



UN-HABITAT

SUDP - URBAN DEVELOPMENT PROGRAMME FOR THE SOMALI REGION

HARGEISA

FIRST STEPS TOWARDS STRATEGIC URBAN PLANNING



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UN-HABITAT

HARGEISA

FIRST STEPS TOWARDS STRATEGIC URBAN PLANNING

a basic guide

INTRODUCTION

first steps

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

→ **a city profile**, undertaken by a team of local experts, prepared the necessary database for the city consultation and gave the opportunity to identify and mobilize key stakeholders for the participatory planning process.

→ **a city consultation** (1) built a common vision for the desired future of the city, (2) identified priority needs and related strategic interventions, and (3) reached an agreement on the action plans to be implemented and on the roles of the different stakeholders.

>>> more on this on page 44

→ **an urban spatial analysis**, carried out by UN-HABITAT experts, gave a basic spatial understanding of the city and condensed challenges and priority areas of intervention into a proposed strategic development plan.

>>> more on this on page 48

→ **action plans**, agreed by the local stakeholders during the city consultation, aimed at testing and demonstrating the validity of the applied principles of strategic development planning. The projects selected involved the reorganization of the Wahan and Maroodi Jeex Markets in Hargeisa.

>>> more on this on page 46

objectives of the report

This document illustrates the first steps to city planning through a participatory strategic approach. It combines the results of the participatory planning process undertaken by the city of Hargeisa through city profiling and city consultation, with the spatial analysis of the city developed by UN-HABITAT. The main objectives of this publication are:

→ **documenting the process** undertaken by Hargeisa Municipality using city profiling and the city consultation.

>>> more on this on page 44

→ **recording the outcomes** of the first broad consensus on urban issues, priority urban interventions and action plans.

>>> see the 'planning strategies' section on pages 11-21

→ **introducing spatial analysis** as a tool for strategic planning.

>>> see the 'spatial framework' section on pages 23-33

→ **providing a comprehensive methodological tool for strategic urban planning.**

→ complementing the documentation of the process undertaken with **teaching-learning techniques** and didactic tips for local authorities and technical persons involved in the urban development of the city.

structure of the report

→ **background - the present:** general information about Hargeisa, the capital city of Somaliland.

→ **vision - the future:** the slogan for Hargeisa's development, chosen by the participants of the City Consultation.

→ **planning strategies (for action) - building the future:** during the Hargeisa City Consultation, local actors highlighted basic services, economic development, environment, IDP-related issues, and city planning as priorities to be addressed; precise operational strategies and action plans were identified in line with these priorities.

→ **spatial framework - putting actions in place(s):** a spatial analysis of the city, which puts the priority interventions needed in the city into a spatial perspective.

→ **desired structure - turning vision into reality:** a proposed strategic development plan for Hargeisa, to serve as an example and basis for discussion in the urban planning process.

→ **towards implementation:** an idea of an indicative road map for the implementation of the strategies proposed by the participants of the Hargeisa City Consultation.

→ **tables:** methodological information and further details on the City Consultation, Urban Spatial Analysis and Action Plans.

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CHRONOLOGY

Report of first huts being built in Hargeisa 1910

A Major Rhine introduces town planning, and huts are replaced with stone buildings and trees 1922

The arrival of Ethiopian refugees fleeing the Italian invasion substantially boosts town's population 1936

The government's headquarters are moved into town 1941

Formalization of Hargeisa into a municipality 1953

Somaliland gains independence from the British Protectorate and merges with Italian Somalia 1960

Somalia enters into war with Ethiopia in an attempt to capture the Ogaden region 1977

Somaliland declares independence once again to become the Republic of Somaliland. Hargeisa is its capital 1991

Local elections see the birth of a multi-party democracy 2002

BACKGROUND

the present

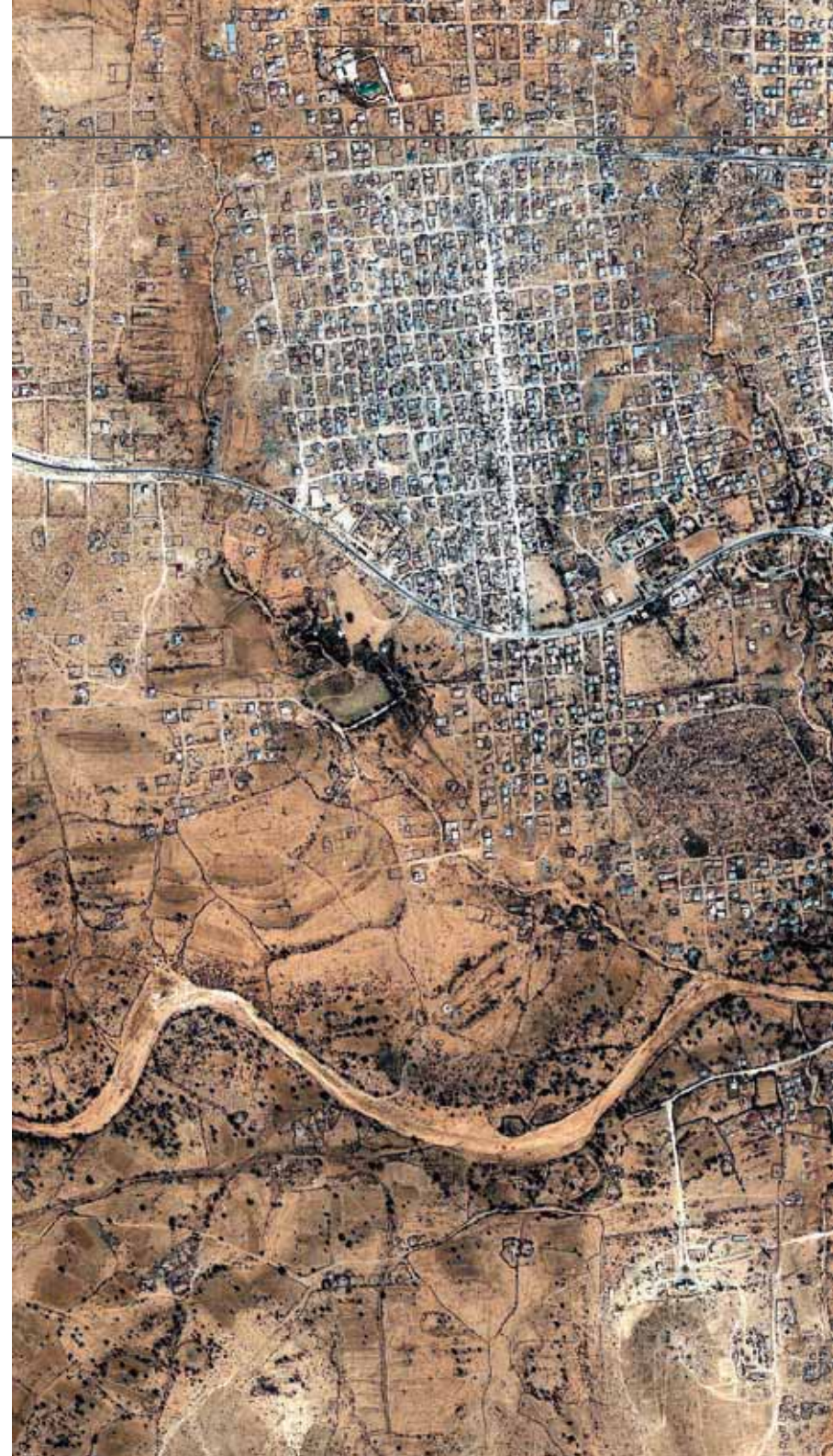


Strategically located in the centre of Somaliland and close to Ethiopia, Hargeisa is the seat of the government.

The city was recently the site of violent conflict and major instability; bombing raids levelled large parts of the town and caused major damage to the population.

Since then, Hargeisa has shown signs of rapid growth, democratic governance, and relative political stability.

Vast sections of the population, however, still struggle with crippling poverty and a lack of basic services.



**population**

Hargeisa is the largest city in Somaliland. A recent UN-HABITAT GIS survey estimates around 450 000 inhabitants, including the hard-to-verify number of displaced, although other figures vary from 350 000 to 850 000.

climate

Semi-arid with high temperatures and low rainfall, mainly in summer - *average 34 mm.*

topography

The town is situated in a bowl formed by the escarpment, from which a number of rivulets trail down into the Marodijeh River, cutting a path from east to west through a dry, sparsely vegetated valley.



VISION *the future*

“Peaceful, clean, and modern capital city, centre of trade and quality services”*



* the slogan for Hargeisa's development, chosen by the participants of the Hargeisa City Consultation.

PLANNING STRATEGIES

building the future

PLANNING STRATEGIES

building the future

During the Hargeisa City Consultation¹, the local stakeholders agreed on priority interventions for their city. The most urgent need identified is the improvement of basic services. Participants outlined strategies and actions to overcome the main problems:



problem	objective	strategy
Poor sanitation and hygiene.	Clean city with good hygienic conditions.	Privatization of sanitation facilities. Joint interventions by community and municipality.



Water scarcity.	Sufficient clean water for everybody.	Water supply programme involving all actors.
-----------------	---------------------------------------	--

Inequitable distribution of health services.	Full health care for the community.	Effective community health care programme. Cooperation with the local council and the Ministry of Health.
--	-------------------------------------	--

1. More information about the Hargeisa City consultation on page 45.



basic services

key actions

Planning and management of sanitation systems.
Extension and maintenance of Hargeisa drainage systems.

Finding new water sources and broadening water distribution.
Registration and regularization of existing water sources and water vendors.
Improvement of the Hargeisa water management system.

Survey of existing health services and community health needs.
Moving Mental and Tuberculosis Hospital to appropriate sites.
Registration and evaluation of available health services, and provision of licences or certificates to private health clinics. Better control of imported food, drinks, and drugs.

Want to have an idea of...?

The under serviced areas in your city go to page **28**

Want to have an idea of...?

The water supply in your city go to page **28**

The water cost in your city go to page **29**

PLANNING STRATEGIES

building the future



The second highest priority raised during the City Consultation was the enhancement of local economic development opportunities. In a country which imports the bulk of its consumer goods and where a large percentage of families relies on remittances to boost their monthly income, unemployment and economic stagnation are issues to be addressed urgently. Hargeisa has much potential for development, which needs to be further unlocked and explored. Hargeisa's main urban development actors have proposed some strategies:

problem

objective

strategy

Insufficient and unorganized markets.

Increasing trade opportunities.

Extending and improving existing markets; building new trade facilities.

Unemployment.

Creating job opportunities.

Establishing social and economic development programmes.

Poor condition of slaughterhouse and meat market.

Improving the condition of the slaughterhouse and meat market.

Cooperation among the local council, vendors, and other stakeholders.

economic development economic development economic development economic development



economic development

key actions



Identification and allocation of land. Fund raising.
Building five markets in the five districts of the capital.

Opening new vocational training centres.
Encouraging and improving the quality of existing vocational centres.
Raising awareness in the community on the importance of learning new skills.
Creating programmes for economic development with local and international stakeholders.

Completing the slaughterhouse under construction.
Allocating areas to build additional meat markets.
Organizing a communication network among all markets.
Creating an effective communication system between the slaughterhouse and the markets.

Want to have an idea of...?

The location of the market areas go to page **26**

Where the production facilities are go to page **26**

Want to have an idea of...?

