



Government of Southern Sudan Ministry of Housing, Lands and Public Utilities



SOUTHERN SUDAN TOWN PLANNING CONFERENCE 24-26 July 2007

OVERVIEW



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Southern Sudan Town Planning Conference

OVERVIEW

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Juba, Sudan

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List of Acronyms

CBO	Community Based Organization
CPA	Comprehensive Peace Agreement
GIS	Geographic Information Systems
GoNU	Government of National Unity
GoSS	Government of Southern Sudan
NTEAP	Nile Transboundary Environment Action Project
NGO	Non-Governmental Organization
RIEP	Rapid Impact Emergency Project
SWOT	Strengths, Weaknesses, Opportunities, Threats Analysis
UN	United Nations
USAID	U.S. Agency for International Development

I. Conference Overview

The Southern Sudan Town Planning Conference was held from 24-26 July, 2007, in Juba, Sudan, to coordinate national and regional physical development efforts and consider ways to increase government capacity to implement town planning. After 20 years of civil war, Southern Sudan suffers massive human capacity and infrastructure gaps that affect the governance of the region; for instance, telecommunication systems are limited, making coordination among the central and regional administrations an extraordinary logistical effort. Road connections between the state capitals are poor in the dry seasons and completely impassable in the rain seasons.

The conference was organized by the *Strategic Town Planning and Mapping Program*, implemented by Creative Associates International, Inc. from 2005-2007 and funded by U.S. Agency for International Development (USAID), in coordination with the Ministry of Housing, Land, and Public Utilities, Government of Southern Sudan (GoSS). The two-year project has created the first digital geographic information systems (GIS) based maps for the ten state capitals in Southern Sudan, installed satellite communications systems connecting the Ministries of Physical Infrastructure in each state, and provided introductory training in participatory urban planning and land management to government ministries. The Southern Sudan Town Planning Conference was the culmination of these efforts.

For the first time in South Sudan, top policy makers, including governors and ministers with civil servants and specialists, gathered to discuss the status of the physical development in their states. Representatives from the ten states in Southern Sudan made presentations, informing their counterparts of the status of physical infrastructure in their respective states. The conference was structured so each state could interface and communicate with the GoSS's Ministry of Housing Lands and Public Utilities. Representatives from other key stakeholder groups and donors also attended and followed the proceedings with great interest, including the Southern Sudan Lands Commission, USAID, the United Nations (UN), the World Bank, and other donors. Focus was placed on the strengths, weaknesses, opportunities and threats within each state as government representative shared their visions for the future and voiced their recommendations to improve the administration of housing, land, and public utilities in Southern Sudan.

His Excellency, Martin Ohuro Okerruk, GoSS Minister of Housing, Lands and Public Utilities, opened the conference, presenting his vision for physical development of Southern Sudan. Her Excellency Theresa Siricio Iro, State Minister for Environment and Physical Development, Government of National Unity of Sudan (GoNU) also presided at the conference. She commended the on-going reconstruction efforts and offered support from the national government to develop South Sudan. A keynote address, delivered by Professor Mark Swilling from Stellenbosch University, South Africa, highlighted the importance of a long-term perspective in managing development. He shared lessons from South Africa's post-apartheid era and underlined the importance of creating new systems and training institutions in public management. Other African countries affected by violent conflict, he explained, could engage and learn from his country's experience, including Southern Sudan.

A majority of the conference consisted of a series of workshops and working groups as a way to stimulate small group discussion and share in problem-solving approaches. The conversations included a variety of topics, including strategies to initiate and govern development, mechanisms to

involve communities and the private sector, and techniques for gearing planning and management frameworks to facilitate development. Multiple international donor agencies such as the World Bank, European Union, USAID, and others also engaged in these working sessions to analyze the current situation in Southern Sudan.

Expert planners augmented the deliberations with presentations and panel discussions. Several representatives from the Nile Transboundary Environment Action Project shared their work to preserve the Nile River and underscored the need to coordinate regional conservation programs. Dr. Bushra Eltayeb Babiker, Institute of Urban Studies, University of Khartoum offered a retrospective look at the growth of Khartoum and its public spaces, noting the evolving nature of urban development. In addition, Mr. Garth Seneque, Human Settlements Advisor, UN-HABITAT delivered a speech on good governance and the importance of national and local governments' self-reliance to stimulate and sustain reconstruction efforts. The conference concluded with reflections from the Minister of Housing, Lands and Public Utilities.

Several themes were reiterated over the course of the conference, in particular, the need for reliable information for planning, the urgent need to develop human capacity within the state and GoSS administrations, the pressing needs for essential urban infrastructure, the interdependent relationship of urban and rural development, the importance of participatory governance (particularly broadening participation to include women), and the necessity for transparent budgeting and similar integrity-strengthening measures. All the states emphasized the need to build local capacity to manage physical development, including having staff trained in GIS and AutoCAD applications, in the resolution of land disputes, in the fair and efficient allocation of land and land-use permits, in review of planning and building applications, and in the formulation and application of building codes. The Ministry of Housing, Lands and Public Utilities expressed interest in building the State's capacity to manage town-planning efforts and stressed the need for routine coordination meetings. The Minister and the senior staff declared that from this point forward there would be a new start in the history of public administration of physical development in Southern Sudan; he personally promised to visit all the states to ensure close collaboration among GoSS and the state governments.

2. Opening Speech by H.E. Martin Ohuro Okerruk, Minister of Housing, Land, and Public Utilities, GoSS



H.E. Martin Ohuro Okerruk, Minister of Housing, Land, and Public Utilities, GoSS

Your Excellency the Federal Minister of Environment and Physical Planning, Your Excellencies, the Ministers from the GoSS, Your Excellencies the Governors and State Ministers from the Ten States of Southern Sudan, Commissioner, Southern Sudan Land Commission, Honorable Dignitaries and Representatives from International Organizations, and all other participants,

It is my great pleasure and privilege to welcome you to the first Southern Sudan Town Planning Conference, which is a landmark occasion. I call it a landmark because I am confident that the conference will set the tone in our pursuit for quality, sustainable development in Southern Sudan. It will put us on a firm track towards guided, well-conceived urban and regional development and management.

In Southern Sudan, we are in the process of reforming our government to manage the onset of a rapid transition in the post-Comprehensive Peace Agreement (CPA) period. Urbanization is emerging as the front-runner in the transition process with more and more people moving into towns in the shape of returnees or rural migrants. More than 20 years of conflict has significantly impacted our towns; all of them have witnessed structural, economic, and social destruction. The lack of investment in economic growth and infrastructure has resulted in informal clustering and poor quality of life devoid of basic urban services and amenities.

I do not want to paint a poignant picture of dejection amongst this important gathering today but should outline the challenges we face so we can deliberate these relevant issues in the workshops. I speak of the challenges also because we need to identify solutions and ensure the reality is not bogged down by rhetoric. Rather we must design a future course of action.

The majority of our towns are a picture of absolute informality: informal housing, informal land access, informal service access, informal economic activities, informal access ways, and other

activities that can be characterized as typically urban are by and large informal. As much we would like to change the situation, the informal nature cannot be wished away overnight but must be addressed within a holistic planning approach that strives to optimize existing resources while providing a rational structure for balanced urban growth.

The breakdown of physical infrastructure has left our people with a daily uphill battle for basic services such as water and safe sanitation. Access to water is primarily from hand pumps and shallow wells, which is unsatisfactory and poses tremendous health risks. Improvement of the domestic water supply is the single most critical infrastructure issue that needs to be immediately addressed. Equally important is the access to safe sanitation. A majority of the residents have no access to hygienic waste disposal so they are forced to use rudimentary and unhealthy methodologies. At the moment this may not be a big issue due to low densities but in time when towns grow in population and urban densities rise, this will pose a major health hazard. Provision of adequate and appropriate public utilities is our top priority and I encourage conference participants to deliberate these quality of life issues. We need to focus on developing improved and sustainable services by involving multiple stakeholders in the process, primarily the GoSS administration, communities, and private sector.

I also point out the social infrastructure deficiencies, particularly the education system which does not meet the needs of the population. I believe that to develop sustainable towns we must develop our human resources through high quality educational infrastructure that can foster learning, creativity, and development within young minds. Social infrastructure in terms of medical facilities also requires urgent attention. Therefore, we need a firm commitment to create sound policies aimed at developing Southern Sudan's social infrastructure.

While we deliberate on the provision of physical and social infrastructure, an underlying issue is land management. This critical issue needs to be addressed as part of our overall planning and managing urban development. Urbanization is bound to generate pressure on land, requiring us to introduce effective land management mechanisms to ensure equitable distribution and minimize infrastructural development costs.

Attracting private capital and investment and developing local entrepreneurship are other challenges. During this period of economic liberalization, towns are the engines of economic stimulation and growth. By initiating a planning process where private investors and local communities are treated as significant stakeholders, we create a progressive economic revolution through vibrant trade and commerce. These factors can generate employment opportunities and enhance incomes and living standards. To do so, we need to devise attractive public-private partnership models within comprehensive planning and implementation framework that target both infrastructure and economic development. Private sector, community based organizations (CBOs), and non-governmental organizations (NGOs) play a more proactive role in town building activities. The Ministry is willing to create an enabling and fostering environment.

To effectively overcome the issues mentioned above, it is necessary to build an administrative and technical cadre within the government that can tackle these challenges. Capacity building for staff is imperative. While this process has been initiated, it still leaves much to be desired. I hope the workshops will generate new ideas for short-term skill enhancement while focusing on the long

term goals like developing human resources to address urban and regional planning and development.

I have briefly overviewed the major issues so let me focus on the objective of the conference. We are here to create a common platform, to align and coordinate national and regional efforts to develop an efficient governance system for sustainable urban development. The vision of the Ministry of Housing, Lands, and Public Utilities is to create an efficient administrative and technical structure capable of visualizing short and long-term prerogatives and prepare holistic action plans. The bottom line is that we need town planning as a mechanism to reach our ultimate vision of progressive, prosperous, and competitive urban settlements in Southern Sudan. We want to create towns that are capable of delivering good quality of life to inhabitants while attracting global capital to support urban development. Town planning can help us achieve this vision. Planned and orderly growth that is inclusive, socially viable, economically just, and environmentally conducive can only occur under the aegis of a strategic and comprehensive development plan. Informal growth, infrastructural issues, housing and land problems, environment degradation, poverty, unemployment, and social exclusion must be eradicated through effective planning, targeted strategies, action plans, and good governance. This must be based on a clear vision, consensus driven decision-making, legal support, inclusive participation, equity, transparency, and accountability. Each town should have a plan within a coordinated framework governed by our national and regional administrative structures, which should be supported by appropriate legislations and town planning regulations. These elements are a pre-requisite to making decisions regarding short and long-term development. We need to build a sound database and use information systems to build modern administrative and data management systems to provide a foundation for a realistic planning process.

Towns cannot be planned in isolation from the region because this would lead to rural-urban disparities. While there is a focus is on urban development, let's consider it within the larger gamut of balanced regional development, which includes both urban and rural settlements. Equal emphasis should be placed on the development of rural hinterlands so we achieve balanced urban-regional development.

Finally, I affirm without the fear that we are blessed with two significant riches: our natural and human resources. We need to find the right direction and positive spirit to overcome the odds, to convert challenges into opportunities, to harness our potentials and boldly march forward to accomplish our vision. If this indomitable spirit rose within each of us, nothing can hold us from achieving our vision and destiny.

I thank you all for your presence and seek your full support and cooperation to make this The Southern Sudan Town Planning conference a success. I ask for your support to galvanize government action and solidify commitment from all stakeholders to stimulate positive transformations. Let this gathering be a platform to share, deliberate, and brainstorm that shall lead to concrete recommendations to chart our future course of action. I look forward to hearing your views and suggestions that will help build momentum.

In conclusion, I thank the US Agency for International Development for making this conference possible through the Strategic Town Planning and Mapping Program implemented by Creative

Associates International since 2005. It is my hope that this is not the culmination, but in fact, the beginning of a process for further enhancement of our administrative and technical capabilities.

I am optimistic that this conference will provide a roadmap to define our way forward towards developing sustainable settlements in Southern Sudan. Thank you all and God bless.

3. Opening Speech by H.E. Engineer Theresa Siricio Iro, State Minister of Environment and Physical Planning, Government of National Unity



H.E. Engineer Theresa Siricio Iro, State Minister of Environment and Physical Planning, Government of National Unity.

Minister of Housing and Public Utilities for the GoSS, Ministers, State Governors, Member of Parliament, Project Managers of Creative Associate International Inc., Distinguished Guest, Ladies and Gentlemen.

It gives me a great pleasure to attend this very important conference on Southern Sudan Town Planning. The Ministry of Environment and Physical Development in the GoNU attributes this great occasion to the commitment of the GoSS in the development and reconstruction of South Sudan after signing the CPA. We in the GoNU are honored to be part of this process.

Sudan is a vast country endowed with a rich background; cultures, ethnicity natural resources and climate, etc. This diversity has a profound effect on the pattern of development. This pattern encompasses a setting that is well adapted to the conditions in terms of planning and building layouts.

The planning community encounters major challenges particularly in conservation of the traditional planning heritage and the current developments in the field of modern planning concepts and construction praxis which are driven by the information technology revolution that has a far reaching effect on the physical development evolution. In order to keep pace with the current massive global revolutionary process, teaching and training methods must be updated.

One of the challenges we face is the absence of documented information in its basic components and structures. We must underscore the dedication of our planners and scholars to meticulously investigate and research to create a sound and scientific bases for development. At this juncture, past experience, indigenous knowledge, and culture should be considered in our cost effective and environmentally compatible urban development plans.

In a post-conflict era, the Millennium Development Goals are imperative to our quest for environmental sustainability and poverty alleviation. These goals must be included in our

urbanization programs, construction project design, and implementation. A conspicuous example of this is the low cost building technology as a viable shelter alternative to the traditional structures in rural and urban areas.

Finally, I would like to extend my gratitude and thanks to the veteran planners and Creative Associates International. I hail their labor in the quest to coordinate efforts and set the foundation of modern planning principles in Sudan and install the courage and enthusiasm in the current young generation to advance physical development in our country. It is noteworthy to share the vast experience of UN-Habitat as we prepare our development and structural plans. The Government of National Unity avails the past planning experience and experiences at the disposal of GoSS through the National Council for Physical Development of which all the twenty-five states of Sudan are members.

I wish you constructive and sound deliberations. I am confident that you will devise practical recommendations. I assure you that we will work closely with the GoSS's Ministry of Housing, Lands, and Public Utilities achieve the objectives of this conference.

Last but not least our thanks and gratitude to the Government of South Sudan for the warm welcome to this green city in South Sudan; our thanks and gratitude to the Ministry of Housing and Public Utilities and we highly appreciate the initiative of Creative Associate International and their diligent commitment to the development and reconstruction of Southern Sudan. We also extend our thanks to the secretariat and all who contributed to make this conference a reality. Thank you.

4. Opening Speech by Allan Reed, Director, US Agency for International Development, Southern Sudan

Your Excellency Mr. Martin Ohuo Okerruk, Government of Southern Sudan Minister for Housing, Land and Public Utilities; Distinguished Governors; Government of National Unity, State, and Government of Southern Sudan Ministers and Government officials; Dignitaries, and friends from the International Community.

It is truly a great honor and pleasure to be here today to represent the US Government at this historic first Southern Sudan town planning conference, which is organized by the Ministry of Housing, Land, and Public Utilities in partnership with the United States Agency for International Development.

I am sure you all realize the importance of the work you are about to do today, as you have heard from our distinguished speakers. They described how this conference will help move forward the pursuit of sustainable development of settlements in Southern Sudan and guide a well-conceived approach to urban and regional development and management.

You also heard that town planning can provide the key to achieving this vision of planned and orderly growth that is inclusive and socially viable, economically just and environmentally sound. For this to occur, a comprehensive development plan is needed to guide all sectors of urban development in both short and long-term perspectives.

This conference is, in fact, a continuation of the town planning workshops conducted by USAID's implementing partner, Creative Associates in the ten states of Southern Sudan. The aim is to coordinate national, regional, and state efforts for creating a modern urban development governance system in Southern Sudan in order to build political and administrative capacity to manage and support urban development. This capacity building will require a whole complex of measures:

- National and regional frameworks for development;
- Formulating and adopting national and regional policies;
- Addressing needed legislation; and
- Effective and efficient institutions and procedures.

This conference will create the platform whereby GOSS can orient the Southern States on a national framework for urban development. It will also focus on the current status of state and local efforts in improving urban governance, addressing expectations, and responding to challenges faced.

We also hope that the discussions and the deliberations of this conference, with inputs from technical specialists and experts, will help address key strategic issues, translating them into national and regional goals, and measures to effectively attain these goals.

This conference is also an example of strong friendship and partnership between the US Government and the Government of Southern Sudan, and between our two peoples. The US

was the largest donor of both humanitarian and development assistance to Sudan during the long civil war between North and South. The US Government also played a key role in support of peace negotiations which led to the CPA on January 9th 2005.

The US Government is committed to supporting the CPA and to help ensure that all Sudanese enjoy the benefits of peace which they so much deserve.

For Southern Sudan to recover from the war, stand on its feet, and develop its abundant natural and human resources, the new government must function quickly, efficiently, and transparently. Essential services must reach long-suffering people who have been marginalized. Infrastructure must facilitate delivery of services and to encourage economic growth. The US Government's programs in Southern Sudan support all these areas.

USAID funded a program for strengthening urban centers in Southern Sudan in partnership with the Ministry of Housing, Land, and Public Utilities, through which this conference has been organized. The Strategic Town Planning and Mapping projects is a USAID funded program being implemented by Creative Associates. This \$3.2 million project started in 2005 and will be completed in September of this year. The program has six components:

- First, the program assisted in training Southern Sudanese officials in Global Information Systems, information technology, mapping, and surveying
- Second, digital maps were developed for the ten state capitals of Southern Sudan
- Third, there was an assessment of three major urban towns: Juba, Wau, and Malakal
- Fourth, the program helped install V-SAT and communication systems in the ten Ministries of Physical Infrastructure
- Fifth, five-day town planning sessions were held in ten states of Southern Sudan
- The final component is this Southern Sudan Town Planning conference

I want to commend this Creative Associates team for their effective implementation of this important program that helps support the urban infrastructure sectors.

The importance that the US Government gives to rehabilitating Southern Sudan's infrastructure can be seen through our other related programs. Since 2004, the US Government has provided:

- \$68.8 million to the World Food Program's Emergency Roads and Mine Clearance program that opened and improved the roads linking
 - Juba to Kenya and Uganda;
 - Juba to Upper Nile; and
 - Uganda to Bahr El Ghazal.
- \$32 million to the United Nations-Operations for accelerated infrastructure program to construct roads, bridges, schools and clinics
- \$9.5 million to Louis Berger Group for capacity building of the Ministry of Transport
- \$6.2 million for the Yei Electrification Project and for planning and managing utilities throughout Southern Sudan
- And \$26 million initial funding for upgrading and improvement of Nimule-Juba road through the Louis Berger Group.

