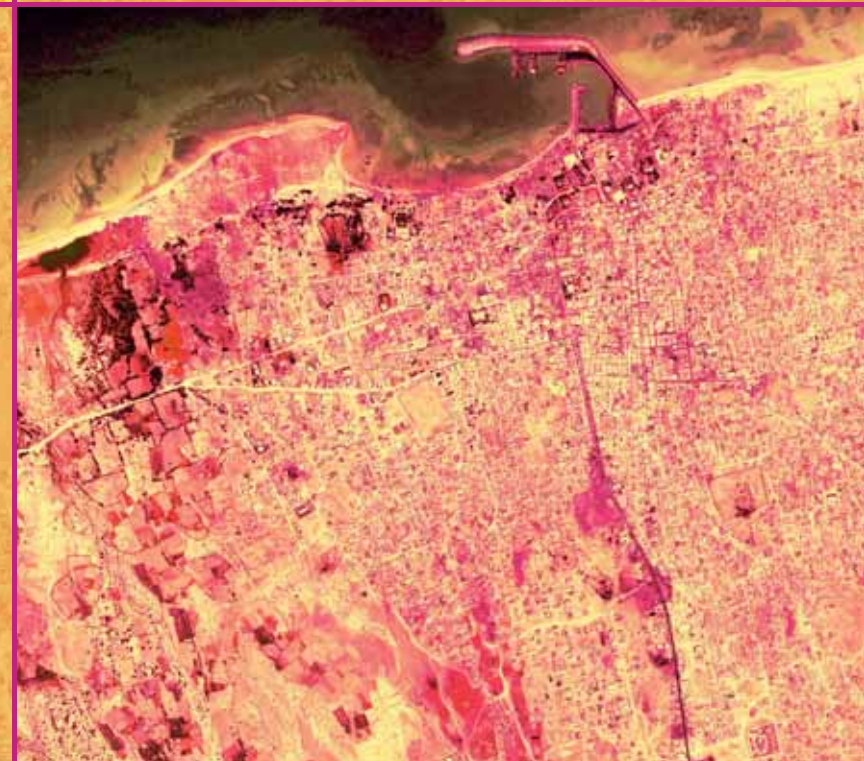


BOSSASO

FIRST STEPS TOWARDS STRATEGIC URBAN PLANNING



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BOSSASO

FIRST STEPS TOWARDS STRATEGIC URBAN PLANNING

INTRODUCTION

The city of Bossaso has been undertaking, in collaboration with UN-HABITAT, a series of steps towards effective and integrated urban development:

- **a city consultation** built a common vision for the desired future of the city and identified priority needs and related areas for strategic intervention.
- **an urban spatial analysis** – an indispensable tool for strategic planning – gave a basic spatial understanding of the city, highlighting challenges and priority interventions from a spatial perspective.
- **an urban development plan** was developed in consultation with the local authorities and urban development stakeholders. It proposes strategic interventions in the city for the achievement of balanced urban development.
- **tables** were developed that contain methodological information and further details on the urban spatial analysis, city consultation, and projects implemented by UN-HABITAT in Bossaso.

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CHRONOLOGY

16th century BC

Bossaso rose in an area known by the ancient Egyptians as the Land of Punt, already reached by trading expeditions in the 16th century BC. As *The Periplus of the Erythraean Sea* testified in the 1st century AD, Greek merchants used to sail to this shore and left notes about its strategic and geographical location.

14th century

The modern city of Bossaso was built at the same location an Arab trader named Qassim settled in the 14th century. It is believed that he had a camel called Boosaas, from which derived the current name of the town, previously called Bender Qassim ("Qassim's town").

1895

In 1895 Bossaso, together with Puntland and the central and southern regions of Somalia, became part of Italian Somalia.

1960

On 1 July 1960, the British and Italian Somali protectorates unified to form an independent state.

1969

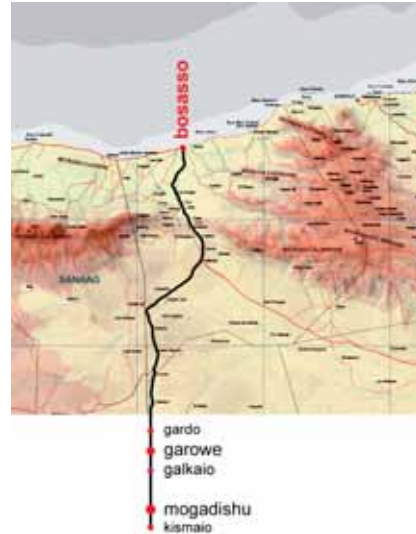
In 1969, Somalia's government was toppled in a coup d'état. Years of war followed. An unsuccessful invasion of Ethiopia by Somalia was followed by the Soviet Union's change of support from Somalia to the Ethiopian government. Left without Soviet support, Somalia turned to the United States, which allowed Somalia's self-proclaimed president, Siad Barre, to stay in power through the end of the Cold War in 1991. When the Soviet Union collapsed, American support for the Somali government was withdrawn, and Barre was overthrown.

Following these events, Somalis remained without a strong government, and constant wars ravaged the southern part of Somalia.

1998

Somalia remained unstable and, in 1998, Puntland declared autonomy. With the collapse of the central government and with the formation of Puntland, Bossaso became the capital of the north-eastern region of Somalia.

BACKGROUND



the city

Bossaso, situated on the Gulf of Aden, is the fourth largest city in Somalia and the most important centre on the Puntland coast. It is growing very rapidly, thanks to port-related activities and remittances from Somalis who live abroad. Bossaso is the capital of Bari region and governs seven districts: Qandala, Caluula, Iskushuban, Bayla, Xaafuun, Baargaal, and Gardho.

Bossaso is a old port settlement and has had trade relations with Yemen, United Arab Emirates, Saudi Arabia, Djibouti, and Oman. Bossaso exports to those countries livestock, frankincense, myrrh, gums, fish, and animal products (hides, butter, etc.) and imports from those countries food products, clothes, medicine, and other commodities.

agriculture

Bossaso has over 40 rural settlements on which the soil allows farming; their products are sold daily in Bossaso markets for local consumption.





population

Bossaso is the largest town in Puntland, with an estimated 250,000 inhabitants. The number of displaced people is considered to be 45,000 and growing.

The city's population is increasing fast, due to the in-migration of IDPs and refugees leaving the war zones in the south, and to the enduring drought, which is pushing the nomadic population and their animals to the urban centres. The municipality estimates that on average 2,000 people migrate into the city every year.

Before the civil war, Bossaso's population was estimated to be between 15,000 and 25,000 people.

climate

In Bossaso the climate is very hot and humid, and temperatures in the summer can approach 50° C.



BACKGROUND

the communication network

Since the start of the civil war in 1991, Bossaso has served as Somalia's main port, thanks to its strategic position on the Gulf of Aden, far from the main conflict areas in the south. It also has a two-lane highway, which was built for the annual livestock shipments to the Middle East and connects the city to Garowe and Mogadishu.

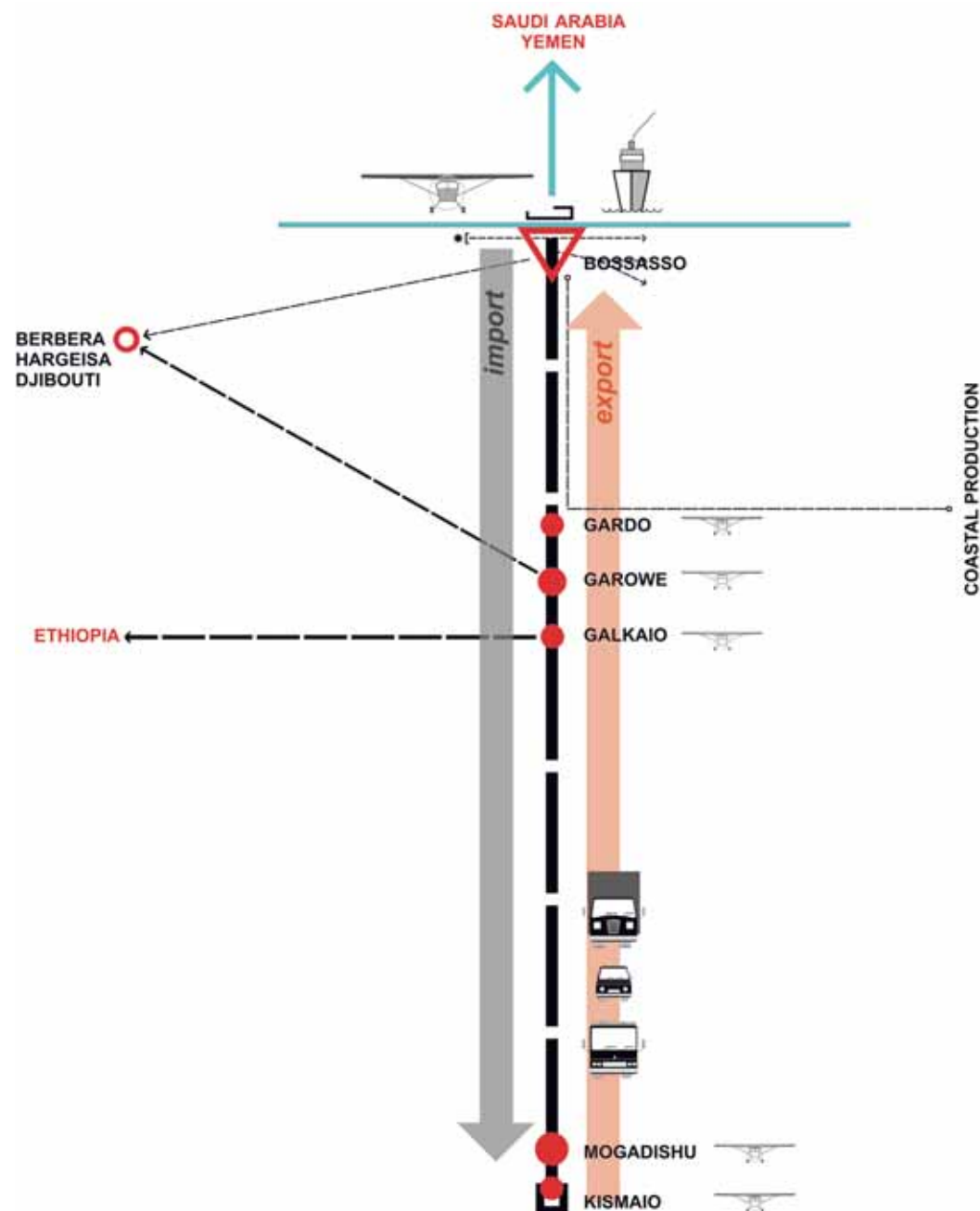
The exports are mainly goats and sheep, followed by cattle, camels, fish, and frankincense. The imports include construction materials, food, fuel, and *qat*. In recent years, Bossaso has evolved into a refuelling station for maritime transport between the Red Sea and the Persian Gulf ports.

Bossaso is also the most common departure point for boats carrying illegal Somali and Ethiopian immigrants across the Gulf of Aden to Yemen, Saudi Arabia, and other Persian Gulf states.

