

Promoting Integrated Territorial Development

MetroHUB Planning Studio

A Capacity Development Activity for Ugandan Government Officials

Arua, 20 - 22 March 2018

MetroHUB

UN HABITAT
FOR A BETTER URBAN FUTURE



**MINISTRY OF LANDS, HOUSING
AND URBAN DEVELOPMENT**



Group picture at the Workshop Venue, Arua, March 2018 ©UN-Habitat

INTRODUCTION

The MetroHUB Planning Studio in Arua, Uganda (20 - 22 March 2018) - a pilot capacity development activity for fostering an integrated territorial development approach - was initiated and supported by the Ugandan Support for Municipal Infrastructure Development (USMID) Program. The Planning Studio was conceptualized by UN-Habitat in cooperation with the Politecnico di Milano and was supported by Makerere University and the University of Botswana. It was based on the UN-Habitat MetroHUB approach, combining capacity development on planning, governance, finance and socio-environmental considerations with identifying tangible “acupuncture” projects at territorial and metropolitan scale. By fostering communication across different planning levels (national and local level), including between different stakeholders (civil society, private sector and academia) and promoting planning across sectors and administrative boundaries, the MetroHUB Planning Studio promotes integrated territorial development and supports a metropolitan approach that includes not only the city of Arua, but also the peri-urban and surrounding rural areas.

Arua was selected as the pilot city for this innovative concept because of its strategic location (near the border of South Sudan and the Democratic Republic of the Congo (DRC)) and its development potential due to natural resources make it one of the strategic cities for Ugandan’s future development. The large influx of refugees in the region also makes immediate actions necessary.

Important investments in infrastructure (such as an airport extension to create an international airport and a railway line connecting Mombasa, Kenya, to the DRC) that are already planned will strongly impact the city. To harness the opportunities for Arua, an integrated territorial development approach which underlines the importance of cross-sector collaboration and coordination is crucial for sustainable economic development as well as also social development. Environmental considerations need to be included at all planning stages to ensure that natural resources such as water (the River Nile) and soil are protected; economic growth will create jobs and improve livelihoods for the population in the West Nile Region.

During the MetroHUB Planning Studio, participants from different government authorities (national and local level) conceptualized project proposals that consider not only planning, but also finance, governance and socio-environmental aspects. “Thinking across sectors, across administrative boundaries and across planning levels for sustainable development” was key for the interactive and interdisciplinary group work during the Planning Studio.

METROHUB PLANNING STUDIO IN ARUA



TABLE OF CONTENTS

Introduction.....	3
MetroHUB Planning Studio in Arua	3
Table of Contents.....	5
Table of Boxes	5
1. Background	6
2. The importance of secondary cities for Uganda’s development.....	9
3. Building on prior and current activities for supporting Uganda’s sustainable development.....	12
4. MetroHUB capacity development activities in Berlin, Germany and Milan, Italy (2017)	13
5. Selection of a Pilot City for the MetroHUB in Uganda.....	14
6. The MetroHUB Planning Studio, introducing an integrated territorial approach in Arua.....	16
7. Introducing an integrated territorial approach	17
8. The MetroHUB Planning Studio.....	20
9. Input sessions: integrating planning, finance, governance and socio-environmental considerations.....	23
10. Results of the MetroHUB Planning Studio	24
11. How the Arua Planning Studio will influence spatial planning in Uganda	26
12. Planning for the sustainable integration of refugees within the USMID II Program	29
13. Feedback and next steps	31
14. Conclusion.....	33
Table of Annexes.....	34

TABLE OF BOXES

Box 1: The USMID Program	7
Box 2: The UN-Habitat MetroHUB.....	12
Box 3: Building capacity of Uganda government officials.....	15
Box 4: The International Guidelines on Urban and Territorial Planning IG-UTP.....	18
Box 5: Extract of evaluation report.....	21

1. BACKGROUND

Uganda's urban population will increase from around six million people today to over 20 million people by 2040, with an urbanization rate of 5.2 per cent per annum. This high rate is already increasing the demand for urban services, housing and jobs. Urban areas in Uganda play an important role in economic development given that they provide economies of scale, agglomeration and localization; they also provide efficient infrastructure and services through density and concentration of transport, communications, power, human interactions, water and sanitation services, thus making them centres for major economic activities in the country. Whilst urban areas in Uganda do present the best hope for growth and opportunities, they are already constrained as a result of high population growth that is not commensurate with the available infrastructure, service provision and employment creation.

Investments in urban infrastructure and services have not kept pace with the growing demographic and economic importance of urban areas, resulting in the growth of unplanned settlements, urban poverty, inadequate basic urban infrastructure and services, and leading to a deteriorating urban environment. By 2014, the night population in the 14 Ugandan Support for Municipal Infrastructure Development (USMID) municipalities was estimated to be 1,156,882, and by June 2016 there were 41 municipalities with a total night population of 3,249,609. The regional distribution of these fast-growing urban areas will catalyse rural-urban migration. In addition to the increasing rural-urban migration, it is expected that the population growth will be faster than the capacity to plan.



Arua Street life © UN-Habitat

Policy makers need to act now to ensure that this rapid urbanization is managed well and can contribute to Uganda's sustainable economic growth while also fostering social inclusion and protection of environmental assets. The Uganda National Urban Policy was approved by the Ugandan Parliament in June 2017, providing a policy framework for guiding the planning and management of urban areas for Uganda. This policy framework is intended to ensure that urban areas will become more attractive, productive and competitive to enable the country to attain resilient, functional, sustainable and liveable urban areas by stimulating a balanced

urban growth while also ensuring the transformation of the rural economy to slow the rate of urban sprawl. The Ugandan National Urban Policy is now in the implementation phase and will be among the country's major tools to reduce the challenges created by rapid (and unplanned) urban growth; it will also foster social, economic and environmental development in many regions of the country.

One of the components for the implementation of the national urban policy is the extension of the USMID Program (see Box 1) for another five years (2019-2024).



Adequate and safe public space is rare in Arua © UN-Habitat

2. THE IMPORTANCE OF SECONDARY CITIES FOR UGANDA'S DEVELOPMENT

While Uganda's capital city, Kampala, attracts most investment (it has a population of 1.5 million, generates 60 per cent of the country's gross domestic product, concentrates service provision of all kinds - administrative, social, financial - and is the central area of development in the country), other regions are being left behind and face difficulties with providing services, attracting (public and private) investments and managing (human and financial) resources.

To promote a more integrated territorial development and reduce pressure on the Kampala metropolitan region, Uganda's government sees strengthening small and intermediate cities as one of the key elements of the country's sustainable development process, with five strategic and five regional cities identified in the Ugandan Vision 2040.

This vision identifies a set of priority projects for the country:

- Expansion and development of four regional cities (Gulu, Mbale, Mbarara and Arua) and five strategic cities (Hoima, Nakasongola, Fortportal, Moroto and Jinja); (all of those cities, except for Nakasongola, are under the USMID Program; see Box 1.)
- Strengthening of the infrastructure network;
- A normal gauge railway network with high-speed trains;
- A road network (paved and multi-lane) that connects large cities and strategic places;
- Four international airports;
- Scientific and technological parks in each municipality;
- Strengthening of the iron mining industry;
- Oil refinery and associated pipeline infrastructure.

The project to upgrade and spatially extend the air transport infrastructure throughout the country will lead to an increase of ports for "entry and exit"

of goods and people. Among the projects is the expansion of Entebbe International Airport and the development of at least four new international airports in Arua, Nakasongola, Kasese and Soroti. The "Uganda Vision 2040" underlines the importance of secondary cities for a sustainable development, as do the regional and global development agendas such as the African Union Agenda 2063, the Sustainable Development Goals (SDGs) and the New Urban Agenda (NUA), e.g. paragraph 95:

"We will support the implementation of integrated, polycentric and balanced territorial development policies and plans, encouraging cooperation and mutual support among different scales of cities and human settlements, strengthening the role of small and intermediate cities and towns in enhancing food security and nutrition systems, providing access to sustainable, affordable, adequate, resilient and safe housing, infrastructure and services, facilitating effective trade links across the urban-rural continuum and ensuring that small-scale farmers and fishers are linked to local, subnational, national, regional and global value chains and markets. We will also support urban agriculture and farming, as well as responsible, local and sustainable consumption and production, and social interactions, through enabling an accessible network of local markets and commerce as an option for contributing to sustainability and food security."

NUA, paragraph 95



During the Habitat III preparatory process, a thematic meeting (in November 2015) on the subject of “Intermediate Cities: Urban growth and renewal” produced a document known as the “Cuenca Declaration”.

In this, experts recognize that “intermediate cities offer services to rural areas and, as such, often become ‘stopping points’ for populations who could have migrated to larger cities and metropolises, and that these towns can be in a better position to offer decent jobs as well as land and housing at a fraction of what they would cost in a big city, often with a higher quality of life.

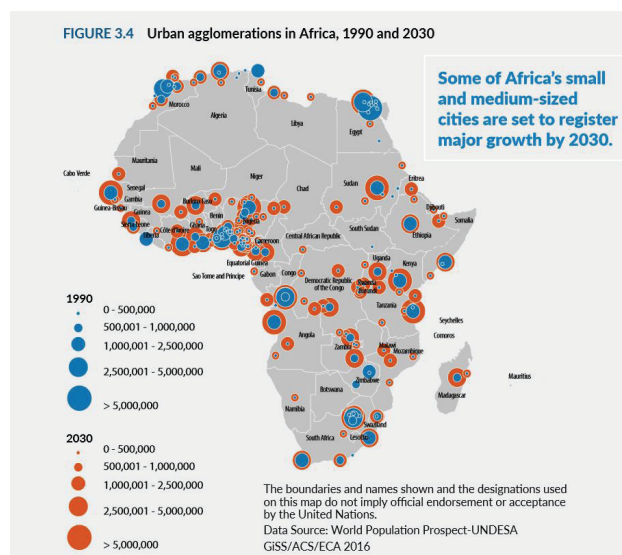
“The experts were “mindful of the role of intermediate cities in promoting a balanced regional sustainable development, through the integration of urban and rural functions into the regional and national spatial system, strengthening the linkages within the territory, alleviating poverty, providing a market for agricultural produce and extending basic services to the rural areas.”

The experts, including 20 people from countries such as Ecuador, Zimbabwe, China, Kenya, Canada, Spain, Italy, South Africa, India, Australia, Brazil, Japan and Colombia, advocated for “a global commitment to cooperate internationally on sustainable urban development that allows stakeholders in intermediate cities to access finance, technology and capacity-building, based on principles of equity, good governance, transparency, accountability and solidarity.”

The World Bank, in a report on Bolivian cities⁴, states that “while intermediate cities are the fastest growing with limited financial resources and capacity, they still have a manageable size. Their population sizes provide a window of opportunity to take strategic action now;” the multilateral development banks (MDBs), including the African Development

Bank and the World Bank, in a joint statement⁵ commit to work together “to ensure that the programmes we support promote a model of urban development that encourages equitable, sustainable, inclusive and productive settlements, including small rural communities, villages, market towns, intermediate cities, and metropolises.”

Small and intermediate cities have enormous growth potential and the United Nations Economic Commission for Africa, in its 2017 report on Africa’s transformation⁶, states that “some of Africa’s small and medium-sized cities are set to register major growth by 2030”, with a graphic even indicating Arua as one of the major growth poles.



Graphic 1: Graphic taken from the UNECA “Economic Report on Africa 2017” (see footnote 6)

⁴ <http://documents.worldbank.org/curated/en/130881499411595880/pdf/117252-BRI-PUBLIC-Intermediate-Cities-in-Bolivia.pdf>

⁵ <http://www.eib.org/attachments/press/20161018-habitat-iii-mdb-joint-statement.pdf>

⁶ https://www.uneca.org/sites/default/files/uploaded-documents/ERA/ERA2017/chap3_03.pdf

3. BUILDING ON PRIOR AND CURRENT ACTIVITIES FOR SUPPORTING UGANDA'S SUSTAINABLE DEVELOPMENT

Building on prior cooperation and work, UN-Habitat, in a Memorandum of Understanding between the Ministry of Lands, Housing and Urban Development and UN-Habitat (2017), committed to support the Ugandan government with expert advice on implementation of the national urban policy and the Physical Planning Act. The UN-Habitat Country Programme Document (HCPD, 2016-2022⁷) is a tangible component to better coordinate normative and operational activities. It includes the "Sustainable Urban Development Programme" (SUDP) in Uganda that is designed to unlock the development synergy that comes from coordinated investments in people and places, and will result in inclusive, resilient and liveable cities and towns. Within the HCPD, seven key sectors of intervention by UN-Habitat have been identified in partnership with the Ministry of Lands, Housing and Urban Development, among them the support for "i. planned urbanization and human settlement development" as well as "iv. urban governance and capacity building".

The Planning Studio in Arua is one activity among many to achieve the goals set for sustainable urban development in Uganda; it was conceptualized on request from the ministry and in dialogue with the USMID Program. It is among the activities agreed upon in a Contribution Agreement in the UN-Habitat project "Technical Assistance for Territorial and Metropolitan Planning". Since 2017, UN-Habitat's Regional and Metropolitan Planning Unit has been supporting the Ministry of Lands, Housing and Urban Development and the USMID Program in building capacity on territorial and metropolitan planning.

Box 2: The UN-Habitat MetroHUB⁸

The MetroHUB initiative is a multilayer approach aiming to strengthen the capacity of key players to better plan and manage metropolitan development. The methodology, which is applicable for metropolitan areas as well as systems of cities, combines capacity development, planning, governance and financing with socio-environmental considerations and the definition of strategic – "acupuncture" – projects. Within the MetroHUB initiative, UN-Habitat tailors the strategies for the metropolitan areas and systems of cities based on their specific needs and priorities.

After a sound assessment, UN-Habitat, in collaboration with partners, proposes a wide range of activities which include different forms of capacity development activities such as training and workshops, planning studios, technical training and mapping courses, and peer-to-peer events as well as establishing information-sharing platforms and technical advisory services for the development of tools, policies and guidelines. Other services include the development of metropolitan profiles and benchmarking activities, advisory services for developing a metropolitan (or territorial) vision, communication strategies and metropolitan (or region) branding.