The need for investment in infrastructure in Southern Sudan is enormous. The challenges of developing the urban centers of Southern Sudan are equally enormous. It is essential that GOSS ensure that its line ministries develop skills and capacity to effectively plan and manage infrastructure development. The commitment of the GOSS to infrastructure and development is clear from the significant amount of its own resources allocated to these projects. We hope to continue our financial and technical support to the GOSS as it strives to meet the challenges ahead, and to support rapid economic recovery and development.

I want to underscore the US Government's continuing support for the people and Government of Southern Sudan as you work to overcome the challenges that you face. I want to assure you that the US Government and the American people stand with you in your post-war recovery to a new Sudan.

Finally, I want to join the other distinguished speakers in their call. Let this be a platform to share, deliberate, and generate ideas that will lead to concrete recommendations to chart the future course of action for guided urban and regional development.

Thank you.

5. Key Note Speech on Reconstruction and Local Governance: The Long-Term View Professor Mark Swilling, Division Head of Sustainable Development, School of Public Management and Planning, University of Stellenbosch, and Academic Director, Sustainability Institute



Professor Mark Swilling, Division Head of Sustainable Development, School of Public Management and Planning, University of Stellenbosch, and Academic Director, Sustainability Institute.

South Africa and Sudan have a lot in common: a just struggle for democratic control, redistribution of wealth, and all the difficulties of managing a transition from a political movement to governance.

We share an African future in an African century, but this against all odds, in particular as we face globalization: the new scramble for African resources by the United States, France, China, India and a resource crunch in the developed world. Just as many developing economies are starting to grow consistently, and at the point when Africa is integrating into the global economy, the most critical key condition that made it possible to grow the developed economies over the past 100 years is about to fall away—namely, low-priced oil. As highlighted by the respected United Kingdom-based Oil Depletion Analysis Centre, the world currently finds only one barrel for every four we consume from our inheritance of past oil discovery.¹ We might discover new reserves, like Tar Sands, but no one can be absolutely certain about this. What is, however, undeniable is that oil prices are on a long-term upward trend (despite short-term price drops) at precisely the moment when demand is set to grow at unprecedented levels in emerging economies, particularly in China and India. If the achievement of a 6% growth rate assumes increasing the consumption of petrol, diesel and jet fuel, and if oil peak means rapid price increases at rates much higher than the average inflation rate, then either growth rates must be revised downwards or massive investments are required to substantially reduce the consumption of hydrocarbons, in particular imported oil. Optimal utilization of resources and use of unconventional energy resources, like solar power, would contribute to environmentally sustainable development.

Economic globalization is reconstituting the structure of global economic power relations in ways that are fundamentally transforming the internal economies of developing countries. Economic globalization creates both opportunities like export-led growth, technology transfer, information,

¹ <http://greatchange.org/ov-campbell,outlook.html> Feb 2002

and communication technologies. It also created threats like global competition for cheap goods and foreign investments with unreasonable expectations when it comes to profits, labor and environmental standards. South Africa plays an active global role with respect to building multi-lateral alliances, compacts, and joint positions. This was evident at the World Summit on Sustainable Development with respect to the future role of the Commission for Sustainable Development, the role that the Minister of Finance played in the reform of the World Bank and International Monetary Fund, the role South Africa's representatives played in the so-called Doha Round of the World Trade Organization negotiations, and the leading role South Africa has played in the formation of New Partnership for Africa's Development and the African Union. But sharing from what we have learnt because we've made many mistakes. South Africa is growing at 4% to 6%, we have a functioning governance system, we are building capacity rapidly, but we are not resolving the poverty problem quickly enough due to entrenched inequalities, crime, and environmental destruction.

The new scramble by India, China, France, and America for primary materials and markets in Africa will pose new challenges for countries like Sudan and South Africa because of the high potential for destabilization via proxy wars. Globalization creates new opportunities for contact between previously separate ecosystems and the integration of societies and cultures. This can have dramatic and unpredictable results such as biological invasions, new diseases or species extinction and the collapse of markets and cultures. If social and ecological considerations are not considered, sustainable development can be prejudiced. However, globalization also presents potentially positive opportunities to developing economies through opening markets, access to information, and the spread of information and communication technologies. Given its high technological capabilities and information infrastructure, African economies can benefit from these opportunities by developing innovative solutions that balance developing economy needs with ecological and resource constraints. The key lies in the recognition that economic globalization is not an incontestable force without space for developmental states committed to poverty eradication and authentic development. The new development paradigm must involve bringing the state back in; it is not just about markets, but the quality of institutions because there is great importance in dialogue and leadership. We need a pragmatic approach to privatization to ensure that the poor sections of the society are not isolated. The state should play a facilitating role. We need to chart new territory and create new ideas so we can avoid repeating the same counter productive development ideologies. It is important not to copy but to learn and apply development models which are contextual and can lead to sustainable growth and development. We need quality institutions and administrative setups to enable good governance and stability in African countries, Southern Sudan in particular.

There are four key themes to consider as we embark on our discussions related to town planning, physical development, and human settlements in Southern Sudan.

1. Building state capacity and a strategic governance model

The critique of the new public management emanates from a wide range of sources responding to a range of issues and consequences of new public management. In summary, from Henry Mintzberg, the new public management is premised on three "myths". Firstly, particular activities can be isolated, both from one another and from direct authority. In the private sector, this conception of the divided corporation is inappropriate for the public sector because the policy

making process needs to be structured around issue-specific policies for implementation by single purpose agencies. Unfortunately, this is not how most political leaders and policy-makers think and operate. Secondly, that performance can be fully and properly evaluated by objective measures. Mintzberg argues that measurement in the public sector has failed and that this failure is attributable to the fact that public services have remained in the public sector precisely because it is difficult to ascribe a single value to a particular activity and measure it. Thirdly, activities can be entrusted to autonomous professional managers held responsible for performance as stipulated in performance contracts. This has resulted in the deterioration of service delivery as professional managers take over and transform the organizational culture from one rooted in public service to one that is based on the “efficiency of the market”. The end user is no longer someone with real needs, but a customer who will be serviced if s/he can pay. This may make sense for a private sector manager, but it contradicts a traditional public service value system which stems from the human rights notion that citizens are entitled to certain basic minimum conditions of life that the state must guarantee. There needs to be greater regulation of the private sector where the state should be playing a greater role as a facilitator as well as an institution to ensure that benefits are equitable and do not benefit the elite.

Two alternative models for organizing the state have emerged to replace the new public management; my colleague Dr. Wooldridge and I call it the “strategic governance model”. This governance approach focuses on democratizing internal work procedures, devolution of decision-making power, and incorporating civil society bodies into governance. It moves from a top-down approach to a bottom-up approach and leads to greater power sharing. While recognizing the need for a strong center in order to plan strategically and perform functions, such as the auditing of standards, advocates of this approach argue for the creation of participative work processes at every level of the organization. Techniques include the establishment of a counter-force to traditional line departments in the form of a strategic center, shifting power to elected officials, loosening bureaucratic rigidities through establishing task teams for projects consisting of management, unions, end-users and community representatives, participative planning, and increasing the capacity of civil society to participate in decision-making. The governance model creates a strong policy making and planning group at the center, which facilitates joint work between politicians and administrators. Local planning frameworks should be linked with local economic development to bring prosperity and economic sustainability at grassroots levels. This substantially reduces the size of middle management, and requires the development of more direct communication channels between front-line staff and the strategic center. The core competency of the strategic center would be strategic management defined to manage to ensures alignment between three things:

- Creating political legitimization and political sustainability
- Adding substantive public value to society in general
- Ensuring administrative and operational feasibility

2. Local governance is key

Local Economic Development has become a key focus of development in recent years. According to the World Bank, local economic development is “the process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation in pursuit of a better life for all”. Like sustainable and industrial

development, the emphasis is on “process”. Essentially, governance is not a thing we do, but a way we do things. These are the following essential features of this approach:

- Creating a bottom up approach
- Building local developmental coalitions through networking
- Sustaining an institutional not an organizational approach
- Focusing of community resources toward resolution of community issues
- Mobilizing community capital in support of community economic development
- Establishing a revised role for government in development
- Devising a more businesslike approach to development
- Enabling community advocacy and heightened competition between communities

Local governments need to be a priority. Likewise, local communities should be mobilized into action and become partners and managers of grassroots level projects. They should contribute to the construction of Southern Sudan. If they learn to own their project rather than just being passive beneficiaries, the benefits will be much larger. Together, governments and citizens can build a better future.

3. Participatory development through social movements

South African social movements have learned the bitter lesson that if the rich are left to determine the terms of change, the poor rapidly lose control of the final solutions. The alternative is, therefore, to build self-organized systems within poor communities that retain autonomy and remain unaffected if there is conflict, negotiated engagement, cooperative partnering, or simply a void in places where non-states exist. Power relations do not necessarily change per se, rather the way solutions are defined, contested, negotiated, and implemented. Over time, the substance of these power relationships starts to change. This alternative approach of participatory development through social movements is not simply a rights-based mobilization *against* the status quo. Instead, it seeks to institutionalize alternative forms of social self-organization within communities that simultaneously express alternatives in order to build hope and create new power bases for sustaining the struggle for greater equity and justice. It is not surprising that we organize around what is most critical key to daily survival: cash. If there is a model of self-organization within communities that is easy to replicate, appropriate to a reality that affects everyone no matter the context, flexible enough to adapt to specific circumstances, and is not dependent on external leadership or professionally managed systems, then organizing around the control of cash—savings and loans—makes sense. It is an approach that touches the deepest nerve centers of every community and penetrates the flows of energy that connects communities to the outside world—for better or for worse. It is also an approach that is remarkably appropriate to the realities of cities in developing country where daily contact is possible in highly congested communities; where living, working, and recreational spaces get merged together into a seamless web of complex adaptable dynamics. One example is the International Slum Dwellers Federation, which is active in South Africa, the Philippines, and India. They work to ensure that the poor’s voices are heard and they are mobilized so they can fight for their rights to exist and live with dignity in the urban context. We should encourage this type of action.

4. Importance of sustainable development

We are faced with a highly unequal, rapidly urbanizing world connected to eco-system services that are degrading at alarming rates, with looming threats triggered by climate change, high oil prices and food insecurities. Mainstream literature on unsustainable development is worried about the growing shadow of modernity that has been denied for so long, in particular by those in the developing world who equate development with material modernization. The real challenge of sustainable development in the current global conjuncture is eradicating poverty once and for all, in a way that rebuilds eco-systems and natural resources that we depend on for our collective survival. In practice, the challenge of sustainability will be faced in the mushrooming cities throughout the developing world, where the realities of daily life and urban governance are profoundly different than the realities of over-consuming countries who assume they are the norm that all should aspire to achieve. Cities may well provide the spatial context for imagining and institutionalizing new cultural frameworks for more sustainable living.

This may sound simple and logical and some might disagree, but in reality it will entail a profound transformation of our understanding of development, which directly challenges the existing structures of political and economic power. Sustainability challenges the way the city is imagined by the design professions and it also challenges the existing circuits of capital that drive the production and operation of the urban system. The simplest way to understand the tension between ecological limits and the aspiration to modernity is that if poverty is to be eradicated via a development strategy that promises everyone that they can all live like the (city-based) global middle class which comprises approximately 20% of the population (about 1 billion people) but consumes over 80% of extracted and manufactured resources, there will simply not be sufficient material (ecologically constituted) resources available to make this happen. Ironically, the financial resources to eradicate poverty are available, but if this is done in old ways, it is the ecological limits created by unequal consumption that will prevent a poverty eradication agenda from succeeding.

In conclusion, we must invest in peace, peace building, and a relational culture. This takes time and it does not happen on its own. Organizations and facilitators are needed to dedicate and focus all their time on peace building, relationship building, and conflict resolution. We all treasure the long-term vision of development, but because of our greed we live for now only—and we live a lie as a result. We lie about the long-term and we deny the consequences of greed. Beware the resource curse that stalks your country and mine; it is a curse because economists have shown that countries with few resources have done better than those with many resources. If you depend only on your natural resources, you tend to invest less energy and time in diversifying your economy and development of the appropriate institutions. Sudan should diversify rather than depend on your natural resource base; it is the core of economic development and will create a greater potential for self-sufficiency. Big doors swing on small hinges; focus on core groups and networks, trust and encourage younger people, value creativity, and capable people. Small entrepreneurial projects should be encouraged; small things make a difference. Micro financing and cooperatives should be encouraged, fostered, and developed so the benefits of economic development can flow equitably to the community. Engage younger people and watch them succeed and let them fail. Do not concentrate power at the centre because this is dangerous, it corrupts, and it demoralizes young and innovative people. As Nelson Mandela once said, "People hear the tree fall, but not the forest grow."

6. Introduction to State Presentations by Charles Mesgbe, Director of Survey, Ministry of Housing, Land, and Public Utilities, Government of Southern Sudan

Following the opening speeches, Engineer Charles Mesgbe, Director of Survey, Ministry of Housing, Land, and Public Utilities outlined a major objective of the conference: examine the current status of the physical infrastructure of the Southern Sudanese states. The ten states were asked to prepare a presentation for the conference. The states did not have pre-determined guidelines, rather developed their presentations based on their own interests. The presentations lasted approximately 15 minutes each and included:

- regional setting of the state, its physiographic structure and connectivity with the surrounding states and national capital;
- demographic structure and urban and rural distribution;
- resources for economic development, economic base of the state and current state of its urban and rural economy;
- physical infrastructure status: road/rail network, electricity, water supply, sanitation, waste management;
- social infrastructure, such as housing, education, health;
- land management and current status of land tenure, acquisition processes, land cadastral and recording systems;
- status of governance, democratic decentralization, and institutional set-up for urban and rural development; and
- organizational structure, function, and financial resources of the ministry, municipalities, and local councils

Over the course of the *Strategic Town Planning and Mapping Program* implemented by Creative Associates International, Inc., each state conducted Strength, Weakness, Opportunities, and Threats (SWOT) Analysis. Their presentations shared the assessments and issues raised during this process. While this SWOT analysis process is only the first step in the responsible and effective management of physical and environmental resources by the state governments, it represents an important step in raising consciousness of the extent and character of opportunities and constraints. Much more capacity building and institutional strengthening will be needed—and needed urgently—if these state administrations are to build upon this initial base and create institutional mechanisms appropriate to the demands of development in the region. The presentations also included each state's priorities and policy recommendations for the Ministry of Housing, Lands, and Public Utilities and GoSS.

To review the state presentations, see Annex 3.

7. Reflections and Recommendations from Ten States



A state representative shares the outcomes from the town planning workshops at the conference.

Based upon the observations and deliberations from state presentations and workshops, the ten Southern Sudanese states reflected on the Strategic Participatory Town Planning Workshop held in nine state capitals, facilitated by Creative Associates International, Inc. Each state articulated their planning and development concerns.

Warrap State

Mr. Stephen Adhik, Director General of Physical Infrastructure, Warrap State, stressed the need for laws and legislative frameworks to undertake urban development in a systematic manner. He emphasized the importance of streamlining the administrative structure and creating financial stability. Kwajok, capital of Warrap state, experienced more returnees and IDPs than expected and therefore needs to increase investment in public infrastructure development, housing, and administrative services. The state representative concluded that the private sector should share the burden of development with the state government.

Northern-Bahr-El-Ghazal State

H.E. Gabriel Gout Gout, Minister of Physical Infrastructure, Northern Bahr El Ghazal State reflected on the Strategic Participatory Town Planning Workshop held in Aweil from 11-15 June 2007. He commented that it was a very useful workshop and built capacity of the local staff and familiarized them with important aspects of town urban planning. He underlined the need for improved information flow from Juba to the states. Through technical training workshops and improved communication systems, the state could coordinate development efforts in their respective states. Security, he also mentioned, was a critical issue and an obstacle to development. He suggested

that the borders between the Northern Bahr El Ghazal State and the northern areas be marked. Further, Minister Gout appealed to the Ministry of Housing, Lands, and Public Utilities and the NGOs operating in Southern Sudan to install electrical power in Northern Bahr El Ghazal. .

Central Equatoria

H.E Engineer Alkaya Aligo Samson, Minister of Physical Infrastructure, Central Equatorial State emphasized the need to identify and involve private investors in the development of Southern Sudan. He commented on the absence of administrative structures and procedures as an obstacle to effective town planning.

Eastern Equatoria

Mr. Langoya Tito, Director General, Physical Infrastructure from Eastern Equatoria State reflected on the conference and benefits of the multi-state forum. Despite regional differences, the states face common challenges. He reflected on lesson he applies to his work on the significance of “planning effectively and positively while giving due regard to environmental aspects.” He stressed the need to involve private sector, NGOs, and CBOs to develop the state’s natural resources.

Yonglei State

The Minister of Physical Infrastructure, Yonglei State H.E. John Amuor Koul, reflected on the value of discussing common problem during the planning workshops. He stressed the need to develop legislative frameworks and importance of creating rural-urban linkages for balanced regional development. Planning is a foundation for development and this process requires a firm commitment from politicians and planners. An immediate priority is to provide social and economic rehabilitation to returnees and internally displaced persons.

Western Bahr-El-Ghazal

H.E. Paulino Adam Naro, Minister of Physical Infrastructure, articulated his state’s priority issues. He explained that most state problems related to the lack of physical and social infrastructure. The development of infrastructure, especially energy, should be a primary focus. Hydro electric power and solar energy are untapped resources in Southern Sudan and with the technology, there are immense potentials. Funding must be more consistent and transparent so development projects can be initiated and implemented smoothly. He stated said Western Bahr-El-Ghazal is working to create a climate conducive to private sector investments.

Lakes State

H.E. Maker Chadar, Minister of Physical Infrastructure, Lakes State, emphasized the need for decision makers to support planners for the benefit of the community at large. Security and good legal frameworks are imperative for private investment and should not be ignored in the process of attracting capital. Attractive land policies should be framed to draw private capital. The Minister requested the GoSS to establish a mechanism for facilitating information flow between the capital and states.

Upper Nile State

Mr. James Twong Lwanyo, Director of Survey, Upper Nile State, stressed upon the necessity of modern surveying equipment and skilled human resources to undertake planning and development works. He also underlined the importance of recovering the community and social networks that existed, especially in the state capital, Malakal, prior to the war times. Upper Nile State also

requested basic physical and social amenities (i.e. water, sanitation, access to health centers, jobs, and education) and housing for the influx of returnees and IDPs.

Western Equatoria

Mr. Clement P. Baime, Commissioner of Yambio County, Western Equatoria, presented his state's recommendations. He expressed his appreciation for the opportunity to convene the ten states to share information and initiate dialogue and planning processes. After reflecting on the state presentations he stated 'We know where we are now, let's find out where we have to go.' The lack of skilled human resources and equipment was the biggest hurdle that needs immediate attention. He appealed to the Ministry of Environment and Physical Planning from the GoNU and GoSS to help the states with loans to purchase the necessary technology and equipment to speed up infrastructure development work. He also talked about the need for devolution of funds and appropriate legislation.

Western Upper Nile

Note: The state participated in conference preparation and contributed to its success, but did not make it to the event itself due to logistical issues. See Annex 3 for a presentation made during an earlier phase of the *Strategic Town Planning and Mapping Program*.

