



UN-HABITAT

URBAN DEVELOPMENT PROGRAMME FOR THE SOMALI REGION

SHEIKH

FIRST STEPS TOWARDS STRATEGIC URBAN PLANNING



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SHEIKH

FIRST STEPS TOWARDS STRATEGIC URBAN PLANNING

INTRODUCTION

first steps towards strategic urban planning

The city of Sheikh has been undertaking, in collaboration with UN-HABITAT, a series of steps towards balanced urban development:

- **a city profile**, undertaken by a team of local experts, prepared the necessary database for the Sheikh City Consultation and gave the opportunity to identify and mobilize key stakeholders for the participatory planning process.
- **a city consultation** (1) built a common vision for the desired future of the city, (2) identified priority needs and related areas of strategic intervention, and (3) reached an agreement on the action plans to be implemented and on the roles of the different stakeholders concerned.
>>> more on this on pages 28–29.
- **an urban spatial analysis**, carried out by UN-HABITAT experts, gives a basic spatial understanding of the town and highlights concrete challenges and priority areas of intervention.
>>> more on this on pages 19–25 and 32.
- **an action plan**, agreed by the local stakeholders during the city consultation, aimed at testing and demonstrating the validity of the applied principles of strategic development planning.
>>> more on this on pages 30–31.

objectives of the report

This document illustrates the first steps towards participatory town planning. It combines the results of the city profiling and the city consultation with the spatial analysis of the city developed by UN-HABITAT. The main objectives of this publication:

- **documenting the process** undertaken by Sheikh Municipality.
- **recording the outcomes** of the first broad consensus on urban issues, priority urban interventions, and action plans.
- **introducing spatial analysis** as a tool for strategic planning.
- **providing a comprehensive methodological tool for strategic urban planning.**

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BACKGROUND

CHRONOLOGY

1912	Report of first huts being built in Sheikh
1939	Sheikh's first military force is formed
1959	First secondary school opens
1961	General hospital is built
1972	District is named
1988	Town is destroyed by Siyad Barre regime. People cross the border to Ethiopia
1992	Reconciliation conference for Somaliland is held
2002	SOS Secondary School opens
2006	Inauguration of the Sheikh Technical Veterinary School



Sheikh City is located along the main Berbera–Burao route, approximately 60 kilometres from the sea, which gives it good accessibility and presents opportunities for development.

Its favourable climatic conditions have established Sheikh as a place of retreat from the arid lowlands and coastal areas during the hot season.

Agriculture and small businesses of various types provide the main sources of livelihood in this area, but the unemployment rate is very high.

The provision of basic services is not adequate, although Sheikh's role as administrative centre when the region was a British protectorate led to the establishment of quality education and health facilities servicing the region.





population

Sheikh is a small city in Somaliland. The population of Sheikh and its surrounding areas is about 35,100 (UN-HABITAT estimate in 2006).

climate

Temperatures range between 22 and 36 degrees Celsius. In the cold months (December–January), the temperature is as low as 5 degrees. The average humidity is 40 percent, with an average annual rainfall of 523 mm.

topography

The town is situated in the mountainous area of Golis between Berbera and Burao, at 1,450 metres above sea level. An escarpment borders the town to the north-east and south-west.



VISION

for the future of Sheikh

“Peaceful, clean, beautiful, and modern city, with well-developed services and attractive facilities for residents and tourists.”

** the slogan for Sheikh's development chosen by the participants of the Sheikh City Consultation (see pages 33–34)*

next section:

STRATEGIES FOR DEVELOPMENT

building the future

During the Sheikh City Consultation, local stakeholders agreed on priority interventions for their city. This section offers an overview of problems, objectives, strategies, and actions identified by the stakeholders in relation to three key problem areas: basic services, urban governance, and the environment.