⁷ <https://unhabitat.org/books/un-habitat-country-programme-document-2016-2021-uganda/>

⁸ <http://urbanpolicyplatform.org/metrohub/>

4. METROHUB CAPACITY DEVELOPMENT ACTIVITIES IN BERLIN, GERMANY AND MILAN, ITALY (2017)

Within this project, UN-Habitat, with support from the USMID Program and in cooperation with GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) and the Politecnico di Milano conducted a capacity development activity for Ugandan Government's officials as a kick-off activity in March 2017.⁹

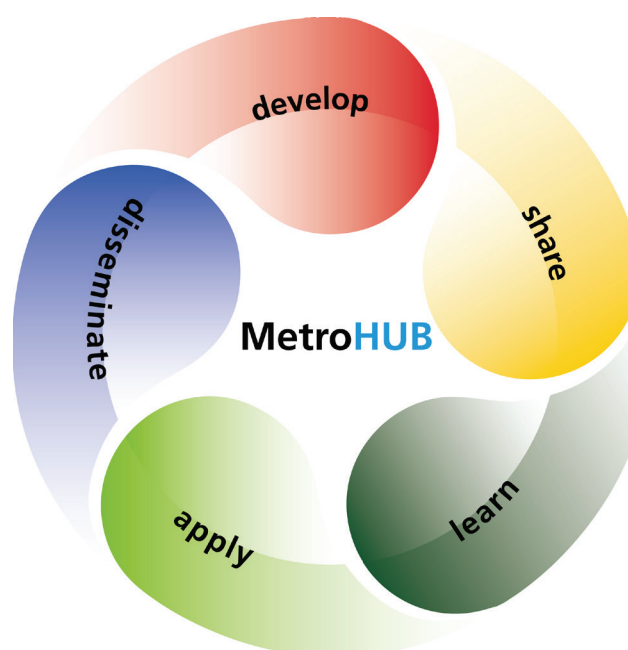
This one-week programme was based on the MetroHUB methodology (see Box 2) – combining input sessions on planning, governance, finance and socio-environmental considerations with group work on acupuncture projects and field visits to inspiring projects in the German capital, Berlin. Discussions with German and international experts, peer-to-peer learning and networking activities topped off the programme during the week and strongly linked the capacity development to the USMID objectives to support capacity enhancement in technical, fiduciary (financial and procurement), and environmental and social sustainability. An action plan, defining next steps, was agreed upon including activities such as a training programme on data and maps as well further capacity development activities for other municipalities in Uganda and to further conceptualize the project proposals developed in Berlin.

A training programme conducted by the Politecnico di Milano in September 2017 focused on building skills in mapping and understanding metropolitan cartography (see Box 3). While the capacity development in March 2017 was an initiating activity for enhancing efficient and effective planning capacity and developing a vision for the participating municipalities, the second step was to build capacity of key decision makers to take the vision for the urban development of their municipality and surrounding territory further. Another important aim of the follow-up activity, which was planned for the beginning of 2018, was to strengthen the dialogue between national-level decision makers and local planners, and to strengthen further communication and collaboration across sectors and planning levels.



Graphic 2: Components of the UN-Habitat's MetroHUB © UN-Habitat

Graphic 3: The five pillars of UN-Habitat's MetroHUB © UN-Habitat



⁹ <https://unhabitat.org/promoting-socially-inclusive-integrated-cities-through-capacity-development-of-ugandan-government-authorities/>

5. SELECTION OF A PILOT CITY FOR THE METROHUB IN UGANDA

Based on the capacity needs assessment during the activities in Berlin and Milan as well as a pre-survey, UN-Habitat in collaboration with the Politecnico di Milano proposed a customized programme in the form of a “Planning Studio” for one of the municipalities as a pilot. In discussion with the Ministry of Lands, Housing and Urban Development and the USMID Program, Arua, in the West Nile Region, was selected for the first MetroHUB Planning Studio for several reasons; among them is the fact that the city had been earmarked as a “regional city” in the Ugandan Vision 2040, its growth potential and its strategic (regional) location.

Arua is considered to be a strategic city for connecting different means of transport and as an intersection of major roads to neighbouring countries. It could be referred to as one of the potential “metropolitan centralities in Uganda”. The development planned for Arua needs to be based on a multi-scale strategy and linked to a regional vision. Arua, as a border town, is in a geographical position of particular interest. In the regional scene of the West Nile, Arua takes the role of an emerging pole

due to the planned railway extension from Kampala through Pakwach (before arriving at Ariwara on the Congolese border to join the existing railway network). It should be noted that the border with neighbouring states has only a few defined barriers so exchanges between cities near the border are hard to control. Arua also maintains close cultural relationships with the Democratic Republic of the Congo.

Building the project proposal from the Berlin activity and training programme in Milan, Italy, Arua’s physical planner had been proactive about advancing the ideas into concepts and tangible projects proposals. The Municipality of Arua had also requested further assistance with adopting the territorial approach to take advantage of its potential due to large-scale infrastructure projects that are likely to transform the city (including a new railway line, a bus terminal and the expansion of the existing airport into the country’s second international airport).



Graphic 4: Google Map of Uganda © Google

Box 3: Building capacity for Uganda Government officials - prior activities by UN-Habitat and the Politecnico di Milano with the MetroHUB initiative

In March 2017, UN-Habitat, in cooperation with the USMID Program, GIZ (Deutsche Gesellschaft für International Zusammenarbeit), and the Politecnico di Milano organized a one-week workshop facilitated by Pedro B. Ortiz using the MetroHUB methodology. Events included a presentation by international experts on planning, governance, finance and socio-environmental topics, meeting German officials and conceptualizing acupuncture (strategic) projects for their municipalities, drafting initial project proposals and mapping relevant stakeholders based on the GIZ MetroCAM methodology. Participants addressed challenges that would need to be overcome for future implementation. The involvement of professionals, civil servants and politicians from the different institutions and municipalities evoked a “collective ownership” for the projects and underlined the vision for a balanced territorial development in Uganda based on national and presidential priorities, the Uganda Vision 2040 and the objectives of the USMID Program. In September 2017, the Politecnico di Milano conducted a 10-day training programme on mapping skills and understanding the complexity of metropolitan decision making in Milan. The Politecnico’s “MSLab” is an intercultural training initiative trying to define a new role for academia in capacity development programmes.

The role of experts at any level is a determinant in the processes of multi-stakeholder interaction, acknowledgment and capacity development to deal with emerging urban and metropolitan complexity. Envisioning the future of cities through investing in the public structure of metropolitan systems, as considered in Politecnico di Milano MSLab research, is a political choice. Therefore, the role of civil servants is crucial and their attitude has to overcome standardized approaches to develop improved sensitivity for local contexts. Capacity development programmes should have this aim in addition to the transfer of technical skills or consolidated practice. The MSLab is designed as a co-production of original methodologies and tools blending the know-how from different actors from different places (local and global, theoretical and practical).

The activities of the MSLab within the MetroHUB are designed under these premises. “The Integrated Approach to Metropolitan Complexity” - a course, organized in September 2017 by MSLab together with the Ugandan Ministry of Lands, Housing and Urban Development and UN-Habitat, and held at the Department of Architecture and Urban Studies, Politecnico di Milano, as a follow-up to previous capacity development initiatives organized in Berlin – has been tailored for a group of civil servants from 20 different towns in Uganda with the aim of building skills such as developing and using maps for supporting decision-making processes in order to deal with relevant metropolitan issues and define strategic metropolitan projects. Beyond the transfer of technical know-how (geographic information systems), the aim of the course has been to share knowledge and discuss needs, values and possible methodologies, promoting a metropolitan approach (as an alternative to traditional land-use planning approaches).

In this course, the relevance of investing in the public realm and civic robustness was discussed, focusing on how to use mapping efforts for the strategic structuring of urban growth. Ugandan civil servants had been asked to sketch diagrams representing possible frameworks of civic robustness for the town they work for and then proceed to evaluations on consequent actions to be undertaken by “acupuncture” projects or recommendations. Special attention had been given to deciding which data to select and map (and according to which criteria), stressing the relevance of existing assets and local values.

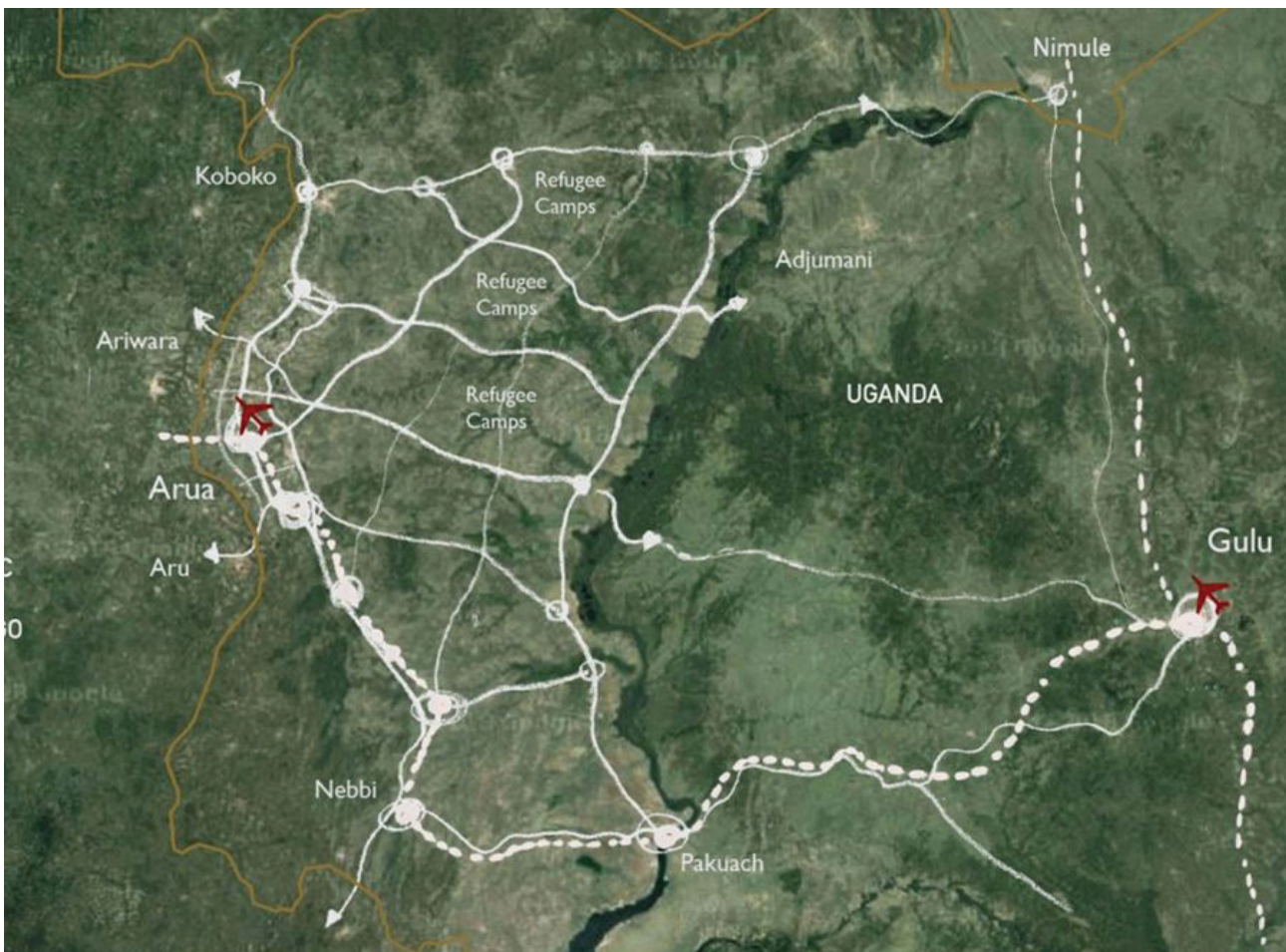
6. THE METROHUB PLANNING STUDIO, INTRODUCING AN INTEGRATED TERRITORIAL APPROACH IN ARUA

Located in the north-western part of Uganda, approximately 480 km north of the capital (Kampala), Arua municipality is classified as a secondary city with a current population of approximately 65,000 people and a population growth rate of 3 per cent. The city's economy is based mainly on formal and informal cross-border trade (with the Democratic Republic of the Congo and South Sudan) and agriculture, with both sectors having an impact on Uganda's economy.

Due to its strategic location at the border of the DRC and South Sudan, and the natural resources recently found in the region, Arua has been selected for significant infrastructure development projects such as the large-scale expansion of the existing airport

and the new railway line (providing a transport link from Mombasa port, Kenya, to the DRC). Moreover, Arua district has absorbed the country's second highest number of refugees, who come mainly from South Sudan and the DRC (see Box 3).

The inclusion of those refugees into the host communities across the territory will be one of the priorities for the Arua region, bringing both challenges and opportunities for growth for the region.



Thinking territorial: The West Nile Region as a "metropolitan area" with Arua as Hub © Dr. Alessandro Frigerio, Politecnico Di Milano

7. INTRODUCING AN INTEGRATED TERRITORIAL APPROACH



Collaboration across administrative boards: Visit to Nebbi



...and Koboko, introducing an integrated territorial approach © UN-Habitat

During the Arua Planning Studio, additional meetings for introducing the MetroHUB studio and a territorial approach were held at nearby municipalities such as Koboko and Nebbi, which are not yet covered by the USMID Program. Those meetings were used to showcase USMID presence and activities as well as to promote the idea of conceptualizing projects at territorial and metropolitan scale. It became apparent that for planners of the invited municipalities it was the first time they had come together to discuss planning across administrative boundaries.

The MetroHUB methodology strongly promotes a territorial approach for planning, to which United Nations Member States committed firmly by adopting New Urban Agenda in 2016. UN-Habitat introduced the International Guidelines for Urban and Territorial Planning (IG-UTP)¹⁰ in 2015. The IG-UTP serve both as a source of inspiration and a compass for decision makers and urban professionals when reviewing urban and territorial planning systems. They provide national governments, local

authorities, civil society organizations and planning professionals with a global reference framework that promotes more compact, socially inclusive, better integrated and connected cities and territories that foster sustainable urban development and are resilient to climate change. They promote cooperation across administrative boundaries and sectors and foster the dialogue between relevant stakeholders (across government levels and including civil society organizations, academia and private sector actors.)