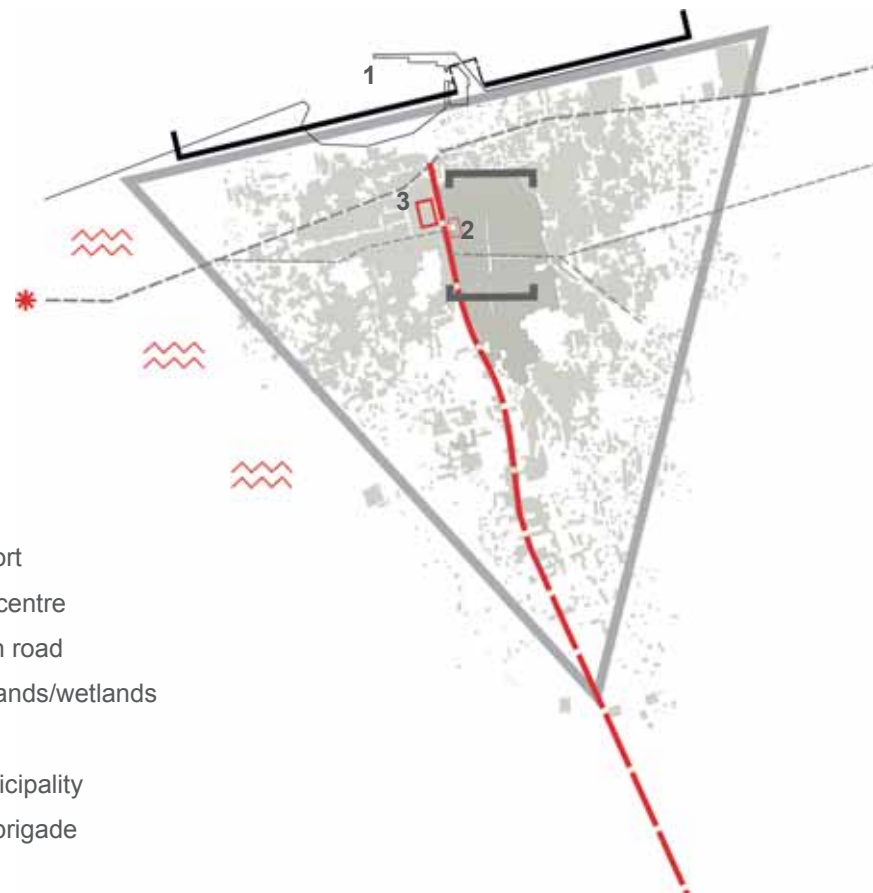
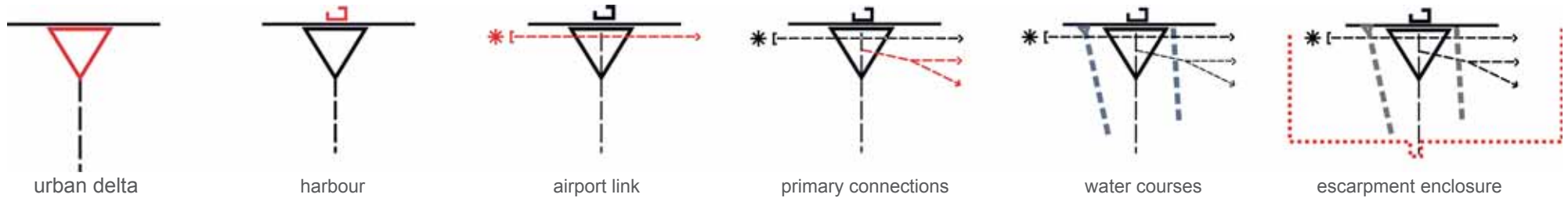
The Bender Qassim International Airport, which serves the city, is one of Somalia's main airports and is now being extended to become a major regional hub.



Workers rest in front of a ship at Bossaso Port



Bossaso structuring elements:



what are the structuring elements ?

The structuring elements organize the space and the activities of the city around them. No intervention can be planned without considering the impact and the interference of these elements on the project.

example

Road repair: mapping the structuring elements – such as the town centre, markets, and river crossings – is necessary to correctly prioritize the interventions, benefiting the whole city with a cost-effective scheme.



VISION

the future

Safe, well-administered, and commercially successful city, taking full advantage of marine resources. The urban environment should be healthy, clean, and green, with good social services and infrastructure*.

* the slogan for Bossaso's development chosen by the participants of the city consultation



Road in the centre of Bossaso

STRATEGIES FOR DEVELOPMENT

building the future

This section offers an overview of the problems that were identified during the Bossaso City Consultation by the stakeholders in relation to key problem areas: governance, economic development, basic services, and city strategic planning.

Livestock holding grounds on the eastern side of the city

STRATEGIES FOR DEVELOPMENT

building the future

According to the participants of the Bossaso City Consultation, the most urgent needs in the city are a good city administration and a qualified local council that is responsive to the needs of the citizens. Proposed strategies and actions are presented on this page.

problem

Weak administration and poor local council performance.

objective

Efficient, responsive, cooperative, and transparent administration.

strategy

Revise the administrative structure of Bossaso Municipality.
Improve the level of representation of the citizens in the local administration.

Poor skills of municipal staff.
Lack of qualified personnel. Clan interests prevail over the common interest.

Improved level and capacity of the municipal staff.

Set criteria for staff selection.
Undertake performance evaluations.
Improve staff morale.
Train staff.

Insufficient financial resources.

Increased financial capacity of the municipality.

Increase tax collection.
Improve the transparency of the financial management of municipal resources.

key actions

Establish a committee for revising the roles and responsibilities of the mayor, councillors, and municipal staff within Bossaso Municipality.
Establish eligibility criteria for the local councillors.
Frequently broadcast the municipal activities and expenditures of the municipality in the local media.

Establish transparent criteria for municipal staff selection (qualifications, experience, etc.).
Set up an open and transparent recruitment system (job advertisement, interviews, and candidate selection).
Establish linkages between the municipality and the universities for the recruitment of graduating students.
Improve the efficiency of employees through incentives, allowances, grants, promotions, and training.
Encourage the representation of all clans and civil society groups.
Reduce the *qat* dependence of the municipal staff.
Provide equipment.

Establish a fair and effective tax collection system, with the participation of all urban actors and the business community.
Make public the records of the collected tax and the expenditures.
Computerize the financial management system, and provide municipal finance training for municipal staff.

local council and municipal staff

Since 2005, Bossaso has had an elected local council of 27 members. It is divided into nine subcommittees to manage the different departments of the municipality. The municipality is burdened with a high number of inefficient and unskilled staff hired on a tribal basis, rather than according to knowledge and experience.

Department	No. of staff
Personnel	8
Finance	22
Taxation and revenues	35
Land	10
Statistics and planning	9
Social services	50
Public works	36
Monitoring	20
Firefighting	26
Tax collection	110
TOTAL	326

Source: Statistical Abstract of the Bossaso Municipality, 2005

municipal revenues

The revenues collected by the municipality are gradually increasing. The main source of income remains the port, but property taxes, business licences, and other taxes are also increasingly important. Financial management systems are being introduced.

Revenues and expenditures of Bossaso Municipality in previous years up to 2005 (in Somali shillings and US dollars*)

Year	Revenues SOS	Revenues USD	Expenditures SOS
2005	12.8 million	917,300	13.1 million
2004	9.2 million	657,600	9.3 million
2003	11.8 million	846,600	11.9 million
2002	7.6 million	543,300	7.3 million
2001	4.7 million	339,400	4.6 million

Sources of revenue in 2005 (in Somali shillings and US dollars*)

	Revenues SOS	Revenues USD
Markets	5.50 million	393,000
Livestock	1.31 million	93,700
Licences	0.65 million	46,460

* rate used: USD 1 = SOS 14,000

Source: Statistical Abstract of the Bossaso Municipality, 2005

STRATEGIES FOR DEVELOPMENT

building the future

The second-highest priority raised at the Bossaso City Consultation is local economic development.

Bossaso is the main port of Puntland and the starting point for the main road crossing the country. It has a very active private sector: telecommunication companies, hotels, remittance banks, fishery-, agriculture-, and livestock-related initiatives, vocational institutes, private clinics, construction companies, small manufacturers, and a number of small-scale enterprises. The large displaced community provides cheap labour and makes a valuable contribution to the local economy. Qualified professionals who left Mogadishu and other areas in the southern region because of the war are also using their skills to develop the city. The investments and money from the diaspora and returnees should be strategically channelled into the local economy. Bossaso is one of the best examples of how Puntland is trying to overcome the social, institutional, and economic breakdown caused by the war; in spite of this, however, unemployment remains very high, and measures still need to be taken to boost the local economy.

The strategies proposed by the local actors during the Bossaso City Consultation are presented below.



problem	objective	strategy
Economic development is constrained by the lack of quality, well-maintained infrastructure.	Establish adequate and well-managed urban infrastructure.	Upgrade and extend the existing road network and port facilities. Extend existing electricity and water lines.
No economic management or planning by the government or the private sector.	Expand the commercial potential of the city.	Undertake strategic planning to enhance commercial development.
Lack of an efficient banking system.	Establish a functioning and regulated banking system.	Regulate and institutionalize the informal banking system. Attract investment from new banks present in the region.

economic development economic development economic development economic devel



key actions

Repair and decongest key existing roads.
Reorganize and clear pathways and small lanes, formalize them into roads, and reconnect them with the main road network.
Trace new roads in strategic locations, in line with the Bossaso urban development plan.
Improve and expand the port's storage capacity, access to the port, and port facilities such as a quarantine area for livestock.
Support the electricity and water agencies in expanding and maintaining their networks, with the support of the municipality and international development agencies.

Set up meetings and consultations between local authorities and business people.
Establish a chamber of commerce and register existing businesses.
Identify areas with potential for economic development and service them.
Develop long- and short-term action plans to be implemented in collaboration with all urban development actors, including development agencies.
Encourage the regional and central authorities to participate in the city's development.

Establish and enforce laws and regulations for the remittance and transfer banks.
Register banks and exchange bureaux.
Transform existing transfer banks into national banks.
Reassure foreign banks on the benefits of operating in Puntland.

some data

Goods exported from Bossaso port in 2005

	<i>quantity</i>	<i>unit</i>
sheep / goats	1,487,101	heads
cattle	90,544	heads
camel	7,833	heads
incense	18,760	tons
hides / skins	15,675	bundles of 50 pieces

Bossaso airport in 2004

	<i>arrived</i>	<i>departed</i>
no. of flights	990	994
passengers	847	857
cargo (tons)	1,300	316
qat (kgs)	194,585	n/a

Source: Statistical Abstract of the Bossaso Municipality, 2005

STRATEGIES FOR DEVELOPMENT

building the future

Urban services, education, and health care are in a deplorable state, since the Bossaso developed very fast during the civil war in an administrative and political vacuum. Environmental degradation is one of the most visible problems and is particularly dangerous for the poor. Truck and small vehicle congestion along the main road, illegal dumping, lack of drainage, and water stagnation during the rainy season are some of the most perceptible environmental challenges. The unregulated presence of numerous livestock inside the city boundaries contributes to the environmental degradation, especially in the wet season. The mushrooming of IDP and refugee settlements, which lack access to basic services, is aggravating the generally bad environmental situation and negatively impacting the general health of the population.

The participants of the city consultation highlighted the following.



A shallow well in the centre of Bossaso

problem	objective	strategy
Illiteracy. Poor education system.	Well-educated children and youth, without discrimination.	Increase access to education. Improve the quality of schools and teachers.
Bad health conditions of the population and high child mortality. Insufficient access to affordable and sufficient clean water for the poor.	Healthy citizens. Adequate and affordable access to clean water for all.	Improve access to clean water to reduce waterborne diseases and ensure suitable water consumption. Improve the quality and accessibility of health facilities.
Garbage is not collected efficiently, and the city is not clean or tidy. Environmental degradation. Poor sanitary conditions. Lack of adequate access to sanitation. Private wells and pit latrines are not in proximity to some residential areas.	Safe, clean, green, and healthy environment.	Establish an efficient garbage collection system (long term). Remove existing garbage piles (short term). Provide an adequate number of latrines in appropriate locations.



basic services

key actions

Prepare an appropriate syllabus.
Rehabilitate the existing schools (buildings and equipment), and construct new ones.
Expand the number of faculties at the university.
Increase access to the Islamic education system.
Train the teachers.
Establish a friendly environment in schools and universities.

Expand the water network in collaboration with the municipality, the water agency (GUMCO), and international agencies. Increase the capacity of the water agency.
Rehabilitate water wells and boreholes. Raise awareness on polluted shallow wells.
Conduct an awareness campaign on health risks.
Provide well-trained doctors for public health centres.
Rehabilitate hospitals and medical clinics, and equip them.

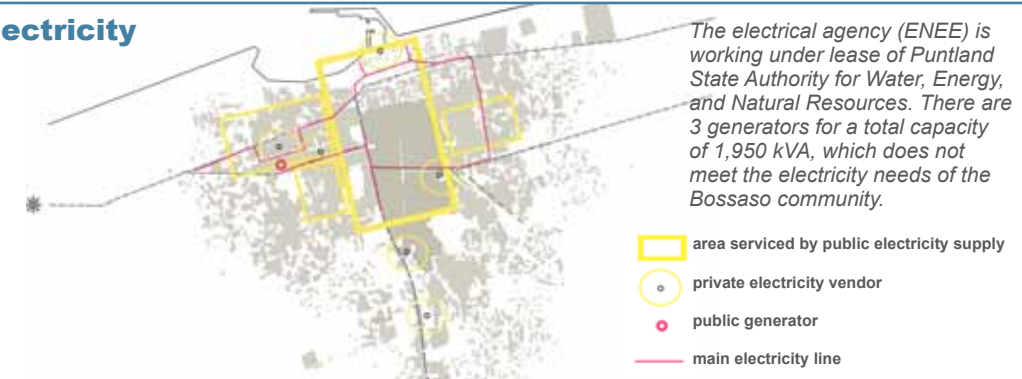
Establish an efficient public-private partnership garbage collection system with the involvement of the municipality, private businessman, communities, and development agencies.

Provide an adequate sewage system in the long term.
Provide an adequate number of latrines in IDP and urban poor settlements (to Sphere standards), in collaboration with landlords, the municipality, communities, and humanitarian agencies.
Encourage better planning and management of water and sanitation infrastructure.