Recommendations

Delegations of the states presented their strategies to foster sustainable physical development and town planning in their respective areas. The goals and actions mentioned included:

1. Develop strategies, legislation, policies, laws and regulations.
2. Provide sufficient funds to targeted plans and projects.
3. Conduct training programs for skill enhancement.
4. Support to attract private investment into the state.
5. Staffing and assisting in development in planning and major projects.
6. Provide modern equipment and information systems.
7. Formulate land commission and land legislation.
8. Solicit donors' contributions for efficient results.
9. Establish good networking system for GoSS and inter state flow of information.
10. Visit the States to learn about their work.

These issues need to be carefully assessed in the context of each state and the context of the GoSS before validity of the strategies can be credibly established.

Plenary Discussion and Conclusion

The conference participants explored some of the themes raised by the state representatives. Mr. Benjamin Akol Deng, GoSS Commissioner of Lands, informed the group that land policies are currently being formulated. He maintained that the South Sudan Lands Commission, a newly formed agency, is in the process of developing a body of land legislation and coherent policies governing land use and management. As the states undertake urban and rural development, they need to consider appropriate land acquisition and distribution policies. A legal framework should protect citizens from forced evictions and ensure unjust removal. Similarly, effective land management systems must be instituted to ensure development occurs without uprooting people.

All the states identified natural resources as the base for ensuring economic development in the states. Dr. Swilling suggested that having natural resources, however, could also be a big curse. Natural resources such as oil, mineral wealth, etc. could build a dependent economy that lacks diversification. He stressed that it is important to think simultaneously about diversification with the economy and not completely depend upon one resource for economic development. There is a tremendous risk that natural resources can be depleted if used indiscriminately, making the economy vulnerable and unsustainable. Southern Sudan should take the lead and develop alternate sources of energy like solar and hydroelectric power.

Information flow between the state ministries was raised again and ideas were exchanged of how the Ministry of Housing, Land, and Public Utilities could facilitate information flow. Several individuals called for more open decision-making and recommended that political heads should not bypass director generals; rather they should consult and hold open discussions because they would result in more appropriate decisions. H.E. Theresa Siricio Iro stated that the CPA had created three levels of governance: GoNU, GoSS, and the states. She stressed that each level must coordinate with the others for productive development to occur.

8. Overview of Workshops

Conference participants engaged in a series of workshops to discuss pressing issues affecting infrastructure development and identify schemes to address these concerns. Some general issues common to all workshops include:

- Interaction among Sudanese citizens, government authorities, and international actors, and the need for establishing clear standards of governance and associated expectations within the public.
- Transition from emergency services provision to sustainable development.
- Engaging the private sector to foster investment.

Workshop I

Theme – Managing Urban Growth by Sustainable Conservation Based on Local Development Planning: Key Values, Goals, Methods

Moderated by H.E. John Amor Kuel, Minister for Physical Infrastructure, Jonglei state

H.E. Minister Amor Kuel introduced the workshop theme and used an example from his home state of the competing priorities between water, education, and health in rural areas while trying to cooperate with the clans and follow their traditions. The Minister raised the serious problem created when large numbers of refugees return and explained that realistically they will not return to the rural areas, so government must plan accordingly.

Some of the questions raised during the workshop included: What is “sustainability”? What do we mean by “conservation based”? What are the costs and benefits of sustainable development? With a conservation based approach, how should local resources be used to maximize effectiveness?

State Minister H.E. Theresa Siricio Iro pointed out that the public sector should provide infrastructure as a foundation for development work in the rural areas, as a strategy to avoid massive influx in towns. Refugees can generate small incomes if their basic needs are met. She underlined that town planning is a very serious process and must involve the public because it will affect future generations. Professor Mark Swilling described a low-cost project in Malawi developed in consultation with local residents that used indigenous building traditions to create basic shelters.

Summary points from the discussion:

1. Expansion of urban areas must take place in consultation with local people and take into account ecological zones and resources to ensure structures fit the environment.
2. Conservation will protect the resources the rural poor depend on; they need to know how to protect the resources. By creating conservation projects that offer incentives or economic prospects, they will be more sustainable.

3. Infrastructure projects will always have an impact on the environment so development projects must use technology that sustains rather than destroys resources; look at eco-village model.
4. Local communities must do things for themselves and be self-financing. Indigenous knowledge must be tapped into because cultures matter especially given Sudan's diversity.
5. Conflicts between returnees and local owners for access to land are a reality and should be mitigated.
6. Southern Sudanese states must develop finance systems whereby local taxes are linked to local accountability.
7. Town plans must take into account contours and water flow, i.e., storm water and sewage, otherwise construction in the wrong places may cause increased costs later on.
8. Household energy in town can be destructive because it depends on wood and charcoal; alternative, renewable energies like solar and wind should be explored for Southern Sudan.
9. Building material can be selected to minimize costly impacts, both financial and ecological.
10. Town planning requires a process-oriented approach; it should not just be focused on the delivery of products. The planning process must take place at different levels, i.e. household, neighborhood, etc.
11. Land titles and ownership are preconditions for land use. A legal framework is required to empower the planning processes. What body/institutions are responsible for planning and control of land use? An authority is needed for land registration and building plan approval. Enforcement is required or people will obtain permits in a corrupt way or build without permits.
12. Operations and maintenance after construction are key; this works when ownership and responsibilities are clearly defined.

Workshop 2

Theme – Quality of Urban Life: How to Develop Better Community Services and Housing in Trilateral Participatory Processes: Public Administration, Community Organizations, and Private Sector

Moderated by Dr. Stephen Schwenke, Team Leader, Creative Associates International, Inc.

The workshop began with Dr. Stephen Schwenke, the moderator of the session, introducing the subject and the questions for discussion to the workshop participants. Dr. Schwenke shed light on the subject matter of quality of life addressing the broader contextual issues, the need for defining and advocating for a threshold level of quality of life below which a “decent” standard of living was not achievable, the role of various actors in the decision making processes particularly the community, and bridging communities through quality improvement interventions.

The participants in the workshop had lively deliberations on the quality of life issues particularly in the context of Southern Sudan, excerpts of which are as follows;

The quality of life issues in Southern Sudan need to be understood in the larger context of the political and social situation. The current period of transition is still a fragile period wherein the culture of peace has still not set in entirely. As a result, the frail law and order situation is a disincentive to investment especially from the private sector. Financial hurdles are difficult to overcome and the current expenditures from the Government exchequer are primarily spent on salaries of staff rather than providing services. To have private sector active in the provision of infrastructure would be ideal but in this situation it is unrealistic, as current conditions do not provide a climate conducive for investment. The immediate need is to ensure that a good law and order situation prevails, and that standards of government integrity are consistently high, in order to engage the private sector.

The trilateral processes would get a major boost if public participation is encouraged and also if people are assured of positive outcomes. The issue of gender participation in the planning processes also figured quite prominently in the discussion with the participants voting for strongly encouraging women’s participation within the context of community decision-making. The lack of communication between the providers i.e., the public sector and the community also is an issue that needs to be addressed.

The idea of engaging consultants who were usually detached from the community level and could not provide ‘quality’ was also deliberated. The issue of rural-urban migration, good leadership, and financial hurdles to implementing service provision programs were also touched upon as a part of this engaging discussion within the workshop participants.

Summary points from the discussion:

1. Arriving at an acceptable definition of the minimal threshold of quality of life cutting across urban or rural, rich or poor boundaries is a core issue as the public administration devises viable service delivery programs in Southern Sudan.
2. Dealing with insecurities and inducing confidence as well as facilitating the process for the private sector investments is a prerequisite.

3. The public sector needs to build and carry forward the initiatives to develop public-private partnerships for infrastructure and economic development in Southern Sudan.
4. Public participation processes must be encouraged and embedded into the planning and development mechanisms at all levels of administration. Gender sensitive participation to ensure that the women are not left out of the participatory processes must be ensured.
5. There is a need to raise social acceptability of policies and programs by creating awareness of the expected positive outcomes.
6. The gap between service providers and end users needs to be addressed for larger acceptability of the service provision programs.
7. Detailed studies and surveys need to be conducted to build up the database systems vital for addressing service provision and for other economic and social development purposes.
8. Administrative hierarchies and their roles need to be well defined within the context of the trilateral framework to ensure efficiency in service delivery and management.
9. The town by itself cannot be treated as a homogeneous entity. City centers and existing built up areas for instance require specific treatment owing to their morphological characteristics and also the war damage that the existing towns have suffered. While implementing service provision programs, this aspect needs to be borne in mind.
10. There is a critical need to build good leadership that is committed to serving the public good and to improving and enhancing administrative capacities and efficiencies to deliver the basic service requirements for a good life.
11. Civil society should be encouraged to acquire the capacity and role of 'watchdogs' to ensure transparency and accountability of government at all levels.
12. Centralized top-down decision making needs to be replaced by an intermediate approach where there is a possibility for top-down and bottom-up linkages for more realistic decision making. This could lead to effective formulation and implementation of projects and programs targeting quality of life enhancement for all inhabitants.
13. The rural-urban migration waves during the civil war and after the CPA are bringing rural customs into the urban setting. The rural migrants as well as the refugees/ IDPs who are returning to are changing the town profiles. Informal housing is largely the outcome of this phenomenon. There is no short-term remedy, but during the transition period, the option of devising flexible standards that can cater to the varying requirements of people, particularly with respect to housing, needs to be developed and implemented.

Workshop 3

Theme - Provision of Public Utility Services: Working with Private Sector Investors and Operators

Moderated by Mr. Chol Tong, Director General, Ministry of Environment and Physical Planning

The workshop began with a general discussion on incentives to attract the private sector in planning, building, and operating public utilities' infrastructure and services. The GoSS, communities, and implementing agencies should work together to plan, build and operate public utilities' infrastructure and services. Mr. Tong discussed how people's quality of life and care for the environment should be main goals when providing public utilities' services.

Participants commented on the nature of the public utilities sector and each state in Southern Sudan will require a different approach to involve the private sector. The differences in scale and density of populations will affect public utilities' provision policy in urban and rural areas. No plans should be made or implemented before the feasibility of a service has been determined, whatever the source of capital investment may be for building infrastructure. If feasibility studies show that a subsidy is required to cover the costs of service supply, there should be binding commitment established by the GoSS, and it should be budgeted before any capital investment is sought and committed.

Summary points from the discussion:

1. As the feasibility of service is assessed, it is essential to consider alternatives for service provision including the possibility of involving the private sector. There are many possible forms of collaboration, ranging from a complete sell-out to community-operated services. These forms are not mutually exclusive and the best combination must be implemented.
2. Throughout this process, and during the life cycle of a service, the goal should be to select the best option, and beneficiaries, operators, and Government must all be involved. To facilitate this participatory process, the GoSS urgently needs to enact a transparent regulatory framework: from laws of private and community (co-operative) investment and private and community ownership to technical standards of services supplied. This framework will need intermittent review and updating as the country develops so the GoSS must retain an active regulatory role.
3. To ensure that the enacted framework is the best option, the workshop recommended facilitating small pilot projects through the whole country, covering various institutional options, geographical contexts, and demographic scales.
4. Last but not least, the people must benefit from participation in this sector of economy as providers of services, not just beneficiaries. To achieve this, various educational initiatives from vocational training to tertiary education, from capacity building in government institutions to educating the communities will be required.

9. Panel Discussion on Nile Transboundary Environmental Action Project_With Dr. Abdelsalam Ahmed, Dr. Khalid Riak, and Dr. Henry Busulwa

Representatives from the Nile Transboundary Project Environmental Action Project (NTEAP) shared their work with the conference participants. With the UN Development Programme, World Bank, and Global Environment Facility, the Nile Basin Initiative was created to foster cooperation at regional, national, and local levels to support effective operational measures for sustainable development in the Nile river basin. The initiative provides an institutional mechanism, shared vision, and set of agreed policy guidelines to promote cooperative action.

One of eight projects, NTEAP was officially launched in May, 2004, as a five-year project, hosted by Sudan, and located in Khartoum. The project's main objective is to provide a strategic environmental framework for the management of the transboundary waters and environment challenges in the Nile river basin. Specifically, the project will:

- Improve the understanding of the relationship of water resources development and environment;
- Provide a forum to discuss development paths for the Nile with a wide range of stakeholders;
- Enhance basin-wide cooperation and environmental awareness; and
- Enhance environmental management capacities of the basin-wide institutions and the NBI.²

The team of experts from University of Bahr-el-Ghazal made a presentation on the Nile Basin initiative and management of wetlands. Sudan has the largest wetland area in Africa and the third largest wetland in the world. Participants were asked to consider the important natural resources in this region, which are now endangered due to overuse. The team stressed the importance of effective wetlands management through regional cooperation between governments, NGOs, and other stakeholders. Cooperation is best achieved through the following six components:

- Regional capacity building for transboundary environment management
- Communication and knowledge management
- Regional river basin model
- Macro and sectoral policies and the environment
- Strategic environment support
- Monitoring and evaluation

Though community level land, forest, and water conservation initiatives efforts, it is possible to address soil erosion and Nile transboundary micro-grant program to support local level land, water and forest conservation initiatives. There is a need for environmental education and awareness through building transboundary partnerships and network of environment education and awareness programs.

Finally the experts made the appeal that wetlands must be conserved at all costs; to achieve this, national institutional capacities must be built and the GoSS needs to devise a policy directive on management of wetlands in Southern Sudan.

² Nile Transboundary Project Environmental Action Project brochure <<http://www.nileteap.org/html/start.asp>>

Discussion:

Following the panel presentation, conference participants focused on the controversy regarding the top down approach to the ratification of the Ramsar Convention on Wetlands by Sudan in 2005. The Ramsar Convention on Wetlands, signed in Ramsar, Iran in 1971, is an intergovernmental treaty that provides a framework for national response and international cooperation for the conservation of wetlands and their resources. Conference participants expressed concern that this treaty did not take into consideration local contexts and concerns. While there was an overall sense of support for this initiative, the general consensus was that there is a need to engage local governments and communities to ensure compliance and protection of this valuable asset. Local communities depend on the wetlands for their livelihoods so participants discussed how to connect them to the wetland initiatives since their interest are broadly aligned with the project. A participant noted that no effort had been made to involve local community on the Nile transboundary wetland management initiative. It was generally agreed that wetlands must be conserved, and states should bear this in mind while planning projects related to economic development.

10. Town Planning Case Study: Khartoum Dr. Bushra Eltayeb Babiker, Institute of Urban Studies, University of Khartoum

Following the discussion on wet lands, Dr. Bushra Eltayeb Babiker shared a case study on land use in Khartoum. While most planning approaches consider only economic, political, or physical characteristics, Dr. Bushra's goal was to explore how urban settlements such as Khartoum evolve over extended periods of time. He described Khartoum's transformation from the early 1920's to the present with photos from various time periods. He explained the Khartoum Land Use Plan of 1929 which accentuated the values and priorities of the British colonial administration and how the Plan affected the cultural identity in the town center and the creation of green spaces in Khartoum in the early 1930's. The zoological gardens, institutional areas, transport networks and streets (such as Victoria Street) were created to maximize environment and visual aesthetics.

Lamenting the loss of cultural and visual identity, Dr. Bushra noted the plight of Khartoum's current centre where the zoological gardens have been obliterated and replaced by dense concrete structures. Not a single tree is visible and real estate developments are squeezing the centre. The space around the Nile River is witnessing heavy real estate buildup and high speculation due to the profiteering by real estate builders in coordination with politicians. The absence of green spaces and the domination of concrete structures have diminished the aesthetic values, and urbanization into the rural lands is increasing the detrimental effect on the city.

Given the current pace of development, Dr. Bushra predicts that all empty areas in and around Khartoum will be filled with high rise concrete structures within ten years. While discussing the 1990 master plan for Khartoum, Dr. Bushra pointed out that Khartoum was not planned in a regional context but only as a limited urban plan. Sharing a series of recommendations, he concluded that planning at the national and local levels must be linked and that development should be designed to generate economic and environmental conditions conducive to human flourishing. Town planning is a specialized skill and only trained personnel should undertake plan preparations, but planners are only advisors. Political decision-makers ought to take the advice of their planners under careful consideration before making decisions, although the history of Khartoum's development made it clear that the knowledge, ideas, and advice of professional planners were often sought but seldom heeded.

Discussion:

As participants reflected on the presentation, they talked about the concept that 'change is inevitable.' As time passes, land use will transform so it must be planned in a way that respects heritage, culture, and the environment and creates change that is better and not worse. Planners should be sensitive to the past and the present and ensure that new development or redevelopment of old areas doesn't destroy the social, cultural and environmental elements.

11. Speech on Governance of Urban Development in Southern Sudan by By Mr. Garth Seneque, Head of South Sudan office, UN-HABITAT.



Mr. Garth Seneque, Head of South Sudan office, UN-HABITAT.

In my capacity as head of UN-HABITAT in Southern Sudan, I will discuss some key elements of governance and how it pertains to urban development and town planning. To ensure we are working with the same definition, governance is the way in which institutions and the people in them run things and do things. In government, this happens at all levels, from the city to the national level. The term governance also applies to NGOs and CBOs, as well as the private sector, from corporate to small businesses.

Good governance is associated with principles like accountability and transparency in decision-making and implementing. It also relates to equity, efficiency, and effectiveness and the process of arriving at decisions and how they are put into action. It includes the way institutional resources are managed and deployed. Overall, good governance means ethical leadership in all institutions, not just the obvious leaders.

In Southern Sudan, there are some obvious constraints and problems to good governance. There are no comprehensive GoSS policies, strategies, or legislation. There is no consistent funding or budgets by the GoSS or elsewhere. There is insufficient money to finance reconstruction in the ten states plus they lack skilled, experienced technical and management people to implement projects. Overall, there is a high level of needs and expectations.

So what can be done? We should consider how to increase representation and contribute to policy, strategy, and legislation formulation. We can lobby, but we should not wait. We must use what we have, share what we have, and borrow from each other. We must be collaborative,

inventive, and creative! We must start with local level institutions—State, County, Payam, and Boma—to formalize good governance in urban planning and development. Planning must be brought closer to the local level. We must establish criteria for ethical and competent leadership of planning and development institutions. As Professor Mark Swilling discussed earlier, we must identify and build on the obvious elements of local town plans that “touch people”, then we must act and do.

The Rapid Impact Emergency Project (RIEP), which is allocated \$27 million, seeks to build capacity of state and local governments to collaborate with a range of development practitioners (like NGOs, CBOs, and UN) to deliver tangible priority peace dividends like basic services and employment. Within REIP, there is \$10 million allocated towards a public works component and \$1 million is slotted for each state capital, except Juba, and Yei will receive the funding for Central Equatoria State. REIP is to be rapidly implemented by NGOs and CBOs in partnership with State Government ministries with UN technical advice to meet immediate recovery needs. Main activities include identifying viable development projects, such as water access, public sanitation, drainage works, and solid waste disposal; as well as establish decision-making institutions like town planning and development boards to engage in these projects. There will be a call for proposals that will be submitted to a Board, who will assess and decide on the viability of the project. In summary, the RIEP provides the opportunity to build institutional capacity through project implementation and start revenue generating projects like water supply or public ablution facilities like in Kenya. Inevitably, there will be problems along the way and we are determined to confront them and grapple with mistakes. We must be prepared for the unexpected and unplanned.