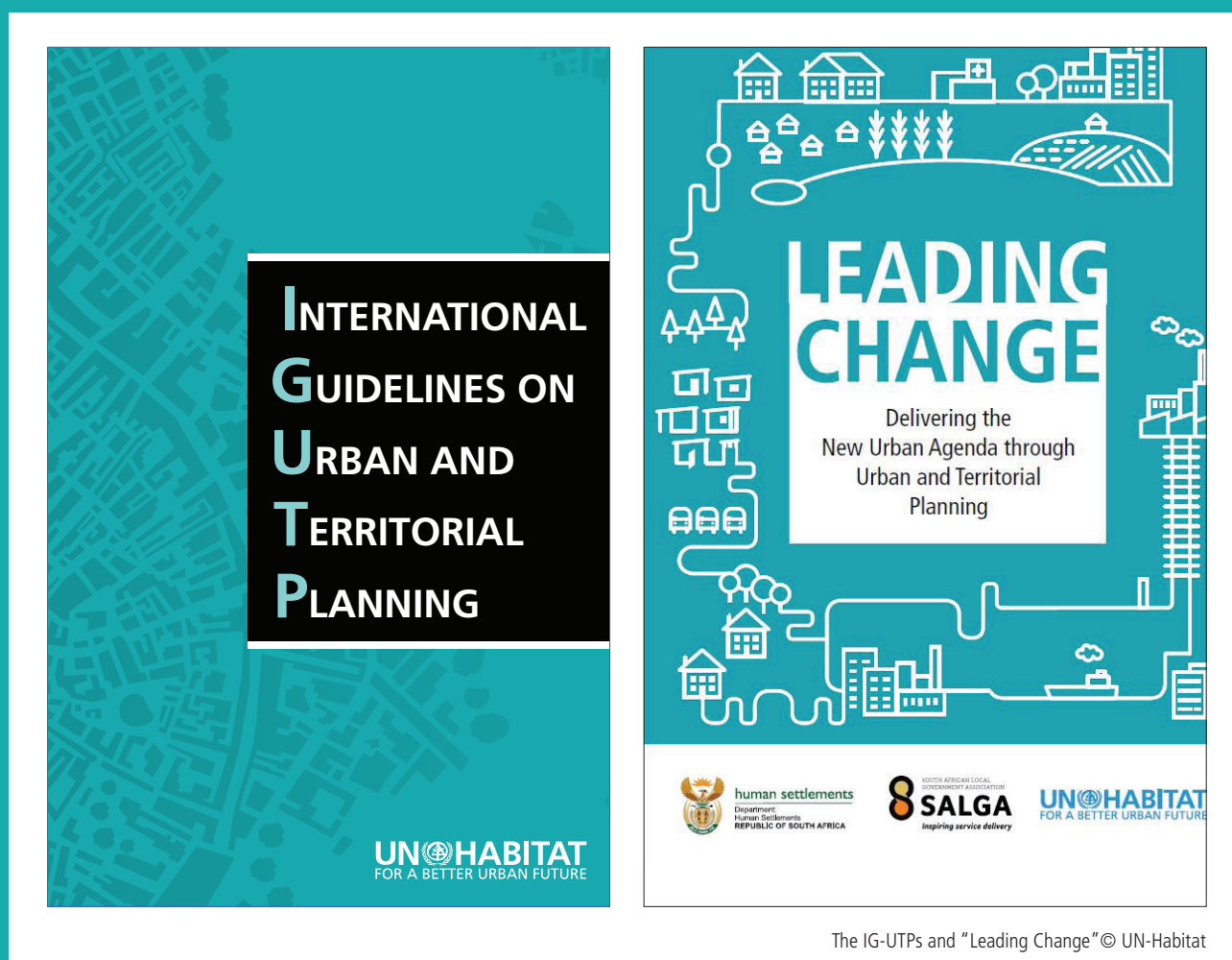
The publication *Leading Change: Delivering the New Urban Agenda through Urban and Territorial Planning*¹¹, published by UN-Habitat in cooperation with the South African Local Government Association (SALGA) and the South African Department of Human Settlements, underlines that planning has to adjust to a new global context and that traditional forms of planning were formulated before concerns such as climate change, inclusion, metropolitanization, spatial justice, gender, or resilience became important.

¹⁰ <https://unhabitat.org/books/international-guidelines-on-urban-and-territorial-planning/>

¹¹ <https://unhabitat.org/books/leading-change-delivering-the-new-urban-agenda-through-urban-and-territorial-planning/>

Box 4: The International Guidelines on Urban and Territorial Planning IG-UTP

The International Guidelines on Urban and Territorial Planning (IG-UTP) serve both as a source of inspiration and a compass for decision makers and urban professionals when reviewing urban and territorial planning systems. The Guidelines provide national governments, local authorities, civil society organizations and planning professionals with a global reference framework that promotes more compact, socially inclusive, better integrated and connected cities and territories that foster sustainable urban development and are resilient to climate change. It promotes cooperation across administrative boundaries and sectors and fosters the dialogue between relevant stakeholders (across government levels and including civil society organizations, academia and private sector actors.)



“The integrated approach, combining social, economic and environmental aspects, is crucial and provides this framework for the future funding we will receive shortly.”

Moses Alu Findru, Physical Planner Arua

Furthermore, an unprecedented amount of urban development is now unplanned development and many cities are overwhelmed by dysfunctional and, often, slum-led urban growth. Planning, therefore, needs to adjust to these new realities so that we do not continue on the current trajectory.

The authors of the publication point out the need for a cultural change within the planning profession and among decision-makers and stakeholders that aims to build on the strengths of the planning tradition and to adapt to the complexity of accelerating global change by delivering at scale and at a more rapid pace. Fiscal, taxation, governance, management and environmental regulation measures need to be supported by an integrative and nimble urban

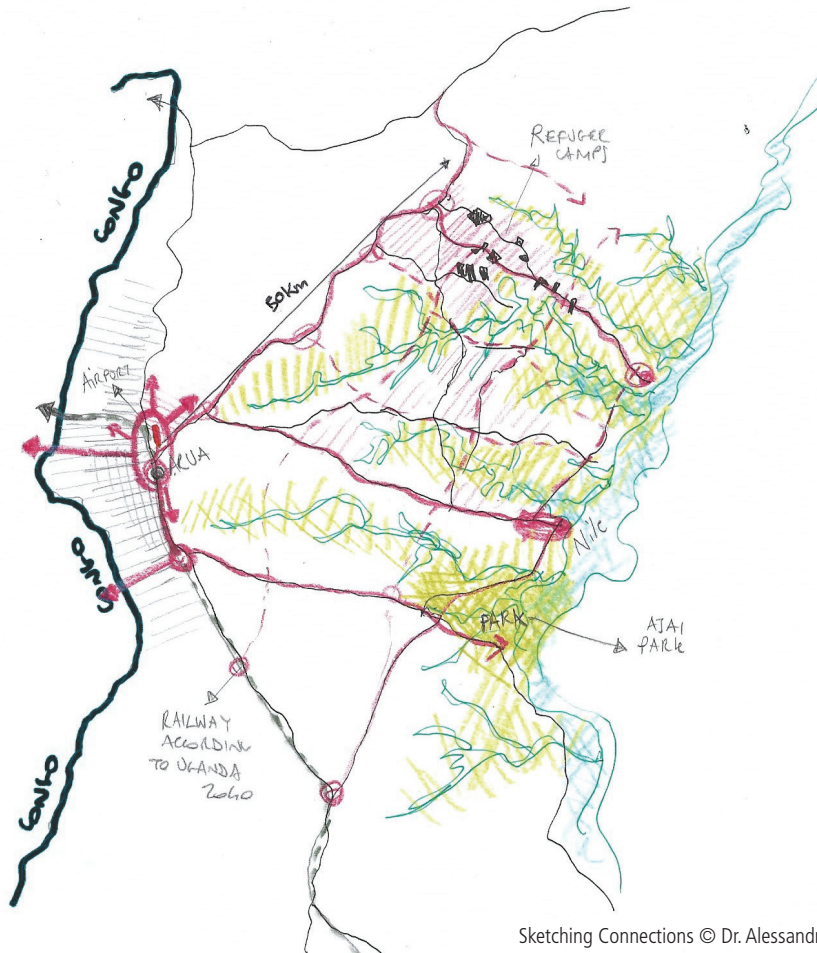
and territorial planning approach that is strategic, participatory and based on human rights principles. During the UN-Habitat MetroHUB Planning Studio, such an integrated territorial planning approach was applied; in order to develop sustainable solutions for Arua, strategies have to include considerations at different planning scales and the cooperation and communication between the different planning levels was strongly encouraged.

While Arua as a regional city has many opportunities for development, only projects that include considerations at a regional scale and promote connections between neighbouring towns – across district, but also country borders - can realise the comprehensive development potential of Arua.



Arua is situated near the Sudanese Border (shown in this picture) making the city a strategic location © UN-Habitat

8. THE METROHUB PLANNING STUDIO



Sketching Connections © Dr. Alessandro Frigerio, Politecnico di Milano

The Planning Studio in Arua, based on the MetroHUB methodology, took place in Arua, West Nile Region, Uganda, from 20 – 22 March 2018. The nearly 40 participants (30 per cent female) were composed of physical planners from different municipalities in Uganda, local government representatives, including several from Arua, such as the mayor and the town clerk, as well as representatives from different divisions within the Ministry of Lands, Housing and Urban Development and the USMID Program. (For the participants list, see Annex 1.)



Mr. Kayom (USMID), Mr. Alhaji Afeku Isa Kato, Mayor of Arua and Mr. Mabal-Shibuta © UN-Habitat

“There is a need to understand how professionals from different areas of expertise can help other professionals (through seminars, building capacity, etc.) to move forward with their work.”

(The Evaluation Report)

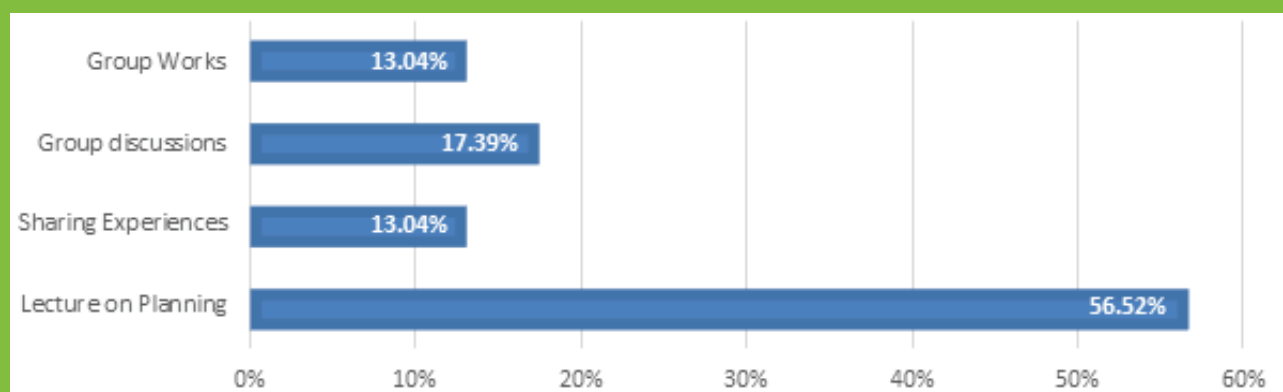
The Commissioner for Human Settlements, Samuel Mabal-Shibuta, was also among the participants and represented the Minister for Urban Development during the three-day programme. The facilitating team (lead: UN-Habitat) included the Politecnico di Milano team represented by Professor Antonella Contin and Dr. Alessandro Frigerio; Stephanie Loose and Rama Nimri (both UN-Habitat, Regional and Metropolitan Planning Unit). During the Studio, Professor Branko Cavric from the University of Botswana and Dr. Amin Tamale Kiggundu from the Makerere University as well as Moses Alu Findru, the municipal planner of Arua, contributed with presentations, and Mabal- Shibuta provided input on the recently approved Uganda National Urban Policy.

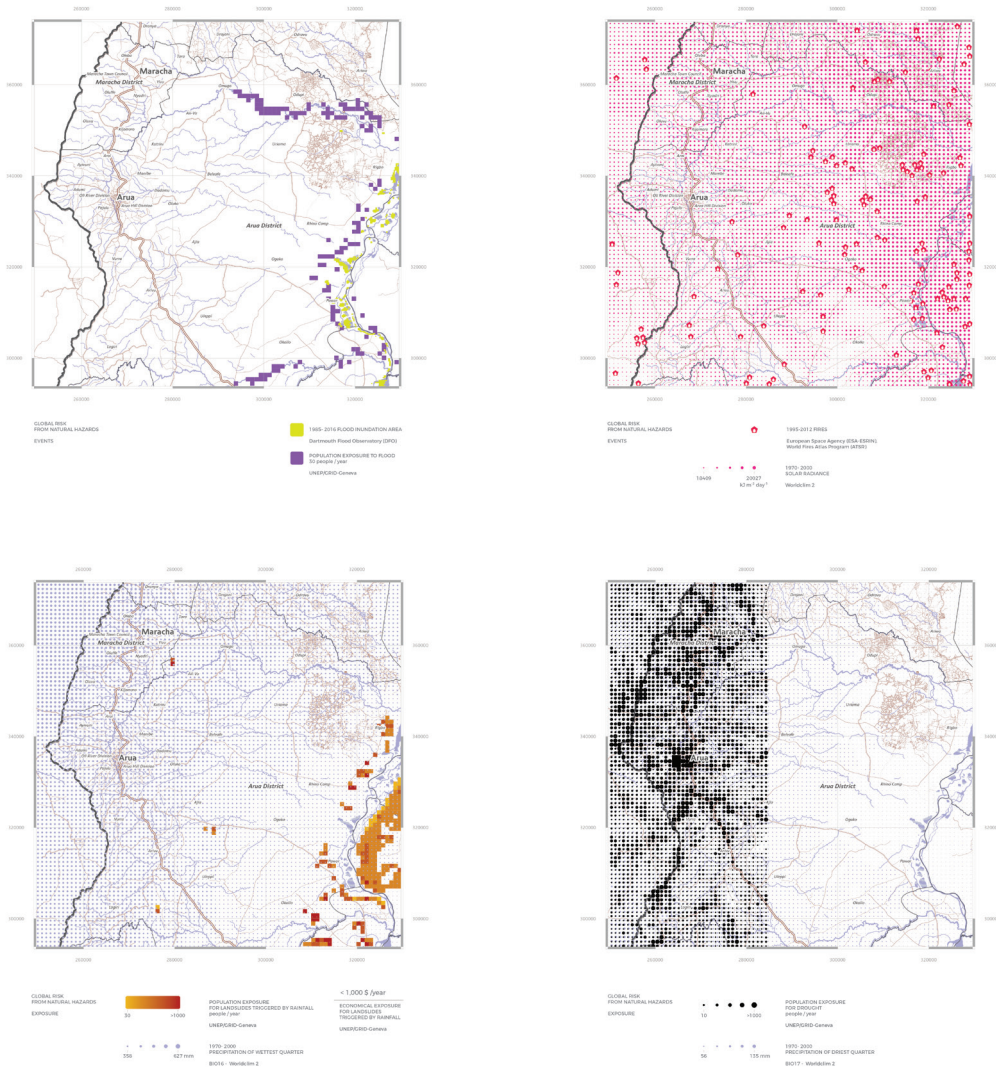
The Studio Programme:

The Planning Studio consisted of several sessions (please find the full programme in Annex 2), including on Ugandan national priorities and the National Urban Policy (NUP); background information on Arua, such as existing plans (e.g. development plan) and services, as well as pointing out the challenges the city is currently facing and that may hinder further development of Arua; an introduction to the UN-Habitat MetroHUB and prior activities, such as the capacity development in March in Berlin and in Milan in September 2017; a lecture on the complexity of metropolitan planning, showcasing international examples and successful practices; a presentation on the Botswana planning system and the country’s planning standards and governance structure; a lecture on municipal finance entitled “Opportunities for Arua and Ugandan Municipalities”; a presentation on integrated territorial planning approaches and scenario planning showcasing experiences in Saudi Arabian cities; and a presentation on “Metropolitan Frameworks of Civic Robustness”. All sessions were accompanied by interactive group discussions and question and answer periods.

Box 5: Extract of evaluation report

The lecture on planning (Sharing international experiences: Learning from the Saudi Cities project) was the most valuable input session according to 56.52 % of the participants. 13.04 % mentioned that sharing experiences with peers and networking were very important for them and 17.39 % appreciated the group discussions and group work, while 13.04 % appreciated the groups work on the “tangible acupuncture projects”.