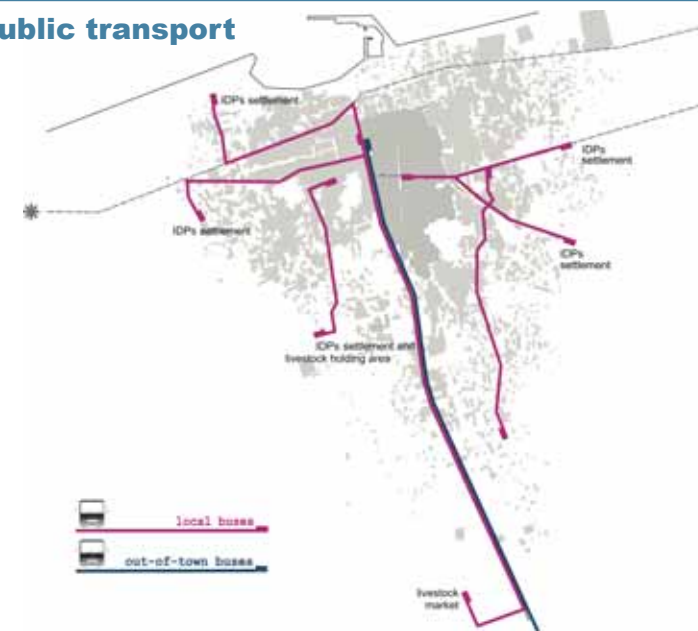
garbage collection



electricity

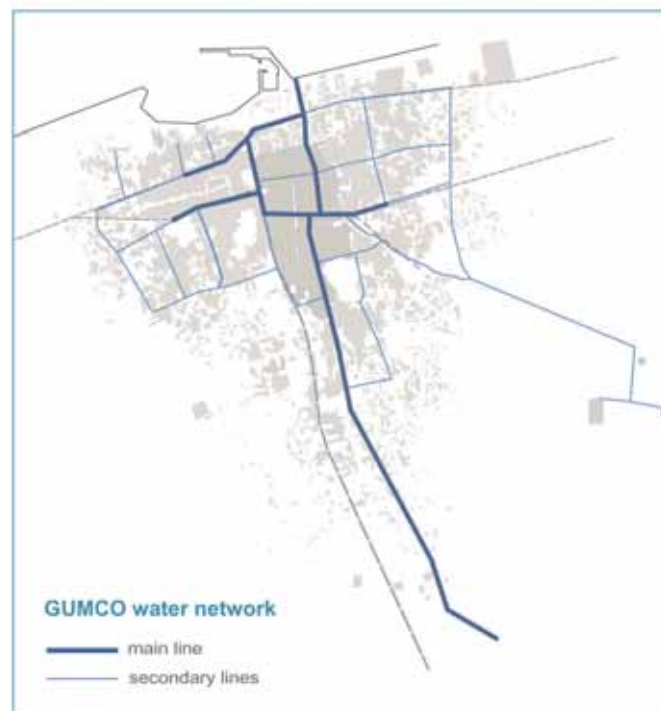
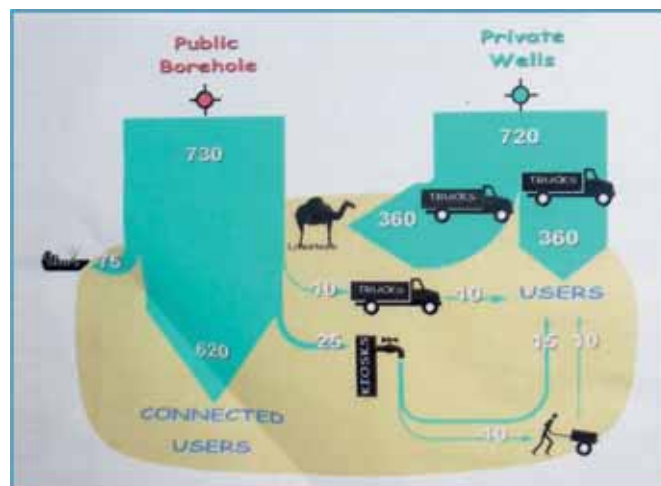


public transport



STRATEGIES FOR DEVELOPMENT

building the future



water

Bossaso lies on coastal terrain containing sufficient groundwater to satisfy the needs of its inhabitants. Nevertheless, the poor public water infrastructure and the vested interests of those who speculate on water provision result in high costs, especially for the poor.

shallow wells



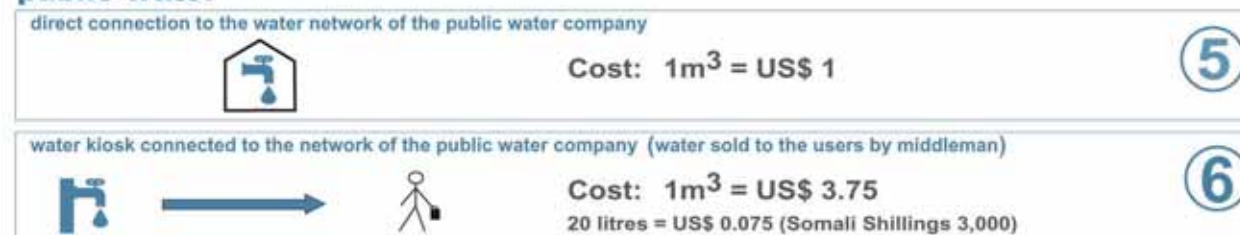
The high water table make possible the extraction of water from shallow wells. Unfortunately such water is often contaminated by nearby latrines. Water borne diseases are among the major problems afflicting the poor and the displaced.

private boreholes



Borehole water is safe and clean, but expensive because of transportation costs. Trucks fill the water tanks of private houses or IDP settlements (berkards). The poor can also go and collect water directly from the boreholes for free, but this is very far from most of the settlements.

public water



The Puntland State Corporation for Water, Energy, and Mineral Development gave the licence to operate to a public-private water agency called Golden Utilities Management Company (GUMCO). GUMCO manages a system that carries piped clean water from the boreholes to the final users (private owners or water kiosks). GUMCO's technical and managerial capacity needs to be strengthened, and its network should be expanded.



basic services

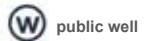
water supply and water cost

number of houses with private connection:



areas connected to public water supply

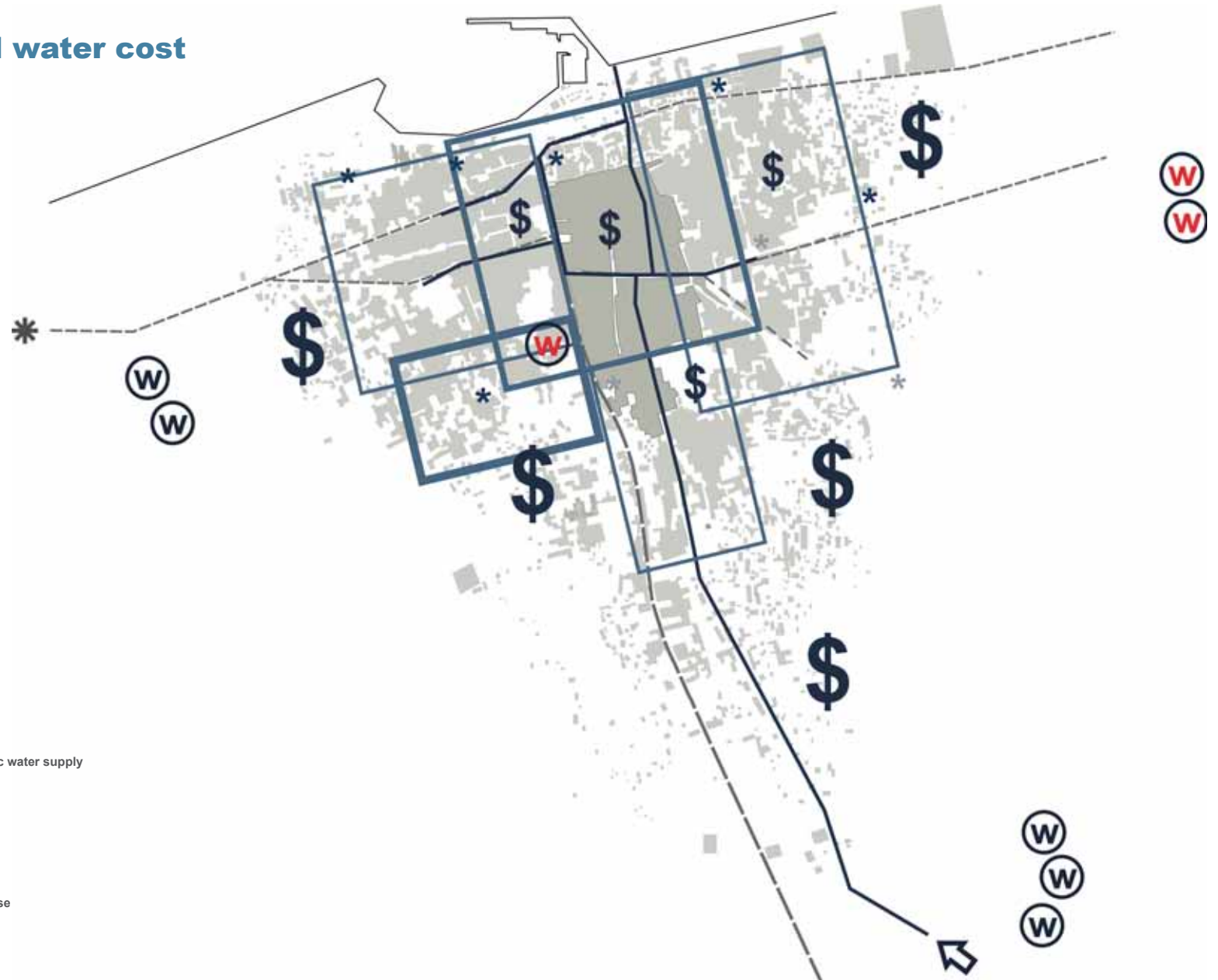
main water pipeline



private well



public water tap, not in use



THE CITY, THE SERVICES, AND THE POOR

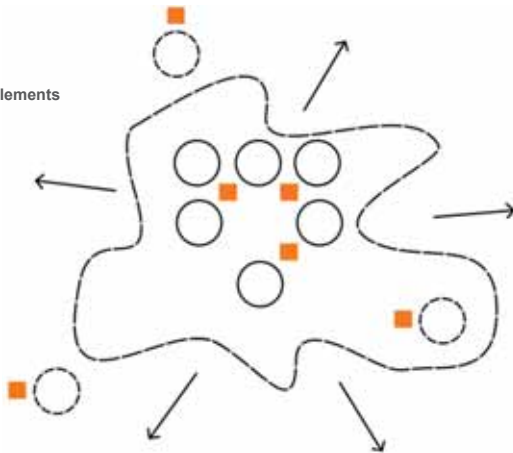
The long-term development of a city is heavily influenced by the urban models informing its growth. Creating a compact city, which accommodates new expansions in the vacant space of the consolidated urban fabric, allows the efficient and cost-effective maintenance of urban services and infrastructure. This reduces the cost of services for the urban poor as well as for the host community. The diagrams below represent two opposite types of development logic:

1 dispersed city

- rapid urban expansion and great land consumption.
- increased cost of services and infrastructure.
- more difficult and expensive administration.
- encouraged social and economic segregation.

legend:

- consolidated settlements
- new settlements
- services



physical separation = social segregation

integration = social symbiosis

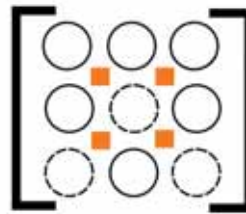


- what we build is an expression of cultural and social values.
- isolating the poor means projecting the idea of rejecting the poor.
- building cities = building communities.
- integration of communities reduces social segregation and isolation.
- consolidation = increased opportunities for social support systems to flourish.

2 compact city

- filled vacant land within the town limits.
- limited consumption of land.
- shared facilities and services.
- easier and cost-effective administration.
- integration of communities.
- enhancement of local economic development opportunities.

This is the urban development model suggested for Bossaso!



legend:

- consolidated settlements
- new settlements
- services

segregation means:

doubling of services = doubling of costs



- establishing a separate settlement implies establishing all the services and infrastructure that goes with it.
- the doubling of infrastructure doubles the immediate installation costs and also the long-term maintenance costs.
- there is no opportunity to subsidize, rehabilitate, and share existing services.