STRATEGIES FOR DEVELOPMENT

building the future



According to the participants of the Sheikh City Consultation, the most urgent need to be addressed is the provision of adequate services for all.

problem

Water scarcity.
Poor water distribution.
Poor water quality.

objective

Provide sufficient clean water to all the residents of Sheikh (houses and public facilities).

strategy

Increase the funds for water delivery.

Improve the management capacity, transparency, and accountability of the water agency.

Upgrade and extend the water system.

Poor health conditions of the population.

Ensure a healthy population.

Rehabilitate and extend the existing facilities of the Sheikh hospital.

Improve the sanitation system.
Improve solid waste collection and disposal.
Reduce illegal dumpsites and waste-related diseases.

Inadequate education services.

Provide adequate education to the population.

Rehabilitate and extend existing schools.

Poor condition of the road network.

Maintain and improve the roads linking the city to villages in order to improve commercial activities.

Improve cooperation among the local council, vendors, and all other relevant stakeholders.



actions

Improve the revenue collection of Sheikh Municipality and Sheikh Water Agency.

Extend the water agency offices.

Consolidate the results of previous capacity building efforts and provide further management training. Support additional improvements in administration, financial procedures, management, and technical operations. Improve transparency in the management of the water system. Computerize the billing and accounting system of Sheikh Water Agency.

Explore possibilities for the establishment of public-private partnerships.

Establish an effective regulatory framework that creates clear roles and responsibilities for all actors in the water sector. This includes defining the role of the Ministry of Water and Mineral Resources, the municipal authority, the water agency, and other actors.

Install and connect existing boreholes to the distribution system. Replace old pipelines and extend the water distribution system to unserved areas (up to 600 new families). Rehabilitate and construct new water kiosks. Rehabilitate and install generators and other technical equipment. Rehabilitate the existing booster tank and construct an additional booster storage tank (while increasing the booster pump capacity). Rehabilitate existing reservoirs and construct new ones in required neighbourhoods. Increase the volume of the middle water tank reservoir to accommodate sufficient storage capacity. Protect the borehole at Dubar from flooding.

Conduct a feasibility study for a large ground reservoir and the most suitable location for a gravity-based distribution system.

Explore the option of rainwater harvesting (e.g. roof catchment).

Open an account for hospital fund-raising and set up a hospital rehabilitation committee. Contact possible donors and expand resource mobilization.

Enhance the collaboration between local, regional, and central government institutions and international agencies.

Clean and paint the hospital.

Enhance the collaboration among the local authority, the community, and the humanitarian agencies. Explore possibilities for public-private partnership arrangements for garbage collection and disposal. Improve the waste management system through the placement of skips at appropriate sites.

Establish a new landfill. Clear the solid waste from informal collection points and reclaim illegal dumpsites for public purposes.

Raise awareness on health and sanitation issues. Provide basic tools and equipment for efficient waste collection. Set rules and regulations to govern sanitation practices in Sheikh town. Provide adequate public sanitation to markets.

Establish effective collaboration between central and local government, with the support of humanitarian agencies.

Expand Omer Binu Khadab and Wayrah Schools.

Provide sufficient water to schools. Introduce recreational spaces and improve the basketball courts and football grounds.

Create a management committee for road rehabilitation and related community mobilization.