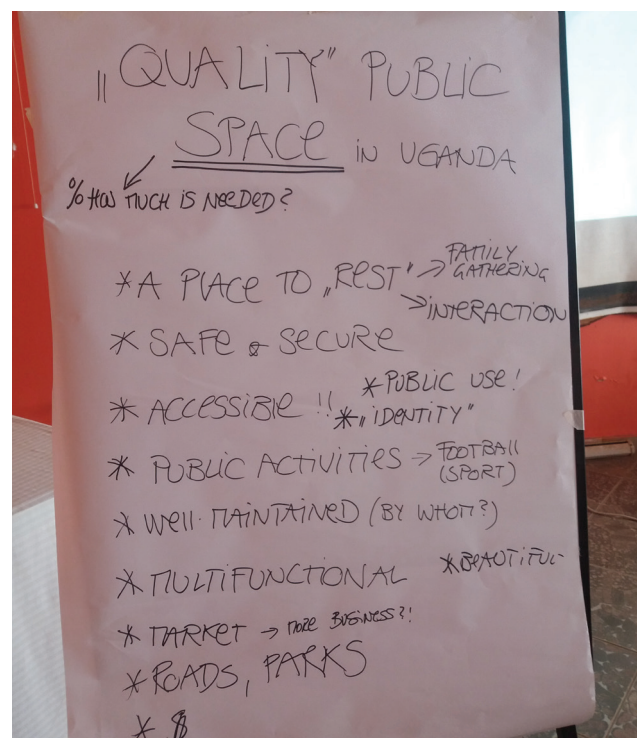


Risk Analysis Maps of the Arua Region © Politecnico di Milano

In the feedback from participants, the discussion rated as one of the most valuable focused on public space and green corridors, not only in Arua but for leading to a debate on how public space in the Ugandan context would need to be conceptualized and designed, as well as the importance of quality public space.

During the group discussions, the need to work on solutions for integrating refugees (mainly from South Sudan and the DRC) within the region, and especially in Arua, became apparent.

In Arua, the large influx of people is already creating challenges in housing and appropriate service provision. On the other hand, it was evident that this trans-border mobility also implies opportunities for Arua as a service hub (such as medical services) for the region and for the construction and trade sector (see page 33 on Integration of Refugees).



Raising awareness for the importance of Public Space within the Ugandan context

9. INPUT SESSIONS: INTEGRATING PLANNING, FINANCE, GOVERNANCE AND SOCIO-ENVIRONMENTAL CONSIDERATIONS

“The timing of the training was perfect and the projects are relevant, because we are being turned into a regional city – and now we have the framework for the future investments.”

Mr. Alhaji Afeku Isa Kato, Mayor of Arua



Dr. Frigerio 's presentation on Civic Robustness © UN-Habitat

While the input sessions, as foreseen within the MetroHUB methodology, covered planning, governance, finance and socio-environmental considerations, a large proportion of the Planning Studio focused on interactive group work for developing strategic (“acupuncture”) projects by applying a metropolitan (territorial) approach for the West Nile Region, with Arua as a trade, transport and service hub.

One session concentrated on understanding the complexity of metropolitan decision-making processes and governance structures. To make this session interactive, the “Metrogame” developed by the Politecnico di Milano in a project called “EU Strategic Partnerships for Higher Education: TELLme. Training for Education, Learning and Leadership towards a new Metropolitan discipline” was introduced to participants. “Metrogame” is a digital

interactive game aimed at developing improved awareness of the match between actions on physical space and global sustainable goals and targets, with a particular focus on public assets. The goal of the game is to enhance problem-solving capacities by balancing short-term (urgent needs) and long-term goals (sustainable legacy).

Through playing the board game, participants not only understood the importance of thinking out of the box and communicating with other stakeholders, but also how strategic projects need to be conceptualized across administrative boundaries. Relevant tools such as the International Guidelines on Urban and Territorial Planning (IG-UTP) and the “Global Public Space Toolkit”¹² were introduced during presentations and discussions.

¹¹ <https://unhabitat.org/wp-content/uploads/2015/10/Global%20Public%20Space%20Toolkit.pdf>

10. RESULTS OF THE METROHUB PLANNING STUDIO

The Planning Studio was conceptualized for participants to:

- Develop a regional vision for the West Nile Region, including a “metropolitan” approach;
- Elaborate ideas and prepare plans and concepts with sketches at different scales that graphically display how the projects are informed by the regional and territorial specifications based on the physical location;
- Propose and define sustainable projects for the “metropolitan area of the West Nile Region” (or “West Nile Development Corridor”) for sustainable economic, social and environmental development, with Arua as a trade, transport and service “hub”.

During the Planning Studio, six strategic thematic areas were proposed as a basis for the group work. Due to the limited timeframe of three days and the lack of sound data, ideas were collected and initial sketches for the six project areas presented at different scales. The further elaboration on those projects (based on preliminary data collection) will underline Arua’s position as “core city for the West Nile Development Corridor”.

As outcome documents of the Planning Studio, the participants prepared concepts and plans for the following six areas of intervention:

- 1) Arua as trade and transport hub (“Arua: the logistic city”), including consideration of how the new airport and the railway line as key factors for development will transform the city and increase its economic potential;
- 2) Developing a new “urban metropolitan centrality” by defining the future railway and bus station, and linking them to commercial and industrial development areas and the new airport;

“The project ideas showed the gaps but also focused on the opportunities that Arua has due to the specific local context. They are the framework and basis for now detailed studies; in this Studio participants produced many ideas how Arua can be sustainably developed.”

Dr. Wilson Kayom, Physical Planning Specialist

- 3) Proposing a housing strategy for Arua – defining potential areas for infill, upgrading of existing structures and planned city extensions within Arua and across administrative boundaries based on population projections, and including planning for service provision;

- 4) Developing a strategy for Arua’s green and blue infrastructure with special focus on water ways (blue corridors) as a primary asset to be protected across administrative boundaries and considered at all planning scales. Additional considerations included regional green corridors towards the Nile River as well as development of a strategy for establishing and upgrading public space in Arua;

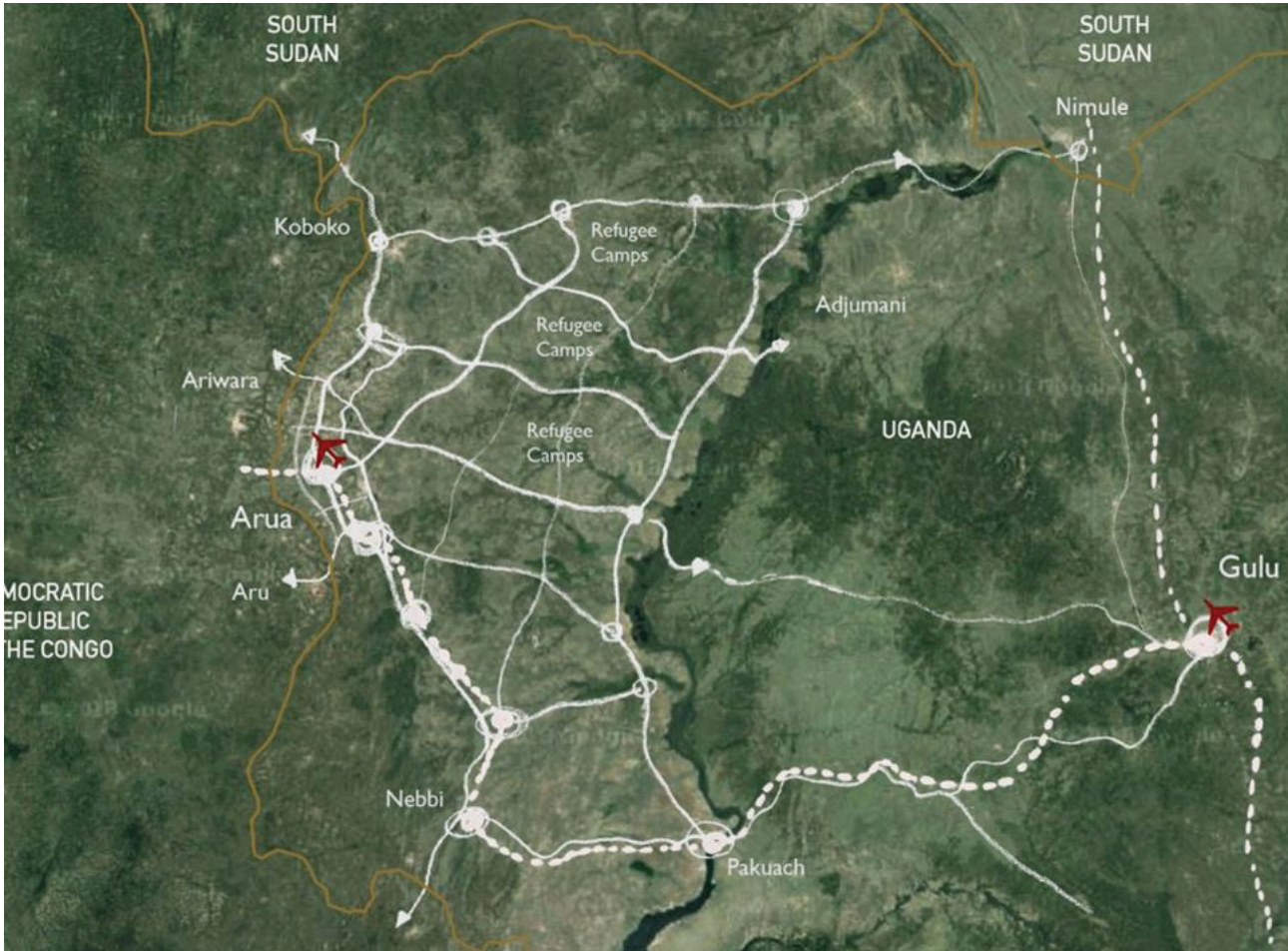
- 5) Arua as “service provider/centre” for the West Nile Region (as regional city and for transborder services)

- 6) Exploring the economic potential of Arua and the West Nile Region (focusing on Arua as regional trade hub with the DRC and South Sudan, as well as agricultural production and processing zones, and exploring other areas of potential such as tourism).



11. HOW THE ARUA PLANNING STUDIO WILL INFLUENCE SPATIAL PLANNING IN UGANDA

Thinking as at metropolitan scale...



The projects developed during the Arua Planning Studio can be used as flagship demonstration projects in municipalities as they integrate different aspects of urban economy, climate resilience and sustainable livelihoods. Due to the integrated approach, projects included considerations on technology, safety, harmony, tranquillity, recreation, ease of doing business (attracting investors) and youth employment, among other emerging issues.

The results of the MetroHUB Planning Studio are geared towards mobilizing, inspiring and leading stakeholders to effectively update their physical development plans, which in turn will help expand their local sources of revenue and enable them to better deliver urban services.

The “territorial approach” was used to understand Arua within a system of urban areas and being connected to those cities through main infrastructure projects that are planned to create a network for enhancing the flows of goods, products, information and people. The aim of this territorial (metropolitan approach) is to develop Arua as a future “metropolis” and “pole of reference” (a hub for development) in north-west Uganda.

Including the region to the east of Arua towards the Nile River, and carefully studying the existing and planned infrastructural system, the lack of a direct connection between Arua and Gulu (the second largest city after Lira by size in northern Uganda) becomes apparent. There is, therefore, the need for

...for sustainable economic, social and environmental development.



an additional link (connecting those two cities) and the strengthening of the existing infrastructure for improved connectivity of Arua and enhanced linkages to the rest of Uganda.

Alongside the west banks of the Nile (and near to natural resources and important agricultural production sites) a number of refugee camps (including Rhino Camp) are currently located. The camps have been constructed on damp soil with a risk of flooding and a high risk of insect borne diseases. Rhino Camp is a very small area located exactly halfway along the direct line between Arua and Gulu which could be developed as a "connecting point". To create a direct connection between Arua and Gulu, the construction of a bridge over the Nile River would be crucial as

currently there are only two bridges crossing the river in this part of the region: one in Laropi near the border with South Sudan and one in Pakwach, further south. Developing a solid infrastructure would not only allow easy movement for the 320,000 migrants settled in the Rhino Camp area but would also allow the faster transit of goods and raw materials within Uganda. The construction of an alternative route (besides the existing road connecting Pakwach and Arua up to the South Sudan border) would also reduce risks related to there being only a single connection.

Arua is characterized by two main road axes that currently intersect at the centre of the city. The first axis has a north-south orientation and connects the Pakwach-Arua road and the airport up to the South

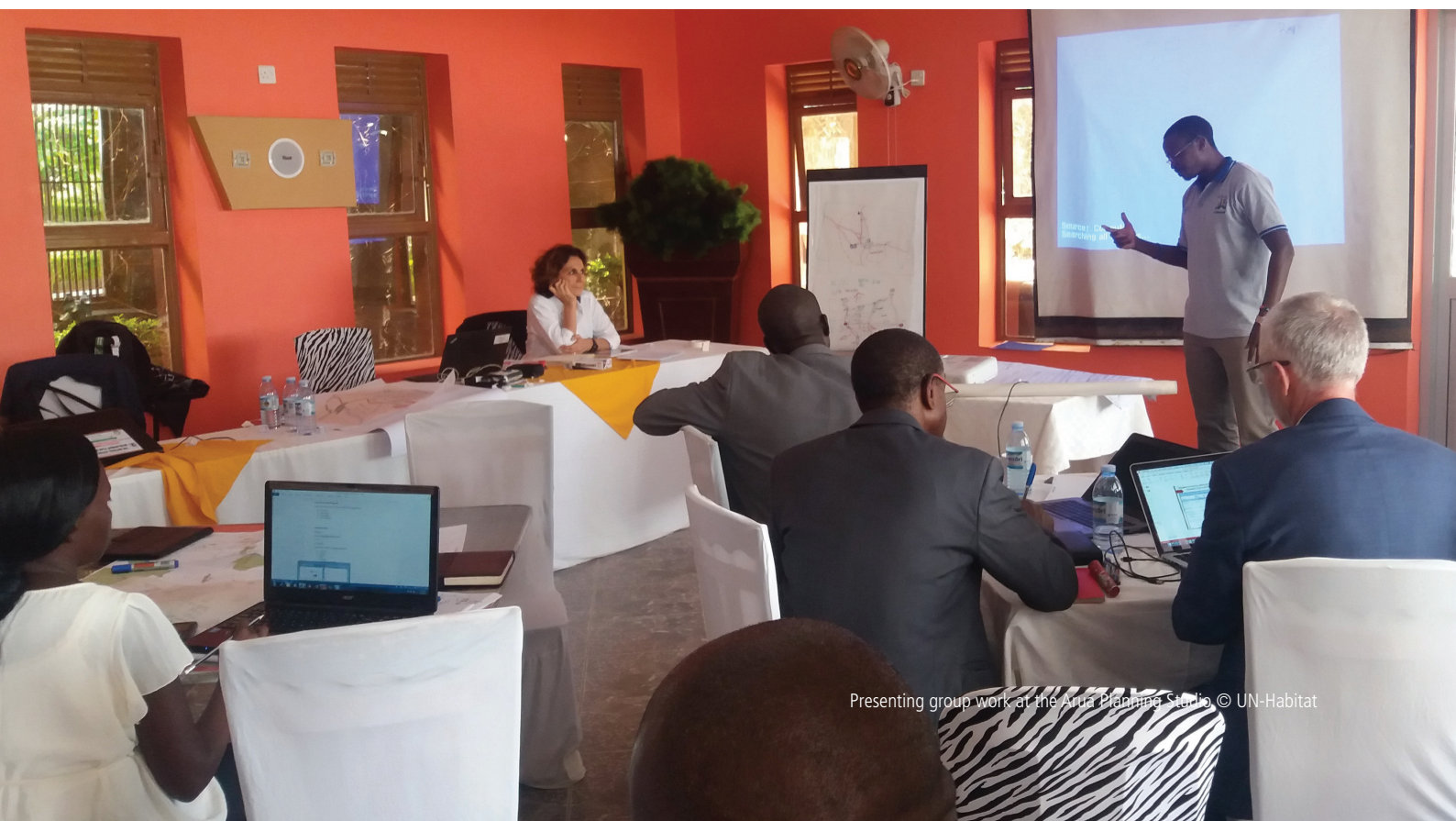
Sudanese border, while the second axis joins the Pakwach-Arua road to Adumi Road in the direction of the Congolese border. These two axes bisect Arua from south to north, defining the limits of the centre and giving the city its structure; Arua has developed along these roads on which the main public activities are located. Within the project proposal (no 2), an additional urban axis has been identified that directly connects the railway station and the airport with the new logistics hub (intersection of railway, bus station). This is in addition to a bypass already planned on the east side of the city to ensure the rerouting of heavy traffic from the centre of Arua.