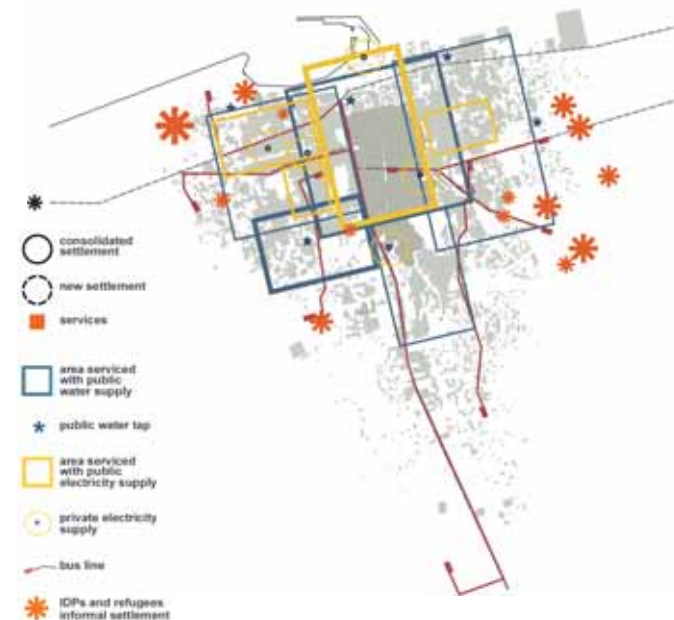
urban development and the displaced

The weak financial and technical capacity of the administration coupled with the lack of established land administration tools render the urban development of Bossaso disorganized and chaotic. Some public buildings have been occupied and turned into private houses, and new buildings were constructed on public land, encroaching on roads and public spaces. Provision of urban services is insufficient and often inequitable.

The high influx of IDPs, refugees, and economic migrants makes the overall living conditions in the city even more precarious. The displaced settle randomly along the periphery of the town, renting out or occupying unserviced land from private owners and in the process severely degrading the urban environment.

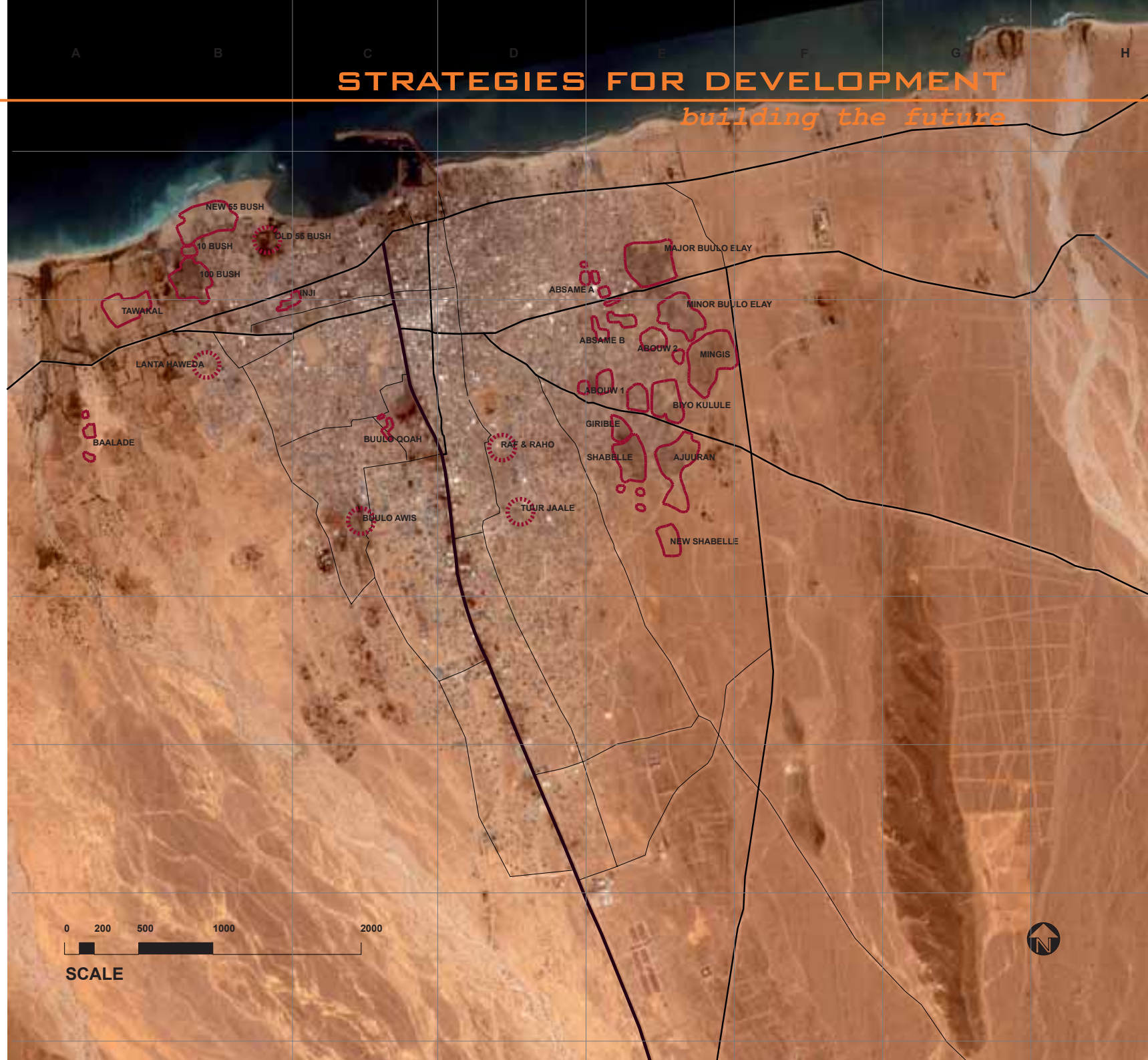
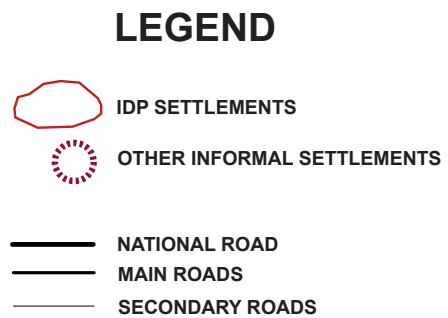
A comprehensive approach to the urban problems of the city for the benefit of both the host community and the displaced is required. UN-HABITAT has undertaken a series of interventions along this line, which are illustrated in this publication.

The drawing below shows the tight relationship between urban services and urban poor in the city of Bossaso.



STRATEGIES FOR DEVELOPMENT

building the future





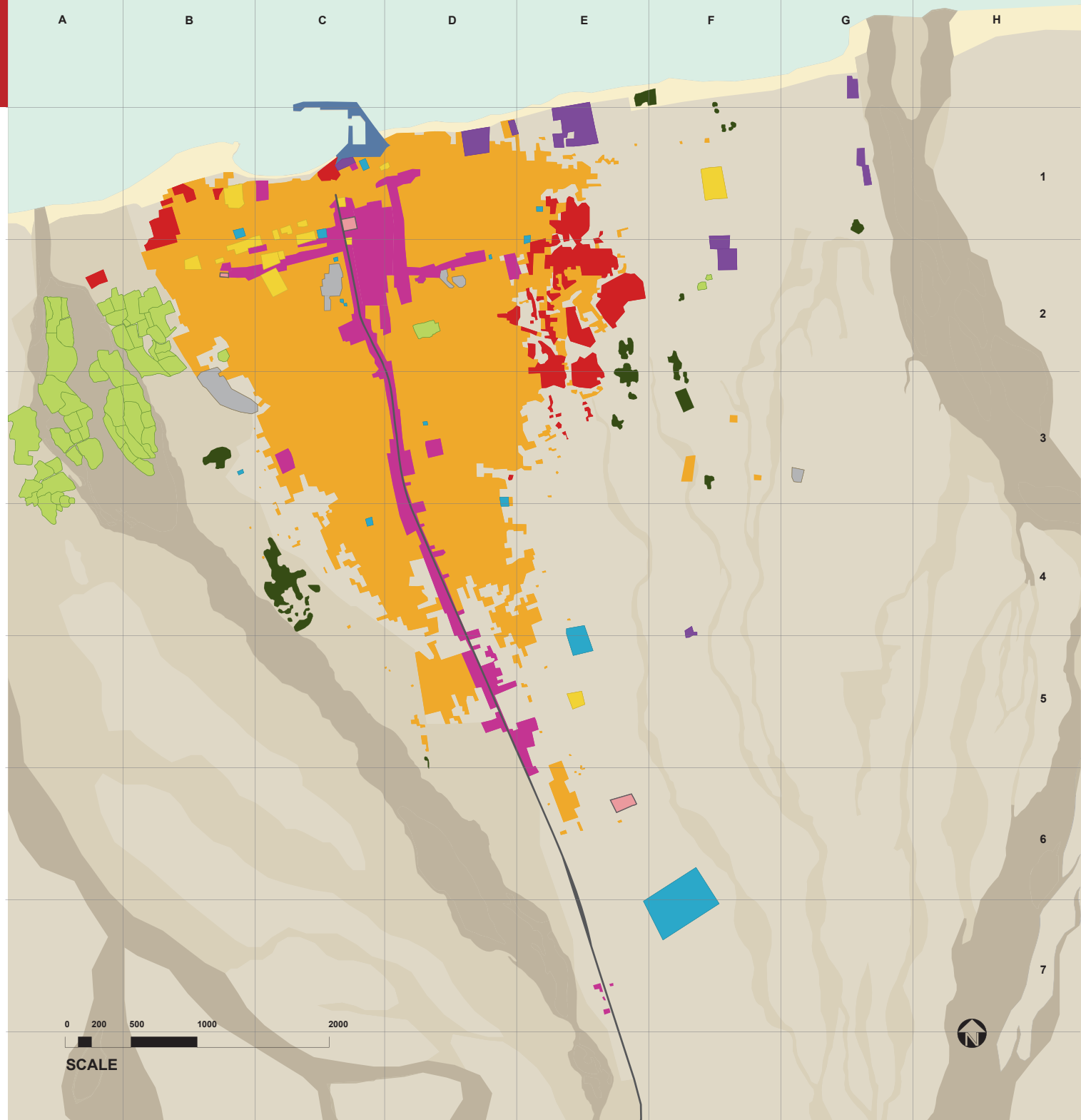
SPATIAL ANALYSIS

This section helps to develop a basic spatial understanding of the city and its main characteristics and dynamics. Spatial analysis is one of the most important tools for strategic planning, because it enables all urban development stakeholders to plan and position their interventions according to an overall development strategy, maximizing the results of their investments to benefit the whole city. The weak urban management structures necessitate the involvement of all urban development actors in planning for development. A transparent planning process maximizes the benefits of every urban intervention, public as well as private, for the direct benefit of the investors and the city as a whole.

land use

LEGEND

- MAINLY RESIDENTIAL
- IDP SETTLEMENTS
- MAINLY COMMERCIAL
- PRODUCTIVE
- INSTITUTIONAL AND PUBLIC
- EDUCATION
- HEALTH
- FARMLAND
- LIVESTOCK HOLDING GROUNDS
- CEMETERY
- PORT
- AIRPORT
- NATIONAL ROAD
- SEA
- SHORE
- DRY RIVERBED
- FLOODING AREA
- BARREN LAND