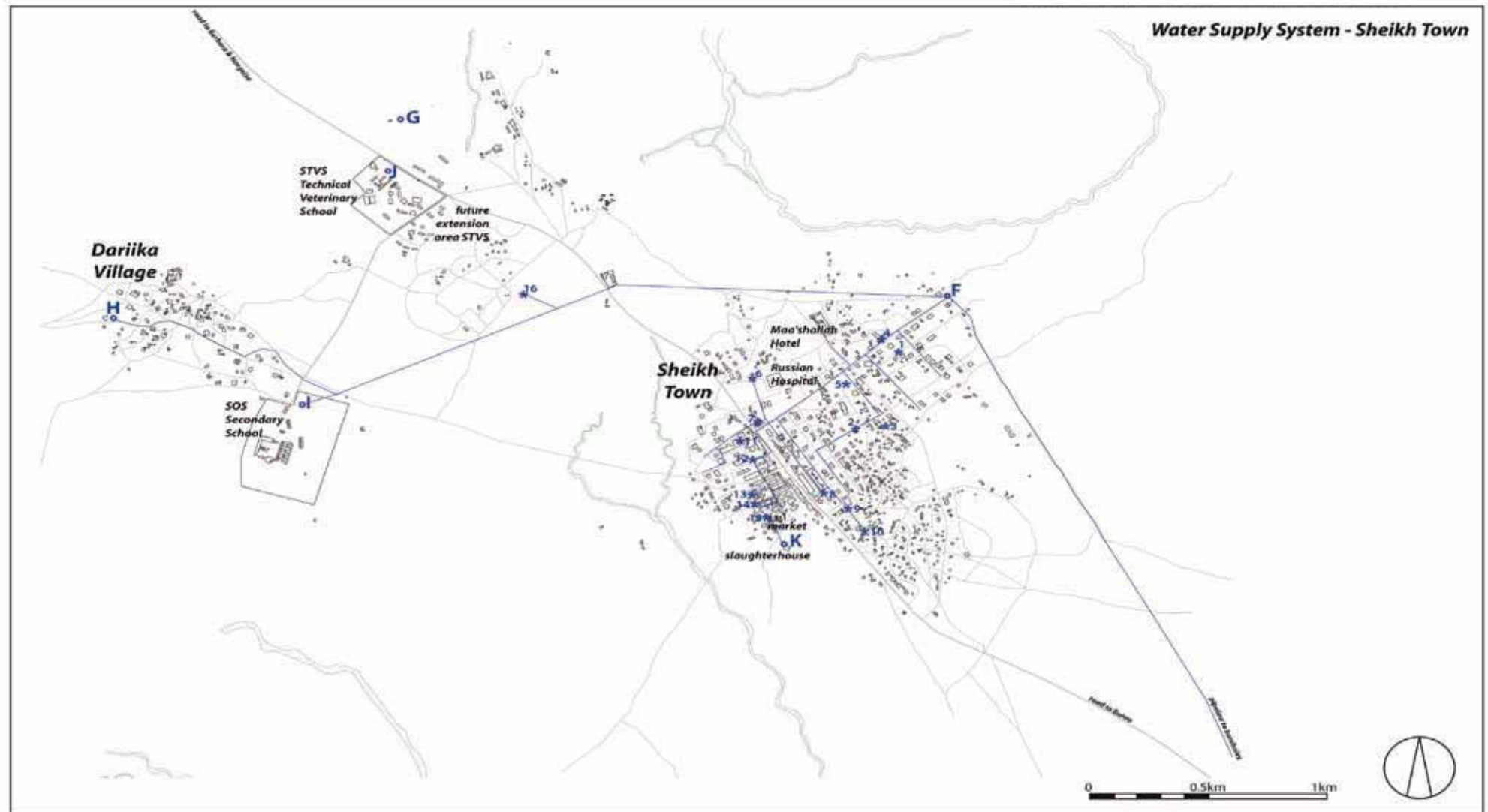
Explore funding sources to support activities such as the World Food Programme food-for-assets programme.

Build the asphalt roads indicated in the development of the town plan.

STRATEGIES FOR DEVELOPMENT

building the future

- | | |
|--|--|
|  properties | F Water Tank |
|  water kiosks [formal and informal] | G Old British Water Tank [not in use] |
|  main road | H Dariika Village Water Tank |
|  secondary road | I SOS Secondary School Water Tank |
|  water distribution system | J STVS Technical Veterinary School Water Tank |
|  temporary river beds | K Slaughterhouse |



Water Supply System - existing Distribution System: Sheikh, Somaliland [2/2]

basic services



water

In recent years, Sheikh has experienced steady growth. However, the expansion of the water system, which included an improved distribution network and more booster and storage tanks, has not sustained the burgeoning city. As a result, provision of piped water at the household level is poor, informal connections to the mains have increased, and the slaughterhouse and market area have an insufficient water supply and unhygienic conditions.