Which spots of the city have the greater potential for development go to page **37**

*** HOW TO DO IT...**

A possible road map and time frame for implementation go to page **40**

PLANNING STRATEGIES

building the future



Internally displaced persons (IDPs) and returnees are vulnerable and marginalized groups of people displaced from their place of origin by conflict, drought, and limited economic opportunities. They mostly live in makeshift structures, without adequate provision of basic services, security of tenure, and protection, and their overall living conditions are appalling. IDP settlements are very congested and occupy empty and marginal land within the city, or remote and segregated areas on the outskirts. Even though access to formal employment is limited for the displaced, and many depend on donations, menial jobs, or irregular casual work to survive, they are an important component of the city economy, as they provide cheap labour and often undertake the tasks that the local population does not want to do.

An estimated 10 000 to 12 000 displaced families live in Hargeisa, constituting about 15 percent of the city population.

problem

IDPs, refugees, and returnees live in unserviced and unhygienic settlements.

objective

Integrating IDPs, refugees, and returnees into the city, and giving them access to adequate housing, services, and job opportunities.

strategy

Cooperative action.

IDP & returnee settlements - IDP & returnee settlements - IDP & returnee settlements -



city growth

IDPs & returnees settlements



Want to have an idea of...?

The location of IDP and returnee settlements in Hargeisa [go to page 30](#)

Want to have an idea of...?

The distribution of services in relation to the informal settlements [go to page 30](#)

key actions

Assessment and registration of the number of IDPs, returnees, and refugees.
Identification of proper resettlement areas for IDPs returnees, and refugees within the city.
Establishing necessary basic public services for all.
Removing illegal settlements from unsuitable sites.

- IDP & returnee settlements - IDP & returnee settlements - IDP & returnee settlements

PLANNING STRATEGIES

building the future



Environmental degradation is one of the most visible problems in Hargeisa. Haphazard plastic bag disposal, improper dumping, and lack of maintenance of the natural drainage system - gullies and the river - and of the man-made drainage channels are just some elements of a problem that requires a comprehensive response and the sensitizing of all citizens.

problem

objective

strategy



Environmental degradation.

Clean and healthy environment.

Environmental protection programme involving the City Council, the Ministry of Environment, and the community.

Lack of greenery and attractive open spaces for recreation and entertainment.

Open and welcoming city. Green urban environment.

Involvement of communities, local authorities, local and international non-governmental organisations, UN agencies, and private investors.

environment environment environment environment environment environment enviro



key actions

Assess garbage volume and types. Establish an effective system of garbage disposal. Organize dump-sites. Involve the community in collecting and controlling solid waste. Regulate the use of plastic bags. Ban the incineration of garbage in water gullies and the riverbed. Stop deforestation catalysts such as charcoal production. Ban the cutting and burning of living trees. Maintain the rivulets made by rainwater.

City flowering, tree planting and the creation of green open spaces.
Rehabilitation of the Hargeisa Museum and establishment of recreational and tourist facilities.

Want to have an idea of...?

Dumping sites in your city go to page **29**

The gullies system in your city go to page **24**

Want to have an idea of...?

The hazardous areas go to page **26**

The Marodijeh River flood plain go to page **26**

Want to have an idea of...?

A proposed way of linking recreational and functional open spaces go to page **37**

PLANNING STRATEGIES

building the future



The Hargeisa City Consultation pointed out the urgent need for city planning, a particularly sensitive topic in such a fast growing city, dense with urban tensions and land disputes.

When authorities have weak financial and technical capacity and the enforcement of regulations is problematic, the need for participatory planning that involves all urban development actors is particularly strong. A transparent planning process maximizes the benefits of every urban intervention, public as well as private - not only for the direct benefit of the investors, but for the city as a whole.

The Spatial Framework section is entirely dedicated to how to translate the most urgent needs of the city into spatial planning.

tip what is planning?

In the Hargeisa City Consultation, everyone highlighted the urgent need for planning, but what does '*planning*' mean? The following section is dedicated to this topic. Above is an example of what should NOT be confused with planning. Planning does not consist of chopping urban land into plots and selling these to the highest bidder!

problem

Lack of city planning.

objective

Well-planned city, with appropriate services.

strategy

Cooperation among all stakeholders.

city strategic planning city strategic planning city strategic planning city s

Want to have an idea of...?

... how to plan your city?

The following spatial framework section is entirely dedicated to this topic. Have a look!

key actions

Setting up sustainable land use management, identifying suitable location for business and commerce, industry, residential housing, social services, schools, hospitals, playgrounds, markets, police stations, and recreation centres.

Reorganising the infrastructure systems: roads, bridges, river crossings, and water and electricity supplies.

SPATIAL FRAMEWORK

putting actions in place(s)

SPATIAL FRAMEWORK

putting actions in place(s)

The purpose of this section is to introduce spatial analysis as a tool for strategic urban planning.

A basic spatial understanding of the city can enable local and international urban development stakeholders to plan and position their interventions according to an overall development strategy, maximizing the results of their investments to the benefit of the whole city.

tip

what are structuring elements?

Structuring elements are outstanding and recognizable elements around which the space and the activities of the city are organized. Identifying and mapping these elements is crucial to understanding the structure of the entire city. No intervention can be planned without considering the impact and interference of the structuring elements on the project.

example

Road repair: mapping the structuring elements (such as the central business district, markets, river crossings, etc.) is necessary for prioritizing the interventions correctly and benefiting the whole city, with minimum cost.

movement

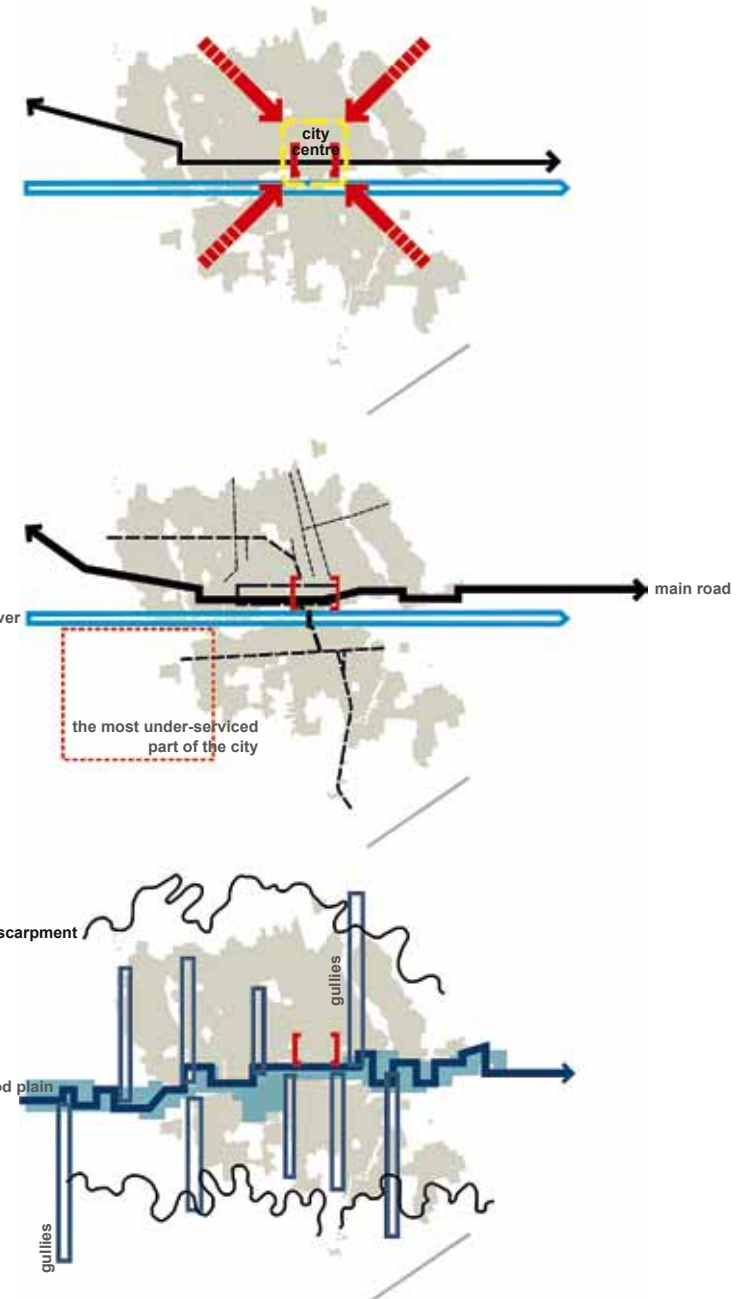
The relative peace established in Somaliland has initiated a considerable migration to its capital city. There is a major inflow of goods and trade activities are expanding significantly. As a result, the main road experiences intense traffic congestion and the unstructured flow of pedestrians and mass transport and private vehicles to the centre.

roads

Major urban elements are located along the main road running parallel to the river. There can hardly be a hierarchy among the roads: the entire road network is of poor quality. Its efficiency is constrained by a shortage of walkways, the encroachment on street space by other activities, and the limited capacity of the drainage system. The centre, where all buses congregate, is particularly congested. Poor traffic management, and limited connections across the river (only one bridge exists) have hampered the communication between the northern and southern parts of Hargeisa.

natural features

Hargeisa is located within a valley, halved by the river. Gullies, perpendicular to the river, give the city an undulating landscape. Unfortunately, gullies are neglected and have turned into garbage disposal sites and marginal settlement areas.



structuring elements



Hargeisa river crossing

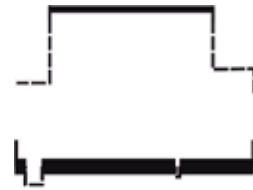


flood plain



gully

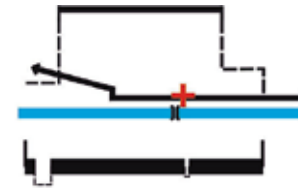
schematic representation of Hargeisa's main structuring elements:



escarpment



river



river crossing



perpendicular gullies

Hargeisa Districts:

1. KOOD-BOOR
2. 26 JUNE
3. GA'AN LIBAAH
4. AHMED DHEGEH
5. MOHAMOUD HAYBE

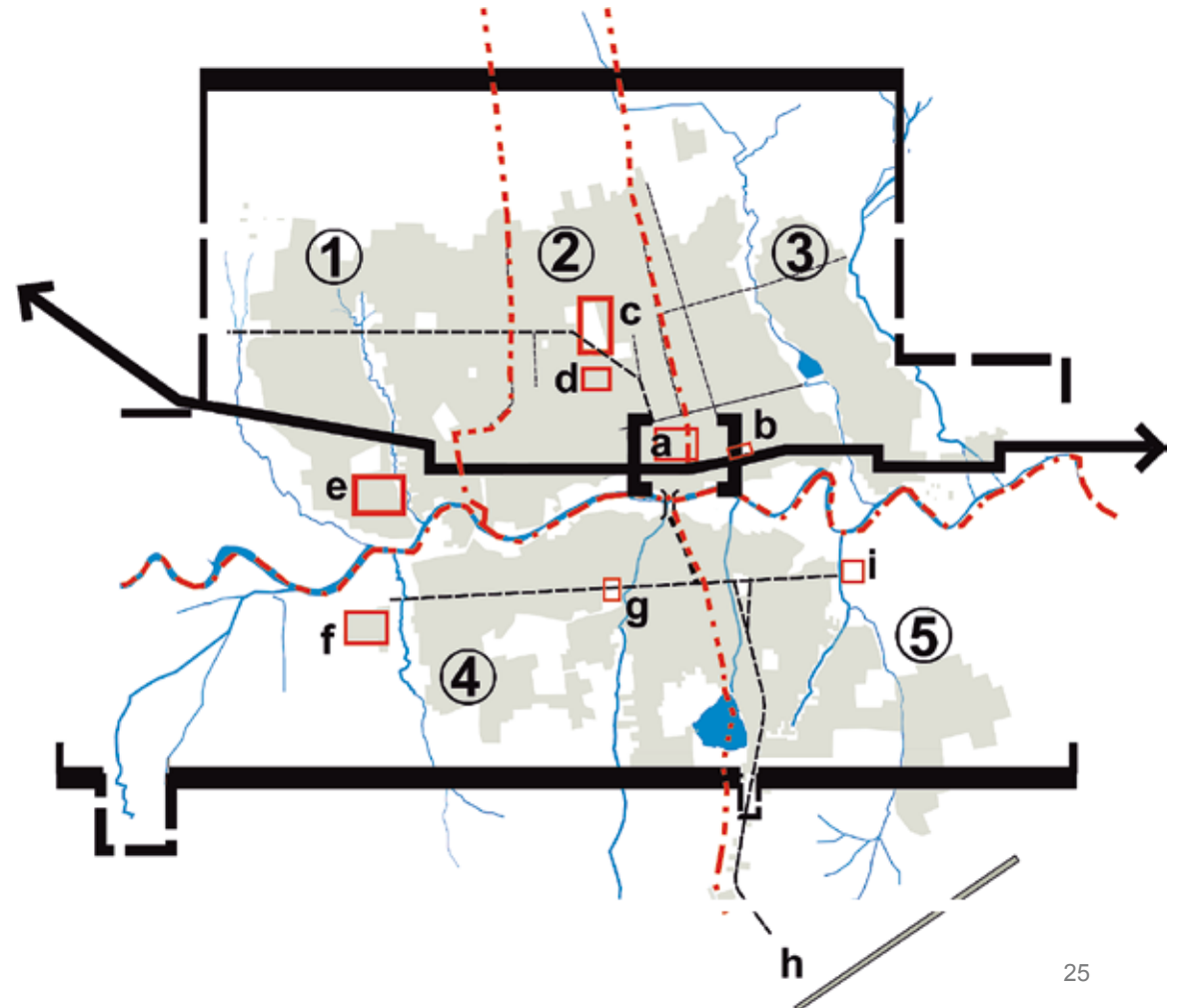
--- district boundaries

Some structuring elements:

- a. central market area
- b. graveyard
- c. radio Hargeisa
- d. Gobonimo market
- e. state house
- f. military sites
- g. stadium
- h. airport
- i. livestock market

□ structuring element

[] central business district



SPATIAL FRAMEWORK

putting actions in place(s)

commerce

The dense inner core of Hargeisa accommodates a mix of commercial activities, shop fronts, and small workshops integrated with the formal fabric of the city. The central Wahan Market is a major pull factor for both formal and informal traders. Ribbon shops extend along the main city axis and other higher traffic streets. There are well-established public markets, such as Gobonimo, that serve a large population in more peripheral areas of the city, while other markets are lying almost empty.

industry

Hargeisa's industrial sector is not very developed, and no industrial zone as such can be identified within the city. A few small-scale workshops are integrated into the existing city fabric, mixed with other activities.

open spaces

Although there is a considerable amount of vacant space in the city (especially along the flood plain and the gullies previously used as farmland or for urban agriculture), there is a lack of maintained public open spaces. Apart from the stadium and few playgrounds refurbished by UNICEF, the potential for using public land for entertainment, public functions, and recreational activities is largely untapped.

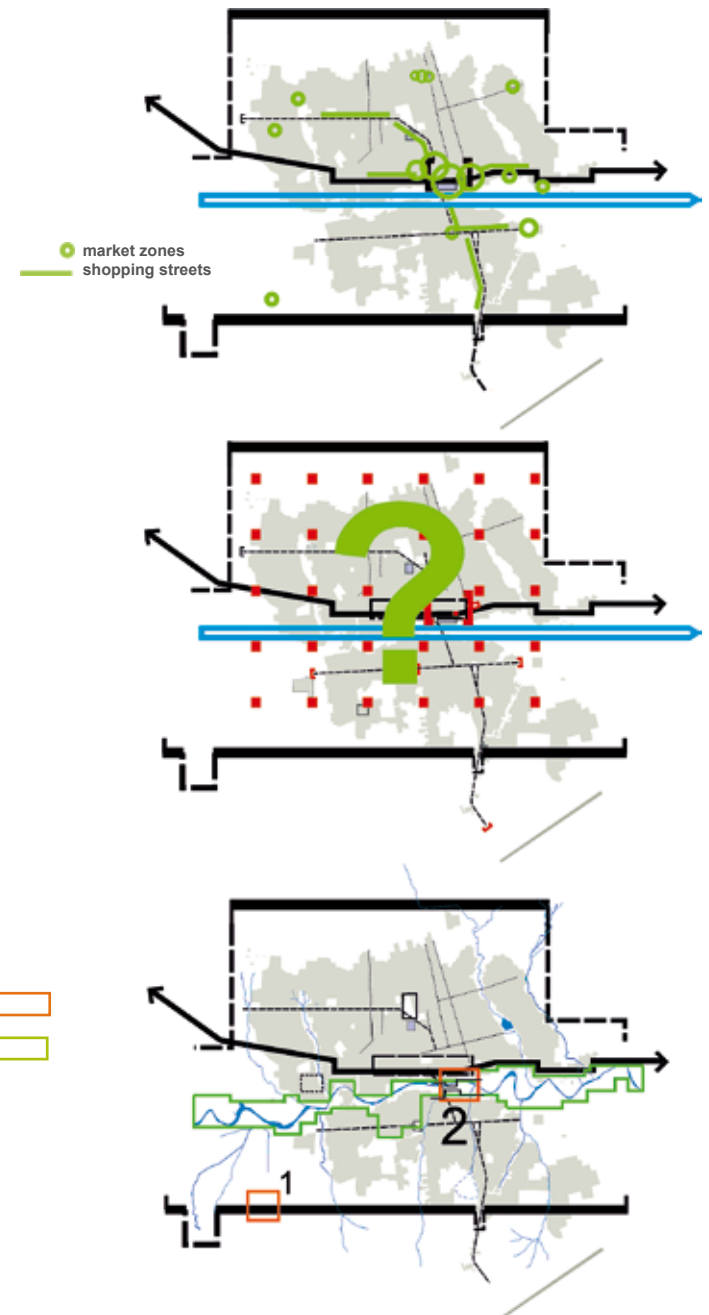
hazardous zones

hazardous zone

Maroodijeex river flood plain

reported toxic dump site adjacent to Ayaha, 1.
currently under investigation

constriction of the river flood plain by the pincer 2.
action of built-up areas poses a substantial flood risk



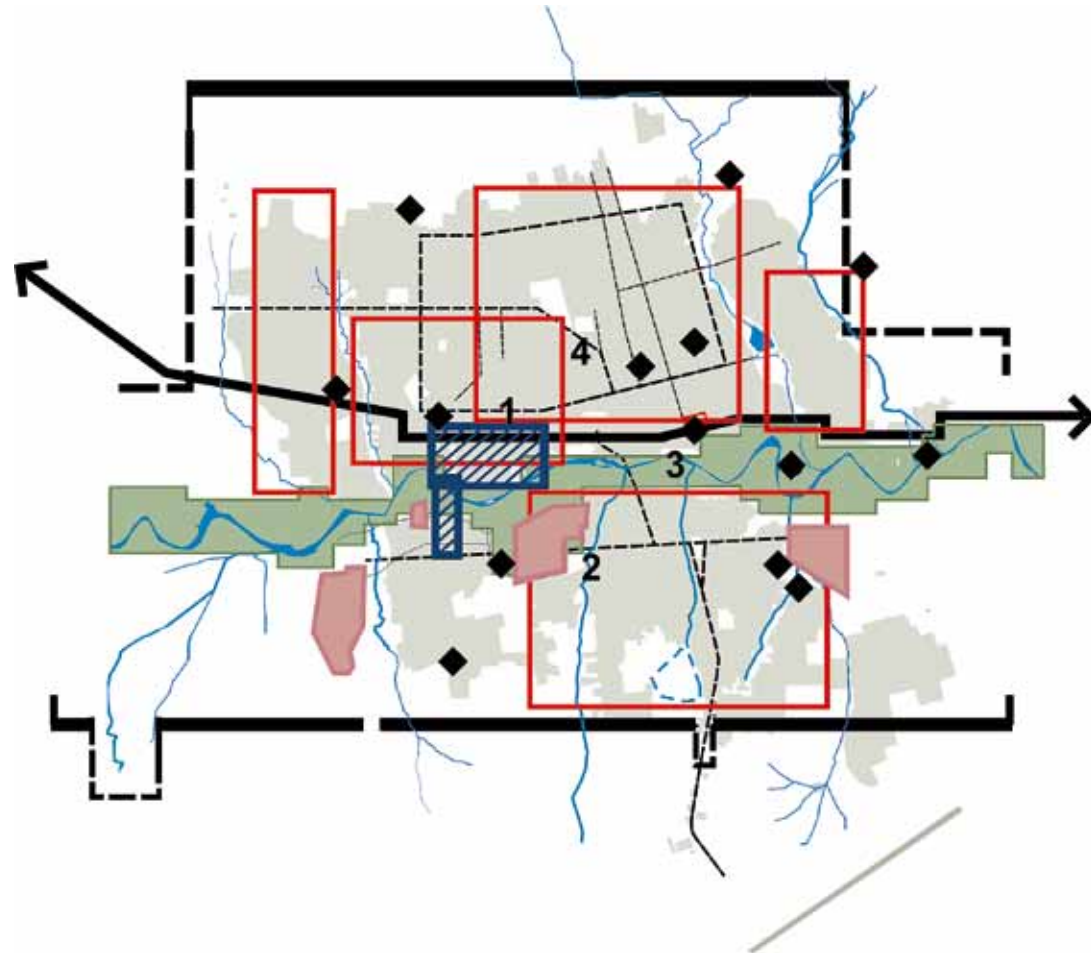
tip how functional layout helps?