In conclusion, good governance is a corner stone in urban planning and development that requires institutions that involve local stakeholders in planning and implementation priorities. There is a lot we can do with scarce resources. We must work with what we have. We must build from the bottom starting at the local level.

12. Overview of Working Groups

After a series of presentations and discussions, participants convened in working groups to talk about salient topics and explore them further. With the information shared from the previous day, individuals pressed further to identify town-planning strategies relevant to Sudan. Some general issues common to all workshops include:

- Self-reliance is imperative for Sudan to stimulate development
- Importance of good governance to create effective policies, establish clear roles and responsibilities, implement service delivery
- Community members are key stakeholders in development measures and should be included in planning and decision-making

Working Group I

Theme – Reconciling Pressures, Opportunities and Long Term Goals of Urban Development

Moderated by H.E. Henry Danima Odu, Minister for Physical Infrastructure, Western Equatoria State

The working group started with a broad discussion on the existing pressures and opportunities that exist in Southern Sudan and how they impact long term urban development goals. They acknowledged that the constraints were more apparent than the opportunities, yet through a strategic, collaborative approach between key stakeholders, this could be changed.

Summary points from the discussion:

1. Infrastructure development constantly involves trade-offs. Resources used to address urgent needs may affect choices in the future. In urban development, there is a constant balance between short-term versus long-term. How we establish our priorities is important and relevant. In Southern Sudan, there is an urgent need for water, food, and basic infrastructure yet we must have a “master plan” to address the short and long term.
2. The “master plan” can be used to engage multiple actors. It is a mechanism to connect with grassroots citizens, to talk with them to identify their interests and needs. While time consuming, it is valuable to building links with local people. It can also serve as a basis to engage donors, to convey to them the interest of communities.
3. Observed throughout Africa, development must come from within. International agencies will have different priorities from those within the country. Local and national actors must identify their own needs and build the capacity of the state to become self-reliant. Donor funds can be used to meet short term, urgent needs but new strategies must be created to sustain development. It is worthwhile to engage the diaspora population and local resources for middle to long term needs. Long-term development depends on indigenous resources. Through strategic thinking and planning, Sudanese can devise realistic plans for short- and long-term actions and emphasize self-reliance.

4. The planning of services delivery is essential and human and financial resources are needed. We must avoid making an artificial division between short-term relief and long-term development; it should be part of one trajectory. There are incredible pressures due to the lack of housing and schools, overcrowding of health facilities and schools, inconsistent security. In Southern Sudan, resettlement of internally displaced persons, land distribution and cultivation, provision of social services are all key.

5. In Southern Sudan, things are not happening. There are numerous workshops and conferences but not enough action. Funding is not transparent or available. To break the vicious cycle of war and corruption, people need to access resources to create change. Planning empowers people but funding must back it. Political leaders have both the authority and obligation to act.

6. One way to initiate this process is to create good governance systems. Sudanese need to “do this on their own”. The GoSS and State governments must build their legitimacy and effectiveness in the eyes of their people by achieving results.

7. There are opportunities to succeed in Sudan. We have land, human power, and natural resources. There needs to be strategies to tap into the wealth we have to increase development. However, it requires establishing policies and laws to create clarity.

Working Group 2

Theme – Structural Planning: Bridging National, Regional and Local Levels of Frameworks for Urban Development

Moderated by Mr. Joseph Adu Amadeo, Director General, Ministry for Physical Infrastructure, Western Bahr-el-Ghazal State

The moderator of the group, Mr. Joseph Adu Amadeo, introduced the discussion theme. Kiran Sandhu, Project Officer, Creative Associates International, Inc. began the initial discussion by elaborating on the theoretical dimensions of a decentralized and multi-level planning framework. She explained the three essentials of decentralized planning: building local government's capacity to meet their responsibilities, ensuring accountability and transparency at all tiers of administrative hierarchy, and creating participatory processes within the framework of structural planning mechanisms.

Participants discussed how to bridge different levels of government to promote development. If development is governed by the three decentralization principles, it will lay a framework for participatory structures and methodologies to create an effective integrated planning process. It should combine top-down and bottom-up approaches and involve different administrative levels of government in both rural and urban settings. This multi-level planning mechanism can establish linkages between different sectors and create activities to enhance benefits between them. A program executed in isolation will not produce intended results, so it is advantageous to create functional linkages to avoid duplication and waste of resources, all the while raising productivity. Through multi-level planning, it is possible to translate national policies to the grassroots level.

To effectively integrate national and grassroots levels for effective planning and implementation, there needs to be set objectives and policy frameworks, legislation, and regulations. With these policy instruments, it is possible to address important issues affecting post-conflict settings like Southern Sudan. Challenges may exist, including the lack of information sharing and conflicting priorities between each level and sector. For instance, local plans are not always aware of the constraints created by broader national or state-level development policies. Often, the local level is too small to carry out large development projects and facilitate inter-sectoral relations. To mitigate these issues, it is central to have an intermediate level to link national plans and policies with local plans. Within the working group, attention was focused on how best to use regional planning bodies and implementing agencies as conduits regarding national government policies and concerns of local communities. There was an overwhelming interest in the group to use a community-based solutions approach to develop planning processes.

Summary points from the discussion:

1. Administrative tiers have not been established at local government levels in some states. Many towns do not have any administrative setup for the provision of civic services. The Payam or Boma levels of government administration should be setup early. Within the Payams, the towns should take care of civic services and maintenance works.
2. Local level needs are not transmitted to higher levels of administration placing constraints on development at local level. There is a vital need to address information flow between the grassroots administrative levels so broader policy decisions, established at top

administrative levels, can be applied at local levels. The local government tier 'county' is the best intermediate unit for integrating local government frameworks at Payam and Boma levels. This tier should be strengthened financially and administratively.

3. Upper levels of the administrative hierarchy (state and county) take the largest share of GoSS funds. Few resources reach the Payam or Boma levels. This situation demands urgent attention so that equitable distribution of funds can increase possibilities for project implementation by local administrations. Local government frameworks should be further decentralized and assigned more powers.
4. For a true decentralization processes to take shape, all levels of the administration should understand and follow procedures for multi-level planning. The roles of the administrative hierarchies should be clearly delineated so each tier can perform its role and function efficiently. All administrative tiers should establish procedures that ensure transparency and accountability.
5. A regional planning committee should be created as a part of the county administration to coordinate planning and development functions at the Payams and Boma levels.
6. Regional planning committees at county level should prepare integrated urban and regional plans that remove disparities particularly in rural areas. Within the multi-level framework, public participation should be incorporated at all levels for greater success of planning and implementation processes.
7. Finally, through the true spirit of decentralization processes, let the structural planning processes be initiated and developed in such a manner that 'the town can be taken to the people' in the words of the late Dr. John Garang.

Working Group 3

Theme – Interaction of Political, Administrative, and Civil Society Sectors of Governance

Moderated by Mr. Boutros Magaya, Cognizant Technical Officer, US Agency for International Development

Participants discussed at length the collaboration of all government sectors to stimulate local development in Southern Sudan. The concept of “devolution of powers” is not universally understood or valued in the country. The role of communities in decision-making, especially traditional ones, is often downplayed because it is assumed that the “average man on the street” does not understand the intricacies of managing development.

The group agreed that creating channels for grassroots “bottom-up” initiatives is important, but some planning decisions need to be initiated from the “top-down.” These decisions, however, must be done in close consultation with the communities. The group also discussed the lack of confidence people feel towards politicians (i.e. governors, deputy governors, ministers) and the civil service. Several participants underlined that politicians, not just civil servants, need training in good governance, especially Southern Sudanese who lack political experience.

Representative democracy binds politicians to electoral terms, making their view short-term, compared to the civil service. Therefore, several group members believed that politicians should not be burdened with administrative decisions which should be left to the civil service. Some participants thought that civil service should make development plans, and politicians should lobby for resources to implement those plans. The politicians participating in the working group responded by saying that politicians are not the enemy of the civil service and that they should be working and learning together; it is important not to isolate the politicians from the whole process of decision making and planning. The group agreed that a better definition of roles and responsibilities of political appointees and civil service must be delineated.

Summary points from the discussion:

1. All sectors of governance—political, civil service, civil society, and communities—must work together to develop the country. To do so, these entities must develop greater confidence and trust in each other which requires transparent rules on roles and responsibilities, including civil service employment regulations.
2. Politicians, civil service, civil society, and communities need to develop communication skills. This can be achieved through targeted training at all levels, in addition to building capacity to do technical, specialized work.
3. Local government is crucial to creating sustainable collaboration with politicians, civil service, civil society, and communities to develop human settlements.
4. This conference demonstrated the need for a permanent framework to share information between the Ministry of Housing, Land, and Public Utilities and the Southern Sudanese states. The working group recommended establishment of a forum where the Ministry of Housing, Land, and Public Utilities; Governors; Ministers of Physical Infrastructure; and civil servants would periodically meet to discuss the physical development in Southern Sudan.

Working Group 4

Theme – Building Capacity of Regional Administrations to Manage Local Development

Moderated by H.E. Gabriel Gout Gout, Minister for Physical Infrastructure, Northern Bahr el Ghazal State

H.E. Minister Gabriel Gout Gout introduced the workshop's theme and underlined the need for capacity building in the administration. He mentioned that English language training for the Arab speaking staff members should be included. To engage local communities in the planning processes, he suggested using workshops and that the networks developed at the conference would be useful in the future.

Local development can best serve communities if they are included in housing, business, and services development planning and implementation. The working group further discussed how regional and local administrations can engage in community planning to build planning and management capacity in administration as well as the communities' capacity to participate.

Summary points from the discussion:

1. There must be a commitment to develop a legitimate civil service corps and government bureaucracy. Many positions best suited to civil servants with technical competencies are being filled by former military leadership who lack the requisite technical and managerial training to successfully implement development initiatives.
2. Institutional development can happen under a tree and still have value. Training courses and associated transport costs are expensive. A training institution should be set up at the GoSS-level for training of trainers who would then reach out to the other levels including state, Boma and Payam levels. Local training centers at the state level should be created to spread knowledge as best as possible. Special emphasis should be placed on financial management training.
3. We must involve the community to assist town-planning work. There is a understaffing of surveyors and town planners and there are not proper recording systems.
4. We should explore how to attract South Sudanese specialists to return and assist with development efforts. Professor Mark Swilling recommended setting up an independent organization with a university. It is important that the organization have its own budget and the freedom to raise funds. He underlined that it is important not only to look at the training and education programs, but to consider that individuals looking at the offer to return to Southern Sudan see it as a part of their career plans.
5. There needs to be more communication inside the administration and between the different departments. Without job descriptions, there is a lot of confusion between staff. There is a general lack of modern management methods.

13. Capacity Building Framework for Development of Human Settlements in Southern Sudan



Illustration created by conference organizer's son, demonstrating town planning concepts.

Based on conference deliberations and the training workshops conducted in the ten Southern Sudanese states, participants devised a capacity building framework as a roadmap for future efforts. A platform for action captured the discussions and outlined some practical steps to promote physical development in Southern Sudan. Given the massive displaced populations in the area, particular attention was focused on the importance of human settlements and housing.

Background

Twenty years of civil war caused immense material damage throughout Southern Sudan. Over the years, the absence of investment and lack of maintenance further exacerbated the situation, leading to further destruction. As a result, town and village infrastructure throughout the region do not match the needs of inhabiting communities.

By signing the CPA in 2005, the people of Southern Sudan achieved an important victory; they created an opportunity to develop their settlements and improve the quality of life in their towns and villages. To do so requires a different governance system including transparent, participatory mechanisms unlike those that existed under colonial powers and during the war, although a democratic system cannot be conceived and implemented overnight. Meanwhile, many emergencies exist in the settlements that need to be addressed immediately. There is an urgent need for physical infrastructure development such as roads and transportation networks capable of sustaining economic development and growth. The need for safe water sources is dire, particularly in areas experiencing rapid urban growth. Most states have no power grid capable of delivering affordable and equitable electrical power to their respective communities. Developing a governance system and organizing service delivery cannot be done by the current, nascent government alone, or even with assistance from abroad. It requires a responsible, competent, and capable civil service: planners, managers, and administrators. In this situation, a coordinated

capacity building framework for government institutions is urgently needed to address the difficulties currently faced in Southern Sudan.

The mission of the capacity building framework is to:

Develop the capacity of key institutions and civil society in Southern Sudan to govern the development of the human settlements;

Unite specialists and institutions to share ideas and knowledge, achieving synergy in government to improve the quality of life in Southern Sudan; and

Create a format and platform for professional and civic participation in planning and management of settlement development.

The goals of the capacity building framework are to:

Build capacity of institutions and civil servants to coordinate emergency relief;

Design and implement the transition between emergency relief to sustainable development;

Provide lifelong education opportunities for civil servants;

Bridge different levels and sectors of governance by coordinating the efforts; and

Enable citizens and their organizations to take part in planning and management of the settlements

Activities will include:

Arranging specialized training courses in collaboration with other countries and international organizations;

Organizing debates on policy and legislative initiative drafts through ad-hoc commissions;

Offering civil service member-to-member support and advice in professional needs through contact lists and boards and networking; and

Identifying the training needs of Ministry of Physical Infrastructure staff in the states, county, and town authorities and organize them into projects with plans and budgets.

14. Final Discussion and Conclusion

A discussion ensued following the Capacity Building Framework for Development. Mr. Raymond Pitya, Under Secretary, Ministry of Housing, Lands, and Public Utilities emphasized the need for implementation of town planning efforts at the state capitals. Concerns related to border demarcation in context of town planning were also voiced and participants expressed their need for the politicians to support planners. There was a call to resolve political issues to enable town planning processes to develop. Participants believed unanimously that sharing problems and ideas was the strongest point of the conference and the process must continue into the future.

Ms. Karen Sayer, Senior Engineer, USAID spoke at the end of the conference and commented on the high standard of interest, engagement, and constructive criticism that all of the participants brought to the conference. She commended the participants on the quality and thoroughness of the deliberations and expressed her belief that this was an important start to future collaborations that were needed to meet the urgent needs of both urban and rural development in Southern Sudan.

H.E. Martin Ohuro Okerruk concluded the conference with, "At the end we are going back with a clearer picture of where we are. Tools need to be developed, the lack of funds needs to be addressed, improvement of services needs to be initiated, weak institutional presence needs to be dealt with, lack of technical staff and equipment needs to be attended to, and legislation needs to be developed." The Minister appealed to the participants by saying, "Don't despair, with the constraints we should move on with a visionary approach and with our hopes raised, we are not going to stop here. I will do everything in my power to achieve my best. The provision of services is a priority and will be addressed. Let us make this conference the beginning of a conscious town planning effort and the beginning of change."

Annex I
Program Schedule

Program Schedule

July 24, 2007 - Day I

9:00 Registration and Coffee

Session 1 – Chaired by Central Equatoria State

9:30 Opening by **H.E. Martin Ohuro Okerruk**, GoSS Minister for Housing, Lands and Public Utilities: The Vision of the Ministry on Town Planning.

9:50 Statement by **H.E. Engineer Theresa Siricio Iro**, State Minister of Environment, Government of National Unity, Khartoum

10:05 Welcome by **Mr. Allan Reed**, Deputy Director, US Agency for International Development - Sudan

10:15 Keynote Address by **Professor Mark Swilling**, Institute of Sustainability, South Africa: The process - The long perspective and how to get there?

11:00 Break

Session 2 – Chaired by Northern Bahr-el-Ghazal State

11:30 Introduction to State Presentations by **Mr. Charles Mesegbe**, Director of Survey, MHLPU

11:45 Presentation by Western Equatoria State, capital Yambio

12:00 Presentation by Upper Nile State, capital Malakal

12:15 Presentation by Lakes State, capital Rumbek

12:30 Presentation by Western Bahr-el-Ghazal State, capital Wau

12:45 Presentation by Jonglei State, capital Bor

13:00 Lunch Break

Session 3 – Chaired by Western Equatoria State

14:00 Presentation by Eastern Equatoria State, capital Torit

14:15 Presentation by Western Upper Nile State, capital Bentiu

14:30 Presentation by Central Equatoria State, capital Juba

14:45 Presentation by Northern Bahr-el-Ghazal State, capital Aweil

15:00 Presentation by Warrap State, capital Kwajok

15:15 Break

Session 4 – Chaired by Jonglei State

15:45 Conclusions and findings from the State Presentations by **Professor Mark Swilling**

16:00 Panel Discussion with **Engineer Raymond Pitya Morbe**, Undersecretary, Ministry of Housing, Land, and Public Utilities; **Mr. Boutros Magaya**, Cognizant Technical Officer, U.S. Agency for International Development

17:00 End of the day.

July 25, 2007 –Day 2

9:00 Registration and coffee

Session 5 – Chaired by Eastern Equatoria State

9:30 Introduction to Workshops

9:45 Workshops Themes:

1) Dealing with urban growth by sustainable conservation-based local development planning: key values, goals, methods. (Moderated by **H.E. John Amor Kuel**, Minister for Physical Infrastructure, Jonglei state)

2) Quality of urban life: how to develop better community services and housing in trilateral participatory processes: public administration, community organizations, and private sector. (Moderated by **Dr. Stephen Schwenke**, Team Leader, Creative Associates International, Inc.)