The SOS Secondary School, which hosts more than 350 students and staff, and the Sheikh Technical Veterinary School opened in September 2007, adding to the residential water demand.

Due to the lack of a clear management strategy, the maintenance of the water supply has been inadequate since the upgrading of the system in 1999 (by UN-HABITAT and UNICEF). There have been attempts by both UNDP (funded by the Sheikh Said Foundation) and Terranova (with the veterinary school) to improve the town's water supply by drilling additional boreholes. However, the wells still need to be connected to the water system, while the existing network requires upgrading and expansion.

The improvement of the management capacity of Sheikh Water Agency is key to guaranteeing the long-term sustainability of water provision to the town. The feasibility of a public-private partnership needs to be explored to improve service delivery, enhance investment, and establish sustainable financial management.

electricity

A private power company is currently providing electricity, but it is sold at rates unaffordable to many. The public power plant needs to be rehabilitated, possibly through a public-private partnership.

solid waste

Sheikh has a proposed new landfill site. It is located approximately five kilometres north-east of the city, on public land with good road access. The project will considerably reduce the many informal dumping sites scattered across the city.



the city, the services, and the poor

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

1 dispersed city



LEGEND:

- consolidated settlements
- new settlements
- services

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

**a dispersed city means:
doubling of services = doubling of costs**



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

2 compact city



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

This is the urban development model suggested for Sheikh!

STRATEGIES FOR DEVELOPMENT

building the future

The second-highest priority raised at the Sheikh City Consultation was the enhancement of governance structures.

problem

objective

strategy

The administration is characterized by structural weakness in service delivery, revenue collection, financial management, transparency, accountability, and long-term planning.

Strengthen the administration.
Improve financial management.

Improve staff morale and efficiency.
Conduct training. Improve the transparency of municipal expenditures.

Poor relationship between the local council and the community.
Hostile relationships among councillors.

Ensure an open and accessible administration that consults with all its citizens and responds to their needs.

Improve the relationship and dialogue between community groups and municipal authorities.
Implement joint activities and monitor municipal projects.

Damaged government buildings and poor municipal facilities.

Establish functioning public building and municipal facilities.

Prioritize the interventions and engage in fund-raising.

Lack of a town plan.

Achieve a well-organized city that responds to the demands of the community.

Encourage the development of a plan and establish the capacity to manage it.

actions

Establish a system to evaluate the performance of municipal staff. Reward performing personnel with a salary increase.
Develop training schemes for local councillors and municipal staff.
Reorganize municipal operational structures.
Publish and broadcast the municipal budget and expenditures.
Actively mobilize resources through taxation and fund-raising.
Create an environment that encourages international development agencies to operate and Somali businessmen to invest.
Strengthen the role of women in local governance.

Form a committee to foster the relationship between the local council and the community.
The local council to initiate frequent meetings with different segments of society.
Raise awareness among governmental and civil society organizations about the importance of building successful cooperative mechanisms.
Improve the leadership and management of the local council and municipality through transparency among councillors and the implementation of an action plan.
Support capacity-building programmes for women.
Conduct a two-day workshop on gender training and strengthening the role of women in local governance.

Prioritize the rehabilitating of public buildings with the help of the Ministry of Public Works and the municipality.
Expand the municipal building with at least four new offices, furnish the facilities, and provide office supplies.
Organize consultations to identify stakeholders interested in investing in the renovation of public buildings and facilities (private sector, international agencies, diaspora, etc.).

Draft an appropriate town plan.
Establish supportive legal frameworks.
Create a strategic planning unit to guide the city planning (Core Development Team).
Conduct capacity building for municipal staff and other key urban development actors.