In every city, different activities are interwoven in the urban space. The tension generated by this mix can create great potential for economic development, cultural exchange and social cohesion, but it can also generate conflict. The functional layout analysis prepares the ground for fruitful economic and social strategic interventions.

functional layout

residential areas | public zones
public facilities | public institutions

-  governmental precincts
-  military compounds
-  flood plain
-  formal residential areas
-  cemetery
- 1. soccer field
- 2. stadium
- 3. wahan and maroodijeex markets
- 4. gobonimo market



state house informal settlement



Hargeisa main road



Wahan market



open space



flood plain

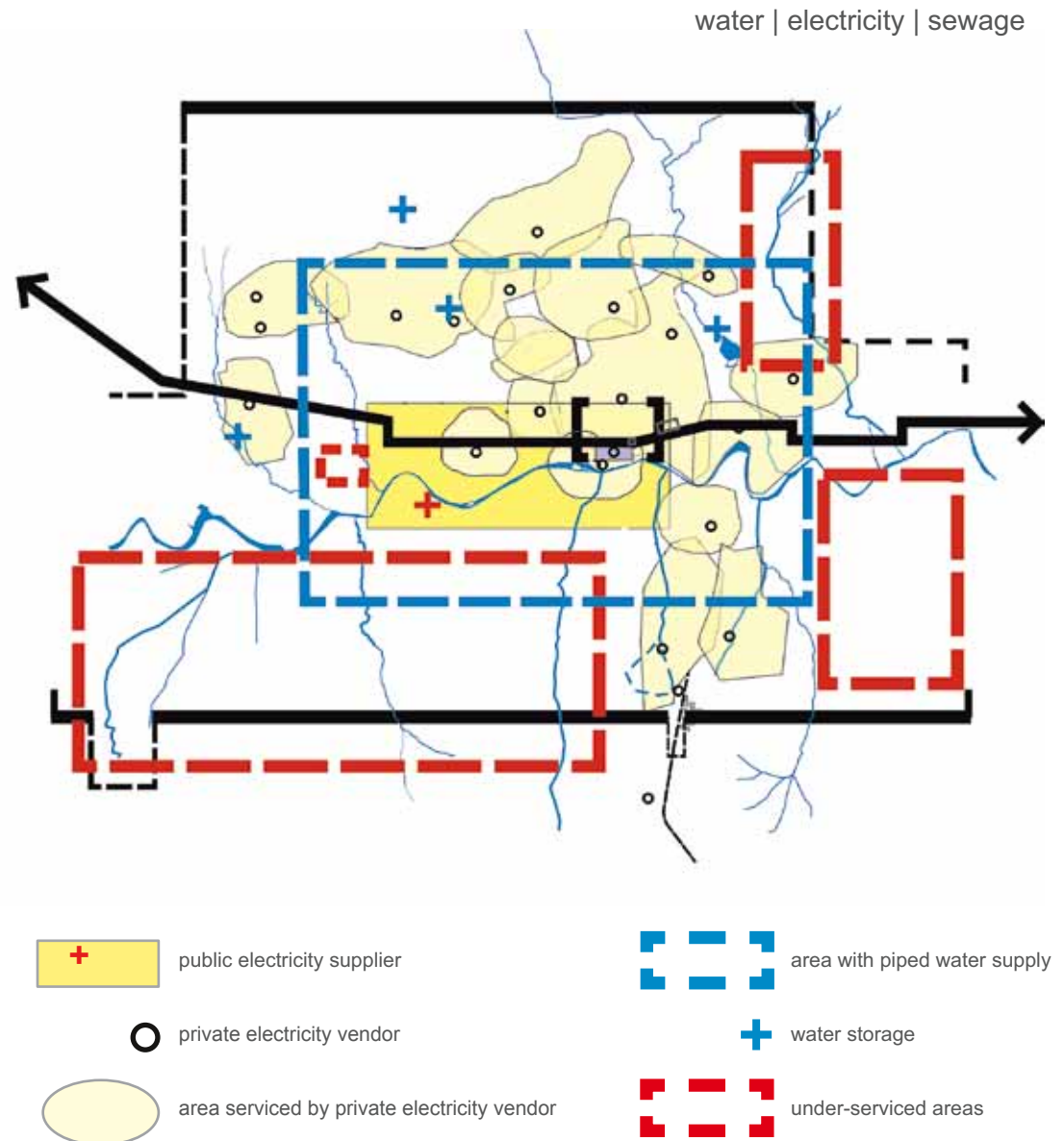
SPATIAL FRAMEWORK

putting actions in place(s)

Delivering the necessary services and infrastructure to the increasing Hargeisa population is becoming very problematic. Existing service provision is poor and unable to cope up with the rapid urban growth. Public providers have limited financial and technical capacity to expand their services. Private supply of power has become a widespread. The centre is better serviced than the rest of the city. The outskirts, hosting most of the returnee and IDP settlements, lack even the most basic services.

tip urban services and the urban poor

The relationship between urban services and poor settlements is always very tight. See pages 30-31 to have an idea of how these elements play out in the Hargeisa's urban dynamics.





services and infrastructure

waste management

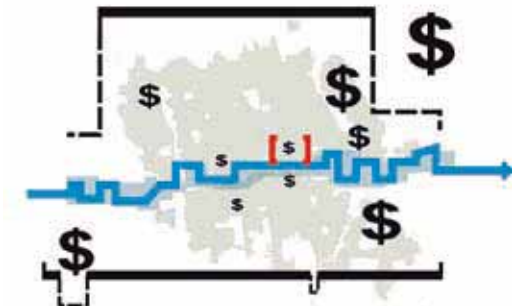
There is no comprehensive, centrally organized waste collection system in Hargeisa. The large proportion of generated waste is disposed of in open land, gullies, and the river, causing critical environmental degradation. Recently, the municipality contracted private companies for the solid waste collection, which seems a promising start. Similar public-private partnerships could be applied to the provision of different services and infrastructure.



* garbage collection points
□ dumping site

water

The main water source is underground water from Ged-Deble, 40 km north of Hargeisa. Limited supply, shortage of water at the source, weak institutional management and limited storage capacity make water a crucial problem for the city. Piped water serves a small part of the city. Other means of delivery are animal-drawn carts and private water trucks.



cost of water

electricity

The main public power station provides energy to the inner part of the city, but the majority of the households are serviced by private electricity providers and subjected to higher and fluctuating electricity costs. The pricing generally varies from US\$ 0.60 to 1 per kilowatt.



cost of electricity

..... low cost
--- no electricity
--- high cost

SPATIAL FRAMEWORK

putting actions in place(s)

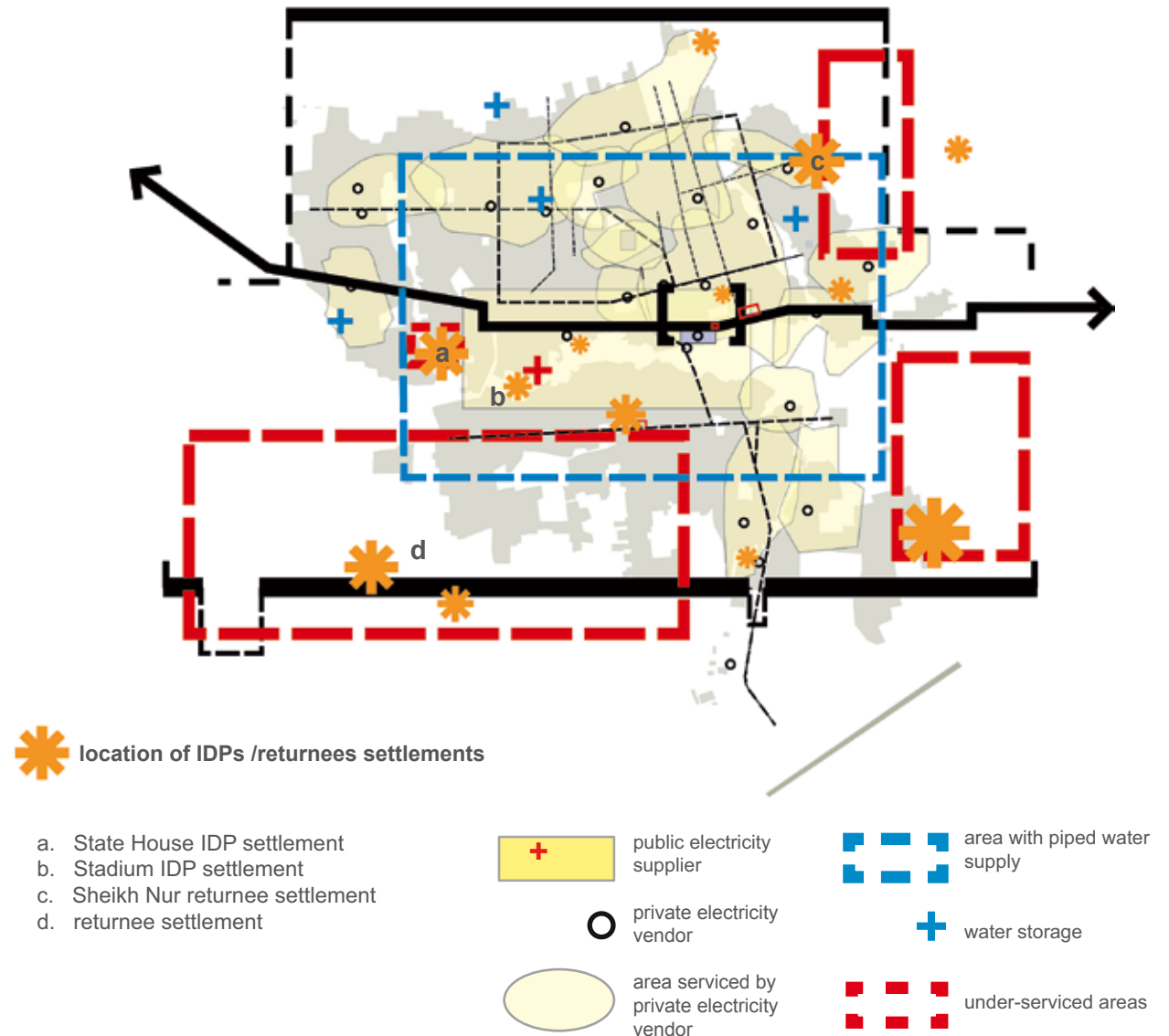
IDPs and returnees often have no other option than to live in the most disadvantaged areas of town, which lack services and infrastructure, and to occupy hazardous locations such as flood plains, gullies, and lowlands.

The authorities tend to propose the relocation of vulnerable population outside the town or on its outskirts, far from existing services and possible job opportunities. This not only damages the IDPs, but also negatively affects the local economy, which is dependent in various ways on this fragile section of society.

Urban development based on the principles of social and physical integration would benefit both IDPs and the host population at the same time.

Isolating the poor means rejecting the poor and preparing the ground for increasing social segregation and tension. This is particularly dangerous in a post-conflict environment, where the equilibrium of the society is still very fragile.

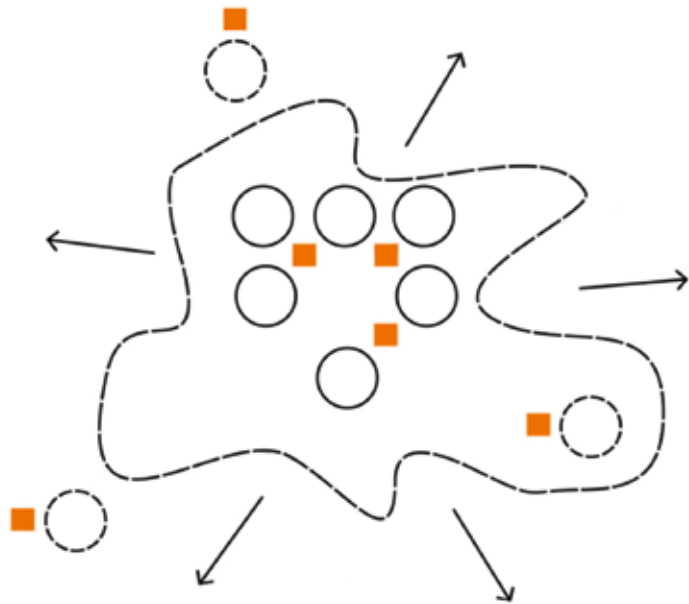
IDPs and returnees within the city have greater access to services than those settled on the fringes



The long-term development of a city is heavily influenced by the urban models informing its growth.

