try to regenerate a neglected or poorly developed quarter within the already built area. The plans are required when undertaking the following activities:

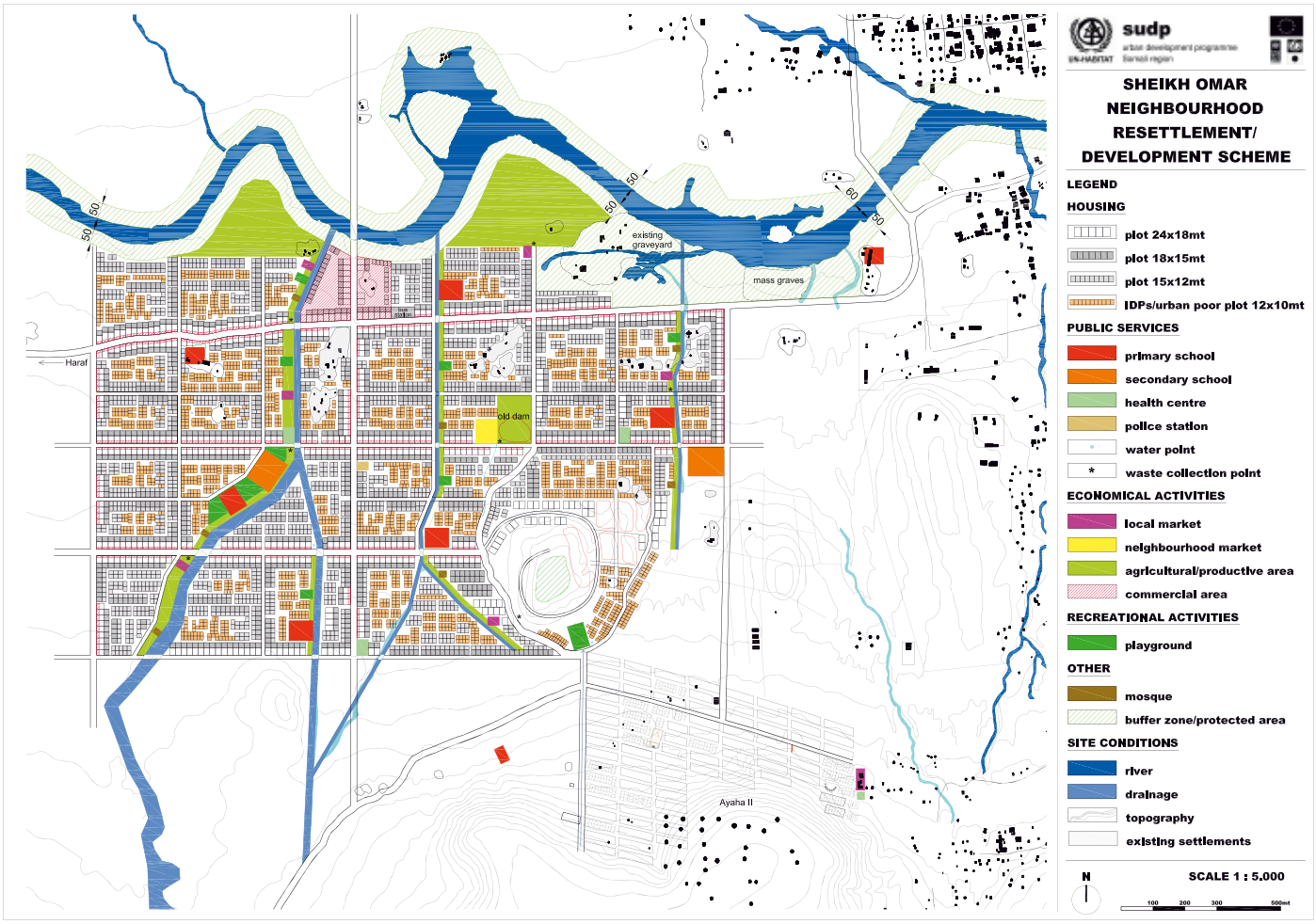
- Improving congested areas within the city, such as Hargeisa's city centre, where different activities (office-based business, market-based trade, transport, etc.) coexist and conflict.
- Improving areas that are underutilized or are used inefficiently, such as the *"sha'ab"* area in most urban centres or abandoned military zones.
- Reutilizing run-down or destroyed areas within the city (negatively affected by war, fire, or change of use).
- Transforming a poorly serviced neighbourhood into a better serviced, lively urban environment.

Elements to consider:

- Do people live in the area? If yes, how many families? Who owns the land?
- What activities take place there?
- What is the current condition (social, political, etc.) of the area?
- Are there any structures that need to be preserved? Why?
- How is the infrastructure – the condition of roads and the capacity and coverage of utility lines?
- What activities might be possible in the area in five years' time?

Redevelopment needs: Berbera buildings destroyed during the war.

FIGURE 2: SHEIKH OMAR NEIGHBOURHOOD IN HARGEISA – NEW TOWN DEVELOPMENT SCHEME



Typical Data Needs for Preparing a Plan

		Remark
Maps and images	Base maps of the area – satellite image, topographic survey map, Geographic Information System (GIS) map layers, etc.	Scale maps needed for detail
Site condition	Topography (hill, gullies, rivers), soil, vegetation, water features, natural and artificial hazards, dumpsite, etc.	
Existing land uses	Residential (formal and informal), commercial, industrial, institutional, open spaces, farmland, etc.	Zoning of uses and predominant functions
Housing	Inventory of housing (building inventory), housing conditions, affordability, tenure type, housing typology, etc.	
Infrastructure and utilities	Road network, major connections to the centre (accessibility), road condition, mode of transport, parking, traffic control, water supply, waste disposal, sanitation, drainage, electricity connections, telecommunication network, etc.	
Community services	Education, health, recreation, other public facilities (police stations, fire brigade, worship places), administration centres, etc.	
Socio-economic situation	Existing population, average family size, population by sex, school age population, school enrolment rate, school attainment rate, literacy rate, economic capabilities, market areas (formal and informal), petty trade activities, income and expenditure, etc.	
Special topics	Historical buildings/sites, conservation area, flood-prone areas, toxic waste risks, etc.	

PLAN-MAKING AND IMPLEMENTATION STEPS

STEP 1: WHY DO WE PLAN?

Assessing the relevance of making a plan

PROJECT INITIATION IDEA

- Who brought up the idea?
- What is the reason for it?

QUICK FEASIBILITY STUDY

- Problem identification
- Review of site
- Setting basic project objectives

STARTING THE PLAN PREPARATION PROCESS

- Terms of reference
- Work plan
- Launching the planning process

Berbera: Potential for preservation of the old section of town.

INITIATION OF URBAN PLANNING

This is the first stage of the urban planning process. The urban plan should be based on a quick analysis of the problems and challenges that need to be addressed, and a clear identification of the objectives that it wants to achieve.

A new urban plan is required when there is no plan available, the current situation violates the existing plan, the existing plan is not being implemented, or the plan is too outdated to guide, control, and support the spatial and economic development of the district. A plan is also needed when new developments are desired or redevelopment of a site is necessary.

Who Starts the Planning Work?

The development of a plan can be initiated by the municipality or upon a community request from concerned groups or private developers.

Whatever the driving force, the municipality is responsible for considering the relevance and appropriateness of any issue of public interest, finding out whether it is a priority issue, and deciding to accept or reject it.

The initiation can be motivated by the following:

- Trying to solve critical problems.
- Tapping into investment potential to develop a given locality.
- Decreasing natural or artificial risks that threaten the living environment, including human inhabitants.
- Improving a run-down area that needs to be developed for better use.
- Addressing the lack of basic services.

This initiation process will eventually require more thorough assessment and a feasibility study. The necessary resources (human, technical, and financial) will have to be assessed.

In Somaliland, when a municipality decides on the need for an urban plan, a request should be submitted to the National Urban Planning Committee for approval.

Which Activities Have To Be Carried Out?

- Rapid survey of the area – assessing existing problems and opportunities.
- Stakeholder analysis – identifying the relevant stakeholders and actors, whether directly or indirectly involved.

Quick Assessment Report

- Site visit
- Existing conditions summary (with a narrative and illustrative pictures)
- Problems to be tackled
- Established objectives
- Expected outputs
- Expected inputs
- Cost of services

- Identification of the plan objectives – what the plan wants to achieve.
- Assessment of the plan objectives – whether the plan responds to the needs of the people.
- Expected outputs – documents, maps, regulations, procedures, and time frames, all of which are detailed in the terms of reference (TOR).
- Approval of TOR – ensuring support from high-level officials.
- Launch of project – creating the planning team, once the TOR are approved.
- Information – disseminated by the municipality through the media (newspapers, radio, television), leaflets, and public campaigns to inform the general public about the envisaged activities and encourage the key stakeholders to participate.

Terms of Reference Outline

- Introduction/background
- Objectives
- Activities – outline of the major activities to undertake, including the assessment and proposal, as well as strategies
- Project deliverables – vision statement, physical plan, implementation strategies, and consultation briefs
- Required resources – human, financial, and institutional
- Work plan – weekly/monthly activity plan corresponding to the major activities

- Public notice – posted by the municipality in newspapers or on bulletin boards to inform the general public about the potential activities.
- Urban development during the preparation of the plan – deciding upon new construction, based on the anticipated outcome of the planning process.

Who Prepares the Plan?

After the approval of the request for the development of the urban plan by the National Urban Planning Committee, the municipality will prepare the urban plan in coordination with the National Urban Planning Office. A team of people with different specializations will need to be established (urban planners, an economist, and a demographer, among others).

- The team should ensure the involvement of stakeholders and interest groups in such a way that they can influence the final urban planning decisions.
- A team coordinator is required (this is usually an urban planner).
- The team should develop coordination among public agencies (e.g. the Ministries of Agriculture, Public Works, and Defence, as well as local authorities).
- The team should report regularly to high-level officials such as the mayor and local council.

In cases where activities have to be outsourced, the planning authority needs to administer a public bidding process that includes a technical and financial proposal.

Public Notice Structure

Municipality of ……

- Identification: This is a …… planning activity envisaged to be undertaken by ……..
- Area description: In…. district, from… to….; a total area of ……..
- Purpose: Major tasks to be undertaken include .....
- Contact authority: For any representation or objection, contact ……. no later than …...
- Dated ….

Mayor of ……

KEY CHECK-UP QUESTIONS:

- Is it a priority among all stakeholders to make a plan for the identified area or town?
- Who is going to prepare the plan? Have you developed clear terms of reference?
- Have all the relevant actors agreed to take on their responsibilities in line with their mandates?
- Are resources available to do the planning?

STEP 2: WHERE ARE WE NOW?

Assessing the present status or condition of the city or planning area

SOCIO-ECONOMIC SITUATION

- Household characteristics
- Economic capabilities of the target population
- Marginalized social groups
- Population size
- Socio-cultural aspirations

SITE CONDITION

- Land assessment
- Key natural features that will impact the planned development
- Topography
- Soils
- Vegetation
- Size of land and tenure

SITE DEVELOPMENT

- Buildings – type, current conditions, usage, and standards
- Infrastructure – road, transport, etc.
- Utilities – management and supply of water, electricity, and waste disposal services
- Commerce and industry

Map reading workshop in Sheikh.

ASSESSING EXISTING CONDITIONS

The data collection will consist of gathering information on the target population, in order to know their needs and their capabilities. This will enable you to better understand their priorities and the development direction that suits them best and improves their living conditions.

The assessment will also consist of understanding the space you are planning to develop – the physical characteristics of the natural and manufactured features, the condition of the terrain, and the suitability and carrying capacity of the space.

For the initial trial, Rapid Urban Spatial Analysis would be the recommended tool until the technical capability of local authorities is developed and a better set of data is available, with which to complete a more comprehensive assessment.

i) Socio-economic Analysis

The purpose of this task is to understand the current conditions of the target population and district that you are going to plan for. The solutions you are going to propose will have to respond to the needs of the population; the proposals also need to consider the capabilities of the population. This analysis will focus on social characteristics (including demographic data such as household size, age, and sex) and economic characteristics.

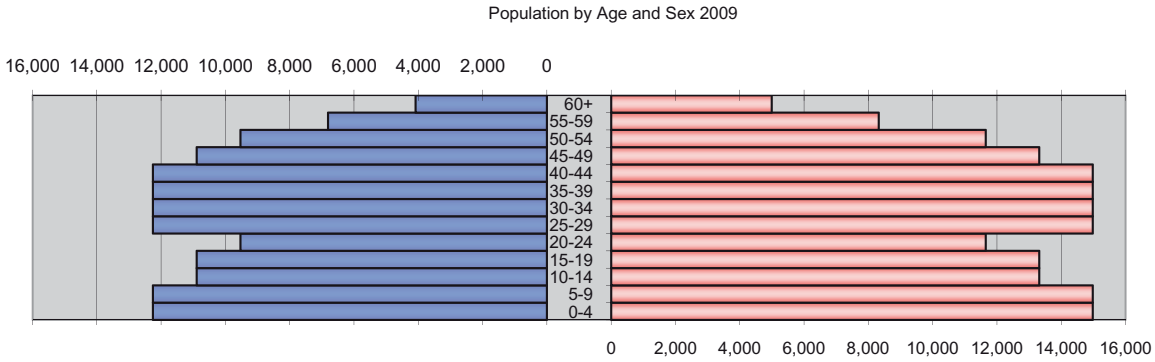
Social Characteristics

- Size of population within the selected area.
- Average household and family size.
- Age and sex of household members and the percentages of female- and male-headed households.
- Are there any displaced communities living in the area? Urban poor? How are their living conditions?
- Are there any social institutions in place? Any neighbourhood committees, women's groups, or youth groups that are active in the area?
- Are there enough educational institutions and health facilities and is their spatial distribution appropriate?
- What do the inhabitants perceive as the major problems?
- Which local and international NGOs have been engaged in the area? What are they doing? Who is benefiting?