3) Provision of public utility services: working with the private sector investors and operators (Moderated by **Mr. Chol Tong**, Director General, Ministry of Housing, Land and Public Utilities)

11:00 Break

11:30 Workshops continues

Session 6 – Chaired by Western Upper Nile State

Workshop Discussions Presentations

12:00 Workshop 1

12:15 Workshop 2

12:30 Workshop 3

12:45 Announcements

13:00 Lunch Break

Session 7 – Chaired by Western Bahr-el-Ghazal State

14:00 Conclusions and reflections from workshops

15:00 Break

Session 8 – Chaired by the Government of National Unity

15:30 Presentation by **Dr. Abdelsalam Ahmed**, National Project Coordinator; **Dr. Khalid Riak**, Wetlands and Biodiversity Working Group Member; **Dr. Henry Busulwa**, Nile Transboundary Environment Action Project

17:00 Case Study on Town Planning: Khartoum by **Dr. Bushra Eltayeb Babiker**, Institute of Urban Studies, University of Khartoum

17:45 End of the day

July 26, 2007 - Day 3

9:00 Registration and coffee

Session 9 – Chaired by Upper Nile State

9:30 Speech by **Mr. Garth Seneque**, Head of South Sudan office, UN-HABITAT: Governance of Urban Development in Southern Sudan

10:00 Introduction to the working groups

10:15 Working Groups

1) Reconciling pressures, opportunities and long term goals of urban development (Moderated by **H.E. Henry Danima Odu**, Minister for Physical Infrastructure, Western Equatoria State)

2) Structural planning: bridging national, regional and local levels of frameworks for urban development. (Moderated by **Mr. Joseph Adu Amadeo**, Deputy General, Ministry for Physical Infrastructure Western Bahr-el-Ghazal State)

3) Interaction of political, administrative, and civil society levels of governance (Moderated by **Mr. Boutros Magaya**, Cognizant Technical Officer, U.S. Agency for International Development)

4) Building capacity of regional administrations to manage local development (Moderated by **H.E. Gabriel Gout Gout**, Minister for Physical Infrastructure, Northern Bahr el Ghazal State)

11:15 Break from Working Groups

11:30 Working Groups continue

Session 10 – Chaired by Lakes state
Short presentations from Working Groups

12:00 Working Group 1

12:15 Working Group 2

12:30 Working Group 3

12:45 Working Group 4

13:00 Lunch

Session 11 – Chaired by Warrap State

14:00 Reflection of International Agencies and Coordination of Activities

14:30 Discussion: Capacity building framework for Development of Human Settlements in Southern Sudan

15:30 Break

Session 11 – Chaired by the GoSS

16:00 Lessons learned and roadmap to the next steps

16:30 Comments from US Agency for International Development

16:40 Concluding remarks by **H.E. Martin Ohuro Okerruk**, Minister for Housing, Lands and Public Utilities

17:00 Final Banquet

Annex 2
List of Participants
(Plenary and working groups)

Organization/ City	Title/ Position	Name
Government of National Unity		
	Minister of Environment and Physical Infrastructure Nile Basin Project Ministry of Environment and Physical Infrastructure Nile Basin Project Nile Basin Project	H.E. Engineer Theresa Sivicio Iro, Engineer Dr. El Fadil Ali Adam Dr Bushra el Tayib Engineer Selil Hassal el Rusu Dr Khelid Riak
GOSS Ministry of Housing, Land, and Public Utilities		
	Minister of Housing, Land, and Public Utilities Undersecretary Ministry of Housing, Land, and Public Utilities Director General Housing Director General Planning Director General of Research and Training Director General of Sanitation and Water General Manager, SSEC Director of Survey General Manager SSUMC Director of Planning Survey IT IT IT	H.E. Martin Ohuro Kerruk Engineer Raymond Pitya Morbe Engineer Silvas Clark Engineer Col Riak Dega Engineer Roda Joseph Engineer Morris Lomodong Professor Ajoji Magot Shol Engineer Charles Mesgbe Engineer Chamjock Chung Witour Michael Majik Engineer Ruai Mobil Mr Dominic Thomas Mr. Benjamin Madet Riak Mr Billy Shibly
WAU		
	Police General, Governor Minister of Physical Infrastructure Director General, Ministry of Physical Infrastructure Director of Survey and Town Planning ITT, Ministry of Physical Infrastructure, Survey and Town Planner Ministry of Physical Infrastructure, Lands Registrar and Town Planner	H.E. Mark Nypouch Ubang H.E. Paulino Adam Naro Mr. Joseph Adu Amadeo Mr. Oliver Marko Remego, Engineer Mr Joseph Juma Musa Mr. John Ilario Achor
AWEIL		
	Governor Minister for Physical Infrastructure Director General, Ministry of Physical Infrastructure Ministry of Physical Infrastructure Ministry of Physical Infrastructure	H.E. Gabriel Gwot Gwot Clato Akol Dut Mr Kasio Kom Attak Moris Machar Kasio Kom Attak Lino Nhial Thiep
BOR TOWN		
	Minister for Physical Infrastructure Ministry of Physical Infrastructure, Town planner	H.E. John Amor Kuel Mr. Majur Kpt Kuer
JUBA CITY		
	Minister for Physical Infrastructure Director General, Ministry of Physical Infrastructure	Engineer Alkaya Aligo Samson Lewis Gore George
MALAKAL CITY		
	Acting Governor Minister for Physical Infrastructure	H.E. Dok Jok Dok H.E. Peter Pal Riek

Organization/ City	Title/ Position	Name
	Director of Lands Director of Town Planning Director of Survey	Mr. James Daniel Chuang Mr Samuel Amum Othow Mr James Twong Lwanyo
RUMBEK	Governor Ministry for Physical Infrastructure Ministry for Physical Infrastructure Ministry for Physical Infrastructure Ministry for Physical Infrastructure, Inspector of Lands	H.E. Awan Guol Riak Maker Chadar Joseph Maker Madit Jok Ayom Mayek Majel Mabor Keen
TORIT	Governor Minister for Physical Infrastructure Senior Inspector of Lands Senior Draftsman Ministry of Physical Infrastructure Ministry of Physical Infrastructure	H.E. Brigadier Gabriel Aloysius Emor Ojetuk H. E. Engineer Ceasar Lefuk Mr Alex Onek Mr Peter Ojwek Lino Otto Raphael Langoya Tito M. Kopich
KWAJOK	Governor Minister for Physical Infrastructure Director General, Ministry of Physical Infrastructure Director of Lands	H.E. Ayay Kon Ako Mr Majuk Dut Morwe Mr Stephen Adik Madut Wek Maluil
YAMBIO	Governor Minister for Physical Infrastructure Director General, Ministry of Physical Infrastructure Ministry of Physical Infrastructure Ministry of Physical Infrastructure Ministry of Physical Infrastructure Ministry of Physical Infrastructure Director General, Ministry of Physical Infrastructure	H.E. Samuel Abujohn Mr Henry Danima Odu Ms. Stephanie Fawzia Clement Mr. Clement Philemon Baime Mr. Modi Philip Jashua Mr. James Taban Abel Mr. David Nimeri Charles Mr. Chol Tong
Ministry of Industry and Mining		
Ministry of Telecommunication and Postal Services	Undersecretary, Ministry of Telecommunications and Postal Services	Engineer Juma Stephen Lugga
Ministry of Wildlife and Tourism	Director General Ministry of Environment, Wildlife and Conservation	Mr Joseph Achaye Mr Minasone Lero Peter
Ministry of Transport and Roads	Minister of Transport and Roads Under Secretary, Ministry of Transport and Roads Director General, Ministry of Transport Ministry of Transport and Roads Ministry of Transport and Roads	H.E. David Deng Athorbei Dr David Wani Engineer Jacob Marial Maker Kan Nak Otim Biong
Ministry of Water Resources and Irrigation	Ministry of Water Resources Ministry of Water Resources	Mr Alier Oka Mr Ephraim Omdi
Commissioner of Southern Sudan Land Commission	Southern Sudan Lands Commission	Mr Benjamin Akol Deng

Organization/ City	Title/ Position	Name
		Mr Phanuel Sebit Ladu
UN-HABITAT	Human Settlements Advisor	Mr Garth Seneque
World Bank/Multi-Donor Trust Fund		Negede Lewi
European Commission		Ms Brigitta Grosskinsky
Louis Berger	Capacity Building Training Consultant Policy Development Advisor	Mr Carl Berentson Mr Antony Murithi
Gibb Africa		
JICA	Consultant, JICA	Engineer Kenji Isomoto
USAID	Cognizant Technical Officer USAID Deputy Mission Director, Sudan Civil Engineer	Mr Boutros Magaya Mr Allen Reed Dr. James Tradiwe Ms Karen Sayer
USDA		Salamah Magnuson
Unknown Affiliation	Engineer, freelance	Mr. Paulino Adam Nano Mr AV. Bailey Ms Malinda Kasyoka Lawrence Muludyang
CAII	Project Manager Architect MAA Town Planner Consultant Architect Operations Manager Operations IT Specialist East Africa Regional Office Director Team Leader	Hans Christian Vejby Kiran Sandhu Paulius K Blake Kent Nadia Blackton Gabriel Knoti Shannon Fischer Stephen Schwenke

Annex 3
State Presentations



WESTERN EQUATORIA STATE YAMBIO



SOUTHERN SUDAN TOWN PLANNING CONFERENCE 24-27 JULY 2007

Presenter: Stephanie Fawzia Clement; Acting Director General



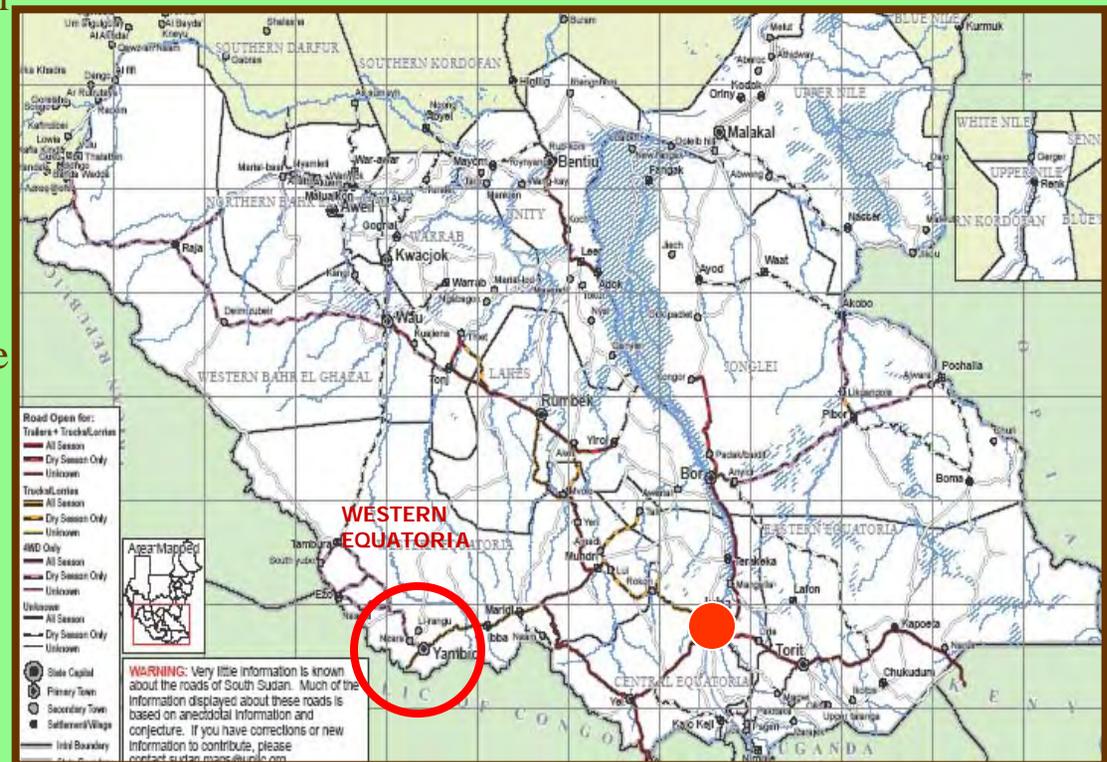
WESTERN EQUATORIA



SOUTHERN SUDAN TOWN PLANNING CONFERENCE 24-27 JULY 2007

ABOUT:

- Location: About 340 miles west of Juba Town. WES is approximately 79,319 Sq Km in land size.
- Organization: WES is organized into 10 counties, roughly 48 Payams and several Bomas.
- Population: app. 1,785,000 persons with at least 8 persons per household.
- Topography: ranges from wide-leaved dense forest to grassy rocky plains to the east.



MINISTRY OF PHYSICAL INFRASTRUCTURE IN WES:

Ministry of Physical Infrastructure is divided into 8 departments:

- General Administration
- Housing and construction
- Urban Water, Electricity and Sanitation
- Survey, Land and Town Planning
- Mechanical and Transport
- Roads and Bridges
- Rural water development
- Water resource management and irrigation

PHYSICAL INFRASTRUCTURE IN WES

- Most state buildings suffered immense damage during the civil war.
- There is paucity of government buildings to meet the needs of the community. WES lacks sufficient number of schools, offices, hospitals and residential buildings.
- The Ministry of Infrastructure does not have permanent office buildings to carry out the day to day operations of the Ministry.
- Six State Civil Hospitals of Yambio, Nzara, Lirangu, Maridi, Source Yubo and Lui.

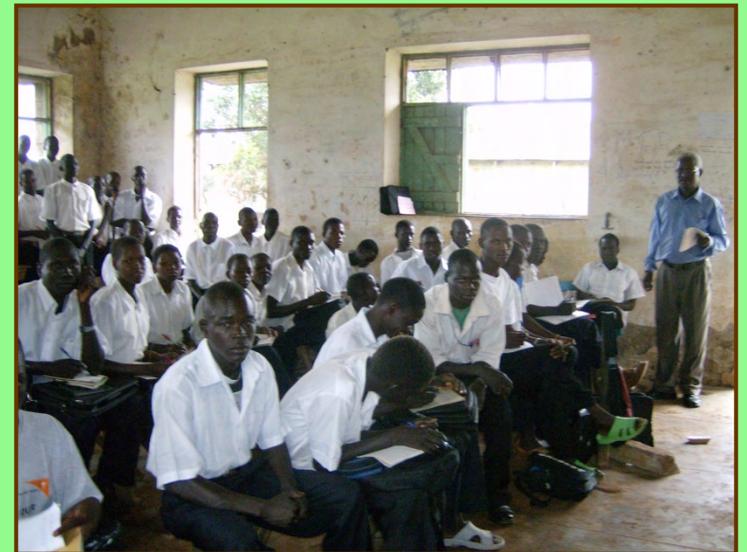


SOCIO-ECONOMIC INDICATORS

- The central occupations of the inhabitants of WES include agriculture, carpentry and handicraft production.
- The state of education in WES requires serious attention and investment. There are 4 institutions of higher learning that have fallen into serious disrepair. The few secondary schools suffer from over-crowding and lack sufficient number of teachers. Most primary schools in WES also lack adequate resources. Many primary schools are makeshift institutions held under temporary shelter or trees.
- Literacy rates are approximately 50%. The literacy rates for girls is less than 50%.
- Agricultural products produced in WES include: cassava leaves, spinach, yam, G.nut paste, palm oils, honey, sesame seeds, cassava flour, Dura, maize and millet.



Primary school



Secondary school

WATER SOURCES AND SANITATION

- Water sources: Yambio Town, largest town in WES, has no urban water supply scheme. Maridi has a dam which supplies safe water, irrigation. The state has over 10 springs, over 960 boreholes, over 9 streams and several self-dug open wells which supplement water supply. Most of these sources are seasonal. Some of these sources were also tested and determined to be polluted. There is a great need for investment in the rehabilitation of the current water supply sources.
- Trash collection: In Yambio, there is no collection mechanism or system of collecting and disposing of domestic and commercial refuse.
- Sanitation: There is a high degree of awareness about public health concerns among the communities in WES. Many NGOs, working in collaboration with county public health units, are engaged in public awareness campaigns throughout the state. Most households have pit latrines. In most of the more densely populated towns, we need to look hard at the issue of urbanization and increased refuse and its impact on the access to safe drinking water.



PUBLIC UTILITIES

- Presently the state has no electrical power grid. The main source of power throughout the state are individual generators and solar powered units. Most residents rely on kerosene lanterns for light.
- There is proposal for the development of electrical power infrastructure by Nakpangau dam in Yambio Town.
- Other townships need further investment in public utility infrastructure.



ROADS AND BRIDGES

- Presently one of the major national roads is a truck road from Juba across WES to DRC and CAR.
- The rainy season makes most of the main roads and feeder roads impassible during rainy seasons due to the poor drainage system.
- Bridges remain in poor condition and cannot sustain heavy commercial truck traffic. Evidence of this exists in Yambio with the central bridge, Sue, in need of massive reconstruction and rehabilitation.
- The impact on the ability of WES to serve as the bread basket of Southern Sudan is severely limited and hampered by inadequate road and bridge networks.



DEPARTMENT OF MECHANICAL TRANSPORT

- The state had 3 workshops in Yambio, Maridi and Tambura but all were destroyed during the war.
- WES own no heavy duty vehicles, road caterpillars, loaders or rollers for road construction
- WES does not own a rig for drilling of boreholes.
- Technical training for civil engineers and skilled mechanics capable of servicing state needs are scarce and lack the requisite training needed to operate modern equipment.



**Township Planning Workshop
with Members of the Ministry
of Physical Infrastructure,
Western Equatoria State.**



MINISTRY IS COMMITTED TO THE FOLLOWING MISSIONS:

- Urbanization all townships to promote employment opportunities and provide demarcated areas for commercial activity and refugee reintegration.
- Establishment of a strategic town planning board that would assist in developing and implementing local land legislation, policies, and building standards.
- Modernization of roads and airstrips- this is vital to the economic health of WES
- Build the necessary technical institutions to train mechanical engineers, town planners, construction workers capable of using modern tools and equipment
- Engage public and private investors, donors, NGOs, stakeholders in collaborative decision-making processes.
- Provide affordable public utilities and have a distribution scheme that equitably delivers power to our communities.

CHALLENGES AHEAD:

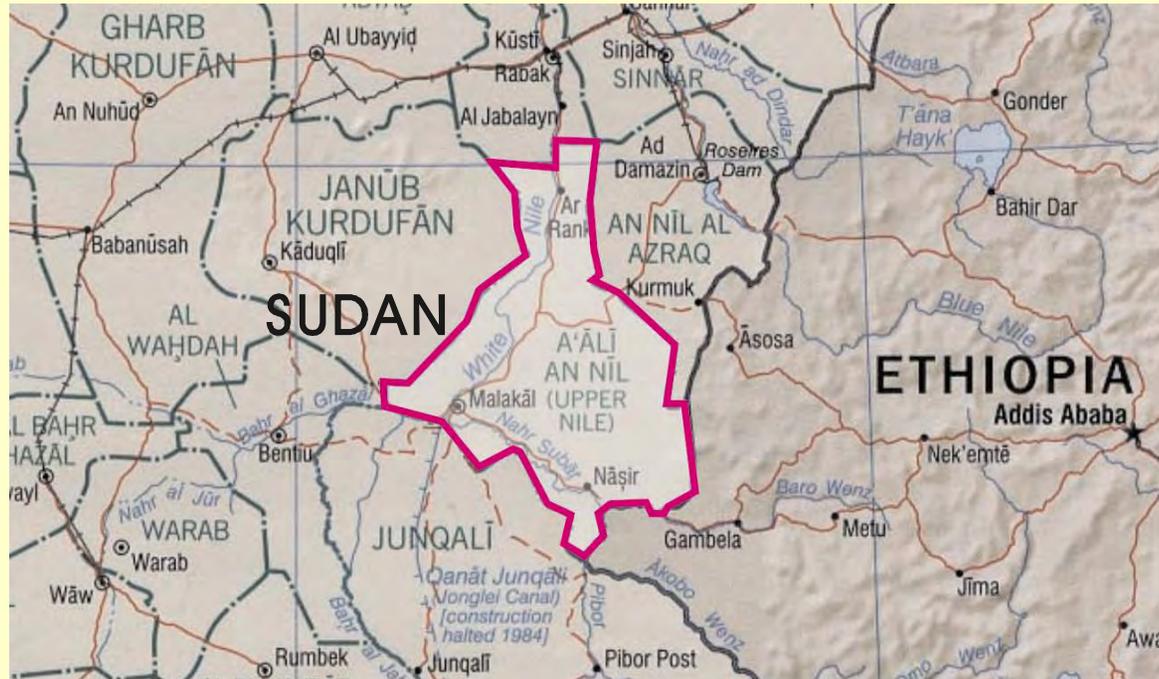
- Lack of sufficient capital to execute Ministry strategic goals.
- Lack of adequate modern equipment to maintain and build large infrastructure projects.
- Lack of transparency and participation at all levels of the communities involved.
- Lack of requisite vocational training institutions to cultivate young mechanical engineers, town planners, architects to carry out infrastructure projects in WES.
- Lack of security on our borders.
- Outbreak of water born diseases due to contaminated water sources.
- Lack of coherent land use and management legislation.