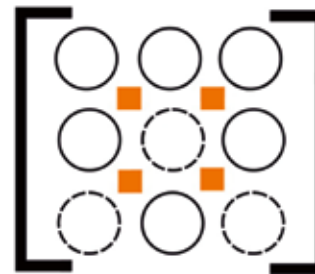
The diagrams shown below represent two opposite types of development logic:

- **sprawl**, on the left, generates the dispersed city;
- **consolidation**, on the right, creates the compact city.



dispersed city

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



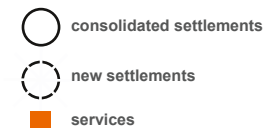
compact city

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

tip

compact city, urban services, and the urban poor

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.



SPATIAL FRAMEWORK

putting actions in place(s)

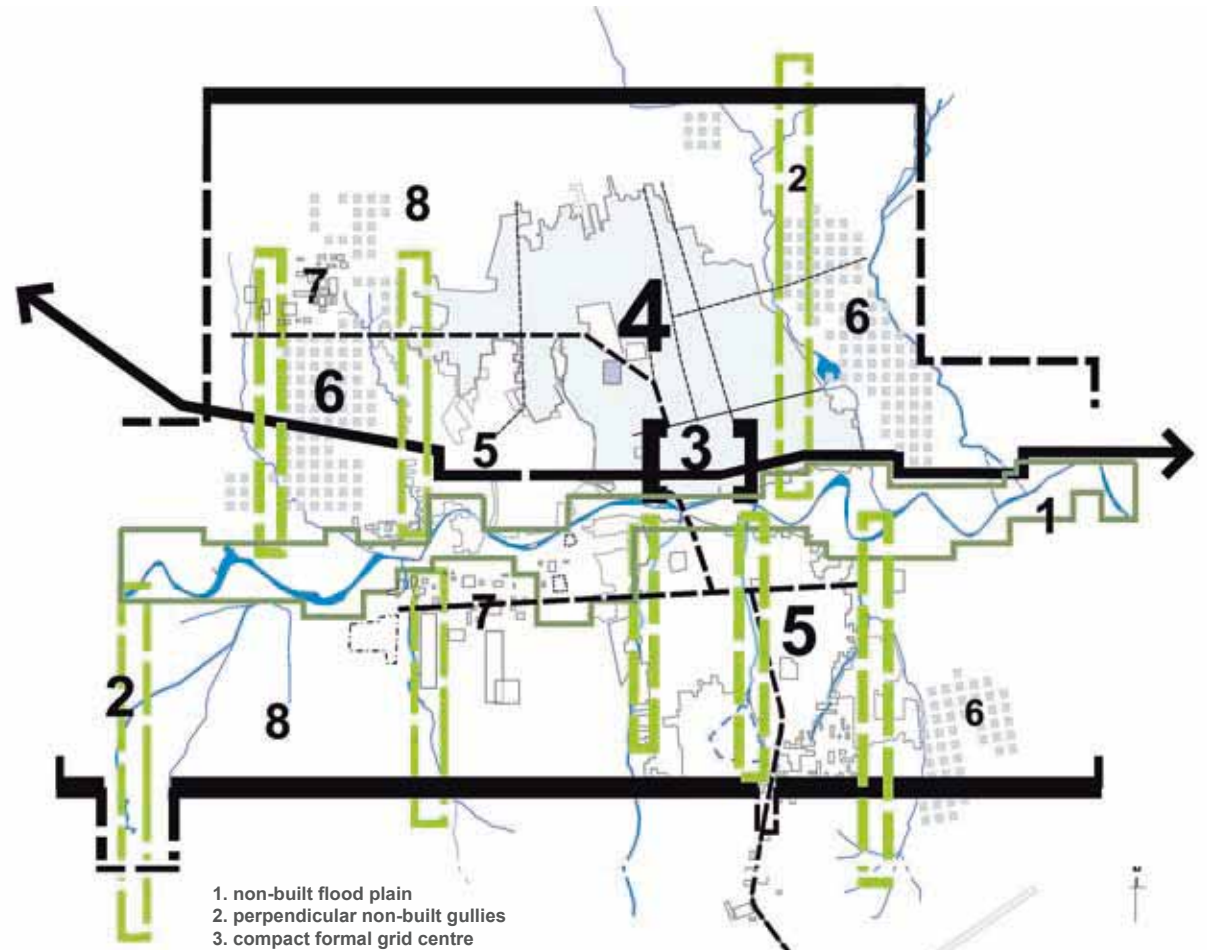
tip

how urban morphology helps

The very form in which urban development takes place strongly influences the city's overall economic and social development. Understanding the potential and threats of the different morphological types is an important step towards a balanced and inclusive city design.

example

Large military compounds, located south of the governmental precincts, have created a 'dead zone' and have hindered the south-west development of the city; this is because the long compound walls present a dead facade to the street and do not dialogue with the urban tissue around them.



1. non-built flood plain
2. perpendicular non-built gullies
3. compact formal grid centre
4. compact unstructured residential area
5. unstructured second ring residential area
6. newly developed periphery on grid layout
7. fragmented compound type buildings on periphery
8. land under increasing developmental pressure



Oldest part of the city, with quite dense urban fabric, attached units, and streets lined with mixed-use shops. Some multi-storey buildings along the main road and around the city core.

>>>see city block

A rather spontaneously grown envelope surrounds the core with unstructured but developed fabric; mixed-use shops and commercial activities developed along the roads.

Peripheries exhibit a grid settlement pattern, especially in the north.

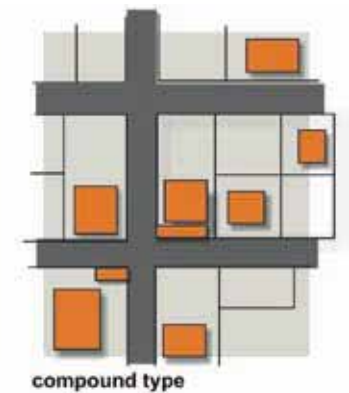
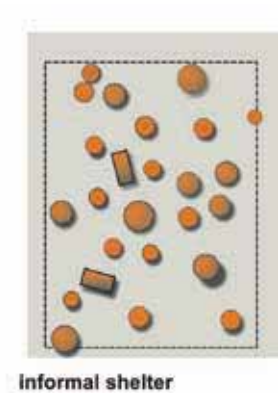
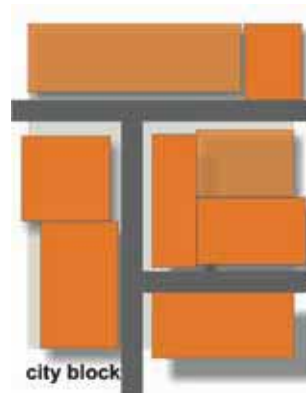
>>>see compound type

South-western extent of the city, characterized by a scattered and sparsely built settlement pattern.

>>>see freestanding

The north-western part of the city is the flourishing high class residential neighbourhood with large two or three storey villas and large compounds.

>>>see compound type



Compact building, found mainly within the central commercial district. Buildings are constructed against the street front, generally one storey high but often with two or more storeys. Main streets are paved while the rest are unpaved, with little or no drainage provision.



Isolated single-storey structures built with wide, apparently unstructured space between them, found mainly around the State House area. Spatial definition between properties is informally made. A few narrow paved streets meander through the settlement.



Seemingly randomly organized informal houses constructed of temporary materials. Informal settlements are generally highly compact and located in interstitial space. The lack of services and land tenure makes life extremely tenuous here.



Suburban housing model, found largely along the periphery, characterized by delineated properties with high walls and detached buildings. All streets are unpaved and many properties remain unbuilt, primarily due to speculation.