During the Arua Planning Studio, it was proposed that the railway line and railway station be located in the western part of the city where the future bus terminal is also to be located. A problem with this proposal was the lack of a direct rail link to connect the airport and attached cargo area. The project proposal in the Planning Studio in Arua aimed to enhance the strength of this “spine” by viewing it as a single

connection between the two poles of the city; it will impact the economic development due to its important dimensions, additional functions and increased flows. In the Planning Studio, five transformation areas were identified in the project proposals, starting from the in-depth node that, with the new airport terminal and the logistics centre, takes on the role of “head” of the project. These last two areas are fundamental for the structure of the city.

It is important to underline that, in order to develop and plan the future development of Arua in a sustainable way, all projects require sound data collection and planning efforts as well as long-term timing and financing.

Major factors for success, especially with the transport-related projects, are enhanced dialogue and strong cooperation and coordination between the different planning levels in Uganda – the national level (responsible for the planning of the airport and the railway) and the local level, the planners of the municipality.



12. PLANNING FOR THE SUSTAINABLE INTEGRATION OF REFUGEES WITHIN THE USMID II PROGRAM

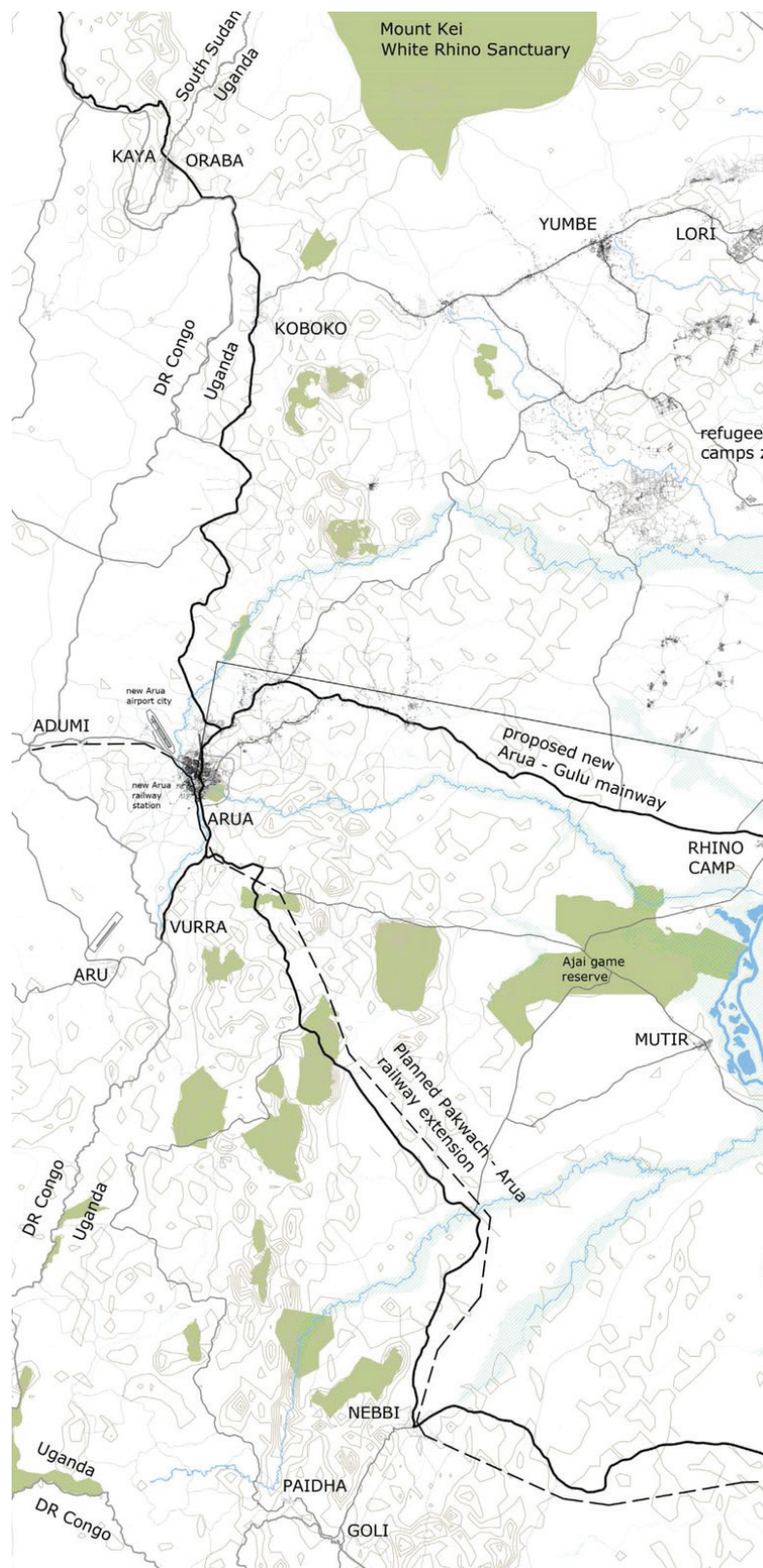
Uganda is currently the host of the largest number of refugees in Africa and the third-largest number in the world, with over 1.4 million refugees. Refugees settled in Northern Uganda, predominantly in the West-Nile sub-region, now constitute more than one-third of the districts' populations.

During the Arua Planning Studio, participants outlined the challenges faced by the city of Arua: adequate service provision due to rapid population growth within Arua's urban area and at regional scale due to the large influx of refugees (e.g. project 5). Arua is leading the list of Ugandan districts in which the number of refugees is more than 15 per cent of the host population; in Arua this figure is 24 per cent (2016).

The influx of refugees has turned the rural communities in the Arua district into settlements with urban characteristics. Uganda has one of the most progressive refugee policies in the world; refugees have a right to work, establish businesses, move freely within the country, access social services, own property and get documentation.

Refugees are also given plots of land to cultivate and to build houses. This puts enormous pressure on local governments' ability to provide adequate infrastructure and services to this rapidly increasing population, given that refugees are not limited to refugee settlements and can freely move to urban areas and access services. Most long-term refugees have failed to "graduate" from humanitarian aid at a time when humanitarian budgets are shrinking. It is therefore critical to find ways to transition from humanitarian to development responses in Uganda and move from parallel to integrated service provision.

Within the USMID II Program, additional financing has been allocated for "support to local governments (LGs) hosting refugees.



Arua is among Uganda's districts that host most refugees © Politecnico di Milano



Developing more sustainable solutions for refugee camps: Kalobeyei, Northern Kenya © UN-Habitat

The expenditure areas will include:

- a. Performance-based municipal development grants (MDGs) to the participating municipal local governments for urban infrastructure and associated investments servicing costs, as grants for institutional strengthening of the participating municipalities;
- b. Support to the Ministry of Lands, Housing and Urban Development to administer and coordinate the programme, to strengthen its capacity to support and guide urban development, and to provide technical back-up support to municipal LGs; and
- c. Support selected local governments hosting refugees to improve planning, land tenure security and small-scale infrastructure investments targeting refugees and host communities. These may include small bridges, culverts in swampy areas and working on black spots on districts/community roads to make them driveable throughout the year for easy mobility and access of services by both host communities as well as refugees.

Article 7.3 of the USMID II states that expenditure frameworks will be modified as follows:

- a. Expenditure area (a): the investment menu (see Annex 3) for the performance-based grants (MDG) will be modified and expanded to increase infrastructure development gains made in target municipalities. These will include: Associated axillary infrastructure to road investments (pedestrian walkways, solar street lighting, beautification/planting of trees, etc.).
- b. Expenditure Area (c): Support to selected local governments hosting refugees will include support for planning, land tenure security and small-scale infrastructure investments targeting refugees and host communities.

It is further stated, that the implementation of the USMID Program II has linkages to other government strategic initiatives - the programme is linked to the implementation of the National Urban Policy, 2017, which provides a framework for the management of the urbanization process in the country; infrastructure development is one of the key components of organized urban development.

13. FEEDBACK AND NEXT STEPS

“This training opened the door for dialogue across the authority levels. The fact, that the Commissioner and the Mayor spent three days with us underlines the need for enhancing this communication.

The projects we present to the national government now will not come as surprise to them. The Studio was a unique opportunity for us as local government to build this bridge to national authorities.”

Moses Alu Findru, Physical Planner Arua

Feedback received from participants and partners after the Planning Studio was positive; despite the limited time frame, the Planning Studio enhanced the dialogue between the national and local government authorities and participants also underlined the importance (and innovative approach) of thinking in terms of integrated territorial development – thinking out of the box and across administrative boundaries.

The discussions on including different stakeholders, especially civil society organizations such as religious institutions as well as private sector firms, will make future planning projects more inclusive and participatory.

The Phase II of the USMID Program has been approved and will “contribute directly to this aim (support socio-economic development in districts hosting refugees through investments in infrastructure, livelihoods, peaceful coexistence initiatives and environmental protection) through infrastructure investments and strengthening of the planning process, which will seek to facilitate the transition from the emergency response to long-term development and socio-economic integration.”

In the “Justification for Additional Funding” (for the USMID II), it is stated that the “National Development Plan II (NDP II) recognizes the urgent need to transform local governments into vibrant economies capable of delivering quality services to their communities and sustainably generating local revenue. Urbanization will be pursued as a broad strategy to provide among other things: a platform for socio-economic transformation, mutual people-to-people interactions and employment opportunities for rural immigrants; markets for goods and services; reduced transaction costs, efficient and effective service delivery.

Additional financing for the ongoing USMID Program will therefore be responding to the proposed national strategy for urbanization as well as consolidating the achievements of the programme.”

The activities listed below were proposed as possible activities organized by UN-Habitat as options for scaling and follow-up of the MetroHUB Planning Studio and would be in line with the USMID II and the NDP II goals:

<p>June – October 2018: Conceptualize and conduct MetroHUB Planning Studios in other municipalities (e.g. Pakwach, Gulu or Fort Portal)</p>
<p>May/June 2018: Capacity Development on how to better / more sustainably integrate the refugees in the Arua municipality; This capacity development can be implemented as part of the USMID II Program, where additional funding is foreseen for Ugandan districts in which the percentage of refugees is more than 15% of the host population. The 7 districts hosting large numbers of refugees that have been selected for support are: Adjumani, Moyo, Yumbe, Arua, Isingiro, Kiryandongo and Lamwo.</p>
<p>July 2018: Developing a city profile using a territorial approach (example Saudi City project)</p>
<p>September 2018: Organization of a workshop/forum that brings together national and local-level planning authorities for developing up-to-date plans that determine the exact location of the new airport (and its support structures) as well as the railway line and the station. A comprehensive study on how the new infrastructure projects (airport and railway line) will impact the economic, social and environmental development of Arua will need to be developed based on the outcomes of this workshop.</p>
<p>October 2018: Data collection for physical planning needs and development of an extended project proposal based on one of the project ideas of the Planning Studio</p>
<p>November 2018: Capacity Development of “quality urban design” and public space including conceptualizing one or two projects for implementation in Arua or one of the 18 municipalities of the USMID II Program. This capacity development is linked to the USMID II additional financing for improving public space and “road investments (pedestrian walkways, solar street lighting, beautification/planting of trees, etc.).”</p>
<p>Early 2019: MetroHUB Planning Studios in future regional cities such as Gulu, Mbale or Mbarara or in one of the five strategic cities of Hoima (oil), Nakasongola (industrial), Fort Portal (tourism), Moroto (mining) and Jinja (industrial) which have been identified as part of the urban corridor development in the Uganda Vision 2040. (All of these, except Nakasongola, are already municipalities under the USMID Program and could therefore be considered within the USMID II Program.)</p>
<p>Early 2019: Kick-off capacity development (based on the concept of the Berlin workshop) for the additional municipalities (Kitgum, Kamuli, Mubende and Kasese) covered by the USMID II Program.</p>

14. CONCLUSION

The Arua Planning Studio introduced participants to an integrated territorial planning approach based on the MetroHUB methodology and conceptualizing strategic projects for future urban and territorial development in the region.

With input sessions, during discussions and with developing project proposals at “territorial scale”, the importance of developing strategies and concepts across administrative boundaries and across sectors was emphasized during the Studio. Enhancing the dialogue between the different planning levels – national level and local level – proved to be crucial for ensuring sustainable development that links national to local priorities, to ensure projects are founded on national development strategies but are tailored to local contexts, and that the key actors have adequate capacities for efficient implementation. The Arua Planning Studio laid a foundation for the future development of the Arua

Region and, by working on five different entry points, proposed important areas for more detailed planning efforts, based on sound data.

In line with the MoU and the UN-Habitat Country Programme for Uganda, fundraising activities for the above-mentioned follow-up activities will now need to be initiated. Continuous development and building of the capacity of Ugandan planners and relevant stakeholders (at national, regional and local level) should be among the top priorities in order to harness the momentum and use the transformative force of urbanization for economic development in Arua and the West Nile Development Corridor.

Applying the MetroHUB Planning Studio in other municipalities can support an integrated territorial development for Uganda and help to implement the New Urban Agenda and the Uganda Vision 2040.