RECCOMENDATIONS TO MHLPU/GOSS

- Request for provision of sufficient funds to implement infrastructure projects
- Provision of professional staff – planners, surveyors, engineers etc.
- Training workshops for our local surveyors and engineers
- More interface between the GOSS and each of the states
- Develop countrywide guidance, strategies, legislative policies, laws and regulations governing land use and management.
- Organize and distribute donor contributions equitably among the various states for best results .

END

UPPER NILE STATE



Southern Sudan

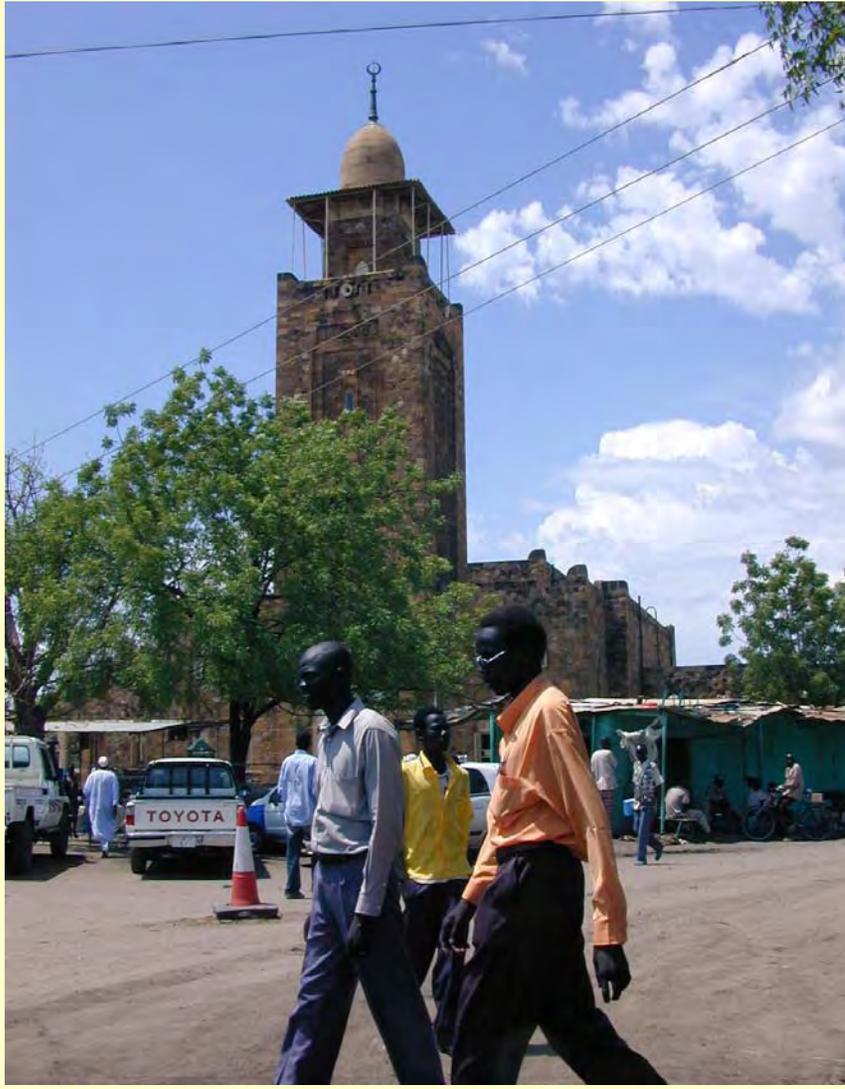
National Town Planning Conference

Juba, 24 July, 2007

Rev. James Twong Lwanyo, Director of Survey,

Mr. Samuel Amum Othow, Director of Town Planning

Upper Nile State



ABOUT:

Population: 620,000; Malakal is the capital with 100,000 inhabitants. There is an international airport and harbor in Malakal

Topography: The land is fertile and conducive to cash crop development in the North and mountainous in the East

Exports: Exports include petroleum oil, livestock, fish, African gum, and charcoal

Imports: Consumer and manufactured goods

Physical Infrastructure

Road

- There is a lack of road infrastructure linking rural communities to urban centers

Air Access

- There is an International Airport in Malakal with routine routes to Kenya and Uganda

Water Access

- There is a thriving harbor and port in Malakal connecting Juba-Malakal and Khartoum

CHALLENGES

- Lack of secure boundaries. The boundaries of Upper Nile state remain under constant threat and are very unstable. The boundaries are also quite porous preventing any kind of real control over border movements.
- Lack of developed road infrastructure. During rainy seasons the roads are impassable. Roads also do not link the rural and urban communities.
- Lack of coherent body of laws and policies governing land management and ownership. There are unresolved customary land ownership issues requiring definitive resolution.
- Migration to Malakal is exceeding public capacity to support IDPs
- Tribes are divided between international borders. This increases the instability and migration across the borders.

MINISTRY IS COMMITTED TO THE FOLLOWING MISSIONS:

- Ensuring internal and external security to assuage private investors to invest long term capital in the state.
- Developing eco and conventional tourism to stimulate economic growth in the state. Leverage the Nile river as a tourist attraction.
- Providing basic social services: health, education, and public utilities on a cost effective and equitable basis
- Developing innovative and economically stimulating public-private partners. Developing innovative regional economic relations with Ethiopia and neighbors.



RECOMMENDATIONS TO MHLPU/GOSS:



- Develop new land legislation to provide states with a framework for development
- Devolution of funds from national budget – to drive development of each of the states
- Develop technical and vocational training for town planning, surveying, and engineering

LAKE STATE



Southern Sudan
National Town Planning Conference
Juba, 24 July 2007

Presented by:

Mr. Maker Chadar Dhok, Senior Inspector of Survey
Mr. Majak Mabor Keer, Senior Inspector of Lands

Lakes State

ABOUT

- Location: center of Southern Sudan; bordered by Central Equatoria and Western Equatoria to the South/SouthWest and Warrap and Western Upper Nile to the North/North east, and Jonglei to the East
- Organization: 19 urban and 22 rural areas
- Population: approximately 650,000 people
- Topography: Flat land, swampy in North and North East toch areas, such as Nyibor, Akeu and Gorou
- Import: Industrial commodities from Uganda, Kenya and Democratic Republic of the Congo
- Export: agricultural products, livestock

ABOUT (cont)

- Lakes State has a skeleton system for infrastructure links important for future economic growth of the state. There is a network of partially rehabilitated roads, an operational regional airport, solid bridge infrastructure seen at Payiei bridge, and a functioning commercial port.
- The educational opportunities in Lakes State exceed those of its peers. There is an old tradition of secondary and higher educational institutions that have been pivotal in training the most influential Southern Sudanese leadership.
- There is a communications infrastructure and interest in long term telecommunications development. Currently FM radio and Ugandan Gemtel network are present.
- Lakes state leads the way in innovative land management and town planning initiatives. Lakes State has implemented the Land Act of 2007 establishing a set of governing principles for land use and management.

ROADS

- The Ministry faces infrastructure challenges in the road networks across the state. The state of the road systems seriously hampers the economic survival and development potential of Lakes State.
- The Ministry of Infrastructure in the Lakes state lacks the training, resources and equipment to rehabilitate and reconstruct the roads.
- Roads lack proper drainage system. Seasonal rains cause severe flooding rendering all ability navigate roads and transport goods virtually impossible.
- Lack of sufficient funding to sustain large scale road construction projects



MINISTRY IS COMMITTED TO THE FOLLOWING MISSIONS

- Construct roads with drainage networks. Logistics remains the largest challenge for the economic vitality of Lakes State, particularly during the rainy season. There is a need to commit resources and public/private investment to adequate roads networks.
- Build more infrastructure to serve public needs to include power plants, primary and secondary education facilities, and hospitals and clinics,
- Implement Rumbek Master plan: construct buildings for State Palace, State Assembly, 7 Ministries, University, new public housing
- Incorporate environmental concerns in land management initiatives to include the protection of wildlife and developing environmentally sound sanitation and waste management systems
- Encourage modern cultivation techniques. By developing an organic ability to cultivate and harvest produce Lakes state will not be dependent on the resources of its neighbors.

CHALLENGES AHEAD

- Increased urbanization has led to increased vehicle traffic on the roads. However, roads have not been designed to accommodate this rapidly changing phenomenon. There is a need for the development of a traffic management system in urban areas.
- Presently, there is no electrical power grid that services the state or even major urban areas. There is a need to build an affordable means of power provision that can distribute electrical power in an equitable manner.
- Lack of adequate and comprehensive health service
- Paucity of professionals with engineering, surveying, town planning, and urban development backgrounds. There needs to be a commitment of public resources to higher education to develop the skill set of our youth with the requisite skills to serve our communities in the years ahead
- There remains a lack of funding to support major infrastructure projects.

RECOMMENDATIONS TO THE MHLPU/GOSS

- Establishment of a Land Commission capable of developing comprehensive and coherent policies and legislation that would govern land use and management.
- A set of town planning rules and building codes that would provide guidance for urban development
- Judicial apparatus to reinforce law and order in urban areas
- Devolution of funds required to manage large infrastructure projects
- Trained specialists to assist in planning major projects





SOUTHERN SUDAN TOWN PLANNING CONFERENCE

24-26 JULY 2007, JUBA

PRESENTOR / Eng. / OLIVER MARCO REMEGO

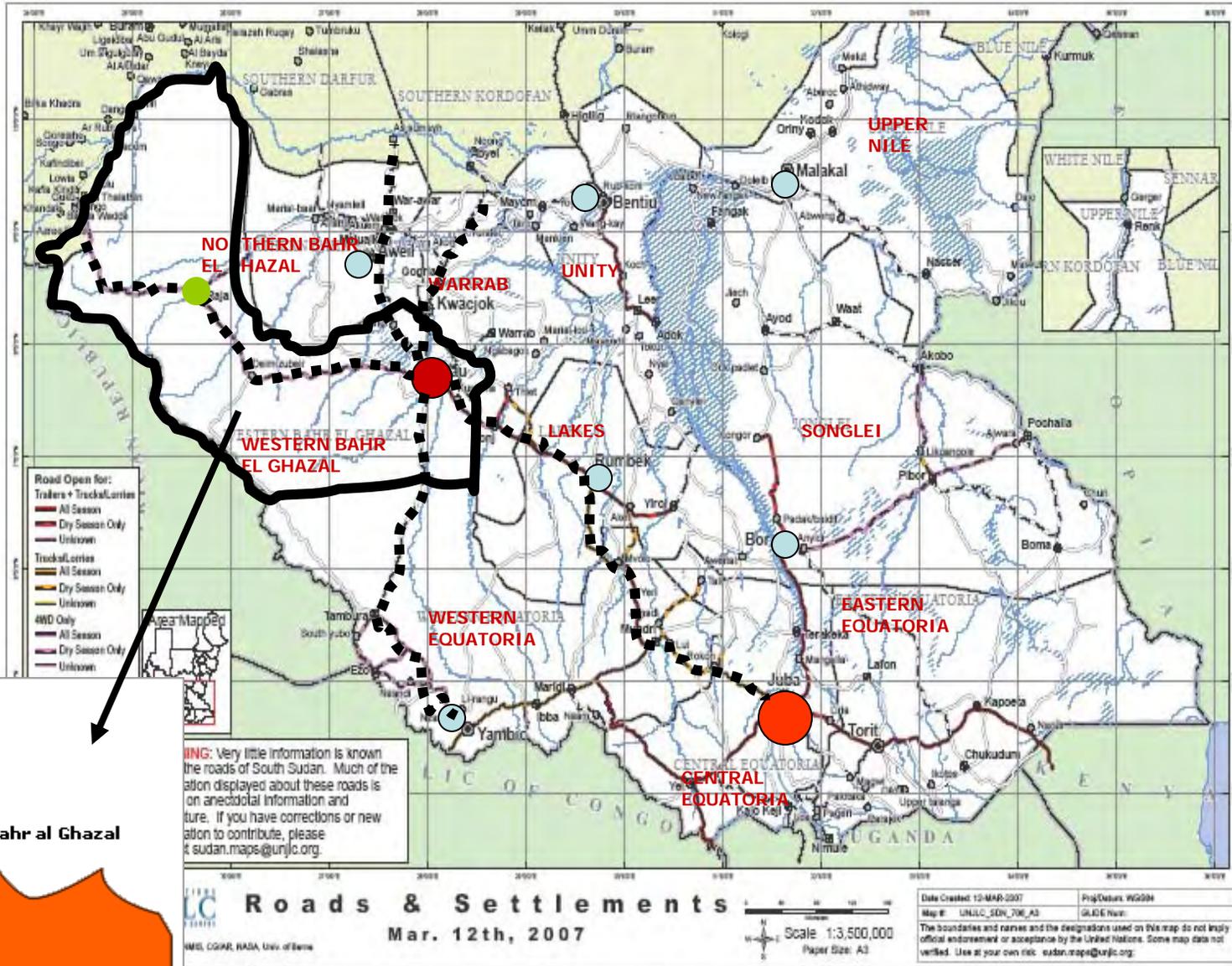
MINISTRY OF PHYSICAL INFRASTRUCTURE



WESTERN BAHR EL GHAZAL STATE



REGIONAL SETTING AND INTERACTION



WARNING: Very little information is known about the roads of South Sudan. Much of the information displayed about these roads is based on anecdotal information and is of uncertain accuracy. If you have corrections or new information to contribute, please email sudan.maps@unhcr.org.



WESTERN BAHR EL GHAZAL STATE



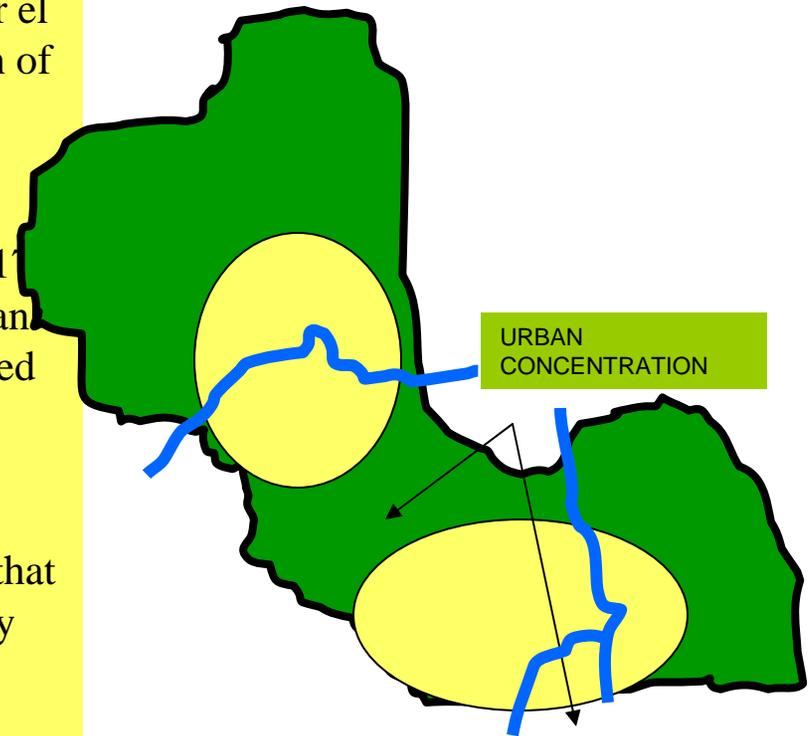
ABOUT:

Topography: 25% of the land is rocky and not fit for agriculture or cultivation. Roughly 75% of Western Bahr el Ghazal state is arable land and suited towards cultivation of cash crops. There is adequate water sources to sustain agricultural development.

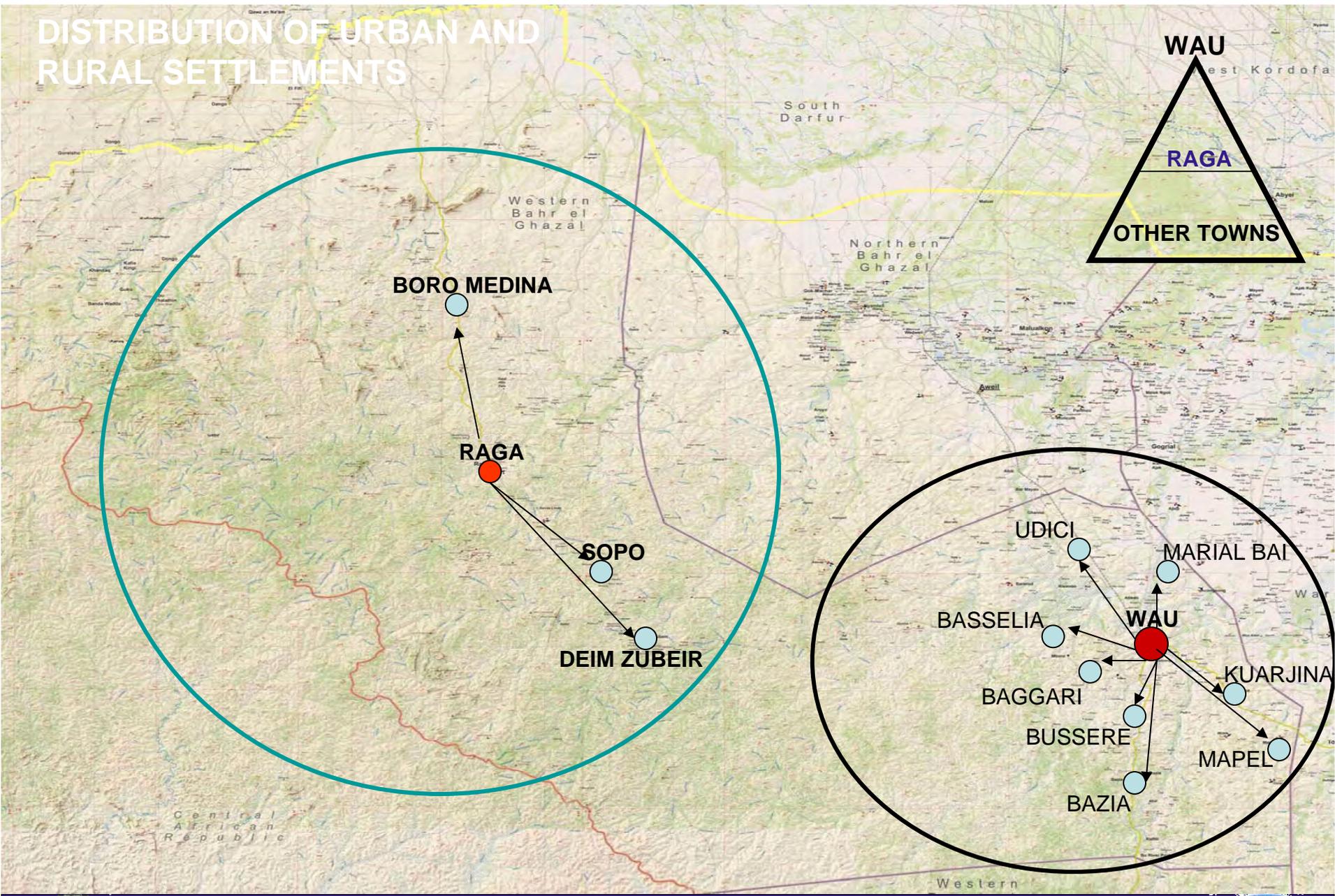
Population: (census 1993)1,735,495; growth rates by 2011 expected to be 167% increase due to returning refugees and IDPs. Population in Wau and surrounding towns estimated to be around 120,000 and increasing exponentially.