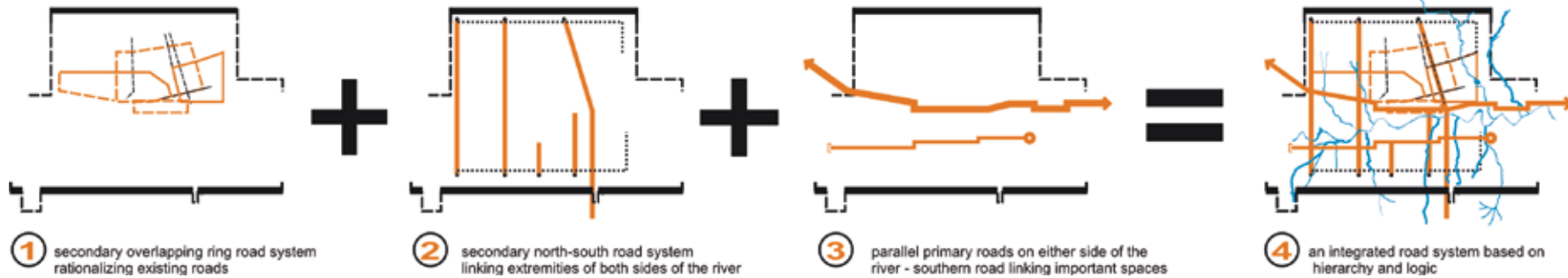
THE DESIRED STRUCTURE

turning vision into reality

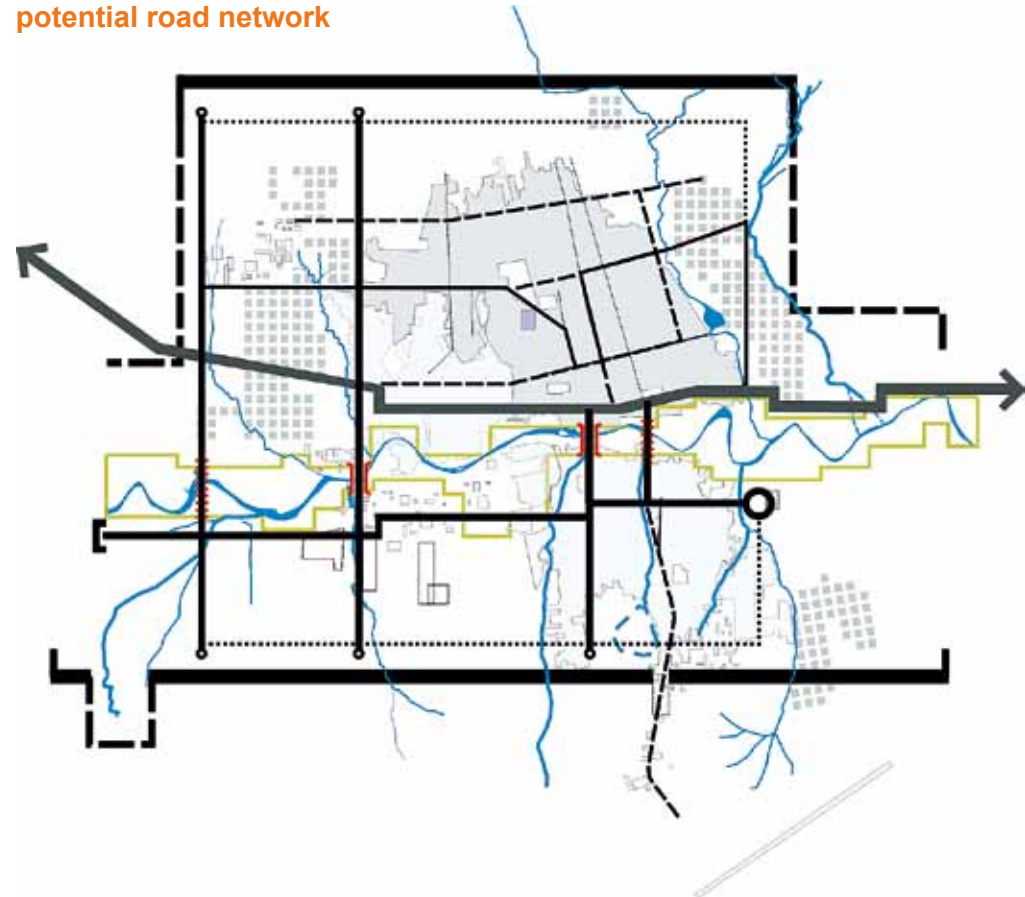
THE DESIRED STRUCTURE

turning vision into reality

potential road systems



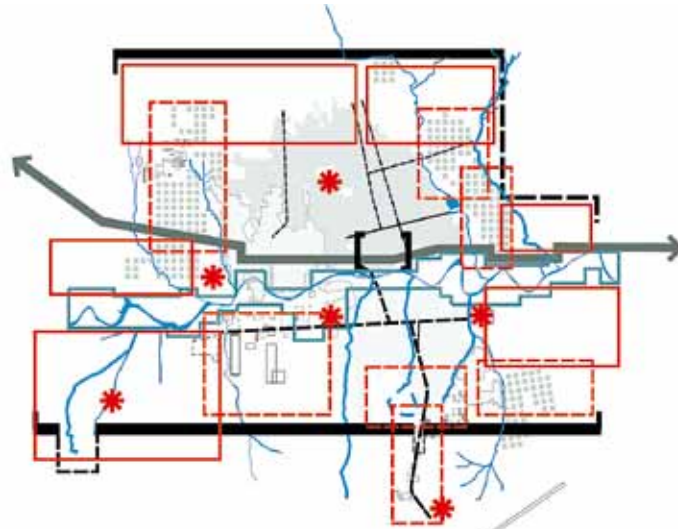
potential road network



tip

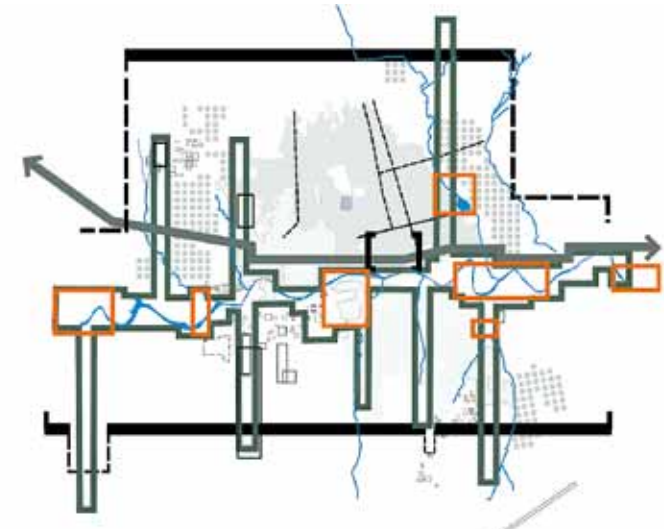
The spatial reading of the city provides hints on how to select the best location for public or private urban interventions. Strategic planning is particularly important in Somali cities, where financial constraints require that each effort bears the maximum fruit. These drawings show which roads could be given priority.

potential for development



development potential - land use

- Largely untapped development potential.
- Potential for densification and more efficient use of land.
- * Proposed priority development projects.



development potential - open areas

- Open/green spaces network: to link, develop and preserve wet areas (gullies + river plain).
- Potential location for recreational and leisure activities (sports, parks, etc.).

main development axes

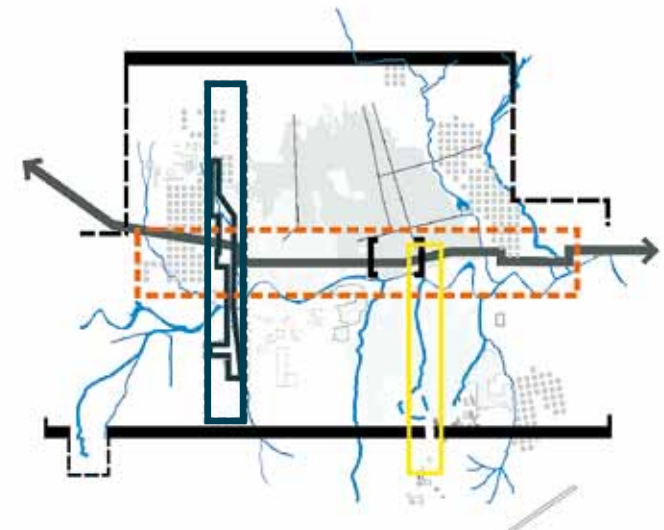
Main East-West axis - potential for developing and upgrading buildings and areas of public interest (government buildings, embassies, libraries, museums, universities, etc.); potential for developing and enhancing commercial facilities and market areas.



North-South axis - potential for developing facilities and commercial activities to service the surrounding green high-income residential areas (hotels, restaurants, gyms, shopping malls, cinemas, etc.).



City-Airport axis - potential for developing commercial and industrial facilities.



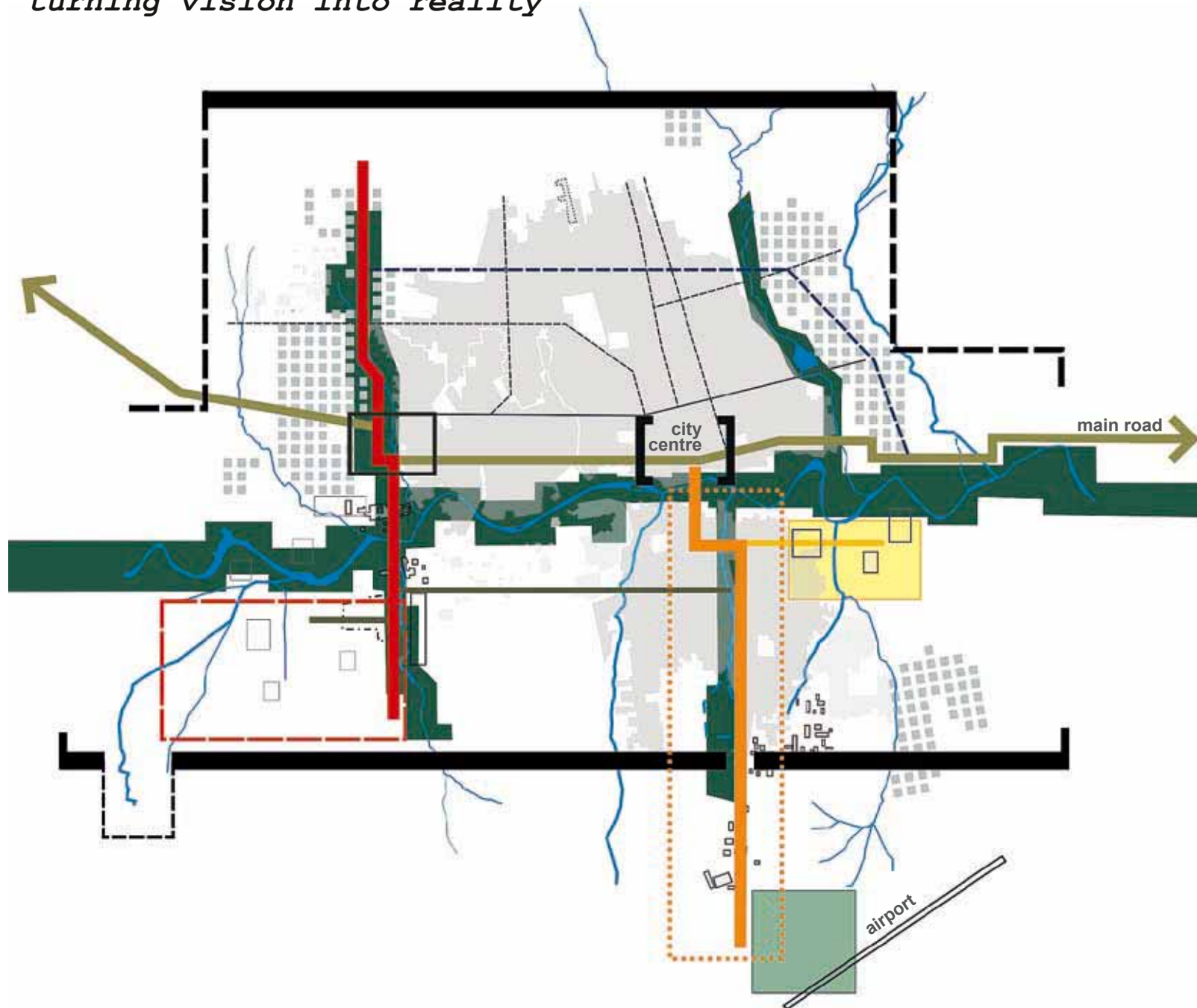
THE DESIRED STRUCTURE

turning vision into reality

This is a draft of one of the possible strategic development plans for Hargeisa.

It gives some basic suggestions on where urban interventions could be planned for.

A participatory strategic planning process using solid and well-thought-out information will help to build a bright future for Hargeisa, so that it can be a *'peaceful, clean, and modern capital city, centre of trade and quality services'*.



potential interventions



City Centre - Airport link: the road linking the city centre with the airport is one of the most important axes of the city and has great potential for further development. This axis could be supported by the creation of a green strip hosting some recreational facilities (parks, cafeterias, restaurants, cinemas, etc.).



Development along the City Centre-Airport road: the area surrounding the airport axis can host additional commercial and industrial facilities. To boost this kind of development, infrastructure and services (such as water and electricity) should be enhanced, and access / use of land should be regulated.



Cattle market and bus station / bus parking: this area could be formalized and additional activities could be added to the existing ones. Private investment should be encouraged.



Airport: improvement of the airport facilities to host activities related to the increasing passenger and cargo air traffic. Private and public investment should be facilitated to allow for the construction of stores, duty free areas, headquarters of shipping companies, hotels, etc.



The North-South axis: the road running from north to south on the western side of the city is an important existing axis that cuts through some of the better-off neighbourhoods in Hargeisa, and it could be further developed. **Commercial activities and other facilities**, such as hotels, restaurants, gyms, and shopping malls, could be developed to service the surrounding high-income residential areas.

The creation of an additional formal **river crossing** could be considered, to attract development to the area south of the river. The redevelopment of State House area is an opportunity to make links across the river.

The southern half of the road could give access to a **multi-purpose space serving the new low and middle-class residential area** and hosting education and health services, infrastructure (such as water and electricity lines), transport facilities, commercial areas, and markets. A hospital, clinic, library, and school could be supported by this important axis and complemented by a green network.



Key knot of the city: it could be reinforced with some investment in the public spaces and the street scape.



Ayaha I, Ayaha II, and Ayaha III: potential development of a mixed use and mixed-income residential area of expansion for the city.