The area's population projection for the coming five to ten years is based on the approximate past and current population. You can get this information from existing population surveys or a property survey.

Berbera residents.

FIGURE 3: BURAO POPULATION STATISTICS BY AGE AND SEX; BURAO EDUCATION STATISTICS

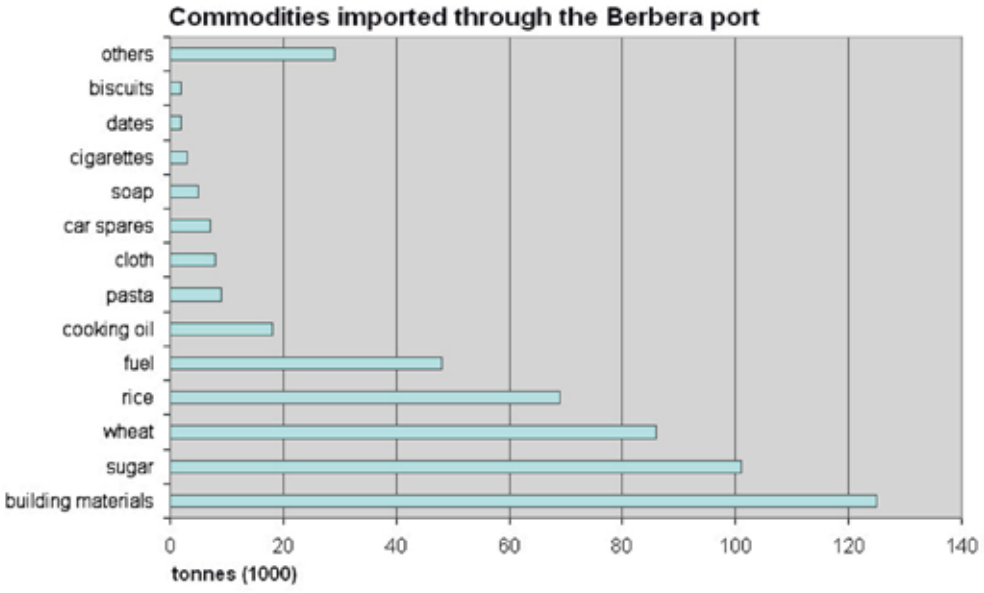


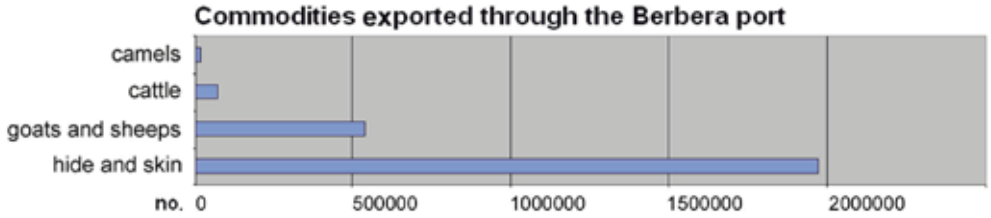
Education Details for Burao

Educational Level	Type	No of Students	No of Teachers	No of Classes	Ratio: Student/Teacher	Ratio: Student/Classroom
Elementary	Public	6,090	320	132	19:1	46:1
Secondary		2,151	33	24	65:1	90:1
University		300	18	4	17:1	75:1
Elementary	Private	5,500	300	94	18:1	58:1
Secondary		4,384	32	55	137:1	80:1
Vocational		3,463	98	NA	35:1	NA

Source: Ministry of Education, Togdheer Regional Office

FIGURE 4: BERBERA PORT IMPORTS AND EXPORTS





Economic Characteristics

In order to understand the capacity of the target population to afford the proposed development measures and also their capacity to contribute to the development, you should undertake a basic assessment of the following issues:

- Structure of the local economy
- Major sources of income
- Types of employment
- Money-saving mechanisms, if any

Getting accurate data may not always be easy. People are often reluctant to reveal such information; some do not actually know the relevant facts. When accurate data are not available, the planning team needs to make a good guess.

The underlying purpose is to assess the ability of the target population to afford housing and household-related costs (water, electricity, etc). Development initiatives that focus on the local economy should also be identified.

How?

- Secondary data will be accessed from the existing database and studies done by various agencies and institutions. Statistical reports by local authorities, together with sector-specific agencies or other research institutions, are a good starting point.
- Collection of primary data would be designed through a variety of systems and tools (questionnaires, interviews, site visits, etc.). However, data collection (unless well administered and guided) could be very costly and might not be of much relevance for the intended work.
- According to the type of plan you are making and the objectives set at the beginning, you will need to decide which data is needed and gather it selectively.

In the analysis, you should:

- Identify the major social and economic problems in the area.
- Identify the major economic activities and opportunities for the target population.

Methods and forms for data collection and analysis of socio-economic characteristics can be found in the annexes.

ii) Site Condition Analysis

The site condition analysis will basically assess the characteristics and features (land, topography, soil, gullies, and streams) of the site you plan to develop.

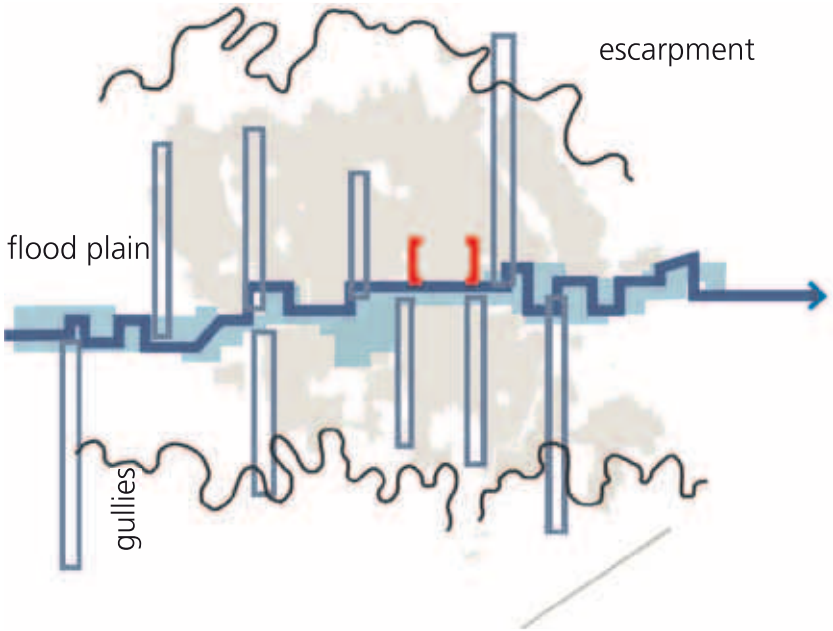
Maps and sketches are very essential for this activity. They are also easy tools to communicate ideas and show the links among the diverse interests of stakeholders.

Land and Environment Assessment

The purpose is to analyse the nature of the land with regard to barriers it presents but also its potential for viable development.

Physical barriers like gullies, rivers, or hills will create circulation and accessibility difficulties; they will influence the category of land use chosen for the area.

FIGURE 5: NATURAL FEATURES OF HARGEISA



Soil characteristics (e.g. black cotton soil or sandy soil) have implications on the type of construction to be recommended for the area. Cracks in buildings are, for instance, indicative of the settlement of soils.

Major elements to note on the map:

- Terrain – hills, gullies, faults, streams
- Soil type – clay, sand, black cotton, fertile soil
- Vegetation
- Landmines
- Flooding risks
- Hazardous materials

You need to map all these conditions. Existing maps of the area or the town in question are a good starting point for the assessment.

Pollution in the area needs to be assessed to make sure any future development is feasible.

Climate conditions – such as rainfall, wind, and temperature – should be included in the assessment. For instance, harsh climatic conditions in Berbera or seismic risks in Boroma need to be examined during the assessment.

Land Tenure System

It is essential to know who owns the land involved in the plan. Although ownership of land is a very sensitive issue in the Somaliland context, it is important at this stage to understand the existing tenure arrangement and then identify the challenges that might need to be addressed during the planning process.

In the analysis, you should:

- Understand the land ownership structure.
- Understand *xeer* and customary tenure in the area.
- Establish whether the inhabitants are owners or tenants.
- Establish whether the tenants rent from public bodies or private individuals and what their average monthly rent is.
- Identify suitable areas for residential use.
- Identify natural barriers and disputes that will require special solutions.
- Identify environmentally sensitive areas.

Landscape and Urban Design

Landscape and urban design are vital elements for making the district visually attractive. Landscape refers to general views created by the natural environment (mountain, rivers, trees, flowers, etc.), the built environment (buildings, infrastructure, etc.), and people (activities, movement, etc.). Urban design refers to the arrangement and visual features of structures and spaces in public areas (roads, open spaces, infrastructure, etc.).

Elements to consider:

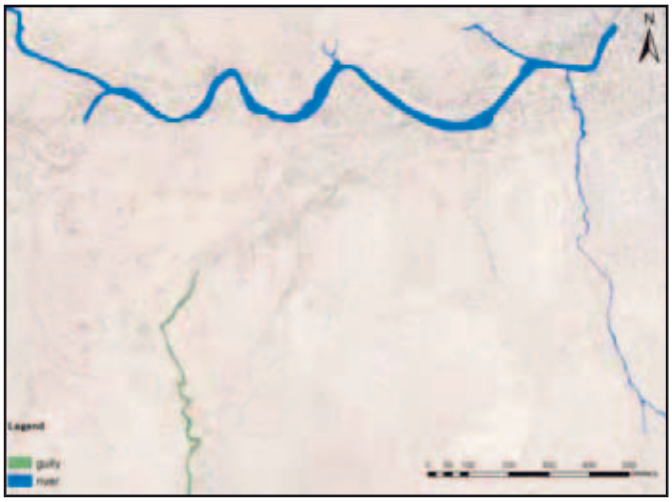
- What are the general views of the area? What do you see? How far can you see if you are in the street? Can you see the surrounding areas due to the height differences of the terrain?
- What kinds of landmarks (major buildings, mountains, rivers, green areas) are observed?
- Where is the main avenue of the area? What is along the main avenue?
- What types of squares and open spaces are there?
- Are buildings and housing built in a specific manner (building material, colour, height, setbacks, etc.)?
- How is the view along the streets? Clean? No garbage? Are street lights and electricity poles and lines installed properly?
- Do signboards stand out too much?
- What kinds of green networks are observed?

Overflowing garbage; electricity poles and lines; trees with plastic bags.

SITE CONDITION MAPPING SAMPLE: Sheikh Omar Neighbourhood in Hargeisa (New Development)

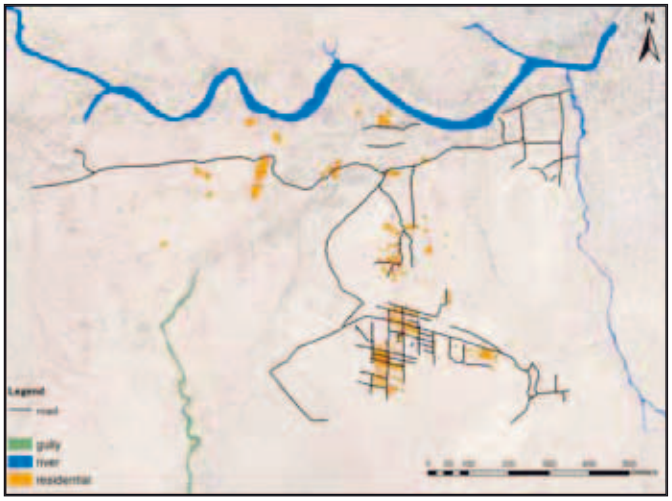
Step 1

- Land condition mapping (natural elements) – gullies, rivers, swampy areas, etc.
- Blue lines indicate the large dry riverbed in the area, running east–west; surrounding the riverbed is a flood-prone area, and a buffer zone should be reserved.
- Gullies are illustrated by the green lines that run north–south in the western part of the area.



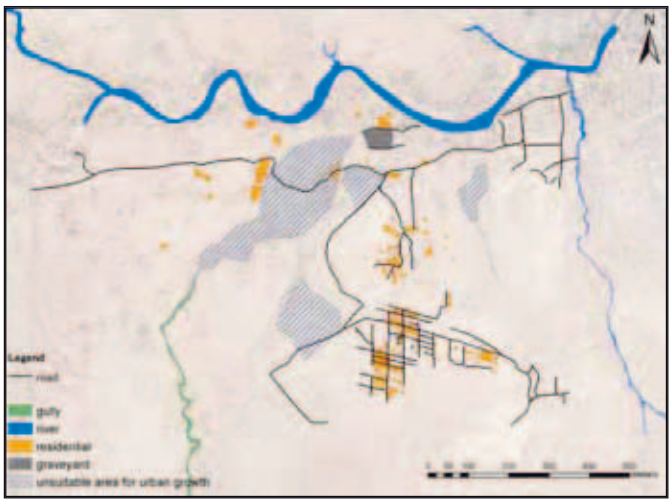
Step 2

- Existing residential areas (housing) and main roads are added to the map. Residential areas include informal settlements. If possible and if necessary, the informal areas can be marked differently from formal residential areas.
- With this step, we can see that residential areas are found in Ayaha I and Ayaha II (these are areas that have been developed for the relocation of families from IDP camps and informal areas). Other residential areas found in the study area are informal settlements.