Exports (regional): Presently little is exported out of Western Bahr el Ghazal. Among the main commodities that are exported include teak and mahogany wood and honey and wax products.

Imports: approximately 90% of food stuff is imported into Western Bahr el Ghazal making the state almost entirely dependent on its neighbors for sustenance.



DISTRIBUTION OF URBAN AND RURAL SETTLEMENTS



WESTERN BAHR EL GHAZAL STATE



Physical Infrastructure in Western Bahr el Ghazal:

Roads and Bridges

- There are no steel bridges. Bridges are in severe state of disrepair and require rehabilitation

Public Utilities:

- Presently the state has no electrical power grid. The main source of power throughout the state are individual generators and solar powered units. Most residents rely on kerosene lanterns, charcoal, generators for light. There is a need to invest resources in exploring the viability of non conventional, eco-friendly alternatives like solar and hydro-electric power options.

Water:

Approximately 15% (mostly in Wau) of WBG's residents are able to access the water supply network. Boreholes provide access to water for non urban communities. The fear and incidence of water borne illness is high.

Waste and Sanitation:

Pit latrines have been built in urban and densely populated areas to accommodate public needs. Presently, the state has a designated dump site in the west for managing waste. The state is investigating the possibility of building a new site in the north.



SOCIO-ECONOMIC INDICATORS



Public Housing.

- There are no regulations for housing construction or governing building codes.
- 60% of the population live in semi-permanent and temporary housing.

Education

- There is a paucity in the number of primary, secondary and higher education facilities to accommodate the needs of residents of Western Bahr el Ghazal.
- There are no vocational and technical training institutions in the entire state of Western Bahr el Ghazal.

Medical Facilities

There are two hospitals in the state of Western Bahr el Ghazal- one in Wau and one in Raga. Both are poorly staffed and equipped. The rural areas lack appropriate clinics and dispensaries. Poor road infrastructure prevents state wide access to the state's two hospitals. There is a dire need for more investment in public health facilities.



WESTERN BAHR EL GHAZAL STATE



LAND MANAGEMENT

-The database for land management and distribution was destroyed during the war. The Ministry of Physical Infrastructure has invested resources to restoring the pre-existing records but this is proving a larger project than initially assumed.

-There are no national/federal or state legislation or coherent policies to provide guidance on land management.

-There is some tension between customary land tenure laws and the legislation that is being developed at state and GOSS levels.

-The government of Western Bahr el Ghazal must consistently contend with encroachments on land and illegal land occupation

-The Ministry of Physical Infrastructure is severely unprepared for the challenges of land management—lack the trained staff equipped with surveying, engineering, and architecture experience and training.

-Local municipalities are also unprepared for the daunting task of managing urban explosion in the most densely populated regions of Western Bahr El Ghazal.



WESTERN BAHR EL GHAZAL STATE



CHALLENGES AHEAD:

- Lack of sufficient capital to execute Ministry strategic goals.
- Lack of private investment to ensure economic viability and sustainability. Need to attract private investment.
- Lack of adequate modern equipment to maintain and build large infrastructure projects.
- Lack of urban regional planning apparatus to facilitate long term town planning
- Lack of requisite vocational training institutions to cultivate young mechanical engineers, town planners, architects to carry out infrastructure projects in Western Bahr el Ghazal.
- Overcoming challenges of poor road infrastructure linking Western Bahr el Ghazal to neighboring states, especially during the rainy season.



MINISTRY IS COMMITTED TO THE FOLLOWING MISSIONS

- Developing sustainable agricultural and agro-industrial businesses to sustain the residents of Western Bahr el Ghazal as well as cultivate export quality products.
- Explore the possibility of eco-tourism and conventional tourism. Develop infrastructure to support a tourist industry as well as the requisite marketing strategies.
- Build and support mineral exploration. There is evidence to suggest that Western Bahr el Ghazal is mineral rich. The Ministry must develop capacity to extract minerals and export regionally.
- Develop environmentally sound forest based industries.
- Explore alternative energy sources that can provide low cost power equitably to residents of Western Bahr El Ghazal.
- Attract private investors to ensure economic vitality of the state.



WHAT WE NEED

RECOMMENDATIONS TO MHLPU/GOSS

- Streamline procedures for urban development and build a body of coherent land management procedures
- Assist states in developing attractive public private partnership models to attract private investment in certain industries like public utility provision.
- Organize national training workshops for our local surveyors and engineers.
- Establish an efficient revenue collection and finance mechanism for devolution of funds to assist in state development projects.



JONGLEI STATE



SOUTHERN SUDAN TOWN PLANNING CONFERENCE

24-26 JULY 2007

PRESENTER: H.E. JOHN AMUOR KUOL

MINISTER OF PHYSICAL INFRASTRUCTURE

BOR

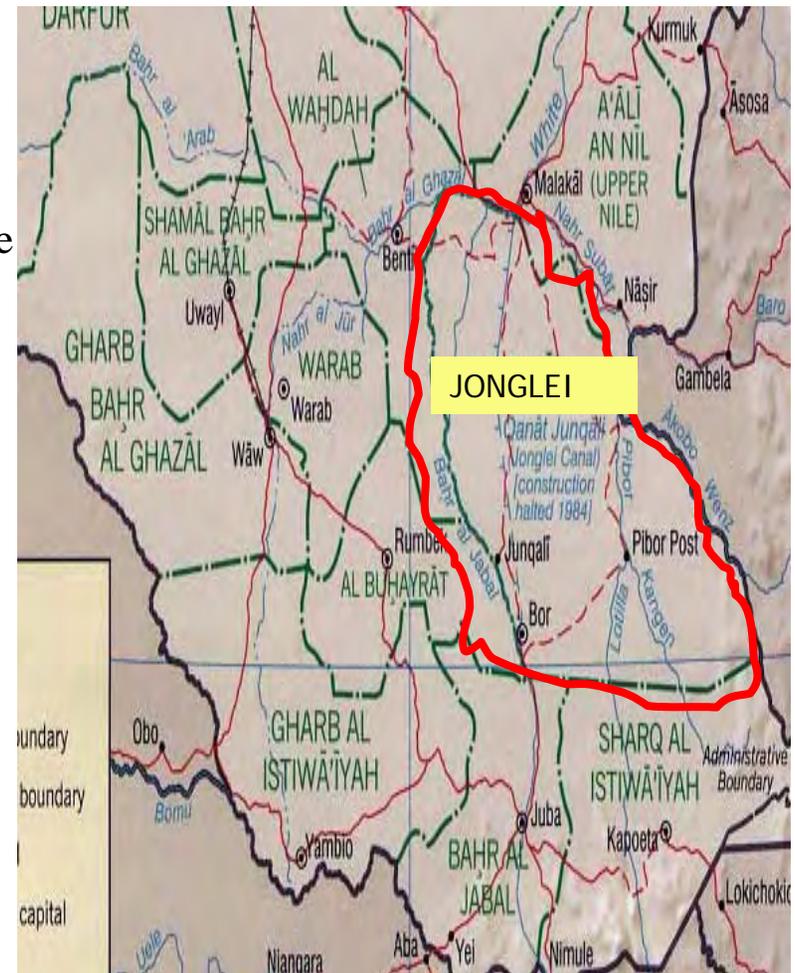
JONGLEI STATE



Jonglei State

ABOUT:

- Population: 1.5 million; 80% live in rural settings. There are 8 major townships that serve as main service centers. Bor, the capital of Jonglei, is experiencing rapid growth due to returning refugees and IDPs.
- Area: 124,990 sq.km.
- Region: International border with Ethiopia. Road linkage to neighboring GOSS States is not reliable. Operational only during dry season. Airstrip connections to few county headquarters.
- Topography: 90% land fit for cultivation. Low-lying areas are prone to acute flooding.



JONGLEI STATE

PHYSICAL INFRASTRUCTURE

■ Roads:

- There is a dire need for investment in road infrastructure. Usage of the roads is limited to the dry season.

■ Energy:

- Presently the state has no electrical power grid. The main source of power throughout the state are individual generators and charcoal burners.

■ Water supply:

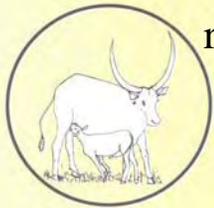
- The primary water supply source is bore wells and river water. There is no water network in Bor or other urban communities. More resources need to be allocated to developing clean and networked water resources.

■ Sanitation

- Pit latrines in the capital service the needs of the urban community. However there are far fewer latrines than needed

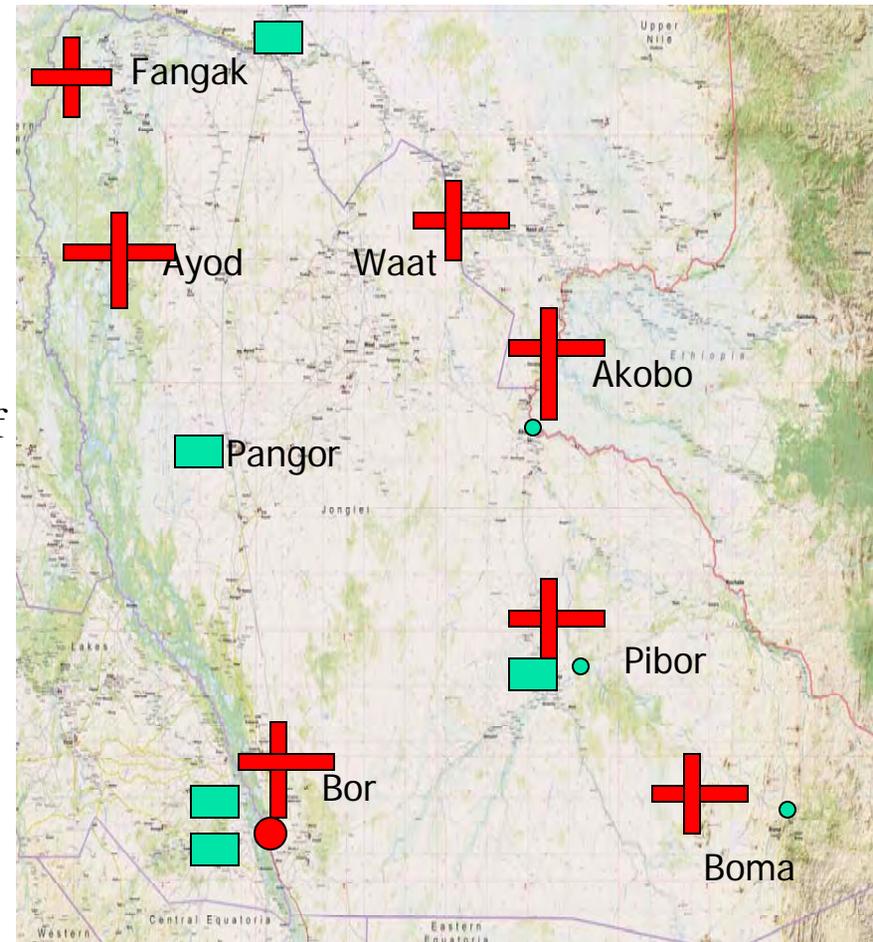
■ Solid waste management:

- There is a designated dump site to accommodate the public needs in the capital city of Bor. However, no other townships have developed a waste management program. There is a need to rethink waste management for the state in light of township growth estimates.



SOCIO ECONOMIC STATE

- Housing: Much was destroyed during the war. Houses are being rebuilt to accommodate returning IDPs. Many are living in semi-permanent or temporary structures.
- Education: There are 5 secondary schools to serve entire state. Clearly, more resources are required to accommodate the needs of the state.
- Medical: There are very few hospitals/ health centers in Jonglei state. Most of the centers are in urban areas and do not meet the needs of most of the state residents that live in rural communities. The hospitals are ill equipped and ill staffed and unable to perform many surgical procedures.



JONGLEI STATE

CHALLENGES AHEAD

- There is poor regional and intra-regional connectivity due to the state of the road infrastructure. There is also little communication infrastructure to support intra regional cooperation
- Need to attract private investment to assist in economic development of the region.
- Lack of resources and mechanisms for resource extraction.
- Lack of sufficient education and medical service provision across the state. Unevenly distributed between rural and urban communities
- Lack of heavy construction and surveying equipment and administrative building infrastructure.
- Shortage of technically trained staff in the Ministry.
- Lack of mechanisms for state revenue collection



MINISTRY IS COMMITTED TO THE FOLLOWING MISSIONS

- Establishing a decentralized administration for urban and rural development and management.
- Investing in the training and technical training of the Ministry staff.
- Improving road networks and communication systems.
- Finishing all the demining operations in the Jongolei state, especially in urban centers with high density resettlement..
- Improving the state of the health and education facilities.
- Reinvigorating the means if revenue collection through direct and indirect taxation mechanisms.



JONGLEI STATE

RECOMMENDATIONS TO MHLPU/GOSS

- Increase support and training workshops to ensure states have highly skilled administrative and technical staff to draft and implement infrastructure projects.
- Draft a body of governing policies and land legislation to guide urban development in a systematic way in each of the ten states.
- Ensure devolution of donor aid so that individual states receive some development assistance in carrying out economic development projects.
- Assist states in procuring equipment required to execute road rehabilitation and construction projects.
- Support states in attracting private investment into the state .



JONGLEI STATE

South Sudan Town Planning Conference 24-26 July 2007



Presenter: Langoya Tito M Kopich, Director General
Physical Infrastructure
Ministry of Physical Infrastructure
Torit

EASTERN EQUATORIA STATE

Eastern Equatoria



- ABOUT
- Area 82,542sqkm
- Population: 1.3 million. The urban/rural population split is approximately 35%/65%. Most of the population is concentrated in the south due to more fertile lands conducive to agriculture. Towns on the borders are developing exponentially faster than those in the interior. There is a significant movement across the borders.
- Imports: Most food stuffs and consumer goods are imported from Uganda and Kenya.
- Exports: None.
- Topography: varies between arid desert in the north and fertile land in the central/South central of the state.

PHYSICAL INFRASTRUCTURE

Roads:

- There is a comprehensive road network connecting rural areas to most large and medium sized towns.

Air Access:

- There are airstrips in all major towns.

Public Utilities:

- Electric supply through generator in Torit Town. There is no power grid system in any other town. There is a dire need to develop cheap and equitable power distribution infrastructure in the state of Eastern Equatoria. Most residents rely on charcoal and firewood.

Water Supply:

- There is a water supply network in two urban areas covering 65% Torit town and Isoke. The rest of the state depends on local bore wells for water.

Sanitation and Waste Management:

- There is a need to address growing sanitation concerns in urban areas. Water borne illnesses and sanitation related diseases are on the rise in densely populated regions.
- No system for waste management has been developed or implemented in Eastern Equatoria state.

SOCIO-ECONOMIC STATE

- Housing: Returning refugees pose the greatest challenges to the state. The issue of land management and rules governing land allocation requires attention to accommodate the influx of IDPs/refugees.
- There are 4 secondary schools and no vocational or technical training facilities in the state. Human capital is the most important resource of the state and more investment needs to be allocated to building schools.
- The primary sources of income generation is subsistence and commercial agriculture in rural areas.
- There are no private sector investments in infrastructure/ economic development projects.
- There is a paucity of medical facilities in the state.



MINISTRY IS COMMITTED TO THE FOLLOWING MISSIONS :

- Developing innovative and mutually beneficial interregional trade and institutional relationships with Kenya, Ethiopia and Uganda.
- Exploring the possibility for cash crop cultivation(Tea/coffee) at Imatong range and Chukudum. Economic vitality is essential to ensuring the stability and development of the state of Eastern Equatoria.
- Developing an eco and conventional tourism industry around the existing game parks at Nimule &Boma.
- Developing the capacity of existing hydroelectric power generation at Nimule and Katire. Explore requirements for power provision to whole state.
- Developing further the agro and forest based industries in Katire & Kalisoni.

CHALLENGES AHEAD

- Build administrative and technical capacity of the Ministry. Overcome the human capital deficiencies of the Ministry due to the lack of vocational and technical training programs in the state..
- Generate financing and revenue collection schemes for infrastructure development projects.
- Develop a coherent plan for refugee reintegration for returning refugees that does not compromise or overwhelm existing townships.
- Develop a plan for economic development through resource extraction, tourism development, and agro-business initiatives.
- Much of Eastern Equatoria remains heavily mined. This inhibits land resettlement, agricultural development. The Ministry and international community needs to allocate resources to demining populated regions.

RECCOMENDATIONS TO MHLPU/GOSS

- Allocate some portion of international and donor aid to states.
- Develop land legislation on land management, urban development, and land allocation to guide states in urban and regional development.
- Logistics is the largest hurdle to infrastructure and economic development. Request logistic support from the GOSS in the form of heavy construction equipment and IT/communication support.



UNITY STATE
SOUTHERN SUDAN TOWN PLANNING
CONFERENCE
24-26 JULY

PRESENTER: SIDDIG BABIKER
MINISTRY OF PHYSICAL INFRASTRUCTURE,
BENTIU

UNITY STATE

ABOUT

- Area : 14550 sq kilometers.
- Population: 900000. There are 11 townships in th Unity State with the largest being Bentiu. There is considerate population pressure in the north as refugees return.
- Topography: 70% is low lying swamp area unsuited to agricultural development.
- Exports: Oil,fish and charcoal comprise the primary exports
- Imports: Building materials and most consumable products



UNITY STATE

SOCIO-ECONOMIC STATE

- Unity State is an oil based economy; however, the state only owns and receives 2% of the oil revenues. Subsistence agriculture sustains most of the population.
- There is little in the way of organized industry in Unity state. There is a need for private public partnerships in developing economic viability for the state.



PHYSICAL INFRASTRUCTURE

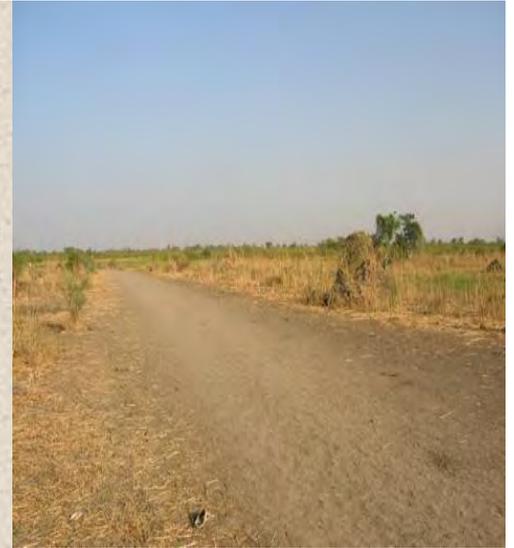
Roads: While there are roads connecting the capital with other townships, the road infrastructure linking rural to rural communities is sorely lacking or in total disrepair. There is also a lack of rural urban linkage.