Understanding governance structure by playing the Metrogame © Politecnico di Milano

Annexes

TABLE OF ANNEXES

Annex 1: The programme	35
Annex 2: Participants list	38
Annex 3: Input presentations during the Studio ..	39
Annex 4: Group work.....	45

ANNEX 1: THE PROGRAMME

Tuesday, 20.03.2018

Time	Activity	Learning goal
8:30 - 9:00	Participants signing in to the venue	
9:00 – 10:30	Welcoming Words and Introduction: Brief welcome remarks by the Mayor of Arua Minister of State for Urban Development – Hon. Isaac Musumba UN-Habitat and Politecnico di Milano on prior activities	
11:00 – 11:15	Short presentation on national priorities in Uganda, development strategies, (including role and meaning of “Regional Cities”) relevant policies, legal (planning) frameworks and implications, (national) economic development strategy for Arua region;	Understanding the national priorities
11:15- 11:30	Group Discussion on National priorities; Questions and Answers to the Ministry	
11:30 - 11:45: Tea and Coffee		
11:45- 12:30	Introduction of Arua as exemplary case for the Planning Studio - what is the “strategic vision for Arua” - what are the main drivers of future development for the municipality (population growth (day/night population), sectors for economic development, linking Arua to the national grid ...) - what are the physical environmental assets and challenges - specific challenges of the town (such as inadequate housing, unemployment rate, youth, women,...) - specific opportunities for Arua	Understanding the local context of Arua
12:30 – 13:00	Group discussion: What are the main opportunities and challenges for Arua	
13:00 -14:00: Lunch		
14:00 - 16:00	Plenary discussion and sharing of experiences (each presenter 15 min presentation) - Sharing peer experiences: How physical development plans (Urban plans) are prepared in Botswana: Introduction of the design principles for the CBD of Gaborone and for municipalities; - The importance of cartography and data for understanding and working with the territory including urban-rural linkages; - Learning more about social and environmental aspects (national perspective and Arua specific) - Municipal finance: Opportunities for Arua and Ugandan Municipality	Learning and identifying the “value addition” from other local contexts; input on environmental and social perspectives
16:00 – 16:30	Group discussion: Questions and answers; additional feedback;	
16:30 - 16:45 Tea and Coffee		
16:45 – 17:45	Group work - brainstorming on different aspects for a regional (strategic) plan for Arua based on the experiences shared by the Plenary 1. What are the main economic, social and environmental considerations and links between Arua and the surrounding human settlements? What needs to be integrated in a strategic regional plan for achieving the vision? 2. What are the design principles for Uganda? (Are there principles for the capital city or also a territorial scale? And how could they be applied in Arua?) 3. At territorial scale and for Arua: what are the main elements that would need to be put in a map/sketch (e.g. regional scale must include trade routes to DCR, South Sudan, Ugandan cities and Kenya, Rwanda...; (existing or planned) infrastructure projects like rail, waterways, roads, airport; nearby settlements such as refugee camp, planned zones for agricultural production, zones for (light/heavy) industry; planned city extension zones, flooding areas, etc.	Understanding systems of cities, urban-rural linkages and a territorial approach; applying design principles;
17:45 - 18:45	Short presentation of group work (5 min each); Resuming the day by a short outlook on the next days	

Wednesday, 21.03.2018

8:30	Participants sign in the venue	
9:00 – 9:20	Lecture on Planning: How different scenarios can support decision making for a municipal (strategic) plan (Sharing experiences from the Saudi Future Cities project)	Learning from international experiences
9:20 -9:50	Followed by a discussion about possible scenarios for Arua (population growth, planning for housing schemes, and provision of services, growth poles and planned city extension areas among others)	Understanding the value of scenarios for Arua
9:50 - 10:00	Tea and coffee break	
10:00- 10:15	Arua: Data for future planning (Population growth, strategy, housing, employment sectors, service provision...)	Understanding the concrete challenges Arua is facing
10:15- 12:00	Group work: Development of project ideas for Arua Metropolitan Area First ideas for growth poles and projects should be proposed during the discussions and the sketches Groups need to work and discuss on different aspect of development – economic (trade, agriculture, industries, processing, SEZ, infrastructure projects ...) - social (housing, social services in the region, planned city extensions, or urban infill areas; - environmental aspects (wetlands, flooding areas; environmental protection areas (e.g. forests, water, biodiversity ...)	Learning goal: Planning for Arua - across the administrative boundaries)
12:00 – 13:00	Presentation of findings/first plans of the groups and discussion/rating scenarios	
13:00 14:00 Lunch break		
Afternoon session: Defining development poles and project ideas based on the morning session and field visit		
14:00 -14:30	Lecture on planning strategic projects for growth poles: Considering economic, social and environmental aspects for a project (introduction of what will be expected to be part of a concept design also touching on aspects like public space, connectivity, green and grey corridors, walkability...) or Introduction of the MetroGame - understanding governance structures and decision-making processes	Understanding planning at smaller scale Understanding the importance of consensus finding
14:30 – 16:00	Group work: (same groups as in the morning) on the concepts for defined growth poles/projects based on the feedback given in the plenary; Each group would work on the concept of a growth poles, proposals for a project should be included in the discussions and plan (considering planning, governance, finance, social and environmental aspects)	Team work / “thinking out of the box” / Planning from higher to lower scale
16:00- 16:15	Tea and coffee	
16:15- 18:30	Field visit to surrounding municipalities - Koboko	Experiencing the “real territory”

Thursday, 22.03.2018

8:30	Participants sign in to venue	
9:00 – 9:30	Lecture on Drafting a Project Proposal, Project Management and Action planning Tools introduced (Introduction of IG-UTP, Public Space tool kit, URL, MetroHUB, Planning Guidelines, ...)	
9:30 - 10:00	Group Discussion on input session; Question and Answers	
10:00 – 10:15 Tea and Coffee		
10:15 – 13:00	<p>Group work (same groups as the day before):</p> <p>The groups will have to split in smaller "project" groups and draft project proposals for t least one project idea in each group considering the following points:</p> <p>Agreement of the actions that need to be planned Defining data (example Arua) and legal frameworks that need to be applied; Short list of stakeholders to be included/consulted in the planning process; Documents to be prepared in mini-groups Preparation of a sketch (schedule 1: 10.000) Draft of a financial plan (including considerations of revenue generation; and long-term maintenance) Risk analysis for the project (challenges to be addressed for the implementation Preparation/draft of a schedule Drafting a well-formulated word document (selected paragraphs)</p>	<p>Learning:</p> <p>Getting from project idea to project proposal</p>
13:00 14:00 Lunch break		
13:30 – 15:00	Preparations for final presentations of the groups, and preparation of a "role play": municipal planners have to convince an investor / donor on his project in 5 min	
15:00 – 16:00	Discussion on the results, next steps and follow-up (including support for other municipalities project proposals)	Assessment of learning
16:00- 17:30	Closing remarks and hand over of certificates	

ANNEX 3: INPUT PRESENTATIONS DURING THE STUDIO

UN-Habitat: Introducing the MetroHUB and prior activities for Uganda

Introducing the MetroHUB



UN-HABITAT
FOR A BETTER URBAN FUTURE

UN-Habitat MetroHUB

Governance, Finance and Planning as in the three pronged approach



Improving not only hard skills, but also developing soft skills (collaboration, dialogue, partnership...)

Acupuncture projects in the metropolitan region that will have an impact on other aspects;

Improving evidence based knowledge and theories, but also learning about inspiring good practices;

DEVELOP

- Policies and strategies (local, regional and national context)
- Tools and Guides
- Training material (participants and for future trainers), Toolkits and Methodologies, Management tools (cooperation, coordination, strategic planning, schedules, workplans, milestones...)
- Guides and Guiding Principles (international and local context)
- Metropolitan Region and City Branding
- Metropolitan profiles and Metro Observatory
- Resource mobilization strategies

DISSEMINATE

- Communication and outreach strategy
- Definition of target groups
- Definition of communication means
- Definition of communication budgets
- Communication means for targeted audience
- Social media campaign
- Road show
- Events for active participation (e.g. stakeholder groups)
- Print media
- Podcasts
- Webpage
- Videos (on projects, workshop, events)
- Print material (posters, leaf)
- Publications (technical, marketing)
- Strategic partnerships
- Partners and advent stakeholders (private sector, NGOs, Academia etc.)
- donors and development partners

APPLY

- Acupuncture projects
- Planning studies for specific projects in local context
- Data Collection analysis
- Review of existing plans and policies, drawing recommendations
- Advisory Services

SHARE

- Events
- Peer-to-Peer Events
- Stakeholder events (local context)
- Conferences and EDAs
- Equipments and Fairs
- Forums
- Competitions and "Metro Challenges"
- City to City Cooperation/ Partnerships and "twinning"
- Virtual Platform
- Sharing
- Tools, good practices, training materials, knowledge
- Focus point and experts list
- Thematic areas working materials
- Books, best practices
- Expert "clubs"
- Cooperation with international networks

LEARN

- Gathering information (specific local context and international references)
- Good practices
- Benchmarks
- (City/Metropolis) Profiling
- Data Collection and Research
- SWOT analysis
- Capacity Development
- Assessment of (Capacity) Gaps
- Assessment of specific local context challenges
- Tailored workshop (specific local context)
- Specific thematic courses (on planning, governance, finance, management, legislation, technical skills such as GIS or ITC, data collector, project management, on-going look and applying)
- Seminars and training Courses in cooperation with Academia
- Cross-cutting awareness courses
- Field visits and Learning Exchanges
- Learning from seeing inspiring good practices, discussions with counterparts as well as learning from previously made mistakes

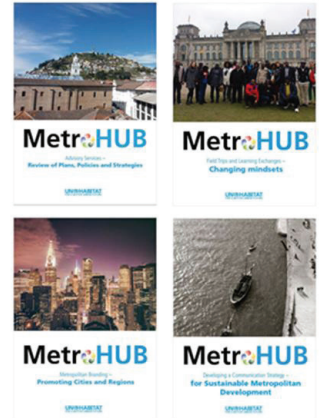
Selection of MetroHUB Capacity Development activities – Team work (across sectors and administrative boundaries)



Project Proposals – example Arua

UN-Habitat MetroHUB

- Assessment phase
- Data collection and preparation phase
- Tailored activities
- Evaluation and Action Plans



UN-Habitat MetroHUB Capacity Development - Objectives

- Developing and disseminating knowledge and tools on Metropolitan development, challenges and strategies;
- Providing training and capacity development for governmental, metropolitan and local authorities.
 - Input sessions on metropolitan aspects (governance, planning, finance, socio – environmental)
 - Definition of a metropolitan vision and acupuncture projects at metropolitan and regional scale
 - Development of implementation strategies for those projects
 - In addition to an initial capacity development, the MetroHUB aims to provide long-term technical assistance ranging from "Planning Studios" on selected projects up to guidance during the implementation process.

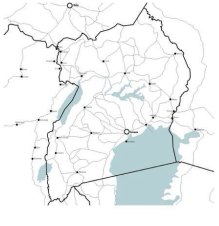
UN-HABITAT
FOR A BETTER URBAN FUTURE

Selected Tools



Politecnico di Milano: The Metropolitan Architecture Approach

INTEGRATED APPROACH TO METROPOLITAN COMPLEXITY



Reimagining the African City through the Metropolitan Architecture Approach

Capacity Development of Ugandan Government Authorities:
"An integrated approach to sustainable urban and territorial development in Arua, Uganda"

Arua, Uganda
Date: March 20-23, 2018

MS [lab]
MSLab: Measure & Scale of the Contemporary City

<https://www.facebook.com/MeasureScaleLab/>

Arua 20th-23rd March 2018

the tool: metropolitan cartography general rules. **Geography**

REPRESENT THE METROPOLITAN SUB-SYSTEMS CONNECTED TO PHYSICAL SPACE

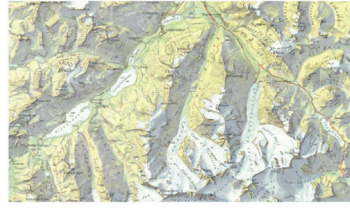
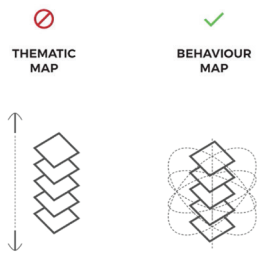


Image: Eduard Imhof, Schweizerischer MittelschulAtlas, Obereingadin, 1:100.000, 1958

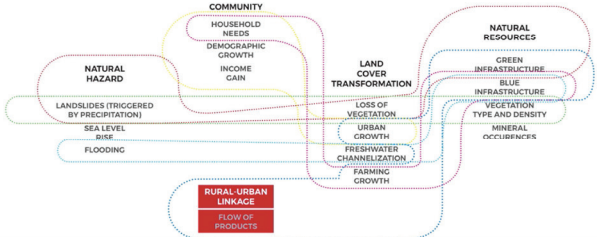
METROPOLITAN CARTOGRAPHY MAP
TRACKS BEHAVIOUR OVER SPACE AND TIME

THEMATIC MAP (marked with a red 'X') vs **BEHAVIOUR MAP** (marked with a green checkmark)



INTEGRATION OF THE SEMANTIC PACKAGE

EXAMPLE



COMMUNITY: HOUSEHOLD NEEDS, DEMOGRAPHIC GROWTH, INCOME GAIN

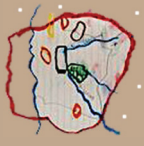
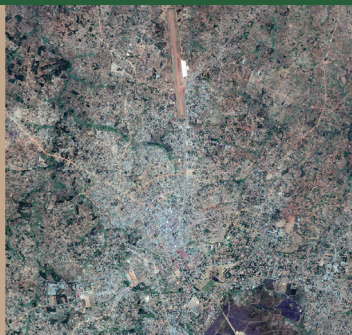
NATURAL HAZARD: LANDSLIDES (TRIGGERED BY PRECIPITATION), SEA LEVEL RISE, FLOODING

LAND COVER TRANSFORMATION: LOSS OF VEGETATION, URBAN GROWTH, FRESHWATER CHANNELIZATION, FARMING GROWTH

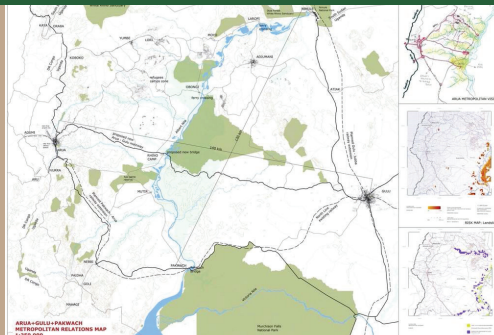
RURAL-URBAN LINKAGE: FLOW OF PRODUCTS

NATURAL RESOURCES: GREEN INFRASTRUCTURE, BLUE INFRASTRUCTURE, VEGETATION TYPE AND DENSITY, MINERAL OCCURRENCES

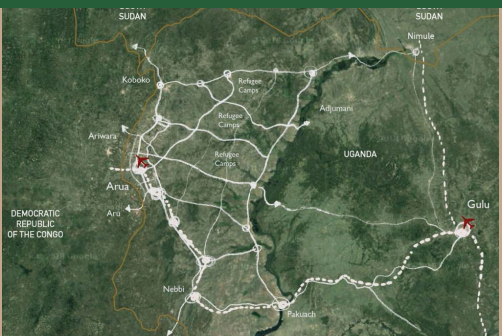
Arua city

Arua Metropolitan area

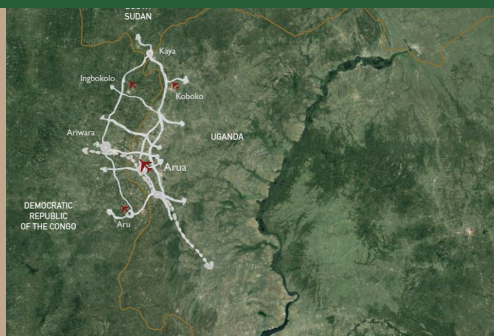


Arua Metropolitan Projects strategies



SUDAN, UGANDA, DEMOCRATIC REPUBLIC OF THE CONGO, Arua, Gulu, Nimule, Koboko, Refuge Camps, Adjutant, Arua, Nebbi, Arua, Arua