STRATEGIES FOR DEVELOPMENT

building the future



problem

Lack of economic opportunities.
Unemployment.

objective

Ensure a dynamic economy with
good employment opportunities.

strategy

Upgrade existing market facilities
and create a properly functioning
market area.

Improve the skills of the population,
especially women.

Weak agricultural production.

Improve the quality and quantity
of crop production.

Conduct training for farmers.
Provide tools.

STRATEGIES FOR DEVELOPMENT

building the future



problem

Environmental degradation.

objective

Ensure a clean and healthy
urban environment.

strategy

Improve environmental
management.
Raise awareness on hygiene and
environment.

Deforestation and
soil erosion.

Encourage reforestation.
Combat soil erosion.
Beautify the urban environment.

Engage in extensive tree planting.
Encourage the use of energy
sources that are alternatives to
charcoal.
Stop tree cutting.

Illegal fencing of grazing land.

Restore 80 percent of the former
grazing land.

Improve land management.



actions

Establish a committee for market and slaughterhouse rehabilitation and extension.
Fund-raise and mobilize resources for market rehabilitation.
Ensure a proper rehabilitation process and good management of the upgraded facilities.

Establish skill development schemes.
Open women's centres.

Organize training sessions for farmers in collaboration with the authorities, relevant institutions, and aid agencies.
Encourage joint efforts among all local stakeholders, authorities, and aid agencies to raise funds for good seeds and the provision of tools for farmers.



actions

Establish an environmental department in the municipality in charge of encouraging collaboration with the Ministry of Environment, the local communities, and local and international agencies to protect and upgrade the urban environment.
Establish initiatives such as World Environment Day celebrations, cleaning campaigns, tree planting campaigns, etc.
Upgrade and extend the existing slaughterhouse and market.

Plant 1,500 trees of different species throughout the Sheikh area.
Outline contours for soil erosion control and identify and protect seasonal grazing land.
Conduct media campaigns to encourage the use of different sources of fuel for cooking.
Stop tree cutting for charcoal in the area through monitoring and fines.
Involve private investors and humanitarian agencies interested in providing alternative energy sources.

Strengthen local land management with capacity building and training, and assess further support needs.

next section:

SPATIAL ANALYSIS

putting actions in place(s)