Public Utilities and power: Most of Unity State operates utilizing traditional wood or charcoal. There are a few generators that provide power in more urban environments. There is a growing need to invest in reliable and cost effective means of power provision for the entire state. There is no use of alternative energy sources like solar or hydroelectric power.

Water and Sanitation: 10% of Bentiu is supported by a networked water supply. Most of the state depends on water directly from river and lake sources. The incidence of water borne illnesses is high as a result of consumption of untreated water.

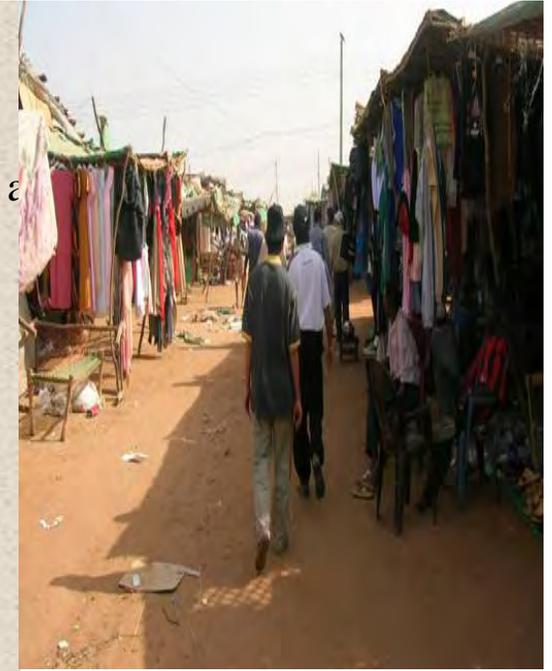
- The pit latrine system exists in most urban areas. As urban communities continue to expand there is a growing need to devote more resources to safe and cost effective sanitation systems. Severe health risks are posed by inadequate sanitation facilities.

- Waste Management:** there are no designated area or method for disposal of waste products.



SOCIO-ECONOMIC STATE

- **Economy:** Unity State is an oil based economy; however, the state only owns and receives 2% of the oil revenues. Subsistence agriculture sustains most of the population. There is little in the way of organized industry in Unity state. There is a need for private public partnerships in developing economic viability for the state.
- **Housing:** There is traditional tukul housing in rural areas. Most land is under lease tenure with the respective local tribal community leadership.
- **Education:** There is a lack of infrastructure and resources to support the educational needs of the state. There are 30 primary schools, 3 secondary Schools, and one polytechnic school to service the needs and requirements of the entire state.
- **Medical:** There is a glaring need for investment in medical facilities in Unity State. There is only one hospital and 6 health centers for the entire state. All facilities are understaffed and ill-equipped.



CHALLENGES AHEAD:

- Lack of a coherent set of land laws governing land use and management.
- Lack of skilled technical manpower to assist in construction and rehabilitation of infrastructure projects.
- Lack of clarity on which agencies and governing bodies are responsible for land management and infrastructure development projects.
- Need to develop financing mechanisms for sustaining large government development projects.
- Need to develop more robust service delivery system. Possibility of public-private partnership model to provide services equitably and cost effectively. Currently, the services that are provided in the capital are done without collecting user fees. Need to develop a method of collecting reasonable user fees to sustain and extend services.
- Need to incorporate civil society groups in discussions about land management and land use.



MINISTRY IS COMMITTED TO THE FOLLOWING MISSIONS:

- Establishing efficient and transparent administrative bodies to undertake development projects. These administrative bodies would also be staffed by individuals with technical competencies.
- Ensuring that state level land use and land management legislation is implemented.
- Establish a mechanism for funding future infrastructure development project through small user charges.
- Invest in developing road development projects that connect townships and rural areas thus enhancing the economic vitality of both rural and urban communities.
- Spearheading innovative opportunities for private-public partnerships in certain sectors like public utility provision.



RECOMMENDATIONS FOR MHLPU

- Develop a system of land legislation providing guidance to each of the ten states on land use/management, building codes, and urban and township planning.
- Assist states with dispersal of international aid and donor assistance to the states.
- Develop national and federal vocational training establishments to ensure states are equipped with the human talent to run sophisticated infrastructure projects. Invest in capacity building of each of the ten states.
- Develop innovative approaches to attracting private investment in each of the ten states as well as the GOSS.
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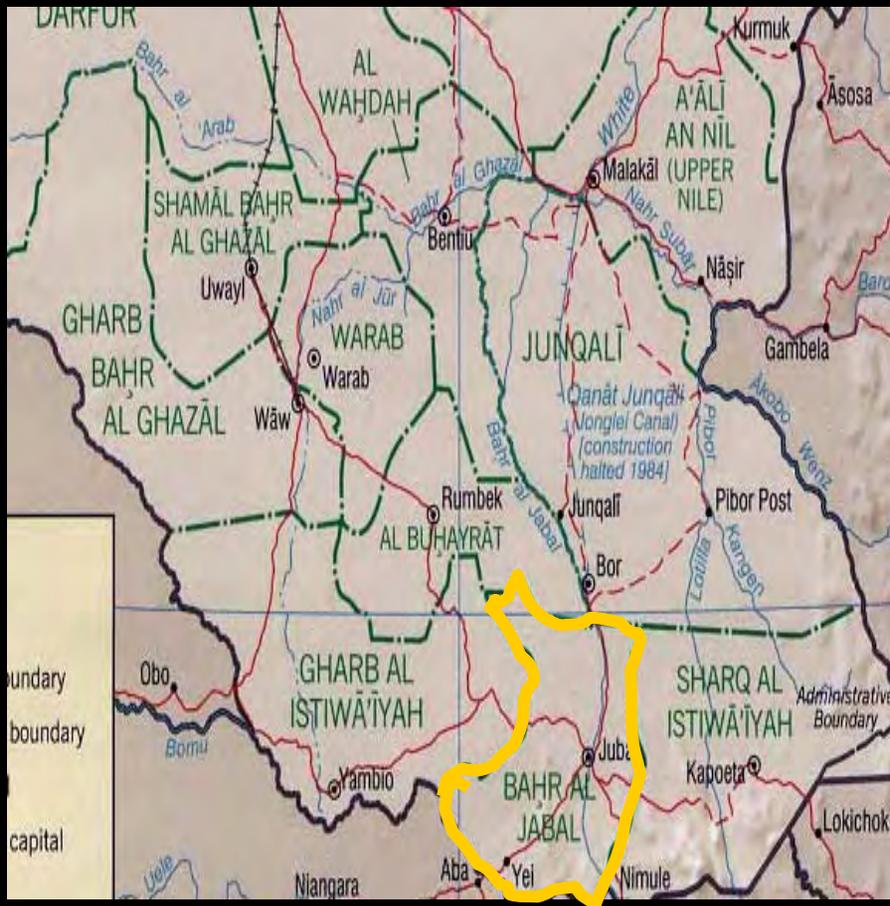
CENTRAL EQUATORIA

Southern Sudan Town
Planning Conference
24-26 July 2007
Juba



CENTRAL EQUATORIA

ABOUT



- Area: 22956sq Km
- Population: 560000
- Regional Advantage: Border with Uganda.
- 6 Counties: 30Payams: many Bomas:
- Topography: Central Equatoria is fortunate to have extremely fertile agricultural land that drains into the Nile in Yei, Morobo, Kajokeji, Lainya Counties.

PHYSICAL INFRASTRUCTURE



Roads

- There are several large roads linking major cities between Juba-Kaya Road, Juba-Nimule, Juba-Torit, Juba-Bor, and Juba-Mundri. However, these roads tend to be in poor condition due to the civil war. These roads are also non-traversable during the rainy season.
- There are very few roads linking urban centers to the outlying rural areas.

Air Access

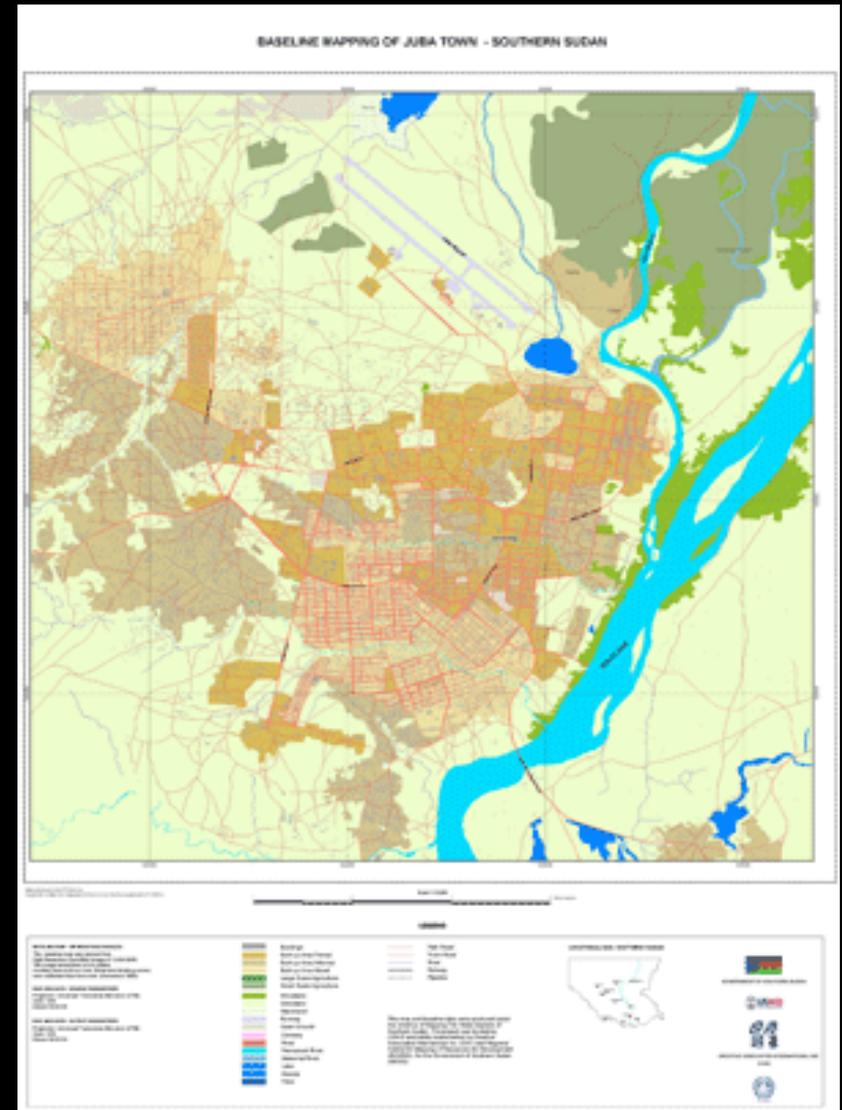
- There is an International Airport in Juba that connects Southern Sudan to cities like Khartoum, Nairobi, Dubai, and Entebbe. There are also airstrips capable of handling local aircraft in Yei, Kajokeji,

Water Access

- A newly refurbished port was just completed in August of 2007. Juba port is capable of handling light container traffic as there is a crane and lift capacity. There is river traffic between Juba- Malakal-Khartoum.

JUBA: CAPITAL TOWN AND SEAT OF GOSS

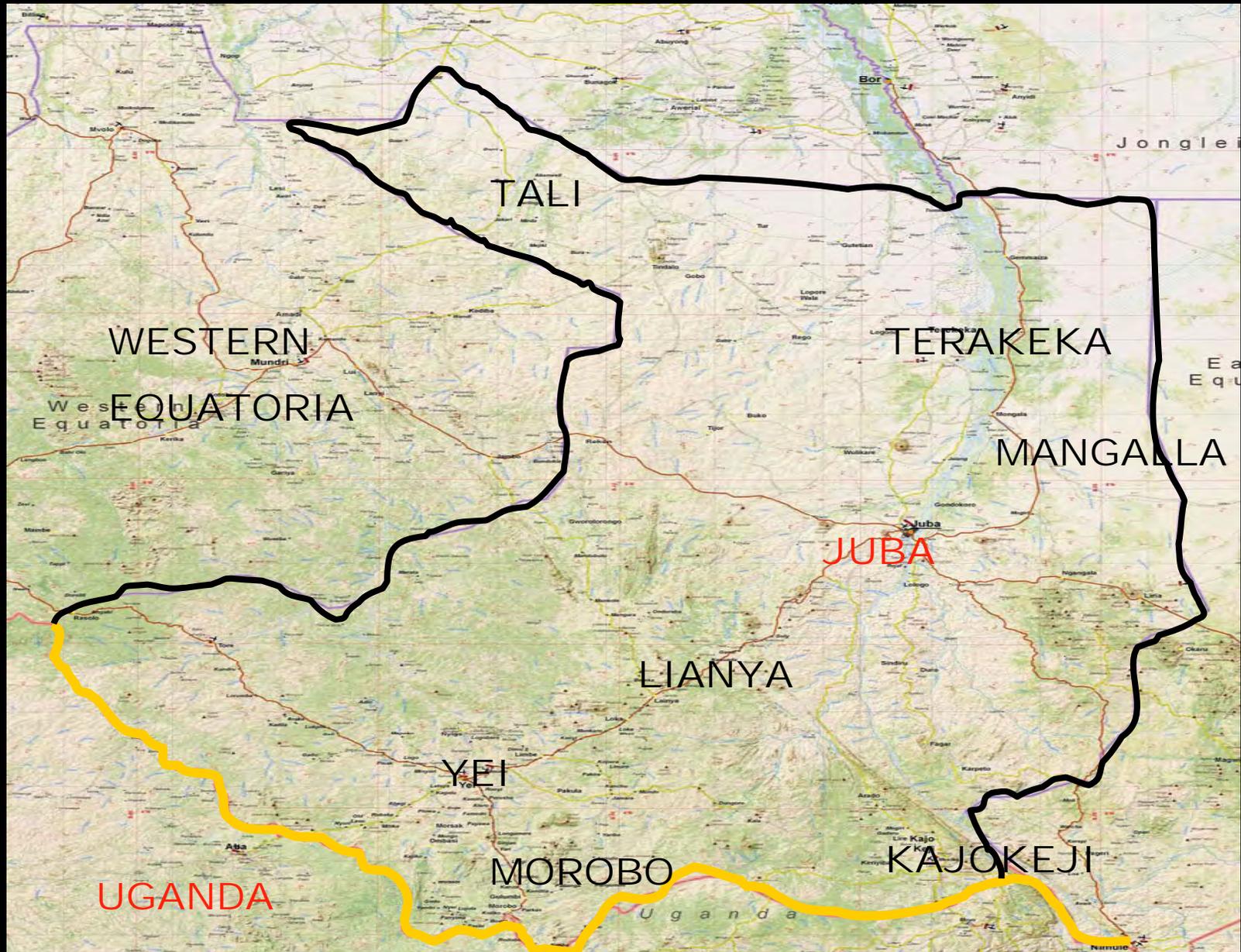
- Juba city population: 250000; IDPs comprise roughly 15000
- Expected city population: 500000(10 years); anticipated percentage growth is roughly 100%
- Area:40sq km
- Juba is the seat of the Government of Southern Sudanese government as well as the capital of Central Equatoria State
- There is a large presence of International organizations and aid/humanitarian donors on the ground



UNIQUE CHALLENGES FACED BY JUBA TOWN AND STATE OF CENTRAL EQUATORIA

- The number of returnees after the war and rural to urban migration has caused immense pressure on the services, resources, and land of Juba town. Among the problems faced by the State of Central Equatoria is a constant battle of land allocation.
- The population explosion has proven problematic in implementing the Juba Master Development Plan.
- Informal, semi-permanent and un-organized housing has exploded in the city center due to the unchecked population growth. There appears to be considerable ad hoc construction activity that does not meet any planning regimen for the city. There is also considerable horizontal sprawl.
- Historical preservation of traditional and colonial structures has fallen on the wayside as new construction is erected on historically significant real estate.
- The urban plans have not adequately dealt with the increase in traffic volume.
- The poor road conditions, heavy car/bus traffic has contributed to an increase in fatal road accidents.

Urban Settlements



SOCIO ECONOMIC STATE

- **Economy:** The rural communities depend on subsistence agriculture as the land in Central Equatoria is quite fertile. However commercial farming has yet to be developed on a grand scale. Equipment and modern farming techniques are needed to move from small subsistence farming to large scale commercial production. There is no large industrial or manufacturing capacity in Central Equatoria.
- **Medical:** There are hospitals in each major city: Yei, Kajokeji, Juba, Terekeka County. However, the hospitals tend to be understaffed and ill equipped. Most of the rural areas have little access to medical care.
- **Education:** There are secondary schools in all counties but many have major infrastructure problems and do not have the capacity to handle the number of students attending school. Juba University is the only institution of higher education. The University has only 3 faculties. There are no vocational or technical training institutions.



SOCIO ECONOMIC (Cont)

Water: Access to clean water in most urban areas is becoming a major public health concern. There is a rampant problem of untreated Nile water, contaminated with human and animal waste products, being trucked into city centers and sold as bottled water.

- Boreholes, streams and rainwater are the primary water sources in rural areas. The incidence of water borne illnesses have become more common.

Sanitation

- The state of urban sanitation programs is quite appalling. Most of the sewers are open and contaminate inhabited areas. There are pit latrines in densely populated areas

Waste Management:

- There is no solid waste management program in Central Equatoria.

Public Utilities:

- The state has developed apparatus for limited city power in Ju Yei. Most of the power grids are under private-public dual ownership. The majority of the state still relies on firewood and charcoal





JUBA



CHALLENGES AHEAD

- Lack of public transport system to accommodate urban and commercial needs.
- Lack of public spaces dedicated to recreation and sport activities.
- Lack of clean drinkable water in urban areas. Sanitation conditions are sub par in most cities in Central Equatoria.
- Most homes are not covered by city power. The homes that receive city power are not paying a user fee for access to power. This will be problematic in the future.
- No coherent land legislation governing land use and management.
- Lack of adequate public education and medical facilities.
- Lack of transparency and good governance
- Increase in tribalism in urban settings causing instability in densely populated areas.



MINISTRY IS COMMITTED TO THE FOLLOWING MISSIONS

- Improving the quality and access to medical care and education.
- Attracting private capital for economic development.
- Developing a sense of food security for its residents. Invest and develop modern agriculture techniques.
- Developing efficient social services delivery.
- Developing a network of urban and rural settlements that are linked by durable road infrastructure to ensure balanced and equitable economic growth.
- Ensure stability and rule of law to assuage private investors to commit to long term investment

RECOMMENDATIONS TO MHLPU/GOSS

- Develop laws and legislation governing land use and land management
- Establish a land commission able to assist federal and state governments.
- Assist in procuring funding for large infrastructure projects.
- Develop technical and vocational training curricula to ensure a work force capable of managing large projects.
- Provide modern equipment and Information systems.
- Establish a means for GOSS and state intercommunication.