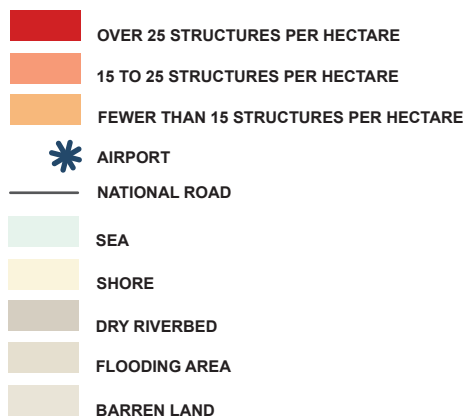


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SCALE

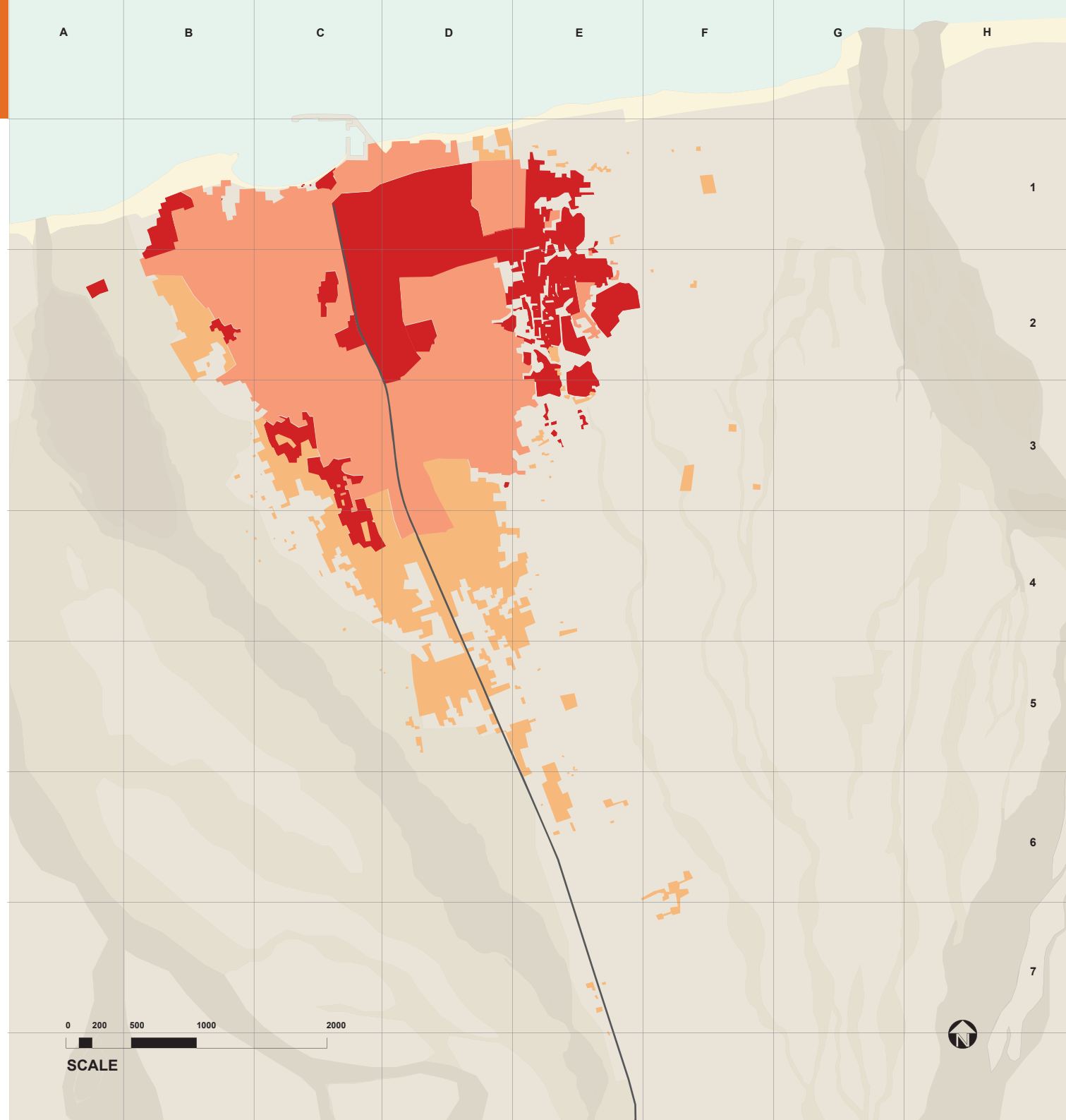
density

LEGEND



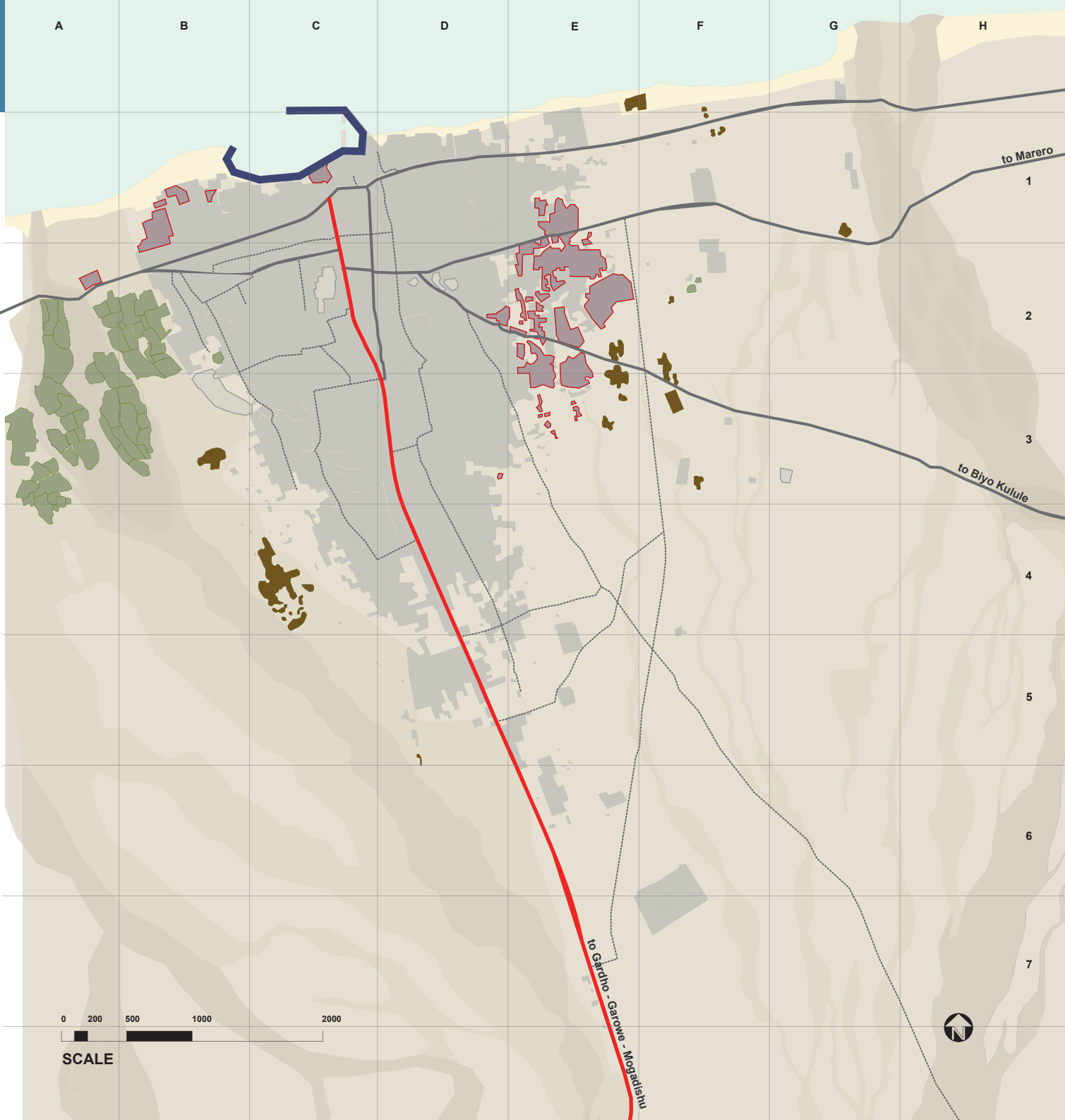
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SCALE



transport network

- LEGEND**
- NATIONAL ROAD
 - PORT
 - AIRPORT
 - MAIN ROADS
 - SECONDARY ROADS
 - IDP SETTLEMENTS
 - FARMLANDS
 - LIVESTOCK HOLDING GROUNDS
 - CEMETERY
 - BUILT-UP AREA
 - SEA
 - SHORE
 - DRY RIVERBED
 - FLOODING AREA
 - BARREN LAND



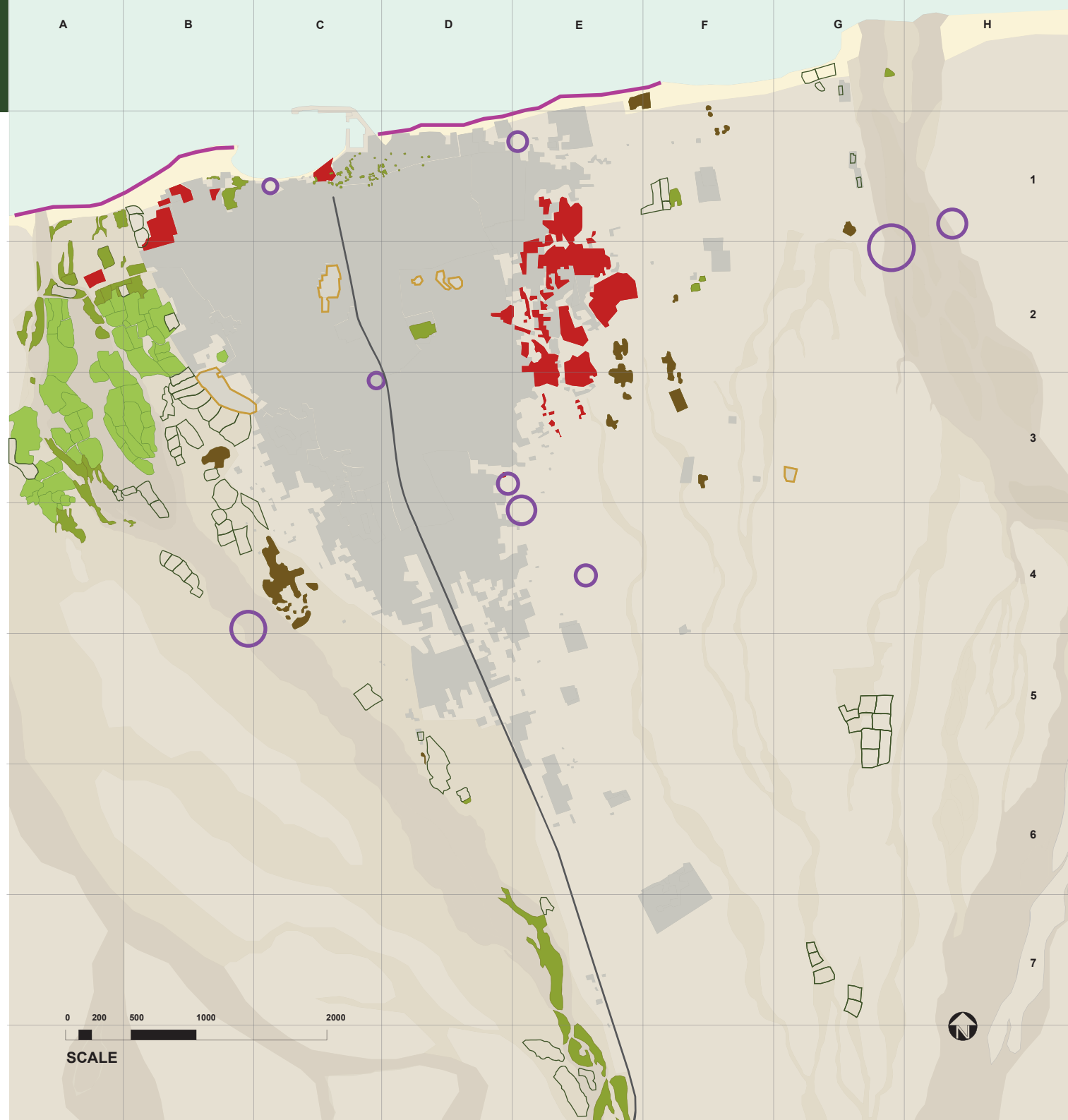
environment

LEGEND

- ENVIRONMENTALLY DEGRADED IDP SETTLEMENTS
- HIGH VEGETATION
- FARMLAND
- ABANDONED FARMLANDS
- LIVESTOCK HOLDING GROUNDS
- CEMETERY
- POLLUTED SEASHORE
- MAIN DUMPING POINTS
- AIRPORT
- NATIONAL ROAD
- BUILT-UP AREA
- SEA
- SHORE
- DRY RIVERBED
- FLOODING AREA
- BARREN LAND

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SCALE



STRATEGIC URBAN DEVELOPMENT PLAN

development constraints and potential

road congestion



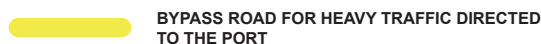
Road congestion is one of the main physical constraints to the city's development. The most affected road is the main axis connecting the south with the Bossaso port. Encroachment of business activities, pedestrian and vehicular traffic, and temporary and permanent structures on the road reserve hamper economic development in the city centre and cause pollution. The map indicates the roads and areas that the problem affects most.

accessibility to the port



Limited accessibility to the port area and poor port-related infrastructure are affecting the full development of the city's most important asset.

bypass road



Bossaso Municipality traced a road on the eastern side of town to address the problems of road congestion and access to the port. The road has been opened but is not paved; it lacks street lights and other critical facilities such as water infrastructure and proper connection to the main roads. An efficient connection between the bypass road and the port area is also missing.

warehouses and large-scale trade-related facilities



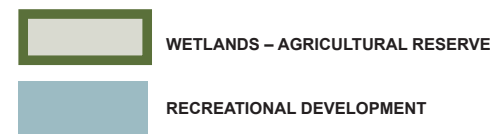
Trade and import-export are the backbone of the city's economy. Adequate space has not been set aside for the infrastructure that can support and help achieve the full potential of this resource. Warehouses, holding grounds for livestock, space for trucks, garages, service areas, etc. would be best placed along the bypass road. This would protect the environment of the residential areas within town, reduce congestion, and allow for the necessary expansion of trade-related activities.

degraded urban environment












Degradation of the urban environment is one of the main problems in Bossaso, affecting all neighbourhoods. Some of the most critical issues to be addressed: lack of efficient garbage collection systems, improper disposal of waste from vehicle engines, and contamination by human waste of soil and underground water, which leads to waterborne diseases. The degradation is particularly bad and has severe implications for human life in the settlements occupied by IDPs and urban poor families, as can be seen in the frequent disease and fire outbreaks.

protection and expansion of agricultural reserves and recreational areas

















Agricultural and recreational areas need to be preserved and enhanced. Food security, the urban economy, and social cohesion would benefit from investments in such areas.