Step 3

- For this sample map of Sheikh Omar neighbourhood, a graveyard and areas unsuitable for urban extension are added to the site condition map.
- In addition to the graveyard, hazard-prone areas (e.g. flood-prone and landslide-prone areas), environmentally sensitive areas (e.g. areas with erosion), steep slopes, and swampy areas are identified as unsuitable areas for urban expansion. Some areas that are recognized as unsuitable for urban expansion might require further technical assessment.
- As such, potential areas for new urban development can be identified.



iii) Site Development Analysis

This part will look at the built structures and infrastructure on the site.

Some key questions: Which of the already developed structures can be kept or expanded to serve the new development? What is not suitable and needs to be better managed or rebuilt/rehabilitated? What is missing that needs to be added? What are the existing risks, health hazards, and safety problems?

Buildings

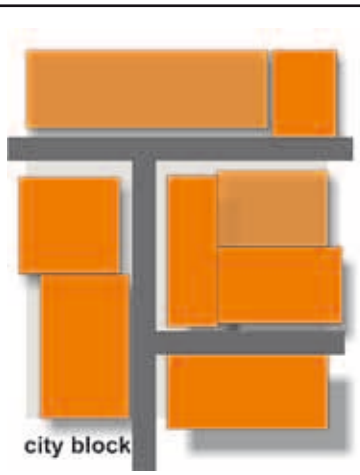
Understanding what these structures are built for, what they are used for, and their current condition allows you to see what their future use could be.

Elements to consider (a building inventory form is available in the annexes):

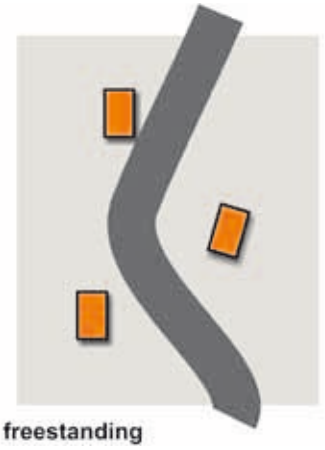
- Settlement pattern, density range, layouts
- The condition of the structures (poor, good, not usable)
- The typology of housing (detached, row, storeyed buildings)

Regarding settlement patterns, overcrowded areas and loosely settled areas have to be identified and mapped. Overcrowded areas may be prone to health risks due to poor sanitation facilities and the resulting poor hygiene. They could also face major accessibility problems and fire hazards, as found in most settlement areas for the displaced. Loosely settled areas, on the other hand, might have a variety of activities in the settlement. Map all of these different patterns.

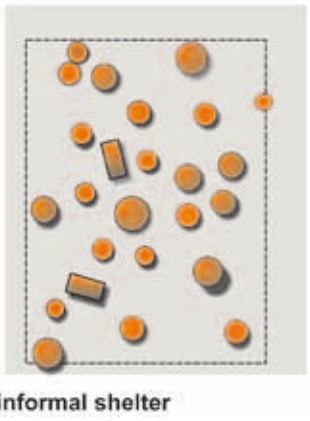
FIGURE 6: URBAN MORPHOLOGY



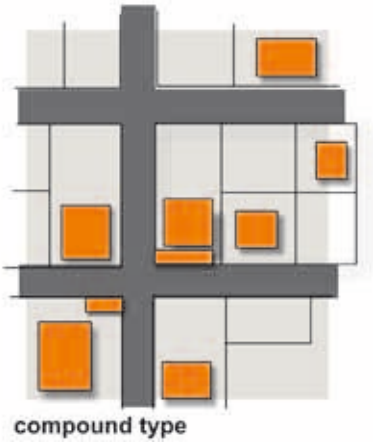
Compact buildings are constructed against the street front, generally one storey high but often two or more storeys. This is usually the oldest part of the city, with quite dense urban fabric, attached units, and streets lined with mixed-use shops. Multi-storey buildings are found along the main axis and around the city core.



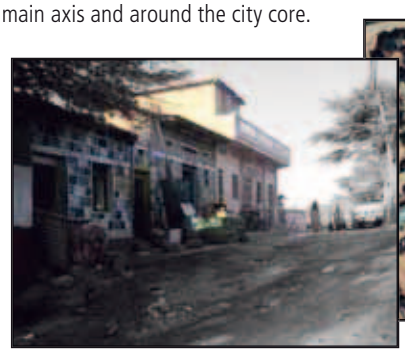
Isolated single-storey structures built with ample space that can appear structured. Thus, the settlement pattern is scattered and sparsely built.

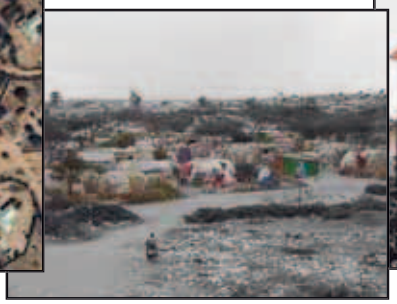


Seemingly randomly organized informal housing constructed of temporary materials. Most commonly, this spontaneously appearing unstructured built fabric surrounds the urban core. Mixed-use shops and commercial activities develop along the roads.



Suburban housing model, characterized by delineated properties with high walls and detached buildings. Most commonly, this is a grid settlement pattern that exists on the urban peripheries. They are high-class residential areas, with two- or three-storey villas and large compounds.





Road Network

Existing roads should be identified and categorized according to their function, importance, and condition (good, fair, poor), as well as the peculiar features a street may have (pedestrian street, shopping street, unused street, etc.).

Elements to consider:

If you are doing an extension plan:

- Identifying major connecting roads to the city centre and adjacent urban neighbourhoods.
- Are there any trails already used to access the site? What is their condition?

If you are doing a redevelopment plan:

- Identifying major connecting roads within the site.
- Assessing the conditions of the roads within the site.
- Identifying problematic roads, e.g. blocked roads or roads crowded with pedestrians or certain activities that prevent movement.
- Identifying roads used by vehicles or pedestrians.

In redevelopment projects, the following issue should be kept in mind: understanding well the existing road network and minimizing the demolition work that needs to be undertaken to maximize traffic movement and accessibility of the site.

If you are preparing an urban plan for the district:

- Identifying the main access routes to the city – major roads connecting to other towns and roads connecting to nearby villages.
- Assessing the major roads within the city according to their importance.
- Identifying poorly accessed urban areas that require attention.

Transportation

For urban transport planning, it is important to understand the travel pattern and traffic movements of people and goods within the area and to and from the area.

Identifying the major transportation bottlenecks is important at this stage: Are there problems reaching some areas? Do certain congested areas affect movement?

Elements to consider:

- What modes of transportation are available (car, taxi, minibus, motorcycle, bicycle, donkey, walking, etc.)? Where are the main public transport routes and stops? If public transportation is not available in the area, how far away is it?
- Which routes have the biggest flow of traffic? From where to where do people travel?
- When do people travel? When is the rush hour?

Above: Bus terminal in Hargeisa.
Left: Sign in Hargeisa.
Far left: Double parking in Hargeisa.

FIGURE 7: SPATIAL ANALYSIS OF HARGEISA, WITH URBAN SERVICES AND IDP/ RETURNEE SETTLEMENTS (ON THE PERIPHERY, WITH NO ACCESS TO SERVICES)

To examine these elements, a traffic survey (counting and questionnaire) is the basic tool. A traffic survey should be carried out at several points at designated times (peak hour and off-peak hour on both a weekday and a weekend) in order to understand the traffic movements in the target area.

In the survey, the following data need to be included:

- Traffic volume of the area
- Traffic flows
- Transportation modes (private vehicle, truck, minibus, taxi, bicycle, etc.) in the area
- Travel pattern of people (when, where?)

Bottlenecks or traffic jam nodes, through traffic routes, and similar problematic areas will also need to be marked on the map.

Traffic safety is another important factor to be understood:

- Do traffic accidents happen often? What is the most accident-prone area? How many traffic accidents happened this year?
- What kinds of traffic accidents are reported (vehicle–vehicle? vehicle–pedestrian? vehicle–animal)? What are the main reasons? What types of casualties occur?
- Are there traffic lights and traffic signs in the area?
- Are there sidewalks and pedestrian crossings?

Utilities

A clear picture is required of where and how basic urban services are provided.

Key components:

- Water provision
- Electricity
- Sanitation
- Solid waste management
- Drainage
- Telecommunication

Elements to consider:

- Extent of service – where the supply is enough and where it is lacking.
- Supply mechanism – communal facility, private connection, donkey cart, etc.
- Quality – potable water, risk of contamination, restricted supply period, stability of electricity, frequency of waste collection, etc.

Specifically:

- Main source – where does the water or electric power come from?
- What is the current capacity of the systems?
- What is the average amount of water and electricity consumed per period (day, month, year)?
- What is the amount produced per period (day, month, year)?
- Are there any wells nearby?
- Who are the providers (public or private)?
- What are the service charges? Are they affordable for the poorer neighbourhoods?

The formal supply of utilities is usually done by the public sector. In many urban centres, private suppliers are also providing services. The services provided by these different suppliers need to be assessed.

Consultation with the respective line ministries or authorities is needed in order to analyse the sector's performance.

In a new residential area, the source of the utilities (especially water) is of significant concern. At the city level, the major water sources, their current capacity, and their potential for the future require considerable attention.

Collecting data on utilities can be done through interviews, site visits, and mapping on site. Basic forms for assessment are attached in the annexes.

These elements should be recorded on maps sector by sector. A summary map will eventually portray under-serviced areas that require critical interventions.

Attention! Proper provision of services to all urban dwellers is often a very challenging task for the authorities. The urban poor are the most affected section of the community; ironically, they pay more to get less, given the low quality of their informal service provision systems.

Water supply in Sheikh.

Public Facilities

Several types of public facility are considered in this category – educational facilities, health facilities, recreational facilities, markets, and open spaces.

Assessing the existing facilities in the urban centre in question or in a given neighbourhood will show whether or not the facilities are adequate.

Elements to consider:

- Number of facilities and their location
- Type of facility
- Plot sizes and capacities
- Accessibility of the facilities
- Sanitation and waste management in the facilities

If it is a new settlement area, it is essential to assess all the services nearby that could be shared with the new settlement.

Land Use and Functional Layout

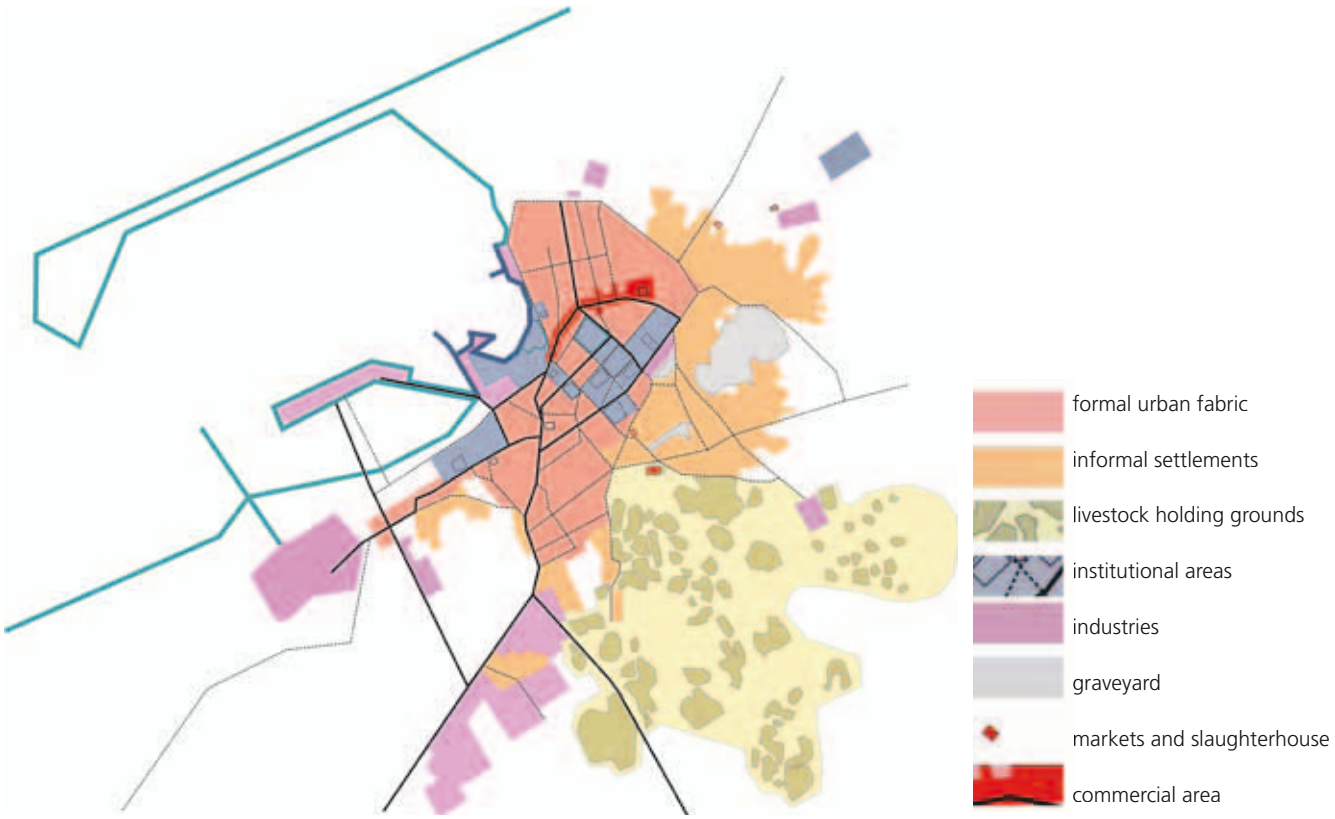
In this analysis, the types of activities in the specified area should be looked at, as well as anything that needs special attention. Areas can be classified according to the major function.