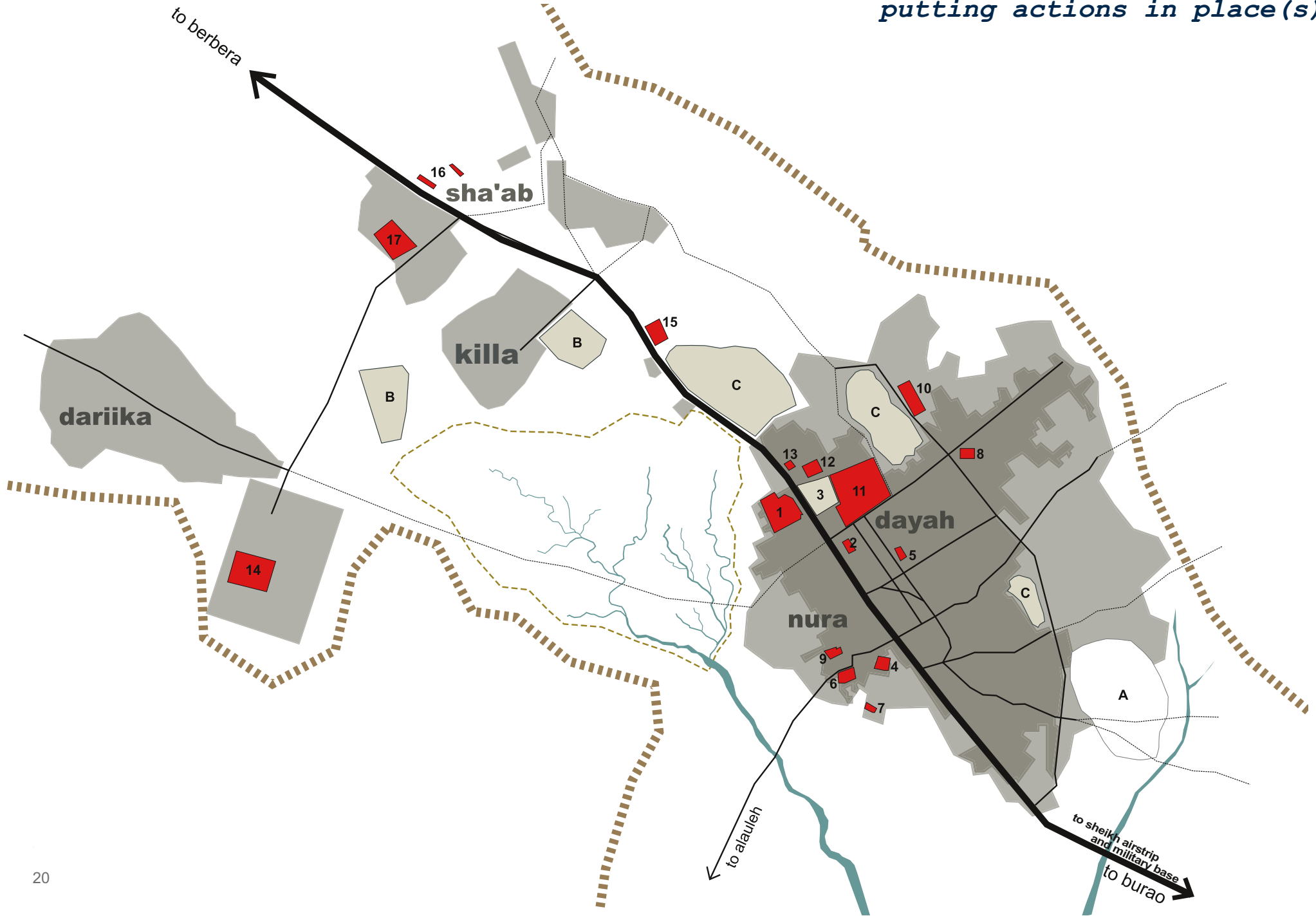
This section helps to develop a basic spatial understanding of the town, its main characteristics, and its potential. Spatial Analysis is one of the most important tools for strategic planning because it enables the planning and positioning of interventions according to an overall development strategy, maximizing the results of the investments to the benefit of the whole city.













Sheikh authorities during a map reading and drawing session

SPATIAL ANALYSIS

putting actions in place(s)



STRUCTURING ELEMENTS LEGEND:

-  built-up area
-  dense built-up area
-  main road
-  secondary road
-  alley
-  building of public interest
-  other elements of public interest
-  area subject to erosion
-  gully
-  escarpment
- A hill
- B playground
- C cemetery
- 1. municipality
- 2. school
- 3. civic space
- 4. old theatre
- 5. school
- 6. market
- 7. slaughterhouse
- 8. mosque
- 9. mosque
- 10. Mashallah Hotel
- 11. hospital
- 12. clinic
- 13. power / telecommunication centre
- 14. SOS Secondary School
- 15. primary school
- 16. Ayaan Secondary School
- 17. Sheikh Technical Veterinary School

what are structuring elements?

Structuring elements are outstanding and recognizable urban factors around which the space and activities of the city are organized.