LEGEND DEVELOPMENT CONSTRAINTS AND POTENTIALS

-  CONGESTED ROADS
-  CONGESTED AREA – CITY CENTRE
-  CRITICAL TRAFFIC NODES TO BE DECONGESTED
-  BAD ACCESSIBILITY TO THE PORT – INADEQUATE INFRASTRUCTURE
-  BYPASS ROAD FOR HEAVY TRAFFIC DIRECTED TO THE PORT
-  AREA FOR DEVELOPMENT OF WAREHOUSES AND TRADE-RELATED FACILITIES
-  DEGRADED URBAN ENVIRONMENT – IDP SETTLEMENTS
-  WETLANDS – AGRICULTURAL RESERVE
-  RECREATIONAL DEVELOPMENT

LEGEND BACKGROUND ELEMENTS

-  AIRPORT
-  NATIONAL ROAD
-  MAIN ROADS
-  SECONDARY ROADS
-  IDP SETTLEMENTS
-  FARMLANDS
-  LIVESTOCK HOLDING GROUNDS
-  CEMETERY
-  BUILT-UP AREA
-  SEA
-  SHORE
-  DRY RIVERBED
-  FLOODING AREA
-  BARREN LAND

0 200 500 1000 2000

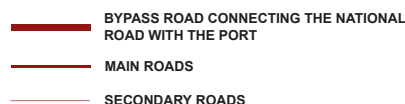
SCALE



STRATEGIC URBAN DEVELOPMENT PLAN

key interventions for the future development of the city

bypass roads and road network



An efficient traffic regulation system and proper road maintenance are required for the whole city. Nevertheless, the most urgent interventions should target the bypass road and the main roads.

The **bypass road** should be paved, the connection to the main road heading south should be better defined (e.g. roundabout, signboards, etc.), the electricity and water networks should be made accessible, and street lights should be put up. The access route to the port should be cleared of formal and informal structures that prevent the efficient use of the port and obstruct loading and unloading activities.

The **main roads** should be cleared of structures and informal businesses encroaching on the road reserve. Small kiosks should be relocated to more suitable areas. Pedestrian walkways should be protected from vehicular traffic and parking areas should be defined. Bus stops should be formalized. Where needed, one-way roads should be established. Drainage should be provided to areas subject to seasonal flooding.

Page xx gives an example of the suggested intervention for Netco Road, one of the most congested parts of Bossaso.

trade-related facilities



Modern cities need physical planning to ensure that productive areas and residential areas do not encroach on each other, preventing reciprocal development. Each function needs different infrastructure and services, as well as preliminary planning to ensure the adequate provision of such facilities in a cost-effective manner.

The strategic urban development plan suggested for Bossaso recommends that warehouses and other trade-related facilities (garages, petrol stations, service areas, etc.) be concentrated along the bypass road and on the more external tracts of the main road reserve. This will release the city centre from the pressure created by the presence of large-scale trade-related facilities and will allow for traffic decongestion.

manufacturers



Bossaso hosts some manufacturers on the coastal strip on the eastern side of the town. Productive activities and basic processing of raw materials and marine resources need to be revitalized and enhanced. The plan suggests a location for such activities.

livestock holding grounds



Livestock production and trade are extremely lucrative for the country, accounting for a significant share of the economy. In spite of this, livestock facilities are not well developed, and livestock holding grounds encroach on residential developments. This creates environmental pollution and poses severe health threats to the local population, especially the IDPs and the urban poor living on the eastern side of town. Moreover, city expansion progressively pushes the areas set aside for such activity farther out, preventing businessmen from investing in more permanent and efficient infrastructure.

The strategic development plan proposes an alternative location for livestock-related activities. The area is close to water sources and is easily accessible from the port and the main road.

agricultural reserves, areas for recreational activities, and public spaces



The Bossaso strategic urban development plan has set aside areas for such activities.

The protection of the agricultural reserve is crucial for ensuring a sustainable source of food for the city, which currently imports most of its supplies from overseas or the south. Investments should be made to strengthen such resources.

The improvement of public spaces and recreational activities is important to increase social cohesion, increase interaction among different groups, encourage sports among youth and children, and upgrade the urban environment.

compact city development



UN-HABITAT recommends compact city development for Bossaso (see page 22 and 23). This will maximize the use of urban land and limit the cost of services and infrastructure, ensuring easier and cost-effective maintenance. Compact cities facilitate the integration of communities and enhance local economic development opportunities.

It is therefore important that for the coming decades the city does not experience residential expansion beyond the blue line marked on the strategic development plan.

port reserve area



See the proposed interventions on page 42 and 43.



PROPOSED INTERVENTIONS

- BYPASS ROAD CONNECTING THE NATIONAL ROAD WITH THE PORT
- MAIN ROADS
- SECONDARY ROADS
- PORT RESERVE AREA
- WAREHOUSES AND TRADE-RELATED ACTIVITIES
- INDUSTRIES AND MANUFACTURERS
- LIVESTOCK HOLDING GROUNDS AND RELATED ACTIVITIES
- AGRICULTURAL RESERVE
- RECREATION ACTIVITIES
- PUBLIC SPACES
- AREA NOT SUITABLE FOR RESIDENTIAL DEVELOPMENT

LEGEND BACKGROUND ELEMENTS

- | | |
|---------------------------|---------------|
| AIRPORT | CEMETERY |
| NATIONAL ROAD | BUILT-UP AREA |
| MAIN ROADS | SEA |
| SECONDARY ROADS | SHORE |
| IDP SETTLEMENTS | DRY RIVERBED |
| FARMLANDS | FLOODING AREA |
| LIVESTOCK HOLDING GROUNDS | BARREN LAND |



TABLES

the approach and the projects

THE APPROACH

ADDRESSING THE NEEDS OF THE DISPLACED

The dire conditions of the displaced in Bossaso have concerned humanitarian agencies, leading them to develop common strategies and joint programmes to improve their outreach and efficiency.

THE CLUSTER APPROACH

In line with the global Humanitarian Reform endorsed by the Inter-Agency Standing Committee, the Cluster Approach was introduced in Somalia in 2006. Several clusters are active in Bossaso. UN-HABITAT is working with the Protection Cluster and the Water and Sanitation Cluster, and is particularly active in the Shelter Cluster. UNHCR and UN-HABITAT co-chair the Shelter Cluster, which includes Danish Refugee Council, Norwegian Refugee Council, and other local and international NGOs. The Shelter Cluster has been very active in addressing the needs of the displaced; some of its achievements are presented in this publication.

THE JOINT UN/INGO IDP STRATEGY

In 2005, a joint UN/INGO strategy to address the needs of internally displaced persons in Somalia was prepared by UN agencies, in consultation with key government and NGO representatives.

The main strategic objectives for the improvement of the lives of the displaced are:

- ➔ Better protection for the displaced from human rights abuses, physical violence, eviction, and fire outbreaks.
- ➔ Improved living conditions in existing and temporary settlements, through settlement upgrading, improved access to basic services, and access to immediate income-generating opportunities.
- ➔ Provision of durable solutions for livelihoods, resettlement, and reintegration.







THE ACHIEVEMENTS

IDP SETTLEMENT UPGRADING

THE INTERVENTIONS

Improving the living conditions of the displaced in their current locations is one of the three main strategies for providing assistance to the neediest. This time-consuming but extremely effective exercise not only addresses the service and shelter needs of the displaced, but also has a positive impact on the safety and security of the people, as well as their livelihoods.

With funds from different agencies and donors, UN-HABITAT and other Shelter Cluster members – Danish Refugee Council, Norwegian Refugee Council, and UNHCR – have established an action team in charge of:

- ➔ Replanning the informal settlements to allow sufficient living space for the families, as well as space for roads, firebreaks, basic services, and infrastructure
- ➔ Distributing improved and less flammable temporary shelter kits to IDP families
- ➔ Conducting basic training on settlement planning and fire prevention
- ➔ Negotiating with local authorities and landowners land occupation arrangements for the IDPs

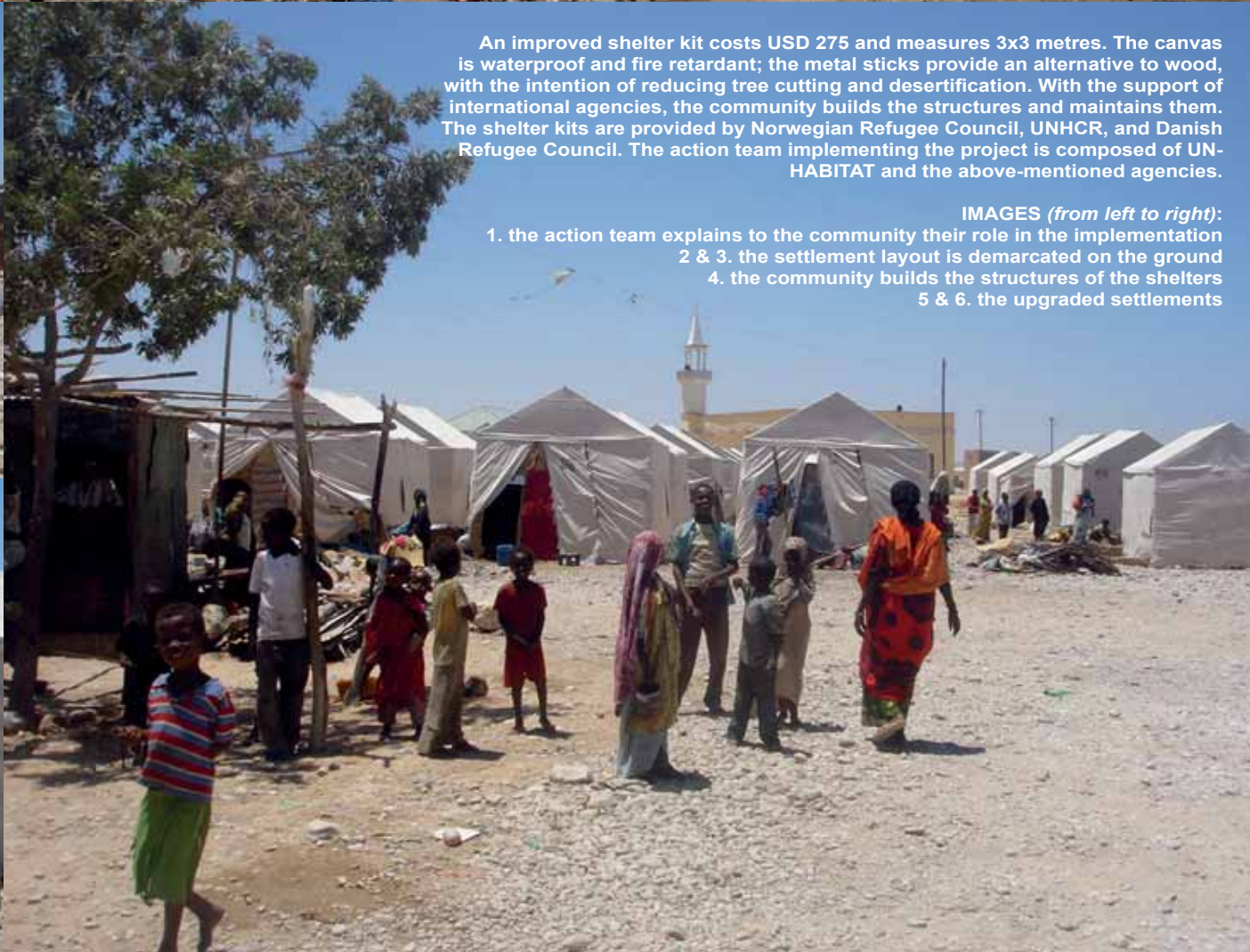
In 2008, 5 of the main IDP settlements were upgraded: Tawakal (hosting 134 families), New Shabelle (75 families), Bullo Elay (123 families), Ajuuran (511 families), and Biyo Kulule (350 families). After giving access to improved shelter and living conditions to these 1,193 families – corresponding to an estimated 7,160 people – the action team will intervene in other priority settlements.

Among the positive effects of the interventions, the reduction of fire outbreaks in the settlements must be mentioned. In 2007, 14 of the 21 IDP settlements in Bossaso were affected by fire, and over 1,800 families had their shelters and belongings destroyed. After the upgrading interventions and the provision of improved shelter kits in 2008, the number of families affected by fire almost halved, and “only” 1,001 families were affected; none of the upgraded settlements was affected.

BACKGROUND

The composition of the displaced communities is very diverse. A large portion of the Bossaso displaced families has been living in temporary settlements there for years, and some refer to themselves as part of the host community. A consistent percentage of IDPs declared in a recent survey that they have no intention of moving from Bossaso, even if peace is restored in the south. The unstable political situation in the country and the geographical location of Bossaso meanwhile continue to attract those who are displaced by conflict and drought or are searching for better economic opportunities. As a result, at the beginning of 2009 an estimated 35,000 displaced people lived in the city in makeshift structures, with poor access to basic services and under threat of eviction.