Key components:

- Residential
- Commercial
- Industrial
- Social services/facilities/utilities
- Open spaces
- Farmland/agriculture
- Administrative
- Undetermined

The central area of an urban centre usually has the highest concentration of commercial activities. Major roads will also tend to have commercial activities, with increased concentration at important nodes and large junctions.

FIGURE 8: LAND USE/FUNCTIONAL LAYOUT SAMPLE FROM BERBERA



Economic activity: a woman sells vegetables in the market.

Mapping the major land use will exhibit the areas of concentration and the spatial extent of the different zones, as well as highlight areas with limited services.

Elements to consider:

- Are there any incompatibilities between land uses and functions?
- Are there commercial or industrial activities that present environmental or safety risks to the residents nearby?
- Are there any activities that are poorly located, such as along the riverbank or in flood-prone zones?
- Are public services accessible to users?

Commerce and Industry

- Identify types of commercial activities and analyse the dynamism of the trade.
- Locate and assess large commercial centres.
- Locate local markets and assess how functional they are.
- Locate informal trading places and identify the challenges and inputs.
- Investigate the sanitation and waste management system.

Residential Areas

Residential areas constitute a large portion of the built environment. Based on the previous analysis, which looked at the building inventory and land tenure condition, assess the neighbourhood environment.

Identify vulnerable groups (the poor, internally displaced persons, and those living in slum areas) and assess how their living environment can be improved.

iv) Institutional and Financial Set-up

You will need to assess the existing administrative institutions for the area and their planning and implementation capacities for the future.

The Ministry of Public Works, Housing, and Transport, their district offices, and municipalities are the major actors in this regard.

You need to identify public or private organizations that are actively engaged in the study area or in other parts of the town.

You should also investigate whether there are any other organizations that have the ability and willingness to support the process.

All these major actors need to be consulted from the beginning.

Elements to consider:

- What are the planning and implementation capacities of the national and local authorities?
- Which agencies and NGOs are engaged in the area?
- Is the private sector involved in any public facility?
- Legal status – what are the administrative boundaries?

The assessment of the financial situation is important so as to keep the proposals within a realistic budget. The calculation may be quite approximate, but it should give a rough idea of the need.

You need to investigate potential areas where co-financing by the public sector and the community could be undertaken. Identify an area where international agencies and NGOs can participate or provide support.

v) Integrated Analysis

A lot of information will be collected from the different categories discussed above, but understanding their relationships and the impact they have on each other is also important.

Analyses should be compared to see the most critical areas and those areas that present more opportunities for development.

You will need to consult with all relevant stakeholders, reach a consensus on the main critical issues that need to be addressed, present the first round of findings, and identify the major thematic areas that need emphasis.

Major issues:

- Areas with critical problems that need to be addressed
- Suitable land for development (extension, resettlement, etc.)
- Underdeveloped areas that should be planned for better use
- Direction of future development
- Incompatible functions that need to be relocated
- Major socio-economic challenges that need to be addressed
- Vulnerable or poorly serviced areas that need improved services and infrastructure

Consultations in (from top) Hargeisa, Berbera, and Sheikh.

KEY CHECK-UP QUESTIONS:

- Do you know the major characteristics of the area in question? Have you identified the major problems and mapped them?
- Has the existence of local facilities, road networks, and connections to surrounding areas been considered?
- Have the social benefits of providing a mix of accommodation or facilities been considered?
- Do you address how the essential site features have been retained and included?

STEP 3: WHERE DO WE WANT TO GO?

Setting course towards established goals

STRATEGIC ORIENTATION

Identifying the development potential and constraints of the area

VISION

Envisioned image of the city or the area for the coming years

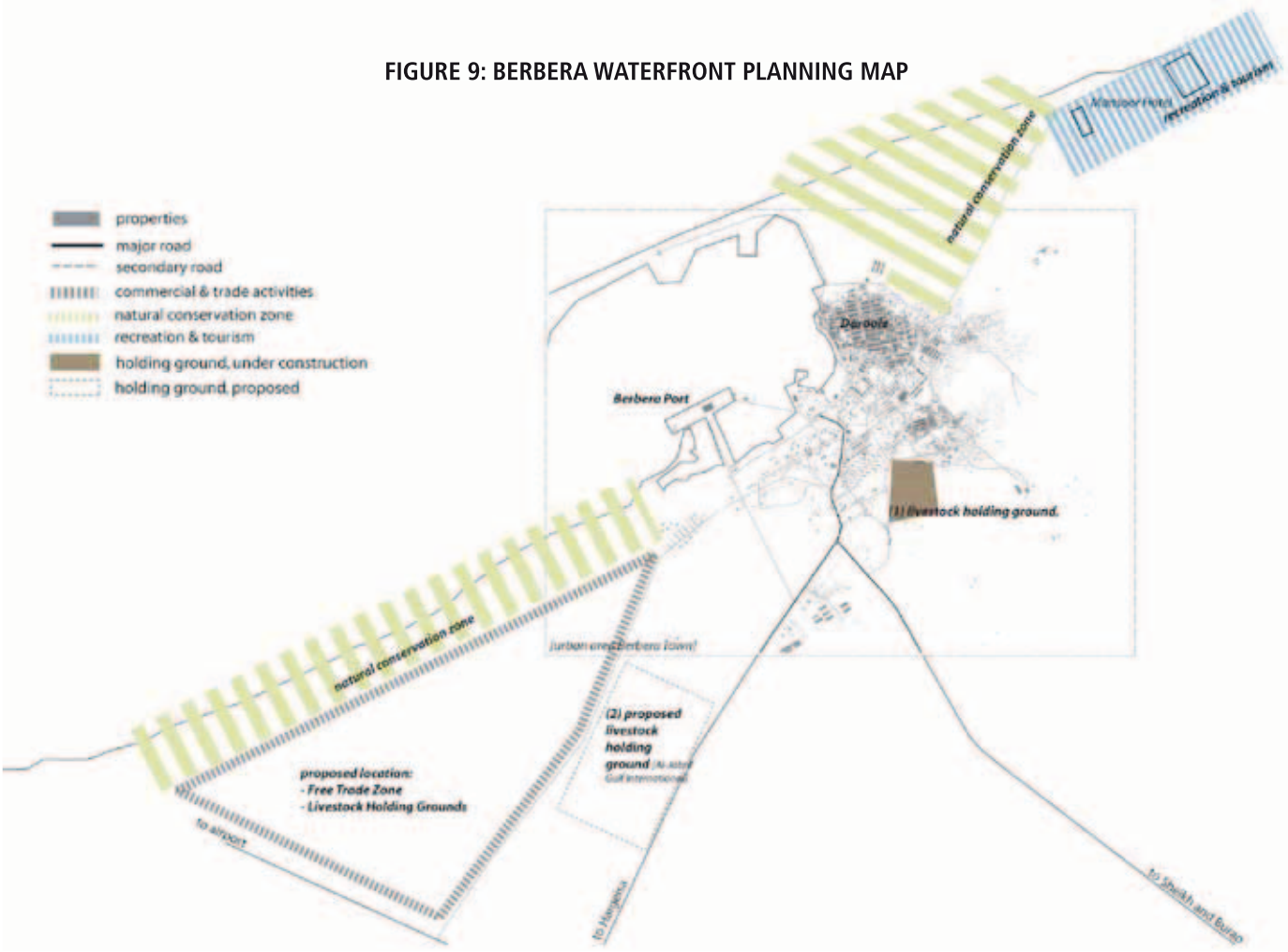
CONCEPTUAL PLAN

- Development direction
- Major connections
- Major land uses

PLANNING PRINCIPLES

- Mixed development
- Flexible zoning
- Compact development
- Efficient use of land

FIGURE 9: BERBERA WATERFRONT PLANNING MAP



SETTING COURSE

This is the stage where the objectives set earlier will be reviewed in light of the findings from the assessment of the current conditions (Step 2). In addition, the major directions will be set for the future. Developing a vision of the future and translating that into key concepts are good ways of framing the development proposals that will be developed further in the next stage.

i) Strategic Orientation

To identify the direction for the future development of the district, the next step is to understand what kind of development potential and constraints the district has, based on the existing situation analysis (Step 2: Where Are We Now?).

SWOT analysis is one of the most useful methods for this activity.

SWOT is an acronym for:

S: Strengths
W: Weaknesses
O: Opportunities
T: Threats

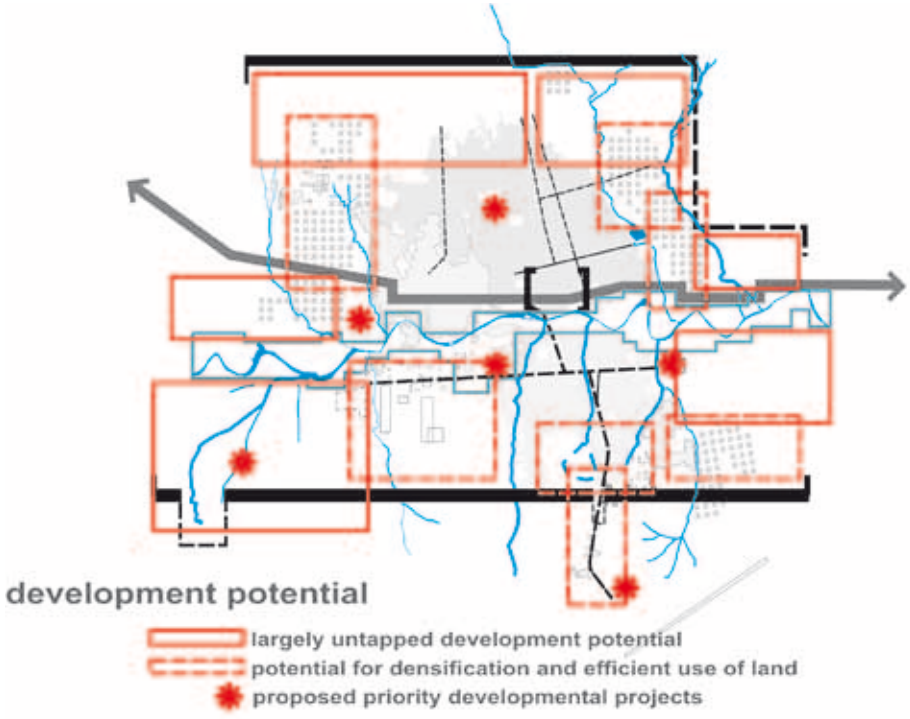
The following sample SWOT table uses districts in Somaliland.

S Existing arterial road stretching to Boroma and Hargeisa (GABILEY)	**W** Limited capacity for urban governance and management (ALL)
O Potential for the development of renewable energy (solar, wind) (ALL)	**T** Migration from rural areas and an influx of IDPs due to drought and conflict in other regions of the country (HARGEISA)

Sometimes differentiation between "strengths" and "opportunities" and between "weaknesses" and "threats" might be difficult.

The strengths and weaknesses are usually internal in origin, while opportunities and threats are usually external and beyond your control. For the development of a vision and key concepts, the planning team should

FIGURE 10: LAND USE DEVELOPMENT POTENTIAL FOR HARGEISA



be aware of the uncertainty of the items listed as opportunities and threats.

ii) Vision Development

A vision is an image of the district in the future. Having a clear vision for the future helps develop the programme and determine the prioritized projects in the district. Vision development can be imaginative but should be based on the analysis of the development potential so that achieving this image of the future is realistic.

A vision could be presented in the form of drawings or a picture. A three-dimensional representation usually makes a goal clear to stakeholders and helps them to work towards that goal.

It can also be stated in words – a short, catchy statement can inspire people.

Organize a visioning workshop in which different stakeholders contribute their views and agree on a future image for the area.

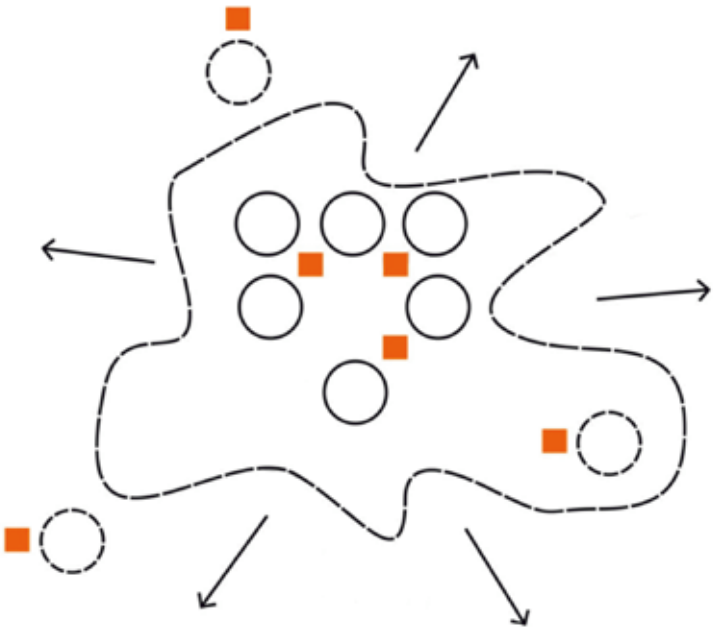
iii) Concept Plan

A conceptual plan will place this vision in actual spatial relation and strategies.