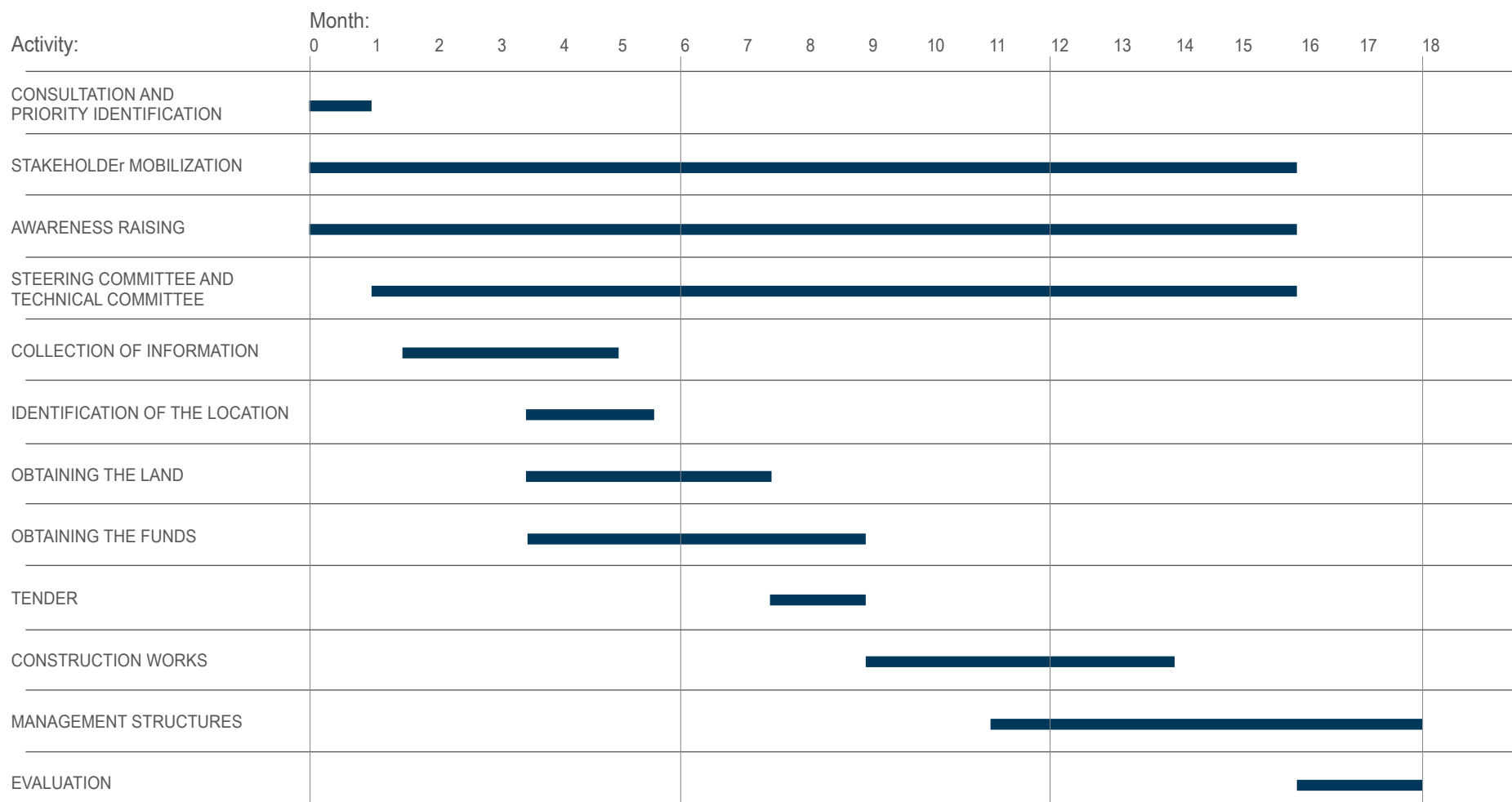


Multi functional open space: hosting a range of facilities and activities such as recreational and sport structures, urban agriculture, markets, parks, museums, playgrounds, etc. Attention could be given to create a green network linking the existing gullies and the embankments of the river.

CASE STUDY: LOCAL ECONOMIC DEVELOPMENT - CONSTRUCTION OF 5 MARKETS IN HARGEISA *

PROBLEM: insufficient and unorganized markets.
OBJECTIVE: to increase trade opportunities.
STRATEGY: extending and improving existing markets; building new trade facilities.
KEY ACTION: identify and allocate land, fund-raise and build 5 markets in the 5 districts of Hargeisa.

* see: Planning Strategies section, *page 15*



TOWARDS IMPLEMENTATION

the road map

This short section presents an indicative road map for the implementation of the strategies proposed by the participants of the Hargeisa City Consultation. A case study is presented as a methodological example; a other projects could be developed along these lines.



The Hargeisa City Consultation identified *"the construction of five new markets in the five Hargeisa districts"* as a priority. A new consultation can consolidate or review this outcome and focus on further priority actions.

All key urban development actors have to be involved in the process, from the identification of priorities to project implementation. Accurate identification and mobilization is needed. For the construction of district markets, the key actors are: the Hargeisa Municipality, the Ministry of RRR, the Ministry of Planning, the Ministry of Local Government, local NGOs, formal and informal vendors, the business community, Hargeisa citizens, international agencies and donors, and local and diaspora investors.

Awareness raising is needed throughout the whole process; all citizens, even if they are not directly involved in the process, need to be informed and updated regularly.

The steering committee should meet regularly and include representatives of the vendors, members of the municipality and the key ministries, representatives of the district administration and the business community, and all other key implementing partners. The technical committee, which should be composed of the project manager, representatives of the vendors and the business community, and representatives of the district administration, should meet frequently. The technical committee is mainly concerned with issues directly related to project implementation.

This preparatory study aims at defining the number and type of vendors to be located in the market, vendor taxation and community contributions, linkages with ongoing or planned projects, lessons learned from previous experiences, etc.

The technical committee should analyse possible options for the locations of the markets. The urban spatial analysis of the city presented on pages 23-39 of this publication can provide useful inputs.

Once suitable options for the location of the markets have been identified, the municipality has to take charge of securing the land for construction to begin.

The successful implementation of the project is directly dependent on the budget available. Define how much is being provided by the government, the municipality, and donors. Is the community willing to participate in the construction? Is the land for the construction free? What will be the maintenance costs, and who is going to sustain them? Are the service providers (water, electricity, etc.) willing to provide services at subsidized prices? Is the international community able to contribute?

In the case of construction projects, the tender for the identification of the contractor should be organized and awarded. The technical committee should oversee the tender process.

The construction activities should be supervised by the project manager, in collaboration with the technical committee.

Vendors' committees should be organized, and a sustainable management structure for running and maintaining the market should be put in place.

The evaluation of the project is based on the performance of all stakeholders and the level of satisfaction of the vendors and the district population. If the overall evaluation is positive, the lessons learned will be used to replicate the project.

TABLES

what is a...? CITY CONSULTATION

A city consultation is an event that brings together all urban development actors in an urban centre to discuss, share points of view, deepen the understanding, 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 opposite 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 base for a 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** - both women and men should be called upon to express their point 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. In particular, city consultations are fundamental steps towards realistic and sustainable city planning.



HARGEISA CITY CONSULTATION

27 February - 2 March 2005

The Hargeisa City Consultation was attended by a broad spectrum of local development actors, including exponents of the local and central government, NGOs, private sector and community representatives. The active participation of the Minister of Interior, the Mayor of Hargeisa and the Regional Governor represented an important step in tightening the relationship between the local community and its representatives.

The aim of the event was to increase community participation in urban life, build consensus on priority needs for city development, and agree on the appropriate strategies to solve the most urgent problems. The Planning Strategies section of this publication is dedicated to the outcomes of this process (pages 9-19).

A common vision for the future of Hargeisa was agreed upon among the participants (page 7). The realization of the action plan for the reorganization of the city market was the first result of a fruitful collaboration between the authorities and the community (pages 44 and 45).



List of participants

name	organization	name	organization
Ismail Adan Osman	Ministry of Interior	Maxamed Siciid Gees	ADP
Hussein Mohamed Jaeer	Mayor	Maxamed Jamac	Taliyaha Qaranka
C/Laahi Xuseen Shebeel	Governor	C/Laahi Fadal	Hoganka Howlaha
Abdi laahi Ismaciil	H. Governor	Cali Axmed	UMO
Yusuf Maxamed Guuleed	Local Council	Yusuf Kiise Carad	Axmed guuled Jamac
Adan Omar Abdillahi	Minister of Public Works	Waxda Qorshynta	
Eng Reshid M.Ali	Public Work	Abdi/kariim M.Dahar	HOVOYOCO
Ismaciil Jamac Deriye	Public Work	Abdi/rahman Osman	COSONGO
Mahamud M.Ali	Public Work	Abdi/rashiid Cismaan Jamac	D/Hoose
Hassan Said	Ministry of Education	Awil Mohamud Farah	MNPLC
Abdi Xakiim Maxamed	L.G. Council	Muuna Cali Ducaale	Bilan NGO
Mahamed Ahmed Calin	Ex.V.Mayor	Faiza Mahomed Yufus	BVO
M.Ali Ahmed	Council	Khadra Omar Hassan	Candle Light
Xuseen C/Laahi Rajac	L.G.C.	Shuun Jirde Cali	Waheen
Hussien M Jamac	L.G.G.	Carab cali Aw Muse	Kh/M/Jeexe
Hibo Mahamed H.Hussien	D/Hoose	Nuur Sancaale	Kh/M/Jeexe
Aaden Ducale Jamac	Bacad Yaal	Maryan Ismaciil	DHH
Xuseen Cumar Yusuf	Bacad Yaal	Gaydh Ismaciil	Bacadlaha
Ali Ahmed Ali	LED/UNDP	Muxumed Cismaan	Waheen
Eng Khalid Abdi Maxamed	Local Team	Maxamed Xasan Jamac	D.H.H.
Khadar Yusuf Ali	Local Team	Barre Warsame Shire	Odayasha Harg.
Abdi laahi Ahmed Abdi	Hag. Wadooyinka	Ali xoorah	Qurbajooga
Mowliid Cabdi Xasan	Sampaco	Hassan Said	R.E Office
Mowliid Yusuf Imaan	Chamber of Commerce	Aden Ahmed Deria	
Abdulaahi Diiriye Jaamac	Chamber of Commerce	Mahamed Ali Nor	
Ahmed Gaheir	Independent	Sacad A/Qadir Hashi	Mansoor Hotel
Ahmed A.Hersi	DDH	Hashi Omar Egeh	Ag/waxda Dhulka
Mustafe Mahamed Jama	TABANTABO	Axmed C/Laahi Ismaciil	Urrurka Barkhad
Kayse Haybe Maxamud	Xawaladaha	Bare Warsame Shire	Dad Waynaha
Maxamed Ismaciil Jamac	ELWO	Khadar Xuseen	Telesom
Hassan Nuur Bilaal	CCS	Yusuf Maxamed Cali	Softelco
Abdi Hussien Aden	Sooyal	Mahamed Hirsi Ali	Koodbuur
Sahra H. Aden	Tisqaad/ NAGAD	Fadxa Cali Axmed	G.Q.H.Janbers
C/Laahi Caare	L/Transportation	Abdulaahi Ahmed Abdi	S.R.A.
C/Laahi Ismaciil	L/Transportation	Jiif Caqil/Cali Xasan Xoore	Qorba jooga
Roorle Maxamud Cabdi	SOLDA	C/risaq Ismaciil Maxamed	Bulshada
Raqiya Hussien Ahmed	WADA	Ismaciil Axmed Maxamuud	SOYPO
Abdi Wahab Abdi Jamac	MOHL-RHO		
Khalif Abdi/ laahi Hussein	Electricity Agency		
Mahamed Jamac Ali	Horn Africa		
Ahmed Abdi Muse	HADEF		
Hassan Yusuf	D/Hoose		

ACTION PLAN

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.