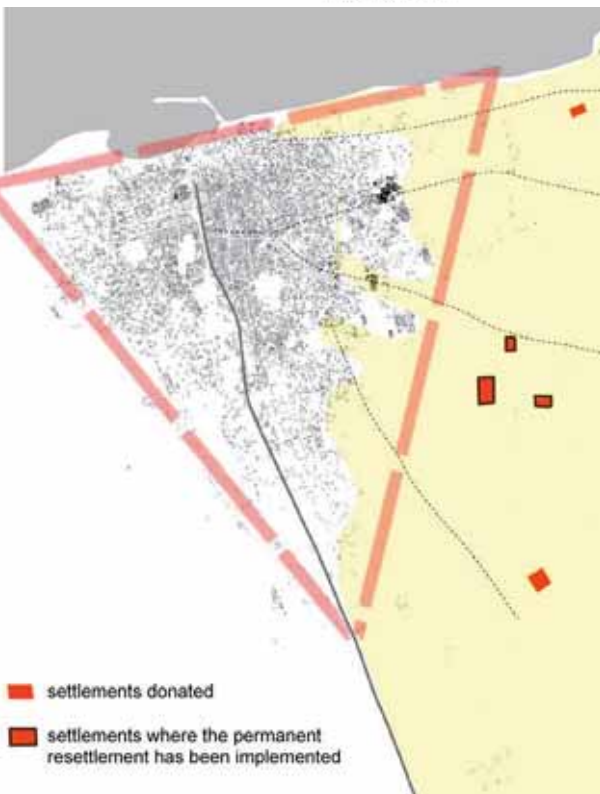
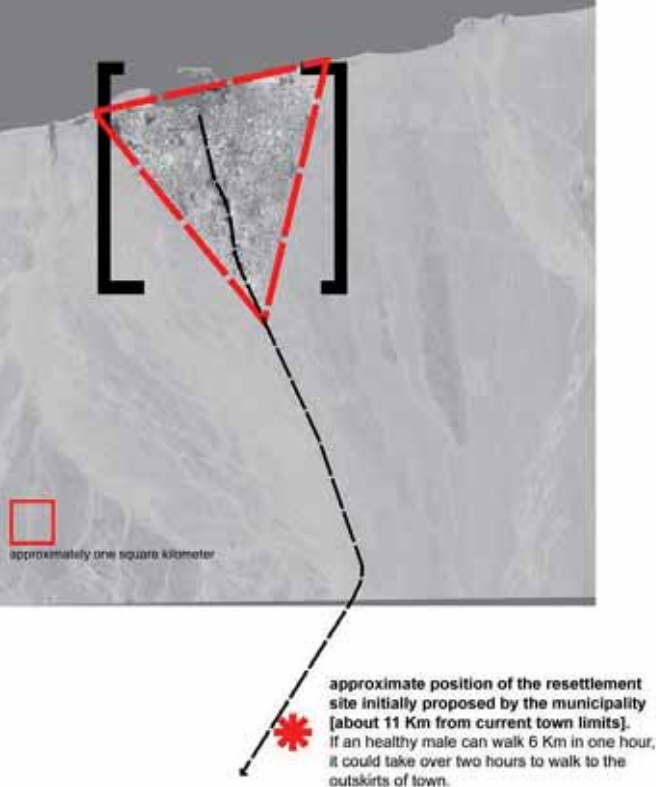




An improved shelter kit costs USD 275 and measures 3x3 metres. The canvas is waterproof and fire retardant; the metal sticks provide an alternative to wood, with the intention of reducing tree cutting and desertification. With the support of international agencies, the community builds the structures and maintains them. The shelter kits are provided by Norwegian Refugee Council, UNHCR, and Danish Refugee Council. The action team implementing the project is composed of UN-HABITAT and the above-mentioned agencies.

IMAGES (from left to right):

1. the action team explains to the community their role in the implementation
- 2 & 3. the settlement layout is demarcated on the ground
4. the community builds the structures of the shelters
- 5 & 6. the upgraded settlements



THE ACHIEVEMENTS

PERMANENT SHELTER FOR IDPs AND URBAN POOR

UN-HABITAT, UNHCR, Danish Refugee Council, and UN-OCHA, in collaboration with the Bossaso local authorities, the communities, and local counterparts, joined forces to help resettle displaced and urban poor families in Bossaso East. The intervention gave a new home with security of tenure, access to services, and livelihood opportunities to 112 displaced families from the most disadvantaged IDP settlements and 28 poor families from the local community. The project was part of the broader strategy to support a well-planned urban development on the eastern side of the town, presented on page 32 of this publication. The community and the authorities viewed the project as transparent and successful; it was also very well received by the beneficiaries. A similar approach is now being replicated in the city to benefit up to 450 vulnerable families.

THE STEPS

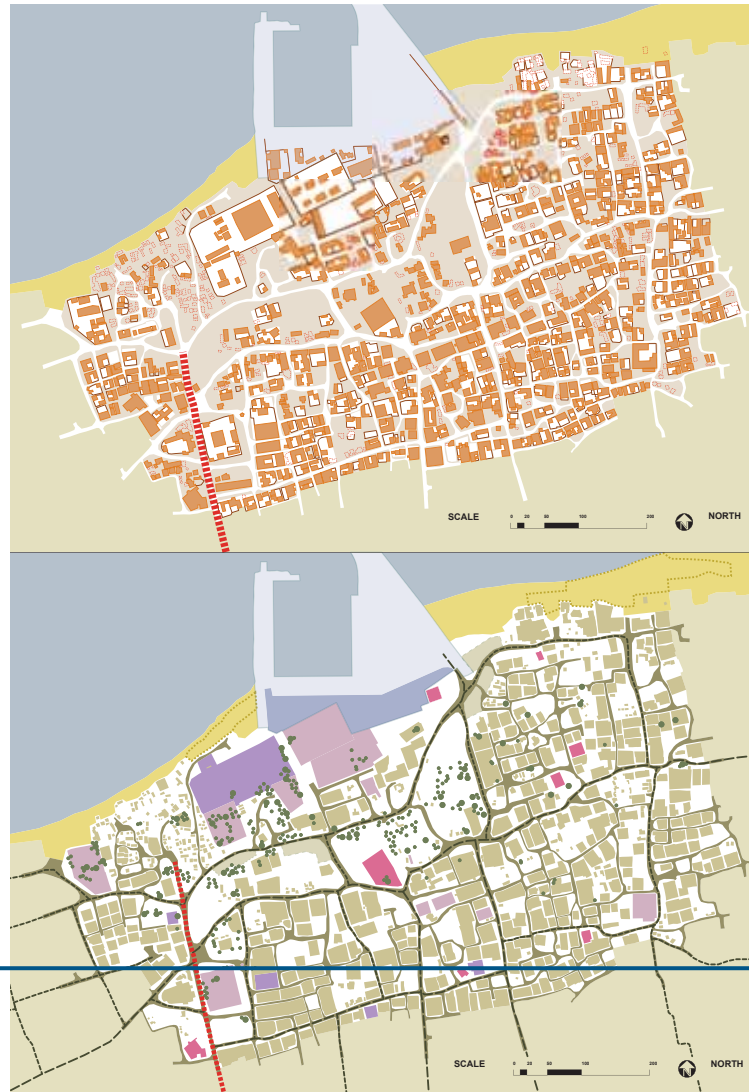
- 1. Discussions were held with the local authorities within the framework of the IDP strategy. The initial idea was to segregate the displaced by relocating them outside of town, but after negotiations the resettlement of IDPs within town was accepted (images on the left). This represented a significant change in the attitude of the authorities towards the recognition of the rights and the status of the IDPs.**
- 2. A campaign for land donation was launched. Members of the business community and powerful clans of the city donated part of their land as charity. The ownership of this land was transferred to Bossaso Municipality.**
- 3. A complex beneficiary selection process took place, presided over by a committee composed of all the relevant stakeholders and humanitarian agencies. Eligibility criteria were set, and a lottery identified the final beneficiaries from among the eligible families. One hundred and twelve families of IDPs were selected from four of the most vulnerable settlements in the city. The municipality identified 28 urban poor families.**
- 4. The municipal water network was extended to the settlements and access roads were traced.**
- 5. Local construction companies built the basic core of the shelters. This encompassed the boundary walls of the house, the foundation, a latrine, and a shower box.**
- 6. The beneficiaries moved onto their plots and, while living in temporary shelters, constructed the first room of their house. A local NGO took care of the logistics and daily supervision.**
- 7. Tenure documents were provided to the beneficiaries.**

After the project was completed, livelihood interventions took place, trees were planted, and a mosque and school were constructed next to the settlements by other humanitarian agencies. The beneficiaries started to invest in their own properties, modifying the houses and adding pavement, water tanks, trees, etc. A beneficiary satisfaction survey carried out in the settlements highlighted the appreciation the beneficiaries had for the project and the improvements it brought to their lives.



BOSSASO PORT AREA

ANALYSIS OF THE EXISTING SITUATION



LEGEND

- NATIONAL ROAD
- SEA
- SHORE
- BUILT-UP AREA
- BUILDINGS
- TEMPORARY STRUCTURES - SHACKS
- FENCES AND WALLS
- OPEN SPACE

LAND USE AND ACCESS

- TREES
- TRUCKS AREA
- FISHING BOATS AREA
- MIXED USE
- INSTITUTIONAL
- COMMERCIAL
- RELIGIOUS
- SPACES FOR CIRCULATION
- PORT FACILITIES



Limited accessibility to the port area and poor port-related infrastructure are affecting the full development of Bossaso's most important asset. The images on the left offer an analysis of the existing situation: narrow and poorly paved alleys connect the national road to the port, temporary structures encroach on important spaces, empty spaces remain under-utilized, and the port surroundings are randomly organized.

On the right, the proposed interventions: structured access to the port from the main road and the bypass road, the possibility of introducing one-way traffic to reduce congestion where existing roads are not wide enough to accommodate heavy traffic, institutionalization of a Port Reserve Area in which new residences and small businesses are not allowed, creation of formal and well-structured areas for short-term parking, and areas for future port-related infrastructure, services, and facilities.

LEGEND

PROPOSED INTERVENTIONS

- MAIN ACCESS TO THE PORT FROM BYPASS ROAD
- ONE WAY
- TWO WAYS
- ACCESS TO THE PORT FROM MAIN ROAD
- SECONDARY ACCESS
- PORT RESERVE AREA
- TEMPORARY PARKING FOR TRUCKS AND OTHER PORT-RELATED FUNCTIONS
- ADDITIONAL PORT-RELATED STRUCTURES, INFRASTRUCTURE, AND SERVICES

EXISTING FEATURES

- PORT-RELATED STRUCTURES
- BUILDINGS
- TEMPORARY STRUCTURES - SHACKS
- TREES
- ROADS AND ALLEYS
- OPEN SPACES
- SEA
- SHORE
- BUILT-UP AREA

- 1 - NECFISH
- 2 - MINISTRY OF FINANCE OFFICE
- 3 - FORMER GOVERNMENT RESIDENCE
- 4 - PORT ADMINISTRATION OFFICE
- 5 - SCHOOL
- 6 - MAJOR MOSQUE
- 7 - MINISTRY OF FISHERIES OFFICE
- 8 - MUNICIPAL FIRE BRIGADE
- 9 - TAXIS AND MINIVAN PARKING

PROPOSED INTERVENTIONS



SCALE

0 20 50 100 200

NORTH

ROAD UPGRADING NETCO ROAD

As shown in the images above, Netco Road is one of the most congested areas in Bossaso. There are numerous public transport vehicles and private cars, and the heavy traffic is not adequately regulated. Loading and off-loading take place in the middle of the road reserve, and temporary structures and other petty commercial activities block the route. Pedestrian walkways and an appropriate drainage system are absent.

UN-HABITAT, in collaboration with the municipality and the Netco business community, prepared a layout plan for the rehabilitation of the road. A section of it is shown below, together with a three-dimensional image of the proposed intervention.





- what is the...?