Arua Metropolitan Projects strategies



SUDAN, UGANDA, DEMOCRATIC REPUBLIC OF THE CONGO, Arua, Gulu, Nimule, Koboko, Refuge Camps, Adjutant, Arua, Nebbi, Arua, Arua

Arua Metropolitan Urban Project strategy



Arua Metropolitan Urban Project strategy



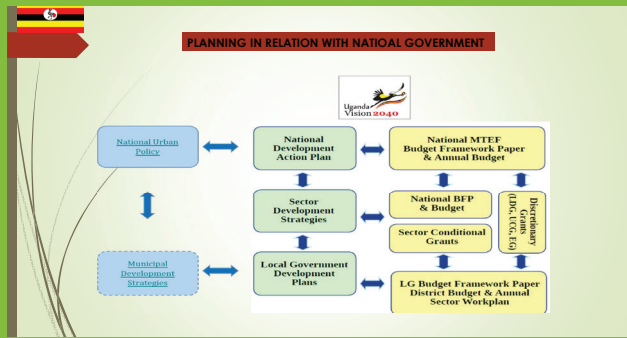
Physical Planning Department Arua: Background and Challenges

PRESENTATION AT AN INTERNATIONAL TRAINING STUDIO AT DESERT BREEZE ON 20TH MARCH 2018

BY
FINDRU MOSES ALO
PHYSICAL PLANNER /ARUA MUNICIPAL COUNCIL

Broad strategic objectives of Arua Municipality

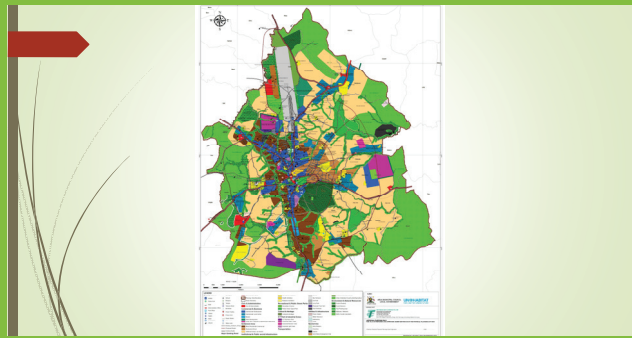
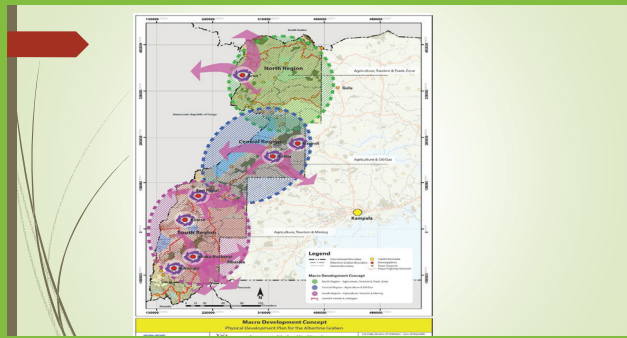
GOVERNANCE	ECONOMY	CITIZENSHIP	SERVICES	ENVIRONMENT
	<ul style="list-style-type: none"> TO STRENGTHEN LOCAL ECONOMY. TO PROMOTE TRADE AND INDUSTRY 	<ul style="list-style-type: none"> TO PROMOTE A HEALTHY AND PRODUCTIVE CITIZENS TO PROMOTE AND PROTECT HUMAN RIGHTS 	<ul style="list-style-type: none"> TO IMPROVE SERVICE DELIVERY TO IMPROVE PHYSICAL PLANNING AND LAND MANAGEMENT SYSTEMS 	<ul style="list-style-type: none"> TO PROTECT AND PRESERVE ENVIRONMENT AND NATURAL RESOURCES TO IMPROVE THE BEAUTY OF ARUA CITY



WHAT ARE THE MAIN DRIVERS OF FUTURE DEVELOPMENT OF THE MUNICIPALITY

- SPECIFIC CHALLENGES OF THE TOWN;**
- UNPLANNED DEVELOPMENTS IN THE IMMEDIATE PERI URBAN AREAS
 - HIGH UNEMPLOYMENT ESPECIALLY YOUTH, WOMEN
 - HIGH POPULATION GROWTH RATE
 - LAND DEGRADATION DUE FRAGMENTATION AND MISUSE
 - INCREASED REFUGEE INFLUX
 - FRAGILE TRADE AND COMMERCE (High Informality)
 - INADEQUATE AND UNRELIABLE ELECTRICITY/POWER
 - URBAN POVERTY

- SPECIFIC OPPORTUNITIES**
- The will and culture for doing business.
 - Hospitality, Stability and peace.
 - Presence of MDFs.
 - Ready Markets in neighboring countries DRC, South Sudan, Central African Republic
 - Support from development partners eg NEMA UN Habitat USMID
 - Availability of land for future expansion.
 - Karuma dam construction will enhance electricity to the municipality.
 - Planned upgrading of Arua airport to an international airport.
 - Planned expansion of Arua municipality to a city status
 - Fertile lands in neighboring areas for food production and food security
 - Construction of Arua Main Market
 - Presence of enabling laws, policies and implementation guidelines.
 - Existence of structures for enforcement of good governance and anti-corruption – though need strengthening



UN HABITAT FOR A BETTER URBAN FUTURE
MetraHUB

UNIVERSITY OF BOTSWANA

SELECTED TOPICS FROM BOTSWANA SPATIAL PLANNING PERSPECTIVES

Prof. Branko Cavric
 RTPI (UK), APA (US), PITP (BW), ISOCARP (EU)

30

REGIONAL MASTER PLANS AND DISTRICT SETTLEMENT STRATEGIES

31

LAND USE PLANS & SETTLEMENT DEVELOPMENT PLANS

GABORONE METROPOLITAN REGION PLAN

GABORONE CITY MASTER PLAN

36

URBAN DESIGNS AND DETAILED LAYOUTS PLANNING

38

SPECIAL AREAS AND ACTION PLANS (e.g. hunting areas and eco-education hubs)

WATER AND TOURISM PLANNING

- ① Nature based (Land)
- ② Nature based (Land & Water)
- ③ Mixed low activity (Land)
- ④ High tourism dev. (Land)
- ⑤ Low tourism development exclusive (Land & Water)
- ⑥ Active recreation (Land & Water)
- ⑦ Passive recreation (Land & Water)
- ⑧ Low activity (Water)
- ⑨ High activity (Water)
- ⑩ Security (Land & Water)
- ⑪ Free public access

APPLICATION OF GIS MODELLING, DATA BASE MANAGEMENT AND MULTICRITERIA SPATIAL ANALYSIS

MODELLING METHODOLOGY

CURBING FLOOD DISASTERS THROUGH HYDROLOGICAL MANAGEMENT

Municipal Finance: Opportunities for Arua & Ugandan Municipalities

'Integrated Approach to Sustainable Urban and Territorial Development in Arua, Uganda', 20th to 23rd March 2018,
Organised by : UN Habitat, Arua, Uganda

Dr. Amin Tamale Kiggundu

Urban Hierarchy in Uganda

Cities	= 1 (Kampala)
	(Popn: More than 0.5 Million people)
Municipalities	= 34 (Including Arua)
	(Popn=100,000 People)
Town Councils	= 233 (New proposal to create 189 town councils)
Town Boards	= 204

New Municipal Challenges

- Preparing bankable infrastructure projects
- Fiscal constraints and chronic budgetary deficits
- Developing capital and credit markets to access long term infrastructure finance
- Attracting private sector financing and participation
- Management and allocation of investment risks
- Developing appropriate legal and regulatory frameworks
- **Ineffective subsidies:** Subsidies discourage service providers from reducing costs (Collapse of Uganda Telecom-UTL)

Sources of Funding for Municipalities in Uganda

- Local revenue
- Central government transfers:
 - (a) Equalisation grants;
 - b) Conditional grants;
 - c) Unconditional grants
- Funding from Uganda Road Fund: Road maintenance financing
- Funding from donors

Best Practices in Municipal Financing

- Most initiatives have focused on :
 - borrowing from financial institutions and development banks,
 - accessing capital markets
 - soliciting private sector participation through contracts, leases and private concessions
- The problem with commercial banks loans is, however they are very expensive and of short term in nature (**Interest rates on commercial loans are high**)

Linking Municipal Finance with Urban Form/Spatial Planning

- High urban densities and mixed use developments are critical in achieving sustainable municipal financing goals
- Mixed use developments and high urban densities are also critical in reducing travel distances and transport infrastructure demands
- **Hong Kong with 301 persons per hectare (pph) and Singapore with 78 pph urban densities have profitable and self-funded transit. This is a rare thing.**
- Density translates into demand for public transit
- Achieving transit-oriented development (TOD)

Public-Private Partnerships

- PPPs have been used to mobilise resources to fund municipal infrastructure in many cities
- Can help to allocate investment risks more efficiently
- **Efficiency** means that risks are allocated to the party best able to manage them
- For example, government is good at regulation and policy making. The private sector is good at management and mobilizing investable funds


PPP projects in Uganda

-Bujagali Hydro, Umeme concession, West Nile Power (Mini Grid Energy), Kampala-Entebbe Expressway (\$400M) and Rift Valley Railway concession



METROPOLITAN FRAMEWORKS OF CIVIC ROBUSTNESS

Mapping and Designing for East African Urbanism




Alessandro Frigerio

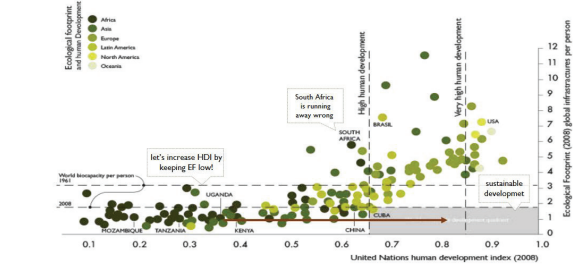
MS
[lab]

THE CHALLENGE

A PLEA FOR INCLUSIVE, DIGNIFIED, COMPACT, LOW CARBON, RESILIENT SUB-SAHARAN AFRICAN URBANISM FULFILLING LOCAL NEEDS AND DESIRES AND THE EXPECTATIONS OF SUSTAINABLE DEVELOPMENT GOALS AND NEW URBAN AGENDA



MATCHING THE GOALS OF THE GLOBAL AGENDAS IS CRUCIAL!



METROPOLITAN FRAMEWORKS OF CIVIC ROBUSTNESS

what

- *metropolitan cartography as acknowledging and decision making tool produced by open-data and made accessible through innovative media
- *guidelines for sustainable metropolitan development metropolitan strategies, urban scenarios and implementation toolkits with different degrees of openness to be implemented by participatory processes of negotiation with the wider network of stakeholders
- *capacity development programs training occasions to facilitate processes of knowledge, empowerment, decision-making, co-design through innovative tools and generalisation

MS
[lab]

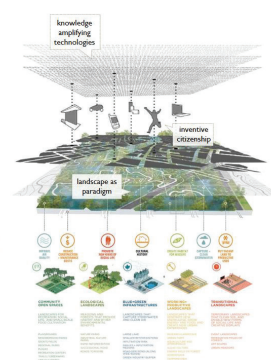
THE PERSPECTIVE /I

AN INVENTIVE SOCIO-ECOLOGICAL MODEL

A holistic perspective that redefines urban planning and designing practices, expanding their role of shaping the physical landscape to support social functions towards the integration of socio-ecological patterns improving the resilience of urban systems.

Three main theoretical perspectives can be outlined:

- > an **ECOLOGICAL SENSITIVITY**, revising the relationship between urban and natural environments and humanity
landscape ecology + landscape urbanism + ecological urbanism
- > **DIGITAL TOOLS** relying on the availability of Information and Communication Technologies (landscape, mobility, business) smart city + sensible city
- > a **SOCIO-POLITICAL APPROACH**, moving from self-regulating urban models of complexity and bottom-up claims of reappropriation of the commons.
self-regulating city + commons + people as infrastructure



THE PERSPECTIVE /2

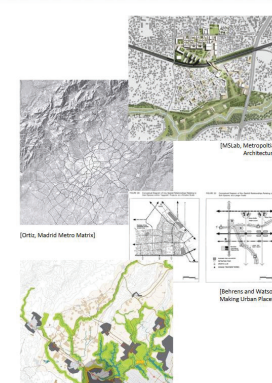
THE METROPOLITAN PARADIGM

What is the right scale to address this complexity? How the idea of public space as ordering figure should be reinterpreted in the light of the paradigm of complexity emerging from this socio-ecological models?

The metropolitan scale as conceptual framework, a telescopic inter-scalar perspective keeping together geographical structure, urban relations, local practices.

An approach emerging from:

- Metropolitan Matrix + Metropolitan Architecture (Ortiz + Contini)
- Layout planning process in South Africa (Behrens + Watson, Tolosa)
- Informal Amateurs methodology based on Latin American experiences (Gouverneur)



FRAMEWORK OF CIVIC ROBUSTNESS

= inter-scalar footprint of publicness

structural layout scenario + guidelines for sustainable urban growth (economically, ecologically, culturally)

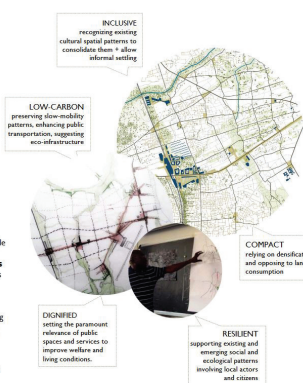
to visualize, decide on, design, implement, and monitor sustainable urban development by focusing on the robust spatial structure of the metropolitan systems.

AN EXPANDED NOTION OF URBAN DESIGN: METROPOLITANIZATION AND CRITICAL ENGAGEMENT

In opposition to a diffused behavior to consider available land in developing areas as a tabula rasa. Sustainable development should be grounded on **existing assets** and their potential to increase and evolve their value as **anchoring places**.

Frameworks of civic robustness should represent collective urban elements as robust structure facilitating adaptive and not entirely predictable occupation to be implemented by orienting and blending top-down and bottom-up existing and future investments.