The concept map will base itself on the analysis maps and sketches you made at an earlier stage.

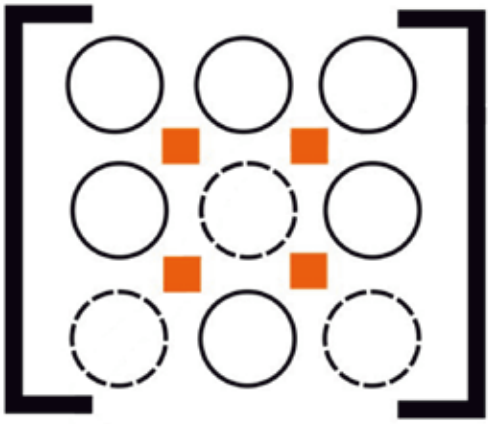
On the basis of this knowledge, you will identify key development directions you will need to pursue to make the wish a reality – how you can solve the problems you have identified and which major steps you need to take to reach your objectives.

FIGURE 11: CONCEPT OF A COMPACT CITY



dispersed city

- rapid urban expansion
- great land consumption
- increase of services and infrastructure provision cost
- more difficult and expensive administration
- heightening of social segregation and isolation



compact city

- filling the vacant and under-used land within the town limits
- limited consumption of land
- writing off and sharing facilities and services
- easier and more cost-effective administration
- integration of communities
- enhancement of local economic development opportunities

Map drawing exercise in Berbera.

You have to develop:

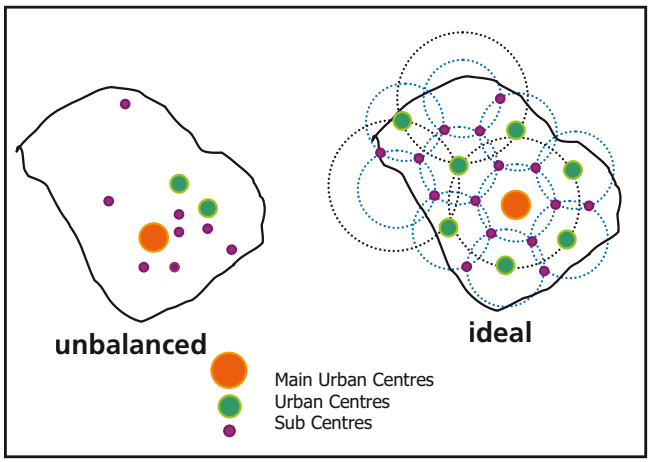
- The major connections (transportation and services)
- The major land uses

iv) Planning Principles

Following are some basic principles that will guide the development of proposals:

- Choose more compact development rather than a dispersed development pattern: it is more cost-efficient, it is easier to administer for the local authorities, and it has better organized and more effective use of the facilities that provide services.
- Carefully consider the function and location of urban centres in the district in order to provide a more efficient urban system for all citizens.

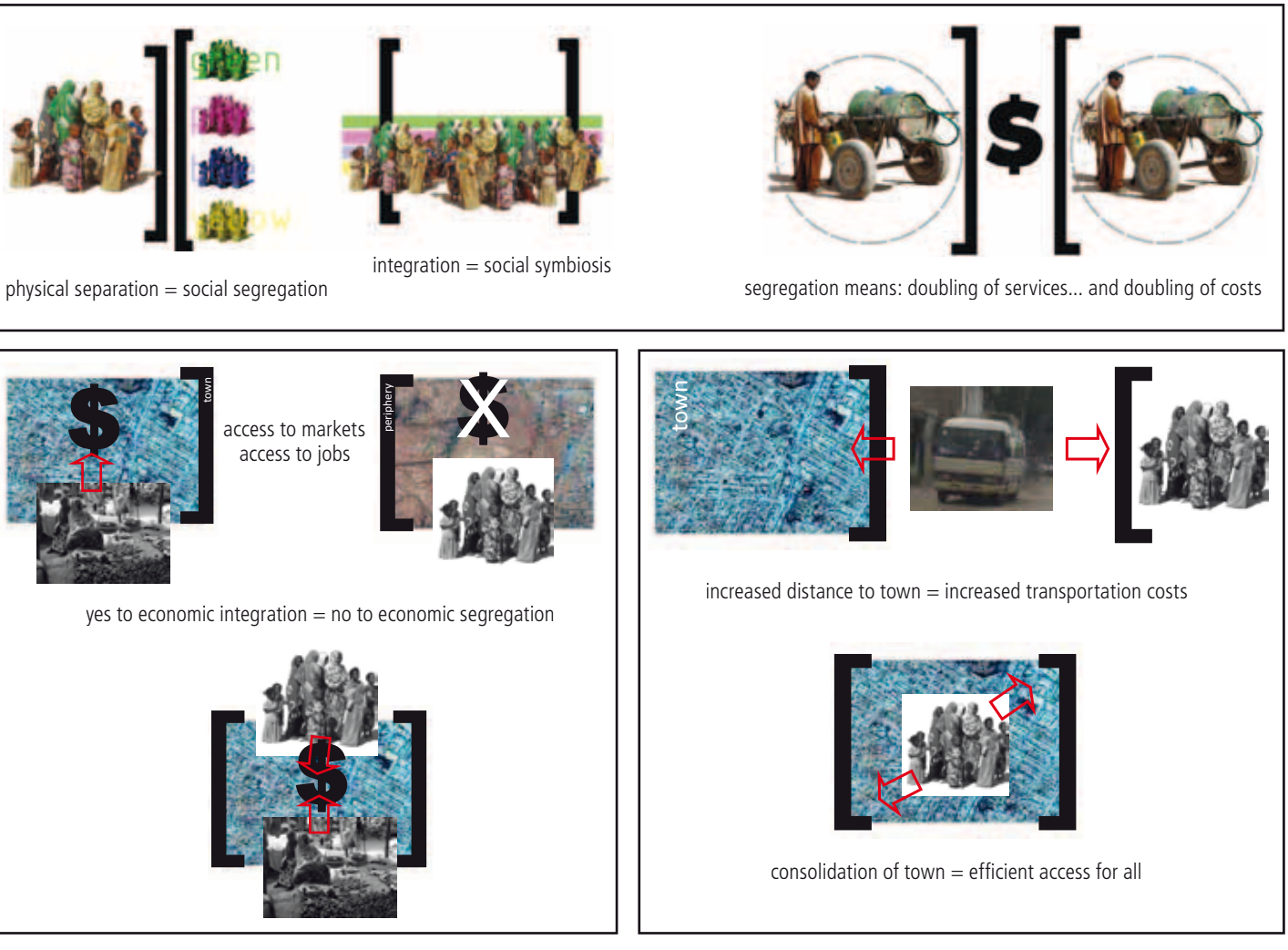
FIGURE 12: CONCEPT OF BALANCED DEVELOPMENT



Key planning guidelines:

- *Mixed use development* – A mix of functions and housing types creates a more efficient and lively environment with a variety of activities and people. However, there will be incompatible uses that need to be developed in a specific location with specific regulations.
- *Inclusiveness* – The process of plan making is best designed if it involves the real targets and development actors, especially the urban poor, who are usually left out of such activities.
- *Progressive development* – Considering the limited resources available, urban plans should be based on a step-by-step approach through which the basic minimum standard is fulfilled first. The plan is then further developed over time.
- *Phasing* – Extension areas should be divided into several blocks with the development phases. This is to maximize efficiency and provide infrastructure and services at the same time.
- *Integrated planning* – The best use of the limited resources should be considered. There should be a special focus on closely related activities carried out by line ministries in the provision of utilities (roads, water, and electricity). Such initiatives need to be planned and implemented in a coordinated manner.

FIGURE 13: KEY PLANNING GUIDELINES



KEY CHECK-UP QUESTIONS:

- Do you have a clearer and more refined vision for the future of the area?
- Did you agree on the major development strategies needed to plan for the future?
- Has the urban planning team discussed the initial concepts with the local planning authority?
- Have planning standards been applied flexibly so as to achieve a sense of place?
- Have the local people been involved in the preparation of the proposals?

STEP 4: HOW DO WE PLAN?

Getting where the district or neighbourhood wants to go

DEVELOPING PROPOSALS

- Spatial proposals
- Socio-economic proposals
- Institutional and financial proposals

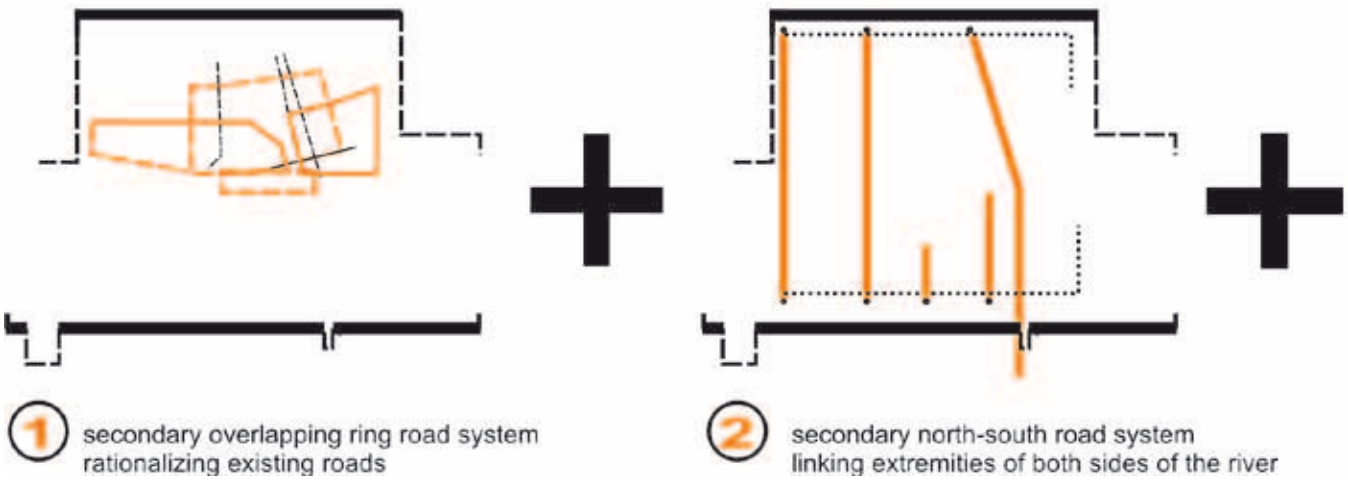
INTEGRATING PROPOSALS

- Checking the implication of one proposal on another
- Socio-economic and financial issues in spatial proposals

PROPOSAL TO PLAN

- Selection of best alternatives
- Presentation of the final proposal to the public and to the National Urban Planning Committee for approval

FIGURE 14: POTENTIAL ROAD SYSTEM IN HARGEISA



DEVELOPING PROPOSALS

Elaborating development proposals and implementation strategies is a key stage in the urban planning process. The proposals have to meet the objectives set earlier and deal with the challenges that were identified during the process. Various alternatives will present advantages as well as disadvantages. You will have to select the most appropriate option and detail it further into a detailed proposal. The proposal will have several dimensions (spatial, social, institutional, etc.) that need to be synchronized and presented as one package.

i) Socio-economic Dimension

The above-mentioned assessments have identified the critical socio-economic issues that need to be addressed.

A socio-economic proposal will therefore aim to address these in the right manner. It will consist of improving the living conditions of the target population, particularly the urban poor, in a variety of ways: increasing job opportunities, trying to include all community members, enhancing productive living and working environments, building a social support system, etc.

Improving the economic situation of the population means the following:

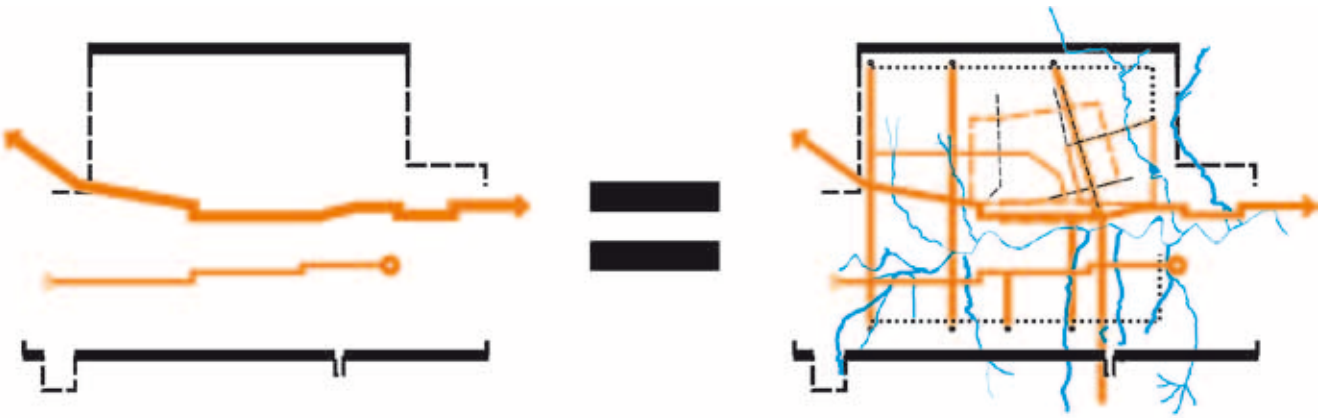
- Identifying employment generation activities.
- Widening market opportunities.
- Strengthening community-based organizations and support systems, especially those that serve the poor.
- Structuring informal activities into a more formalized, better organized system.
- Developing suitable land tenure options for displaced communities and temporary settlers.