URBAN SPATIAL ANALYSIS

Urban Spatial Analysis is a tool for understanding the dynamics, problems, and development opportunities of a city through its physical form.

objectives:

- representing with maps and drawings the basic urban elements of the city: roads, services, infrastructure, major natural elements, traffic flows, main directions of urban expansion, key productive and commercial areas, public facilities, etc.
- identifying and mapping the most vulnerable and problematic areas of the city by putting data into a spatial perspective.
- providing to all urban development stakeholders a simple technical base for discussion to sustain the urban strategic planning process.
- proposing an example of how the spatial analysis, combined with participatory planning, could be translated into specific projects integrated into a broader city development plan.
- providing authorities, local and international agencies, and other public and private development actors with a flexible and simple tool to help direct investments and interventions.

methodology:

The information presented in the urban spatial analysis is based on:

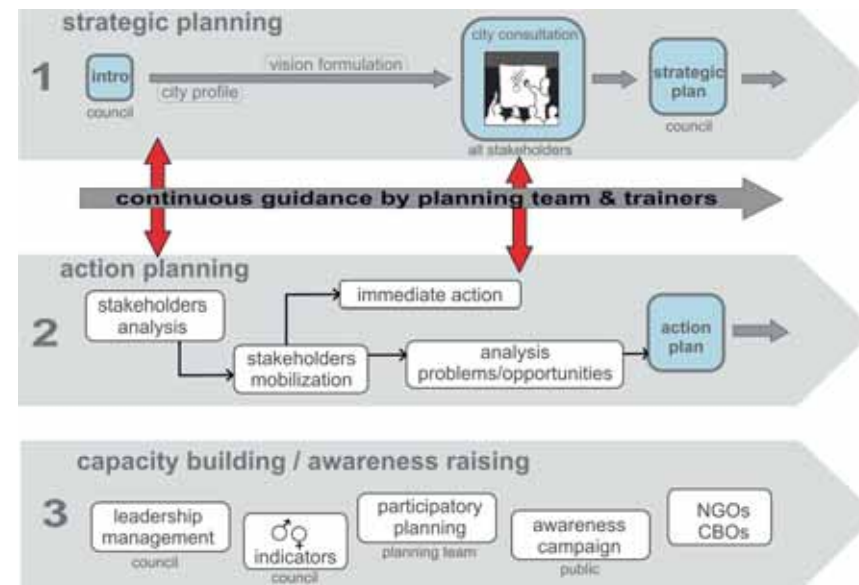
- ➔ interviews with key municipal staff, officials from public institutions, and other key informers.
- ➔ preliminary site visits with the support of the relevant informers.
- ➔ the preparation of preliminary maps, to be further detailed.
- ➔ a desk study of available documents.
- ➔ the collection of additional visual material (photos, graphics, etc.).
- ➔ additional site visits and surveys of the city.
- ➔ the finalization of the maps, to include all information collected.

The information collected through the urban spatial analysis of the city of Bossaso is presented on pages 26–33.

THE APPROACH

URBAN SPATIAL ANALYSIS AND STRATEGIC PLANNING

The graphic below illustrates the strategic planning process. Initiated through the capacity-building and awareness-raising component of the UN-HABITAT Good Local Governance and Leadership Training Programme, the process was later sustained with the urban spatial analysis and action plans.



As shown in the graphic, Rapid Urban Spatial Analysis is just one of the first steps of the planning process.

Planning is a continuous engagement with the needs and demands of an urban environment, complemented with capacity building, awareness raising, and continuous participative discussion among all stakeholders concerned.

To allow for the successful implementation of planning decisions, sustainable monitoring mechanisms have to be developed to prevent negative outcomes and overcome bottlenecks.

CITY CONSULTATION

A city consultation is an event that brings together all the urban development actors of an urban centre to discuss, share points of view, deepen their understanding of the situation, explore solutions, and build consensus on issues of common interest.

Key principles of a city consultation:

- **Inclusiveness** – to build a solid base for future cooperation, it is important to involve all key stakeholders, including marginalized groups and representatives of opposing political parties, factions, or clans. Everyone must have the opportunity to express his or her point of view.
- **Continuous process** – a city consultation is not an outcome in itself or a point of arrival, but it is the start of a process for further action and cooperation. To create a solid base for future steps, clear agreements should be reached on the main issues discussed. The way forward should be understood by all, and clear action points should be defined.
- **Conflict resolution** – understanding different perspectives and interests is the basis for finding common ground for action. All parties should share knowledge, expertise, and resources, and be willing to compromise and work together on mutually acceptable solutions.
- **Gender balance** – women and men should both be called upon to express their points of view on an equal-to-equal basis. Women and youth groups should be represented.

In the Somali context, where local institutions have limited coercive power and legal frameworks are not fully developed, it is particularly important to reach a broad consensus among all urban development actors on issues of common interest. City consultations in particular are fundamental steps towards realistic and sustainable city planning.

BOSASSO CITY CONSULTATION

5 March – 8 March 2005

List of participants

Central and local authorities

Ali Abdi Aware
Yusuf Mohamed Wacay
Roble Omar Mohamoud
Abdikadir Musse Yusuf
Samatar Abdi Samatar
Ahmed Mohamed Abdale
Musse Gelle Yusuf
Abdinoor Mohamed Said
Ali Mirre Artan
Ali Jama Farah
Said Jibril Aris
Abdulahi Said Au Musse
Abdiweli Musse Aden

NGOs/CBOs and other institutions

Abdirisak Ahmed Shode
Abdulahi Yusuf Tadumun
Hawa Ali Jama
Ibrahim Gurre

Traditional and religious leaders

Abshir Mohamed Idiris
Sheikh Abdirisak Hussein Isse
Botan Dhowre
Sheikh Salad Qaxiyey-Hifdi
Ahmed Mohamed Yusuf
Sheikh Dad
Ahmed Warsame Ali

IDP groups

Abdiweli Mohamed Abdi
Farah Musse Ali
Ardo Abdulahi Warsame

List of participants

Media and intellectuals' associations

Khalif Mohamed Barre
Farah Haji Said
Mohamed Abshir Omar
Omar Mohamed Barre
Mohamed Weyrah
Maryan Mohamed Hassan
Mahado Sheikh Ahmed
Yusuf Mohamoud Haji
Salado Ismail Mirrod

Businessmen and project committees

Yusuf Abshir Cadami
Abdinasir Mohamed Hussein
Ahmed Abdi Abdale
Bashir Abdulahi Salah
Abdulladif Yusuf Barre

Bossaso local team

Ahmed Mohamed Hassan
Abdikadir Gas Musse
Mohamed Isse Yusuf
Ibrahim Mohamed Abdikadir
Bashir Shire Ahmed
Bosteyo Said Yusuf
Aden Osman Aden
Jama Mohamoud Dulane

UN-HABITAT ACTIVITIES IN SOMALIA

UN-HABITAT has been active in Puntland since 1996 and the main focus of its activities has been in the fields of:

- capacity building of public institutions
- governance (local leadership training)
- provision and management of basic services (in particular water supply and solid waste)
- urban planning
- land management, mapping, and development of urban land information systems
- municipal finance, asset management, and revenue collection
- assistance to IDPs and returnees, in particular site review and planning, shelter provision, and secure tenure

Following are the main programmes and activities implemented by UN-HABITAT in recent years. For more information: www.unhabitat.org/somali-region

1. Urban Development Programme for the Somali Region

Activities: (1) **legal and institutional reforms** – assessment of land tenure options for IDPs and returnees, analysis of the land legal framework; (2) **municipal governance** – organization of urban forums; (3) **strategic urban planning and development control** – development of resettlement plans for displaced population in major towns, capacity building for local authorities, development of town plans; (4) **urban land management**; (5) **municipal finance** – training for municipal staff, assessment of municipal finance software options; (6) **basic urban service delivery** – assessment of solid waste systems, support to local authorities to set up improved solid waste management systems, technical and practical support to municipalities to set up waste collection systems; (7) **local economic development** – economic profiling of four towns, support to authorities to set up public-private partnerships, labour-intensive employment generation projects; (8) **local projects** – construction and rehabilitation markets and slaughterhouses.

2. Emergency Assistance for IDPs and Returnees – **Activities:** (1) construction of houses for IDPs, returnees, and urban poor in Garowe, Bossaso, and Hargeisa through a self-help methodology; (2) provision of security of tenure; (3) training of returnees and IDPs in the labour-intensive production of local construction materials and construction skills; (4) provision of job opportunities; and (5) developing community settlement governance and management techniques.

3. Support to Improved Service Delivery in Somali Cities – **Activities:** (1) solid waste management projects; (2) provision of technical, economic, and legal guidance to municipalities and representatives of the local consortia to strengthen their capacity and create a common understanding of sustainable and integrated solid waste management; and (3) training on appropriate technical solutions for local institutions and businesses to promote pro-poor public-private partnerships and income-generating activities in the waste sector.

4. Support to Priority Areas in the Urban Sector Programme – **Activities:** (1) preparation of municipal finance training material; (2) municipal finance training; (3) rehabilitation of Hargeisa, Boroma, and Garowe municipal buildings; (4) extension of the Ministry of Interior building in Hargeisa; (5) assistance in developing the Hargeisa City Charter and urban laws; (6) production of multi-purpose base maps of a few cities, and (7) rapid spatial urban analysis for main towns.

5. Good Local Governance and Leadership Training Programme – **Activities:** (1) training material on good local governance; (2) training on leadership management skills, gender, and action planning; (3) awareness campaigns on good local governance; (4) implementation of priority projects.

6. The Somalia Urban Sector Profile Study – An analysis of how to fill the gap between the EC's Country Support Strategy and individual urban project interventions, providing an instrument for policy dialogue and a basis for determining interventions.

7. The Reconstruction of the Tsunami-affected Village of Xaafuun – **Activities:** (1) construction of over 200 houses for the affected population; (2) community buildings; and (3) development plan for the town.

THE URBAN DEVELOPMENT PROGRAMME FOR THE SOMALI REGION: ITS DONORS AND IMPLEMENTING PARTNERS

The Urban Development Programme for the Somali Region is an umbrella programme for all urban interventions in the Somali region. UN-HABITAT is the lead agency, and its partners are the Italian NGO Consortium UNA, the International Labour Organization, Oxfam-Novib, UNICEF, Danish Refugee Council, UNHCR, and a number of local NGOs. The programme is funded by the European Commission and UNDP, and co-funded by the Government of Italy, the Government of Japan, UNICEF, the Department for International Development of the United Kingdom, UNHCR, and the Humanitarian Response Fund. The programme receives support from WFP through food-for-work schemes.

SUDP activities encompass: urban governance, legal and institutional reform, donor coordination, urban management, land management, municipal finance, basic services and urban infrastructure (markets, slaughterhouses, roads, and municipal building rehabilitation), local economic development, urban planning support, shelter provision for displaced populations and the urban poor, slum upgrading, and solid waste management.

European Commission	The EC is the main donor of the SUDP and supported several other UN-HABITAT interventions in the Somali region. The commission provides funding as well as technical and strategic guidance to programme design and implementation.
UNDP	The UN Development Programme's involvement in SUDP is part of its Governance and Financial Services Programme, under which long-term cooperation with UN-HABITAT exists. UNDP is the key coordinating agency for interventions in the region, and its partnership with UN-HABITAT extends to a wide range of programmes, most prominently the Joint Programme for Local Governance and Service Delivery.
Government of Italy	The support of the Government of Italy has been consistent throughout UN-HABITAT's presence in the Somali region. It funds part of SUDP's core activities and service delivery programmes and is involved in the elaboration of the new Joint Programmes.
Government of Japan	The Government of Japan funds the Assistance for the Resettlement of Returnees and Internally Displaced People programme in Hargeisa and Garowe.
Department for International Development	Through DFID, the Government of the United Kingdom funds a number of governance-related aspects of SUDP and the new Joint Programmes. DFID support also extends to activities related to the Community-Driven Development and Reconstruction Programme.
UNICEF	The UN Children's Fund partners with UN-HABITAT in the implementation of several activities, such as the Joint Programme for Local Governance and Service Delivery, and the Community-Driven Development and Reconstruction Programme. It also collaborates in strengthening the role of youth in local governance.
UNA	The Italian NGO consortium UNA represents three Italian universities and a number of international NGOs. UNA takes the lead in the urban services component, which includes solid waste management and sanitation activities.
International Labour Organization	ILO is responsible for the local economic development component of the SUDP and partners with UN-HABITAT in a number of other programmes, such as the Joint Programme for Local Governance and Service Delivery and the IDP resettlement interventions.
Oxfam-Novib	Under the SUDP, Oxfam-Novib expanded its capacity-building activities for local NGOs and community-based organizations.
World Food Programme	WFP supports UN-HABITAT shelter activities by providing food-for-work at the construction sites of the shelter projects.
UNHCR	The UN High Commissioner for Refugees is a key UN-HABITAT partner for the implementation of land-, shelter-, and IDP-related activities. UNHCR funds some IDP settlement upgrading components and supports joint research on land-related issues; in addition, UNHCR and UN-HABITAT are co-chairs of the Somali Shelter Cluster.
Swedish Agency for International Development	SIDA financially supports UN-HABITAT for the implementation of shelter activities for IDPs and the urban poor in south central Somalia.
Danish Refugee Council	DRC is one of the UN-HABITAT implementing partners, particularly concerning community development and IDP-related issues.
Norwegian Refugee Council	NRC partners with UN-HABITAT in the implementation of shelter activities for IDPs and other vulnerable communities.

DONORS AND PARTNERS



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