What and how to map and design to drive East African urbanization towards civic robustness?



guidelines for the acknowledgement, protection, enhancement, implementation, maintenance of the metropolitan public structure

a. maps



6. INTERACTIVE TOOL

Interactivity could improve the role of framework as spatial decision supporting tools and platform of negotiation.

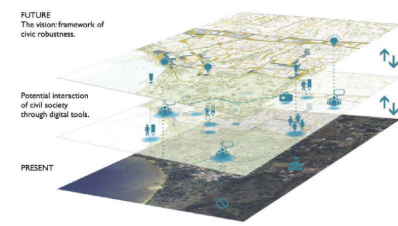
Towards innovative models of co-production: activating **crowdfunding or orienting donors** on specific projects. Information on the patterns could be expanded and **updated in real time**: verifying progresses in patterns realization or the qualities and performativity of realized ones.

An extra layer could be added to the map, with **concepts produced by citizens** composing a narrative of civic robustness and, at the same time, contributing to data collection to monitor urban conditions.

FUTURE
The vision: framework of civic robustness.

Potential interaction of civil society through digital tools.

PRESENT



ANNEX 4: GROUP WORK

Selected slides from presentations of group work on strategic interventions for Arua as Hub for the West Nile Region

MetroHUB

ARUA AS A LOGISTICAL CITY

GROUP 1 MEMBERS

1. DR. Amin Tamale
2. Mr. Banya Emmanuel
3. Mr. Stephen Muhwezi
4. Mr. Erimah Walter
5. Ms. Namale Sharon

EXECUTIVE SUMMARY	
Project's Objective	<ul style="list-style-type: none"> To improve connectivity and mobility of people, goods and services in Arua and in the region. To establish Arua as an important regional aviation and logistical hub
Problem Description <ul style="list-style-type: none"> General scope of the problem Specific aspects addressed by project 	Arua is a major boarder town that is located in the West Nile region of Uganda. Arua also competes with other towns and cities in the region for investments, foreign capital and tourists. However this is challenged by poor connectivity ,inadequate social services and low industrial productivity. <p>Specific aspect</p> This strategic plan aims to improve the competitiveness of Arua as a regional logistical city by providing connectivity ,social services and improving productivity hence making it a livable city .
Strategies to solve problem <ul style="list-style-type: none"> Summarize main strategies to address problem 	<ul style="list-style-type: none"> To improve road network Upgrade the air port Establish training institutions Develop the industrial park and business centre

FINANCIAL SUSTAINABILITY PLAN

SN	Activity	Total Budget Ushs	Source of funding	Period
01	Road improvement	1 trillion	World bank and Government of Uganda	2-5years
02	Airport upgrade	4 trillion	Government of Uganda and African development bank	3 phases of 1 st phase: 2years 2 nd phase: 3years 3 rd phase: 2years
03	Develop railway infrastructure	3 trillion	Arua Municipal Council and world bank	5years plan
04	Develop training institutions	30B	Privates sector and international Agencies	2-5 years
05	Develop the industrial/business park	1 trillion	Central government donor agencies	5-10 years
06	develop hotels	100B	Private sector	1-10 years

ACTION POINTS

Improving road works

- Opening the new road.
- Tarmacking existing roads.
- Installing street lights.
- Improving drainage
- Beautification

Upgrading the Airport

- Expanding the runway
- Building warehouses
- Construction of police station
- Fencing Airport

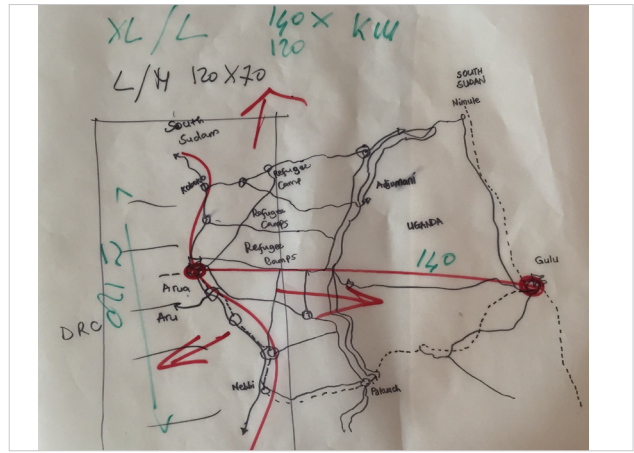
Improvement of the railway network

- Extending the Railway line to the airport and IP
- Building Railway station
- Building railway mechanical and maintenance centre

Extracts Presentation group work: Group 1 : Arua as Logistical City

MetroHUB

A multi Modal and integrated mobility Plan for Arua Municipality



SCALE INTERCONNECTION ISSUES:

3) M/S - Urban & District Scale

a) Expectations

- ✓ Strong connection between ecosystem/Arua Center/ Arua New Metropolitan Centrality
- ✓ Improved facilities & infrastructure for business and new population
- ✓ Consolidation of existing urban fabric
- ✓ Requalification of public spaces
- ✓ Environmental management (flood risk)
- ✓ Job creation /L.E.D.

b) Assets

- ✓ High population & growth
- ✓ Established social services
- ✓ Strategic geographical location and orography
- ✓ Space for expansion
- ✓ Infrastructure already in place (road, airstrip)
- ✓ Government identification as a strategic city

c) Gaps

- ✓ Land acquisition
- ✓ Financial funding
- ✓ Inadequate services to cater for the population influx
- ✓ Lack of awareness by the population about the projects (communication)
- ✓ Unreliable energy power (infrastructures hard and soft)

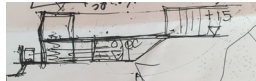


Figure 3 Railway station proposal site arrangement

gura 4 M/S Urban & district scale 5x2.5 Km



gura 5 S District Scale

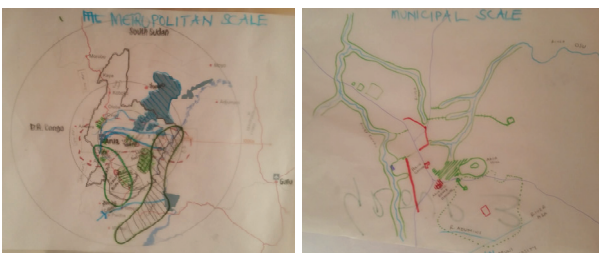
Extracts Presentation group work: Group 2 : Mobility and Connections

MetroHUB

IMPROVING WATER QUALITY OF RIVER ENYAU

EXECUTIVE SUMMARY	
Project's Objective	TO IMPROVE WATER QTY OF RIVER ENYAU
Problem Description	<ul style="list-style-type: none"> 1. Water Quality and Quantity in Arua is threatened by pollution due to poor sanitation ,agriculture encroachment and poor solid waste mgmt. 2. Land tenure system which is communal thus a challenge for enforcement 3. Deforestation of water shed 4. Shortage of energy –major source is wood fuel 5. Air pollution 6. Challenge of protecting / maintaining public space-they are not interconnected, heavily encroached, not accessed, insecure and are vulnerable to land use change 7. The streets are poorly designed-Complete with many users a 8. Absence of the necessary infrastructure in the open spaces
Strategies to solve problem	<p>Specific aspects to be addressed</p> <ul style="list-style-type: none"> 1. Protect the water shed 2. Public space mgmt <p>Strategies to solve problem</p> <ul style="list-style-type: none"> 1. Mapping all the natural assets associated to water sources in Arua. 2. Develop an integrated water mgmt plan for Arua Water catchment Area including social ,economic , Environment, cultural concerns. 3. Undertake Stakeholder mapping and consultation 4. Design the open spaces incorporating the multiple values 5. Disseminate and Publicize the plan

Plans, sketches or pictures using the territorial approach



ACTION POINTS FOR THE REGIONAL SCALE

- The mayor of Arua should initiate efforts of setting up a committee involving all the stakeholders (all the sub-counties,Nema,Ministry of water and environment etc)
- Mapping all activities along the catchment zones
- Regulating activities along the river bank to reduce flooding
- Developing a bankable proposal for funding

ACTION POINTS FOR THE LOCAL SCALE

- Routine sensitization of communities along the catchment zones
- Construction of water reservoirs in areas outside the Municipality to avail water for production
- Buffering off the river banks to avoid encroachment
- Incorporating of the project issues into the 5 year PDPs

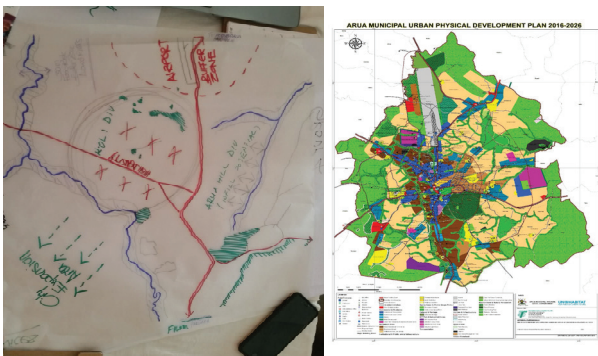
Extracts Presentation group work: Group 3 : Blue and Green Corridors

MetroHUB

ARUA MUNICIPAL COUNCIL
 Improving the housing situation in Arua:
 Infill areas and planned city extensions

Specific aspects addressed by project

- Environment issues (Protecting the remaining open green spaces and ecologically sensitive areas from further encroachment e.g.R.Enyau)
- Housing issues (Providing social housing for the poor, 20,000 housing units by 2040, average HH of 7 people)
- Accessibility issues (construct access roads)
- Recreation and hospitality (provide open spaces and hotels)
- Social services (build more tertiary institutions and health facilities)



Strategies to solve problem

- In filling areas with low density in Arua Hill Division, in the short and medium term
- Construct more high rise buildings in R.Oli Division to accommodate more 5000 HHS
- Maintaining buffer zones of River banks (30 m)
- Expand to the nearby sub counties in the long run
- Developing bylaws to protect the remaining open spaces

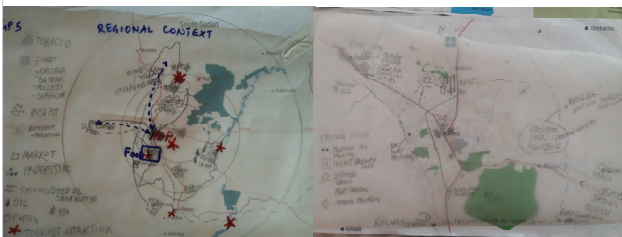
Extracts Presentation group work: Group 4 : Housing strategy for Arua

MetroHUB

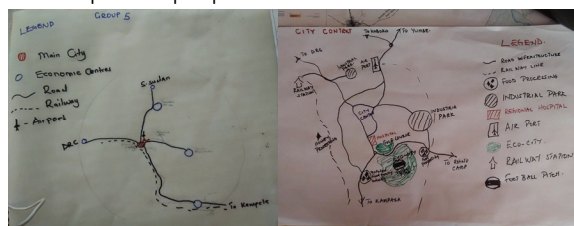
Enhancement of Economic
 Vibrancy in West Nile Region

EXECUTIVE SUMMARY	
Project's Objective	To create employment opportunities for west Nile region
Problem Description	West Nile region is one of the regions in Uganda with high rates of unemployment. Where as the region boasts of a lot of potential in terms of economy and trade, such potential has not been tapped into by the local Masses. The economy of West Nile depends mainly on Agriculture which employs over 80% of the households. This particular project proposes to create livelihood opportunities for the population of Arua and its surroundings through value addition. Especially in the areas of Agribusiness enterprise development. The other aspect would focus on the cultural and nature preservation.
Strategies to solve problem	The main strategy is "to create an economic corridor/metropolitan area in the West Nile Region" Action Points 1. Infrastructure Development example Markets, Road network, Airport 2. Investing in agriculture sector, commercializing and value addition 3. Identification of suitable areas for industrial development within the region 4. Improving Electricity supply 5. ICT enhancement

Regional Potential



Spatial presentation of the Economic development proposals



Extracts Presentation group work: Group 5 : Economic potential for the Arua "Metropolitan Area"



Group 6 – Social Services & Facilities
Health Facilities for Arua Region

Hilal Naseem , Afeku Isa Kato, Gilbert Kiracho, Mabala Samuel,
 Ajobe Mahamud, Findru Alo Mozes and Branko Cavric

PROJECT OBJECTIVES

- To establish hierarchy of selected social services at regional level in order to meet settlement rank and catchment areas demands (locally, nationally and internationally – eg. Neighboring DRC and SS)
- To determine the population of the settlement (population and geographic catchment of the major settlement centres) and thus establish the basic population demand which determines what social facilities should be provided for that settlement.
- To agree on the settlement type related to population and settlement role (e.g. Arua, Nebbi, Koboko and Zombo - see Map).

STRATEGIES TO SOLVE PROBLEM (Criteria and Standards)

Main strategies and standards for **Referral Hospital (Level 3)**

Description

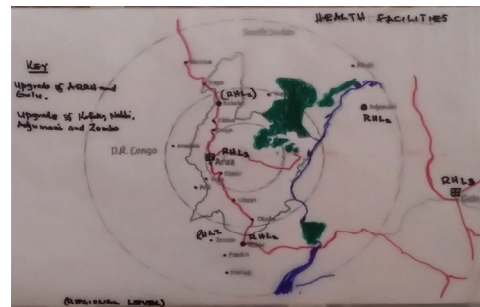
- Provides specialist and sub-specialist care as defined for level 3 services; receives referrals from and provides sub-specialist support to regional hospitals; public sector definition depends on the range of specialties provided

Threshold Issues

- Generally planned for on a national or provincial scale – planning should be aligned through District Municipality or Provincial Spatial Development Framework or Plan if such exist

POPULATION THRESHOLD	2 400 000 people
ACCESS DISTANCE	Location on key access routes within the metro area is more important
SITE SIZE	Up to 35 ha; design dependent

LOCATION OF HEALTH SERVICES IN ARUA REGION



Extracts Presentation group work: Group 4 : Housing strategy for Arua



Arua is a market town, but facilities need to be updated © Alessandro Frigerio

NOTES AND REMARKS



Uganda's Permanent Secretary, Ms. Dorcus W. Okalany signing the MoU with UN-Habitat, Nairobi 2017

Promoting a territorial approach by applying the UN-Habitat MetroHUB methodology: The MetroHUB Planning Studio in Arua introduced participating Ugandan government officials to an inclusive and integrated way of planning for sustainable development.

The MetroHUB emphasises the importance of planning across administrative boundaries, across planning scales and integrating financial, governance, social and environmental considerations when developing "acupuncture projects" - for economic, social and environmental sustainability.

UN-Habitat and its partners for this capacity development advocate for an integrated territorial approach that fosters collaboration and communication between national and local planners and includes all relevant stakeholders - for participatory and transparent planning processes.

At the Arua Planning Studio, participants developed strategic project proposals for the Arua "Metropolitan Region" with Arua as hub and economic centre - showcasing economic potential, while raising awareness for environmental protection and social aspects.

Metro HUB

For further information, please contact:

UN-Habitat

Regional and Metropolitan Planning Unit

Urban Planning and Design Branch

rmpu@unhabitat.org

www.unhabitat.org

For more publications on Regional and Metropolitan Planning, please see <http://urbanpolicyplatform.org/>