Consultation with local and international organizations engaged in community development in the area will help refine the proposals to match the situation of the target population.

ii) Spatial Dimension

Spatial proposals are elaborated on the basis of the analysis (area for the extension, housing demand, area for upgrading/rehabilitation, possible spatial development, infrastructure plan, etc.) and conceptual plan established earlier.

Proposals will have to address the thematic issues that surfaced after assessing the current situation and will aim to meet the objectives set at the beginning. For housing and urban infrastructure, the required land should be quantified.



3 parallel primary roads on either side of the river - southern road linking important spaces

4 an integrated road system based on hierarchy and logic

Berbera port scene.

The proposals will need to consult planning guidelines and standards for the efficient use of land that ensure a minimum level of quality. The underlying principle here should be the need to put all urban land to the best possible use.

Road Network Plan

The key issue is to ensure proper movement and accessibility, as well as safety of movement within the selected area.

The topography of the site mapped earlier will be a major deciding factor here: how to develop roads on hilly sites, road alignment in relation to the slope, suitable crossings across gullies and streams, etc.

In the case of a redevelopment plan, maintain the existing road network as much as possible while widening roads where necessary, extending roads to improve connectivity, and addressing major congestion or accident spots in the area.

In the case of a new extension plan, establishing the major connections between the existing city and the hinterland and deciding on the major roads in the settlement area are the major tasks for you at this stage. Local streets will be laid out in parallel with the block arrangement you decide.

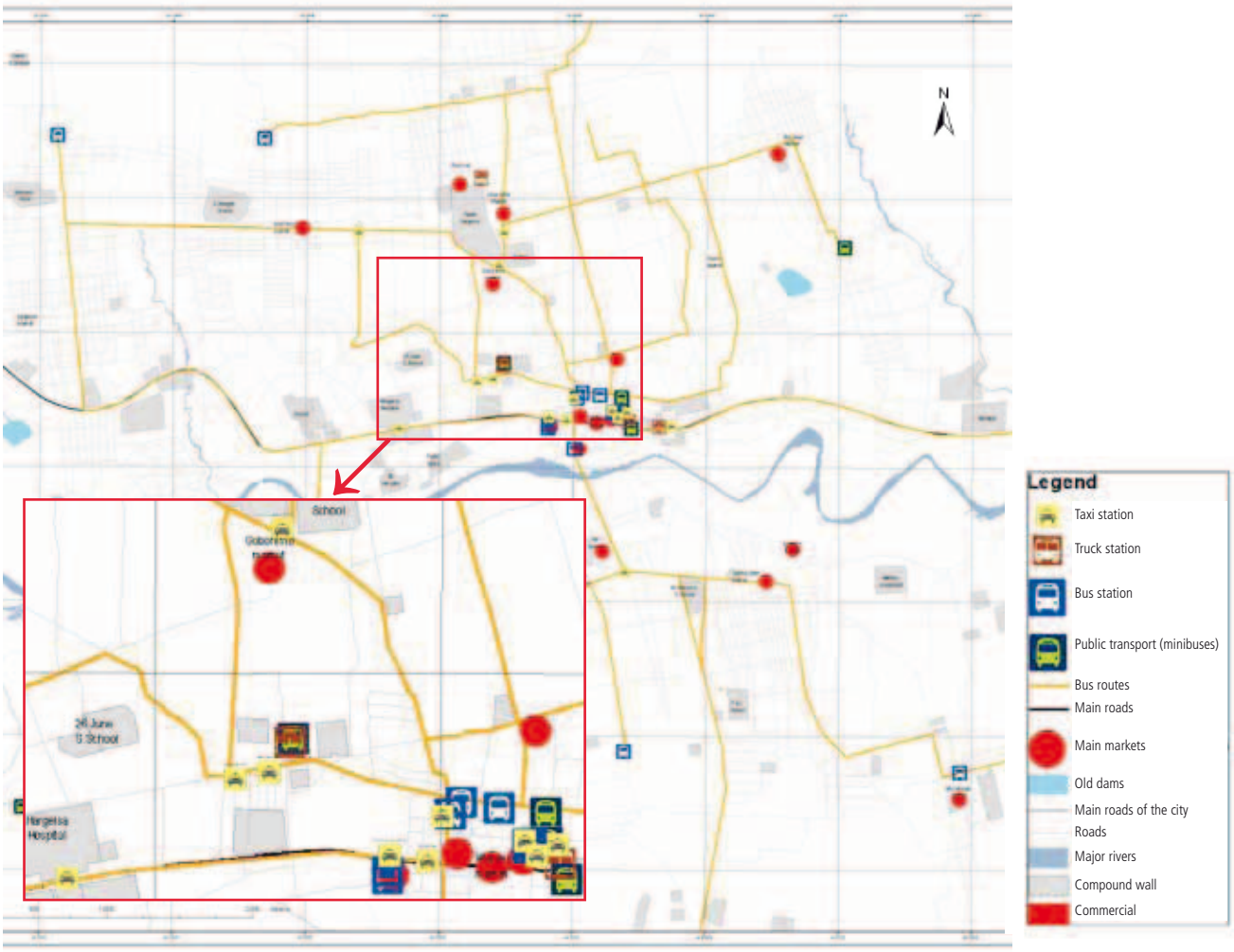
The necessary parking and stops will also have to be considered in the plan.

Guidelines and standards to consider:

- Hierarchy of roads
- Road sections
- Street pattern
- Parking and stops
- Access for the disabled

Seaside in Berbera.

FIGURE 15: HARGEISA COMMERCIAL CENTRES AND TRANSPORT



Land Use Layout

Based on the projected number of new residents for the city or neighbourhood, the space required for residential areas and related services can be computed.

The size of residential areas will vary according to housing density, i.e. the number of housing units per given area.

Once again, the terrain and its features will decide the different land uses.

The basic principle is to allow a mix of functions. You should, however, make sure you do not locate incompatible uses next to one another, i.e. heavy industries or traffic-generating public functions within residential quarters, or primary education facilities next to active commercial centres.

Some areas must be defined by their main functions. The central business district, for example, will consist of major commercial activities, office complexes, and mixed-use buildings. It is centrally located to enable equitable access; it generates a lot of traffic movement, the congregation of people, and an elevated Built-up Area Ratio.

A residential neighbourhood, on the other hand, will mainly consist of residential plots but will include other facilities within its limits: a madrasa, children's playgrounds, a primary health care centre, and local markets. Residential plots will have to be of different sizes to cater to the different needs and incomes of the target population.

Guidelines and standards to consider:

- Residential cell
- Layout design
- Typical land use distribution percentage

Density

One of the factors used to plan a town is the density, which is the number of housing units per given area.

In the case of a new residential extension, the approximate size of the required land can be calculated using a broad density figure that considers the number of people to be settled.

Panoramic view of Hargeisa, disturbed by electric wires.

Note: The land shortage is market driven (as in most developing countries) in that better-off households find it very attractive to acquire plots for future speculation and keep them off the market for retirement and other future expenses. Due to this phenomenon, poor households are forced even further from urban areas and sources of livelihood, thereby accelerating price increases. Property taxes on both used and unused land should be strongly advocated for to discourage this trend.

Guidelines and standards to consider:

- Density levels
- Density vs typology

Transportation

In transportation-related planning, improvement of the public transportation system should be considered along the major routes, based on the trip patterns of people. Frequency, coverage, accessibility, safety, etc. of the service are included in the plan. A monitoring system for the public transportation system, including registration of public vehicles, needs to be developed.

For the area where heavy traffic is recorded, improvement of road conditions, widening of roads, construction of a bypass road, and adopting one-way schemes and segregation schemes, etc. should be considered.

Direct access to the city centre by heavy vehicles during the day should be avoided as much as possible to secure the smooth flow of traffic.

For traffic safety, installing sidewalks, pedestrian crossings, traffic lights, and signs needs to be considered, along with assigning traffic enforcers and providing good parking facilities.

When an urban development project is planned, the expected volume of traffic and the impact generated by the development should be analysed carefully.

For the urban area with heavy traffic flow, a more detailed transportation plan needs to be developed.

Landscape and Urban Design

A landscape plan can start with understanding the environmental and topographic features and existing urban structures in the area. For example, Hargeisa is located along a river and surrounded by slopes and hills that create many points with panoramic views. Since the existence of slopes and hills adds accents to the sequence of views, this topographic feature should be utilized in the landscape plan.

Berbera meanwhile is situated along the coast. The district stretches from the harbour to beaches in north; the potential for waterfront development should be examined and the character of a port city needs to be cultivated.

There are other elements to consider:

Landmarks – A landmark is an element of townscape that stays in people's minds and creates a part of the image of the area. Therefore, having a well-designed landmark would help increase the attraction of the district; on the other hand, a landmark with an unsophisticated design can create an unappealing image. Buildings, monuments, circles, trees, etc. can be landmarks.

Squares and open spaces – These aspects function not only as landmarks but also as nodes where many people and vehicles gather or transect. These busy areas are in many cases used as markets and meeting places and are important elements in the urban structure. The importance of their strategic location should be understood, and emphasis should be placed on their role in improving urban design.

When the main avenue stretches to the square or a circle with a monument, the monument serves as an eye-stopping element.

Streets – Streets and roads occupy a large part of an urban area. For many districts in Somaliland, the beautification of streets by planting trees, collecting garbage from the streets, and removing plastic bags would generate a distinctive positive impact on the landscape.

Also, adopting certain standards for the installation of infrastructure such as electricity lines and poles and telecommunication antennas should be considered.

FIGURE 16: SECTION OF A WATER SUPPLY SYSTEM MAP FOR SHEIKH

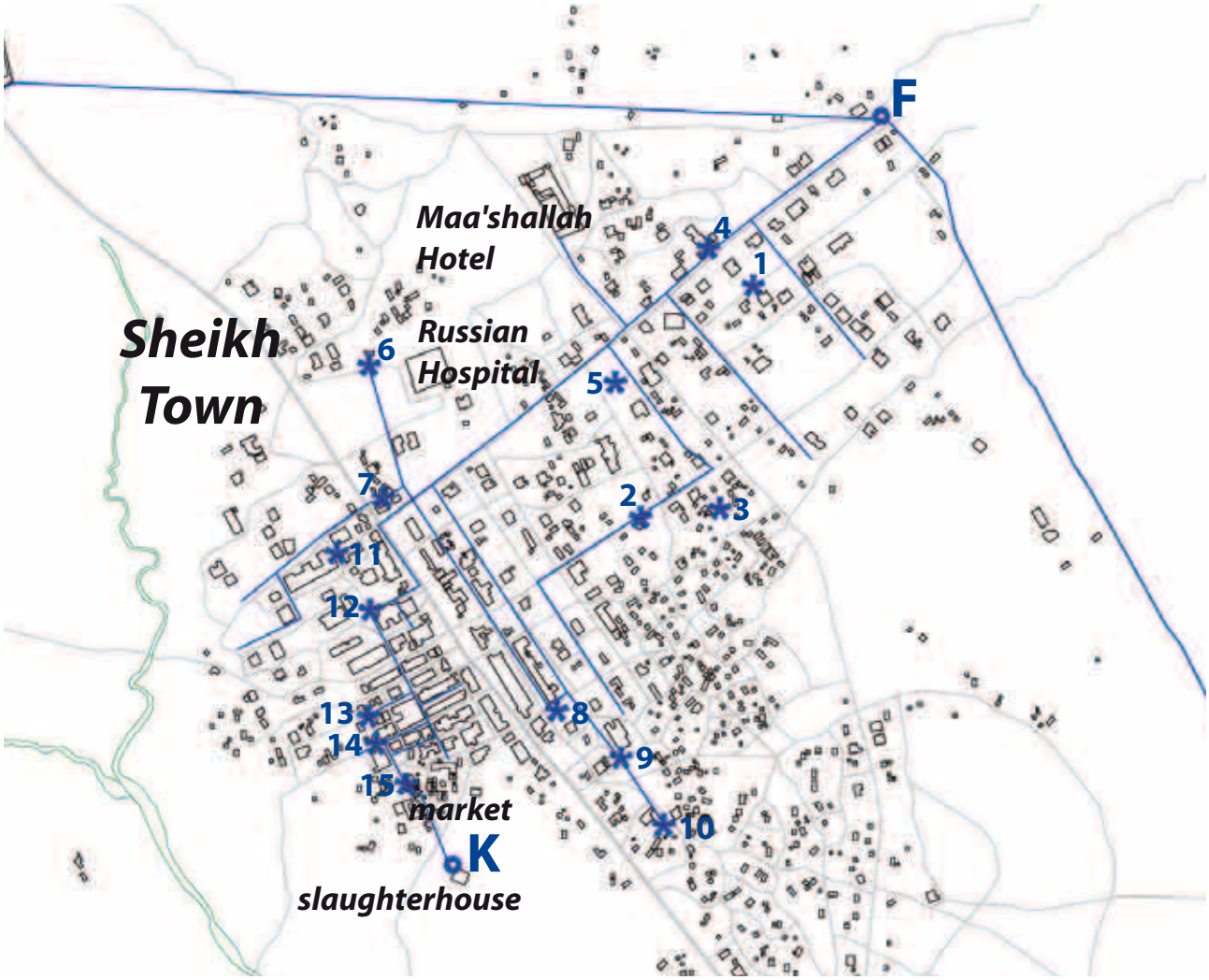
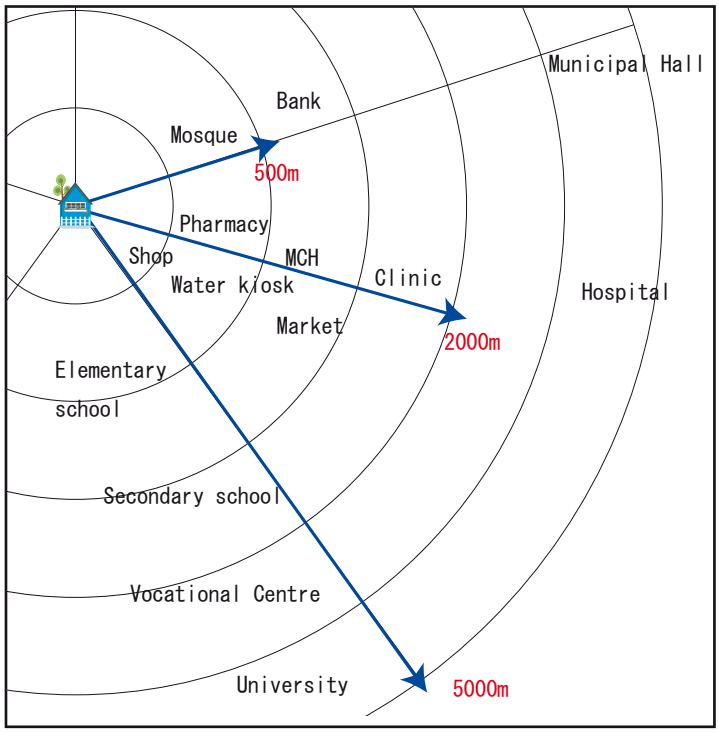