Objectives of the action plans:

- Using a concrete example to demonstrate to local authorities and the community the concept of participatory planning.
- Tackling an issue of priority in a specific area and achieving tangible results in a short period of time.
- Using the successful results to support the mobilization of stakeholders for participatory planning of a broader scope.
- Raising citizens' awareness on the benefits of participatory planning.

The action plans to be implemented were chosen according to the following criteria:

- Address the needs of a specific disadvantaged community;
- Are considered a priority by the local council, key stakeholders, and the target community;
- Aim at visible, short-term improvements;
- Mobilize contributions of various stakeholders;
- Should not have obstacles that can only be solved in the long term (e.g. land disputes, soil pollution, etc.);
- Possible immediate implementation.

The rehabilitation of Wahan and Maroodijeex Markets was chosen as the priority action plan for the city of Hargeisa.

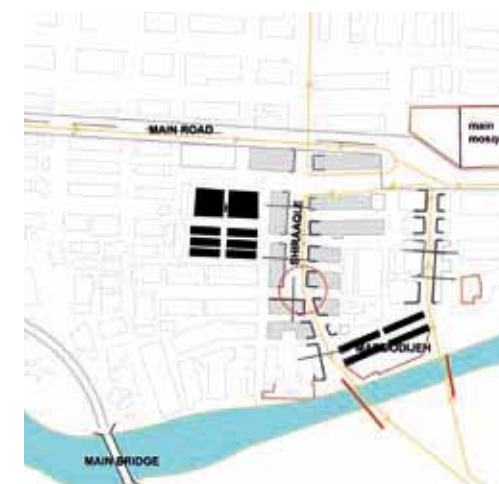


the market before...

HARGEISA CENTRAL MARKET TRAFFIC MANAGEMENT, SERVICE PROVISION, FLOOD PROTECTION



major bottleneck
crossings of the Maroodijeex River



private shops along the road
vehicular traffic

HARGEISA ACTION PLAN

REORGANIZATION OF WAHEN AND MAROODIJEEX MARKETS

Challenges:

- Encroachment of pedestrian and vehicular mobility.
- Chaotic traffic.
- Unorganized and congested spaces.
- Unhygienic conditions.
- Limited access to market facilities.
- Recurrent eviction of informal vendors from the market areas by the municipal authorities.

Strategy:

- Developing a collective vision for the market.
- Defining common objectives for the market reorganization.
- Improvement of the relationship between the market vendors and the municipality.
- Identification of strategies for project implementation.

Actions:

- Survey of Wahan Market vendors and registration of the vendors' associations as CBOs.
- Creation of a task force composed of municipality technical staff, councillors, and representatives of six vendors committees to lead the process.

- Setting up of a technical committee consisting of municipal engineers and UN-HABITAT.
- Provision of design guidelines and planning support to redesign the market spaces.

Results:

- Good cooperation and a basis for future positive interaction between vendors and the municipality.
- Understanding of design principles and advantages by all vendors. Shop owners in Wahan Market adhered to the plan, limiting the extensions of their structures into the streets to 2 metres.
- Improved mobility and access to the markets. Freeing the roads surrounding the market, street vendors temporarily relocated to the middle of the roads for the time of the reorganization, to facilitate movement within the market area. The market committee gave the guards some incentives to make sure that the implemented reorganization was respected by everyone.
- Reconstruction of the damaged wall for protection from river floods.



...the market after

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 the 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 and information 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.
- preliminary maps, to be further detailed.
- a desk study of the available documents.
- a collection of additional visual material (photos, graphics, etc).
- additional site visits and surveys of the city.
- finalization of the maps to include all information collected.

The information collected through the Urban Spatial Analysis of the city of Hargeisa is presented in the Spatial Framework section of this publication (*page 23-33*).

URBAN SPATIAL ANALYSIS AND STRATEGIC PLANNING

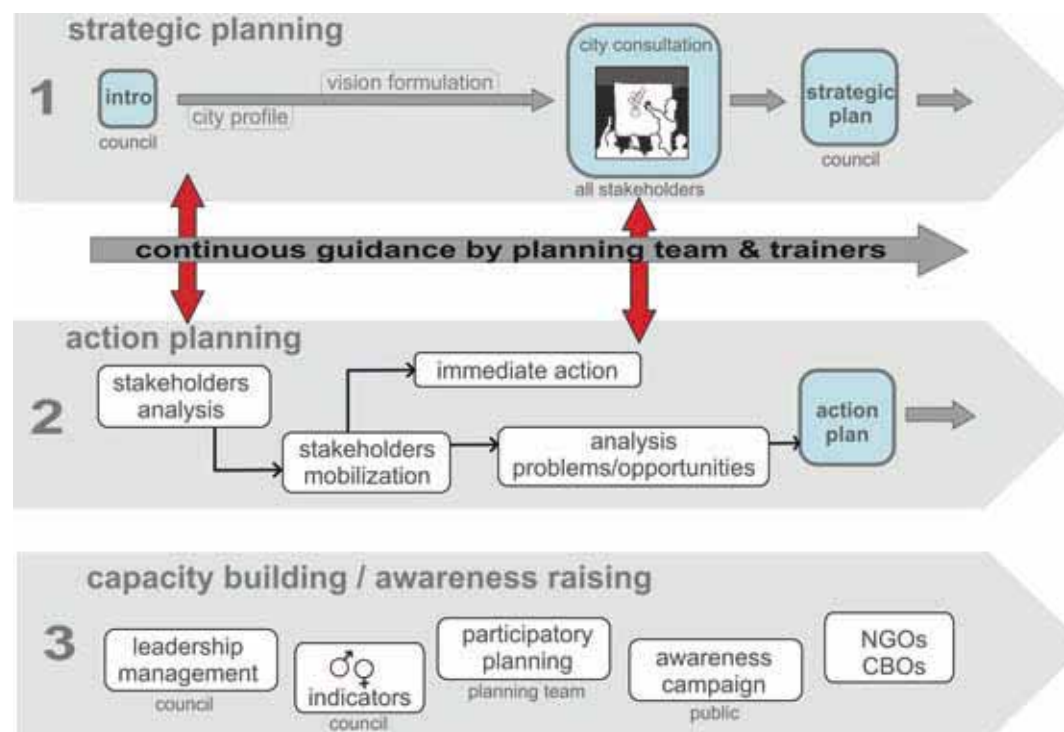


As it is shown in the graphic above, the rapid Urban Spatial Analysis (RUSA) is just one of the first steps of the planning process.

Planning is not a linear process, but a continuous back and forth that needs to be complemented with capacity building, awareness raising, and continuous discussion and participation.

Decisions taken have to be verified during project implementation, to get feedback on the process and clear the bottlenecks.

The graphic below illustrates the three-track strategic planning process initiated during the capacity building / awareness raising component of the UN-HABITAT Good Local Governance and Leadership Training Programme (GLTP), and later coupled with the Urban Spatial Analysis and the Action Plans. This approach is being successfully implemented in Hargeisa.



UN-HABITAT ACTIVITIES IN SOMALILAND

UN-HABITAT has been very active in Somaliland 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 in the formulation of appropriate urban legislation;
- 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/sudp

1. Urban Development Programme for the Somali Region (SUDP) *(see more detail on the next page).*

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, support to the Association of Mayors, (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:** setting up property taxation in Hargeisa, land information surveys in Boroma, setting up GIS and land management units in Hargeisa and Boroma municipalities, production of base maps and thematic maps for major towns, (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:** rehabilitation of a market in Boroma, construction of two markets in Burao, rehabilitation of several markets in Hargeisa, construction of a slaughterhouse in Gebiley.

2. Emergency Assistance for IDPs and Returnees - Activities: (1) construction of 173 houses for IDPs and returnees in Hargeisa through self-help methodology, (2) voluntary relocation of returnees and IDPs, (3) provision of security of tenure, (4) training of returnees and IDPs in the labour-intensive production of local construction materials and construction skills, (5) provision of job opportunities, and (6) developing community settlement governance and management techniques.

3. Support to Improved Service Delivery in Somali Cities (SISDISC) - Activities: (1) solid waste management projects in Hargeisa, Boroma, Gabiley, and Sheikh, (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 (SPAUS) - Activities: (1) preparation of municipal finance training material, (2) municipal finance training, (3) rehabilitation of Hargeisa and Boroma municipal buildings and the Governor's office in Hargeisa, (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 (GLTP) - 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 in Hargeisa, Boroma, Gebiley, Berbera, Sheikh, Burao, Erigavo, and Odweyne.

6. The Somalia Urban Sector Profile Study (USP) - 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. Berbera Technical and Institutional Assistance Project (TIAP) - Activities: (1) rehabilitation of the Berbera municipal building, relocation of a market and creation of a waste dump site, (2) municipal institutions development, (3) municipal revenue, financial management, and income generation investments, (4) town planning and land management, and (5) sanitation and waste management.

8. Burao Water Supply Project - Activities: (1) expansion and management of the Burao water system, (2) comprehensive hydro-geological study, borehole drilling, and increase of water availability, (3) improvement of the Burao Water Agency' management through capacity building in accounting, financial management and budgeting procedures, and revenue collection techniques, (4) staff technical training, (5) awareness on water supply issues, and (6) normative support to central and local authorities.

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

The Urban Development Programme for the Somali Region (SUDP) is an umbrella programme for all urban interventions in the Somali region. UN-HABITAT is the lead agency, and its partners are the Consortium of Italian NGOs (UNA), the International Labour Organization (ILO), Oxfam-Novib, UNICEF, the Danish Refugee Council, the UN High Commission for Refugees (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, DFID, 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 population and the urban poor, slum upgrading, and solid waste management.



The European Commission is the main donor and gives technical guidance to the programme's activities.



UNDP is co-funding the programme and is the key coordinating agency with regard to the overall political context.



The Government of Italy funds part of the core SUDP Programme and the urban services projects, and gives technical advice to the implementing organizations.



The Government of Japan funds the 'Emergency Assistance for Resettlement of Returnees and Internally Displaced People' programme, with two projects in Hargeisa and Garowe.



Through its Department for International Development (DFID) the Government of the United Kingdom funds a number of governance-related aspects of SUDP, consisting mainly of strategic projects in Bossaso.



UNICEF is funding the reconstruction of the tsunami-affected town of Xaafuun in Puntland.



UN-HABITAT is the lead agency in the implementation of the SUDP, and is responsible for the overall management and the main technical inputs.



The Italian NGO Consortium UNA leads the urban services component (including solid waste management and sanitation activities), with technical advice from two Italian universities.



The International Labour Organization is responsible for the local economic development component of the SUDP. The local economic development activities are a continuation of previous work by ILO, but are more focused on urban areas.



The World Food Programme is supporting shelter activities by providing food for work in Hargeisa and Garowe shelter projects.



Oxfam-Novib has been strengthening Somali civil society organizations since 1995. Under the SUDP, Oxfam-Novib is extending its capacity-building activities to LNGOs and CBOs.



The United Nations Office for the Coordination of Humanitarian Affairs recently released some funds from the Humanitarian Response Fund (HRF) to build additional houses in the tsunami-affected village of Xaafuun.



The High Commission for Refugees is co-funding street lighting projects in Hargeisa and Bossaso, and collaborating in a series of shelter initiatives in Bossaso.



European Commission



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