FIGURE 17: LOCATION OF SERVICES



Utilities

Utility networks usually follow the road network. The layout is traditionally done by the sector authorities regardless of spatial planning. Your planning process will however need to synchronize these sector plans and develop them together.

A progressive development of utilities will be a more realistic strategy under the current situation. This means only the trunk mains will be installed first with the main road network; the branching supply mains could be developed gradually in future interventions.

Communal facilities such as standposts or tapstands, hand pumps, and shallow wells should be developed for communal use, especially in low-income neighbourhoods.

Regulatory measures will have to be established. Unreasonable charges or unjustified increase of the charges should be disallowed; the quality of the services must also meet established minimum standards.

It is essential to coordinate the different actors in the field and develop these minimum regulatory procedures. Public authorities issuing permits to private companies should develop similar guidelines and regulations to monitor their performance.

Guidelines and standards to consider:

- Source of supply
- Distribution system
- Type of facilities

Public Facilities

On the basis of the analyses that were done earlier, you will need to decide which additional services to put in to serve the population.

Services have different catchment distances according to the type of service, the frequency of the need for the service, and the size of population served (Figure 17).

Basic norms and standards can be used as a reference. These basic standards will nevertheless need to be revisited regularly to accommodate any changes.

Guidelines and standards to consider:

- Type of services
- Population catchment
- Catchment radius
- Land requirement

iii) Institutional and Financial Dimension

The existing situation analysis will allow you to figure out which institutions have the responsibility and capacity to implement the plan. The questions that need to be answered at this stage are the following:

- Will the current institutional set-up support the implementation of the proposed plan?
- What will be the role of the private sector, professional organizations, and the community in creating this plan?
- Is there a need to establish a new implementing body for specific activities in the proposed plan?

The development cost, especially the cost of the infrastructure and that of the basic facilities, has to be computed. You need to know what can be covered in the short term and prioritize activities accordingly.

iv) Integrating the Development Proposals

The different dimensions of the proposals will eventually be interlinked. Spatial proposals will have implications on socio-economic development, financial status will have an implication on the spatial interventions, and so on. The planning team will have to analyse these links and integrate the proposals.

v) Approval of the Proposal

When possible, it is desirable to develop alternatives for the development proposal. Since each alternative envisages different consequences for the district in the future, the act of preparing the alternatives promotes a deeper, more concrete discussion by the planning team and stakeholders.

Since each option will have its own advantages and disadvantages, it has to be evaluated against the objectives established at the outset and the capacities to implement them.

The final proposal should be presented to the stakeholders for review; it will be revised according to the feedback.

After there is a consensus among stakeholders, the final proposal needs to be approved as an urban plan by a National Urban Planning Committee. Once the committee approves it, the plan will be effective, on issuance of a presidential decree. The Minister of Internal Affairs or the local council may pass by-laws enforcing this law, which are in conformity with this law and other township by-laws.

KEY CHECK-UP QUESTIONS:

- Have the proposals addressed the critical issues identified earlier?
- Have the proposals been discussed and agreed upon by the different stakeholders?

STEP 5: HOW DO WE GET IT DONE?

What a district has to do to carry out the urban plan

IMPLEMENTATION PHASES

The approved plan will be carried out in phases

ACTION PLANS

- Actual activities are listed with information on who, what, and when
- Activities are ranked according to their priority

BEFORE:

AFTER:

Action plan sample: reorganization of a market area in Hargeisa.

IMPLEMENTATION STRATEGIES

Implementation of the plan is one of the most significant components of the planning process. Without the implementation, a plan would be nothing more than a document. Indeed, establishing the proper implementation mechanism with strong institutional drive is a major asset. Based on the priority level of the various activities, the implementation of the plan should be divided into several phases and action plans should be prepared.

i) Implementation Phases

Once the proposal is agreed upon by the different stakeholders, the actual implementation process has to be laid out properly.

You must clearly identify the roles of the various actors: the public sector, sector agencies, community, NGOs, and international agencies.

The proposal will usually be implemented in several phases. The duration of a phase is between three and six years in most cases, but can be flexible, depending on the situation. You will need to discuss and agree with the stakeholders which activities will be prioritized and done immediately, and which are for the medium term and long term.

ii) Action Plans

You need to prepare action plans that clearly outline these different elements – who, what, and when – and agree on the resources, roles, and activities. Once this is finalized, formalizing the commitment of the different actors is essential.

Input			
Indicators			
When (time frame)			
Actors			
Objectives/outputs			
Activity			

In most cases, the budgetary and technical capacity of districts is limited. Therefore, each action plan should be analysed and ranked according to priority, feasibility, necessity, etc.

For the implementation of projects, it is important to coordinate among stakeholders and among related projects.

Action planning is a result-oriented type of planning, limited in its scope, financially feasible, and easy to implement with the resources that are immediately available.

III) Case Studies

Hargeisa: Reorganization of Wahen and Maroodueex Markets

Challenges:

- Chaotic mix of people and cars.
- Unorganized traffic.
- Poor hygiene.
- Congested and generally unorganized space.

Actions:

- Survey of Wahen Market vendors and registration of the vendors' association.
- Creation of a task force to lead the process.
- Setting up of a technical committee.

FIGURE 18: HARGEISA MARKET PLANS

Berbera: Rehabilitation of Bursade Playground

Objectives:

- Promote sports in the Sahil region, as a recreational activity and a potential source of employment.
- Encourage Berbera youth to engage in sport activities as a peace-building process that is an alternative to engaging in bad habits.
- Rehabilitate a public facility where children and youth can be trained.

Actions:

- Rehabilitation of the fence and installation of gates.
- Construction of a hall for indoor games, a library room, two classrooms for informal education, one basketball court, two offices, and two latrines.

Bursade Playground in Berbera after the rehabilitation.

Sheikh: Rehabilitation of Sheikh (Fatooh) Hospital and Tree Planting

Objective:

Restore Sheikh as an important health and educational centre in the region.

Actions:

- Cleaning up the hospital building and grounds.
- Greening and fencing the grounds with trees and bushes.
- Opening up an outdoor ward.
- Further rehabilitation and creation of extra health services.

BEFORE:

AFTER:

KEY CHECK-UP QUESTIONS:

- Have activities been identified and put in order in accordance with their priority and feasibility?
- Are the necessary stakeholders involved in identifying the activities?
- Is it clear who will do what for each activity?
- Is it clear when and how they will do it?

STEP 6: HOW DO WE CONTROL ACTIVITIES?

How districts can avoid the non-implementation of the urban plan or its violation

MONITORING

Preparing criteria to observe the progress of the project

EVALUATION

- Determining if the project has been carried out as scheduled
- Were any problems encountered during the implementation?

REVIEW

- Recording all the observations and evaluation results
- Establishing a reviewing system

Planning workshop.

MONITORING AND EVALUATION

Monitoring and evaluation are essential planning processes that increase the quality, transparency, and accountability of any activity. After an annual evaluation, which results in recommendations, any necessary amendment of the programme or project can occur.

When a project is donor funded, it is important to show the effectiveness of the project.

In the responsible implementing agencies at the national, regional, and district levels, a division for monitoring and evaluation should be established.

i) Adoption of Criteria and Indicators

Criteria and indicators are the verifiable targets that will be achieved within one year.

Data resources such as project documents and surveys are the means of verification.

The actual achievements of the year (e.g. 150 housing units completed) are compared with the objective. Whether there have been delays or the implementation has been successful, the reasons for this need to be explained.

These items should be summarized in a project matrix.

EVALUATION SHEET SAMPLE

			Evaluation year: 20XX Prepared: January 20XX	
	Verifiable objectives	Means of verification	Achievement	Important assumption
Project Summary				
Objectives/ outputs				
Actors				
When (time frame)				
Activities (action plans)				

Source: Foundation for Advanced Studies in International Development, *Management Tool for Development Assistance: Monitoring and Evaluation*

When the achievement level is extremely low, an additional evaluation of the project is necessary in order to determine whether it is still feasible, or to identify the factors that have caused the poor performance.

ii) Preparation of an Annual Report

Monitoring and evaluation results are summarized into a document annually. This annual report should be announced in public, and stakeholders and citizens should be able to access it.

It is important to keep records in order to confirm and observe the achievements of each action plan, as well as the progress of the entire plan. This is to ensure the accountability of the plan and allow necessary modification.

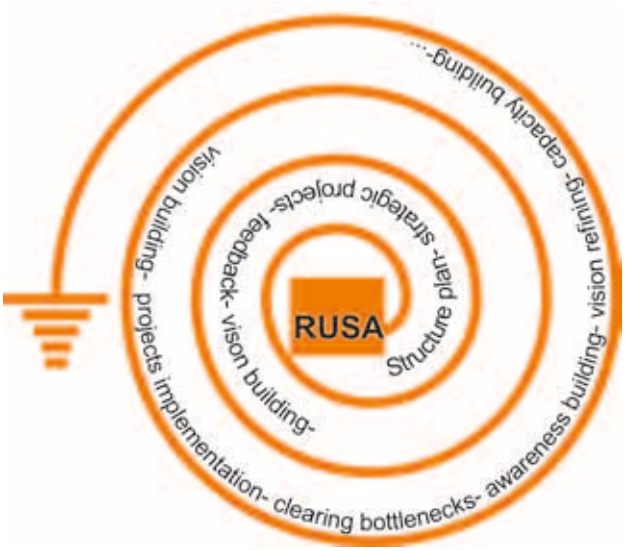
iii) Establishment of a Reviewing System

The situation and environment of the district will keep changing, and the prepared plan might need adjustment to better fit the reality.

It is therefore recommended that at least once every three to five years there should be a reviewing process. The feasibility, relevance, and impact of the original plan will be reviewed. When the results indicate a big gap between the plan and reality, amendment of the original plan should be considered.

Remember: Urban planning is not complete without implementation. Planning is an ongoing process. Making a plan is only a part of the planning process.

FIGURE 19: PLANNING PROCESS FOR STRATEGIC URBAN PLANNING



PLANNING IS...

KEY CHECK-UP QUESTIONS:

- Did you determine who is responsible for the monitoring?
- Did you set the criteria for checking on the progress of activities?
- Have all the achievements been recorded and summarized in a document?

A CONTINUOUS PROCESS

ANNEXES

ANALYSIS TECHNIQUES AND GUIDELINES

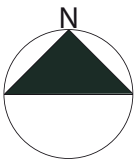
MAPPING

Sketch map – drawing that is not to scale, but giving a basic understanding of the spatial configuration.

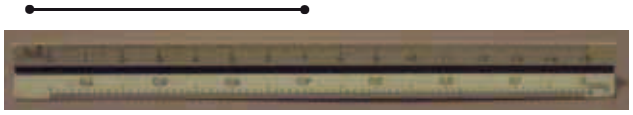
Plans – scaled map that represents the actual spatial configuration.

Map scales:

Scale	1 cm on the map represents	Usually used for (but not limited to)
1:100	1 metre	Building design plan
1:200	2 metres	Building design plan, site plan
1:500	5 metres	Building plan
1:2,500	25 metres	Detailed plan
1:5,000	50 metres	Detailed plan, general plan
1:10,000	100 metres	General plan
1:25,000	250 metres	General plan



This figure indicates the direction of north on a map.



Measurement using a scale on a scaled map.

Measurement by pace (short distances).

Locating landmarks on a satellite map.

MAJOR COMPONENTS OF A SITE ASSESSMENT

Method/Tools	Key objectives	When to use it	What you need to organize	Remarks
Site visit and walk through	Identification of key site elements and uses; understanding of critical issues. Analyse thematic or area-specific issues and experience the reality on the ground.	During local and general plan (general overview), or more detailed assessment of selected sites that need more attention.	• Group organization; one coordinating person is a must • Contact the community leaders of the site • Transport to and from site • Set best visit time • Walking shoes	To be synchronized with interviews with inhabitants. The planner needs to identify the route. Stops at critical points to reflect on key challenges and capture opportunities.
Pictures	Capturing the reality on the ground for reference. Good means to back explanation with actual views of the reality on the ground. Give insight for actors that are not present during the visit or those coming from outside.	Presentation of the existing conditions. Giving aspiring images from a model development. Comparing and contrasting with other experiences.	• Camera • Basic photographic skills	
Satellite image and aerial photos	Basis to undertake assessment of an area or a city as a whole. Basis for diverse map production.	In plan preparation of different type of maps for existing assessment. In the demonstration of an urban plan (future development framework, land use, etc.).	• Recently taken satellite image • Print at different scale as per the scope of the assessment • Tracing paper to work on	The date the satellite image is taken is a crucial factor to consider, as changes of different magnitude may have occurred, depending on the time gap that needs to be captured and updated accordingly.

Surveying a location on site using surveying equipment.

LAND USE CLASSIFICATION

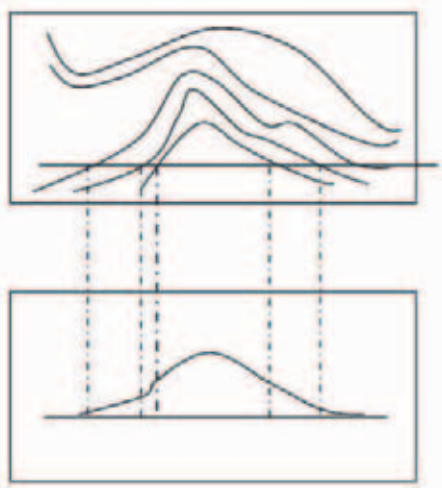
Main Land Use Classes	urban plan* (1:25,000)	CODE	RGB code	Colour	Urban plan (1,10,000/1:5,000)
	*(if ever prepare the plan for the whole district)				
Residential	Residential	R	RGB(255,255,0)	yellow	high density medium density low density
Commercial	Commerce & Business	C	RGB(255,0,0)	red	Commerce & Business
Institutional	Institutional	F	RGB(0,0,255)	blue	Public Administration Education Health Culture & Religion
Special Area	Special Area	X	RGB(255,192,203)	pink	Special Area
Recreation	Recreation	S	RGB(144,238,144)	light green	Sport and Recreation
Tourism	Tourism	O	RGB(127,255,159)	light green	Tourism
Industry	Industry	I	RGB(160,32,240)	Purple	Industry Warehouse, large-scale storage
Utility	Utilities	U	RGB(133,133,133)	grey 52	Power Plant Electric Transmission Substation Water Treatment Sewage Treatment Solid Waste Collection Solid Waste Disposal Communication Other Utility
Protected Area	Protected Area	N	RGB(34,139,34)	forest green	Natural and Cultural Protected Area
Transport	Transport	T	RGB(190,190,190)	grey	Airport area Harbour/marina Bus terminal Freight terminal Public parking Other Transport
Road	Road	T		line	International road National road regional road Urban road Rural road others/unspecified

CODE	RGB code	Colour		Detailed Plan (1:2,500)	CODE	description
R1	255 255 197	R1		high density	R1	> 30 dwellings/ha
R2	255 223 127	R2		medium density	R2	> 10 dwelling /ha and <= 30 dwelling /ha
R3	230 170 000	R3		low density	R3	10 =< dwelling /ha
C	255 000 000	C		Animal market	C1	
				Petrol station	C2	including car repair and services
				Storage, wholesale	C3	including supermarket, market
				Retail sales, service	C4	including private office, bank, hotel, restaurant, café, building material (selling only, no production)
				Other commercial	C5	
P	000 000 255	P		Public administration	P1	national, regional, district, sub-district administration, court
				Prison	P2	
				Police	P3	
				Fire station	P4	
				Other public administration	P5	
F1	193 255 255	F1		Basic education	F1/1	kindergarten, primary, elementary (until 12 years)
				Secondary	F1/2	secondary, technical, vocational, etc. (13-18 years)
				Higher education	F1/3	higher education, university (>18 years), research, teachers training school
				Other education	F1/4	e.g. Koranic school
F2	075 208 255	F2		Primary health care	F2/1	daycare, MCH, pharmacy
				Clinic	F2/2	specialized clinic, polyclinic
				Hospital	F2/3	general, specialized hospital
				Other health care	F2/4	veterinary station, laboratory
F3	000 153 204	F3		Mosque	F3/1	
				Other religious	F3/2	if any
				Fairground	F3/3	
				Cemetery	F3/4	
				Other culture	F3/5	library, cinema, theatre, assembly hall, auditorium, congress hall, museum, monument, cultural centre, open air theatre
X	255 192 203	x			x	government reserved area, military reserved area, etc.
S	159 255 127	S		Sport	S1	Stadium, play field, sport hall, gymnasium, animal race
				Recreation	S2	Recreation Centre, park garden
				Other	S3	
O	127 255 159	O				
I1	227 199 255	I1		Light Industry	I1	including small workshops, small scale building material production
				Heavy Industry	I3	mining, quarry, petrol-chemical, gas-oil extraction
				Other Industry	I4	slaughterhouse
I2	201 175 228	I2				
U1	133 133 133	U1		Power plant	U1	
U2		U2		Electric transmission substation	U2	
U3		U3		Water treatment	U3	
U4		U4		Sewage treatment	U4	
U5		U5		Solid waste collection	U5	
U6		U6		Solid waste disposal	U6	dumpsite and collection sites
U7		U7		Communication	U7	radio, TV, telephone, etc. tower
U8		U8		Other utility	U8	
N	041 163 000	N		Wadi	N1	river
				Agriculture, pasture	N2	
				Forest / green belt	N3	
				Waterfront	N4	
				Waterbody	N5	sea, water reservoir
				Natural resource	N6	
				Cultural heritage	N7	
				Monument	N8	e.g. archaeological site
				Other protected area	N9	e.g. wetland
T9	173 173 173	T9		Airport area	T9	
T10		T10		Harbour/marina	T10	
T11		T11		Bus terminal	T11	including taxi and minibuses
T12		T12		Freight terminal	T12	
T13		T13		Public parking	T17	
T14		T14		Other transport	T18	
T1				International road	T1	
T2				National road	T2	
T3				Regional road	T3	
T4				Urban road	T4	
T5				Rural road	T5	
T6				Access road	T6	
				Pedestrian path	T7	

SITE SECTION

This could be a good way of understanding the elevation difference and the subsequent development that could be established.

It will also give an idea of the scale and the skyline.



DATA COLLECTION FORMATS

Socio-economic characteristics

Sex and age structure

No.	House no.	Sex		Age				
		M	F	<5	6-10	11-15	16-64	65>
1.								
2								
...								

Marital status and household head

No.	House no.	HH head		Marital status			
		M	F	Married	Single	Widow	Other
1.							
2.							
...							

Economic status of households

No.	House no.	No. of household members	Employment status						
			Engaged in				Unemployed		Remarks
			Employment		Schooling				
			M	F	M	F	M	F	
1.									
2.									
...									

Institutional information

No.	Type of institutions	Main objectives	Key areas of operation	Ongoing activities	Remarks
	Government				
	NGOs				
	CBOs				
	Agencies				

Building inventory

Building no.	Land use	Building type	Technical condition	Year of construction	Number of floors	Remarks
1.						
2.						
3.						
...						

Facilities and services

Water supply system

	Quantity	Cost	Coverage (household and location)	Remarks
Main source Borehole Shallow wells				
Consumption rate	6 lt per household per day			
Mode of distribution Piped Water trucking Donkey carts Stand pipes	 ... percent ... percent ... percent ... percent			

Electricity supply system

Source	Quantity per day	Cost	Coverage (household and location)	Remarks
Public power station			No. and indication on map	
Private suppliers			No. and indication on map	

Educational facilities

Facility	No. of students	No. of classrooms	Plot size (area)	Sanitation facilities	No. of teachers	Location	Type: private or public	Remarks
Madrasa								
Primary school								
Intermediate school								
Secondary school								
Other (specify)								

Health facilities

Facility	No. of patients	No. of beds	Plot size (area)	No. of doctors	No. of nurses	Location	Type: private or public	Remarks
Health post								
Pharmacy								
MCH								
Clinic								
Hospital								

Economic structure

Economic activities	No. of establishments	No. of employees	Location	Remarks
Farmers				
Fishermen				
Retail shops				
Banking and finance				
Hotels and restaurants				
Transportation				
Communication				
Education				
Government agency				
Water				
Electricity				
Blacksmith				
Other				

THE PARTICIPATORY APPROACH

PARTICIPATION AND INCLUSIVENESS

The involvement of citizens in identifying their needs, selecting priorities, and developing alternative courses of action offers better chances for achieving solutions that are sustainable and feasible and that the citizens are willing to implement.

Involving a broad array of interests and reaching a consensus on future development will require a lot of discussion among the different actors.

The process can lead to developing effective partnerships among government institutions, NGOs, user groups, and the private sector, with a clear understanding of long-term commitments, equal status in decision making, and an element of shared risk.

Key principles:

While determining stakeholders, the following principles must be kept in mind:

- Inclusiveness, which ensures the engagement of a whole range of different participants, including marginalized and vulnerable groups.
- Relevance, meaning those who have a specific interest in a particular issue.
- Equality, which recognizes the different perspectives and needs of men and women, and employs strategies to ensure their equal participation.

Workshop preparation:

- List of participants
- Workshop agenda
- Invitation letters
- Workshop venue
- Catering services (tea breaks, lunch, dinner as needed)
- Daily allowance (participants coming from outside the area)

Forms of participation in the urban planning process

Form of participation	*Concept*	*Occurrence in the planning process*
Information	• Citizens are informed about their rights, responsibilities, and options. • Information is disseminated through public notices in newspapers and other media.	Initial information is shared with key identified stakeholders during the first stage (initiation of the process).
Consultation	• Two-way communication, where stakeholders have the opportunity to share suggestions and concerns. • Usually conducted through meetings chaired by a person representing government or its bodies, or through public hearings (debates) and surveys.	• Undertaken during the second stage. • Focuses on the development of a common vision, mission, goals, and objectives, both through plenary discussions and working groups.
Consensus building	Stakeholders interact in order to understand each other and arrive at negotiated positions that are acceptable to the whole group.	• Undertaken while identifying key issues and prioritizing issues. • Reaching agreement on how to resolve these issues.
Decision making	• Manifests both power and responsibility for the outcomes that may result. • Negotiations at this stage reflect different degrees of commitment exercised by individuals and groups.	The involvement of stakeholders in urban consultations allows them to participate in making decisions about the future of the city and the use of its human, natural, and financial resources for the implementation of the city vision.
Partnership	Exchange among stakeholders, who all have equal status, towards a common goal.	Establishing public–private partnerships for service delivery, maintaining residential buildings, etc. are ways to increase the efficiency and/or cost-effectiveness of local governments.

Adapted from the Urban Planning and Management Programme in Kosovo's *Participatory Framework for Urban Planning and Management.*

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The Somali region has been ravaged by civil war and unrest for many years. The existing urban centres were destroyed and records disappeared. At present, rapid growth is translating into the haphazard development of urban centres. Some settlements are prone to natural hazards or those caused by humans; most will be confronted with high administrative costs when attempting to provide infrastructure and services to a scattered population. The weak institutional set-up and poorly equipped municipalities (poor human resources, technical know-how, and equipment, as well as financial resources) hamper orderly development and efficient resource utilization in the urban centres.

Improving planning capacity is therefore very crucial for all urban centres in Somaliland. The necessary tools to enable this change have to be developed without further delay. This manual is meant to avail an operational planning tool that responds to the situation at hand.

The manual is intended to serve mainly Somaliland professionals and technicians engaged in urban development activities. It will also be a useful tool for decision makers, local non-governmental organizations, and communities involved directly or indirectly in the planning process (undertaking planning, approval, or implementation tasks).

The manual focuses on "plans and the plan-making process", defining what plans are and outlining the basic procedural steps one ought to follow. The annexes complement the analysis section in the plan-making section, providing basic data collection formats and basic mapping tips for undertaking a study. They also elaborate on the participatory process and the techniques to be used.

UN-HABITAT

P.O. Box 30030, GPO 00100
Nairobi, Kenya
Tel: + (254 20) 762 5030
sudp@unhabitat.org
www.unhabitat.org/somaliregion

Somaliland Ministry of Public Works, Housing, and Transport

UN Joint Programme on Local Governance and Decentralized Service Delivery

Printed in Kenya
HS number: HS/130/10E
ISBN: 978-92-1-132246-0

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The process can lead to developing effective partnerships among government institutions, NGOs, user groups, and the private sector, with a clear understanding of long-term commitments, equal status in decision making, and an element of shared risk.

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