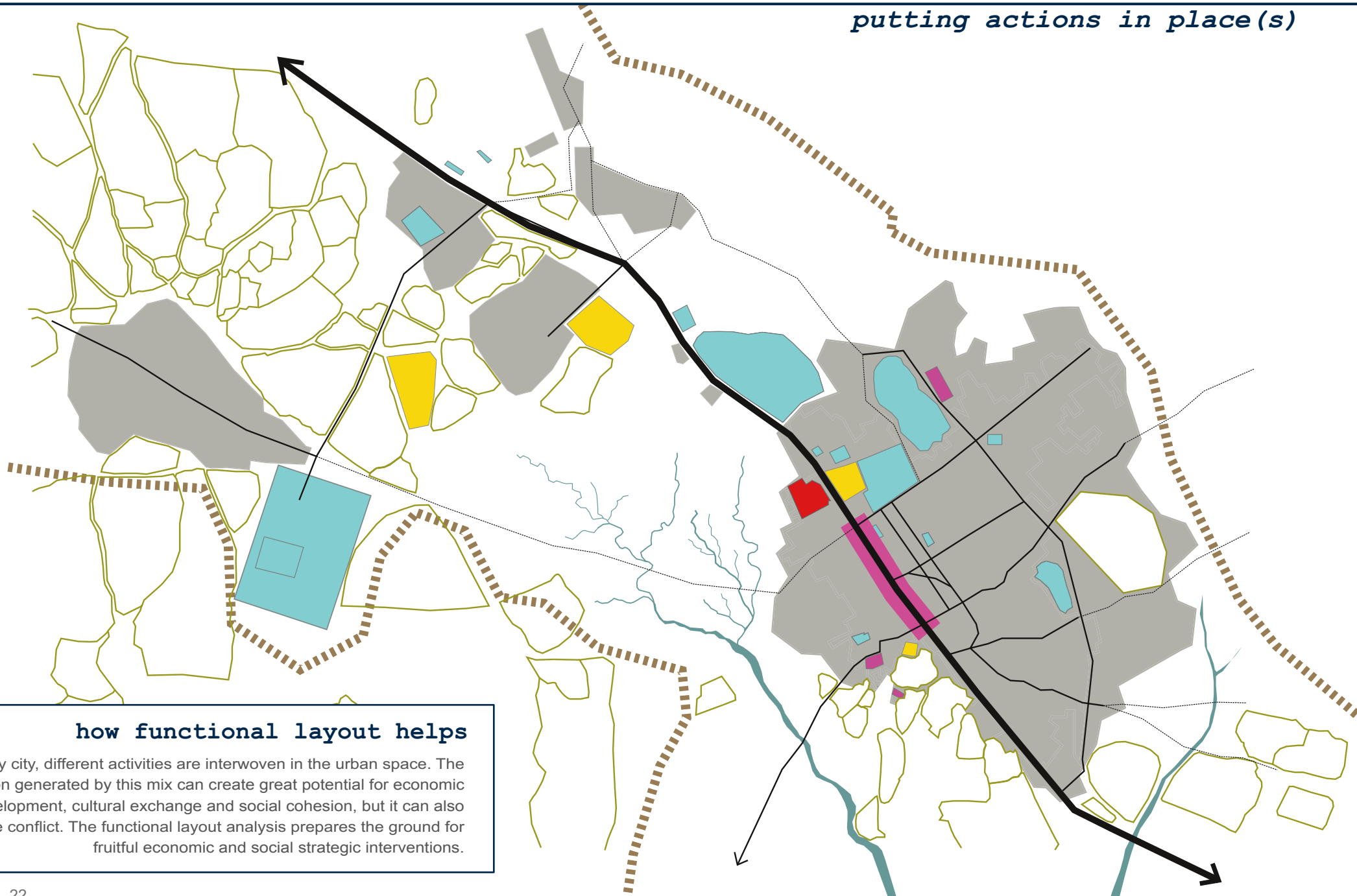
Identifying these elements and adequately taking into account their impact on the project is crucial for planning any urban intervention.

example: road repair

Mapping the structuring elements – main public buildings, markets, main commercial areas, etc. – is necessary to correctly prioritize road-upgrading interventions. In this way, the whole town will benefit from minimum cost interventions.

SPATIAL ANALYSIS

putting actions in place(s)



how functional layout helps

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

FUNCTIONAL LAYOUT LEGEND:

-  mainly residential
-  institutional
-  recreational and sport
-  commercial
-  services and infrastructure
-  farms and grazing land

-  main road
-  secondary roads
-  alleys

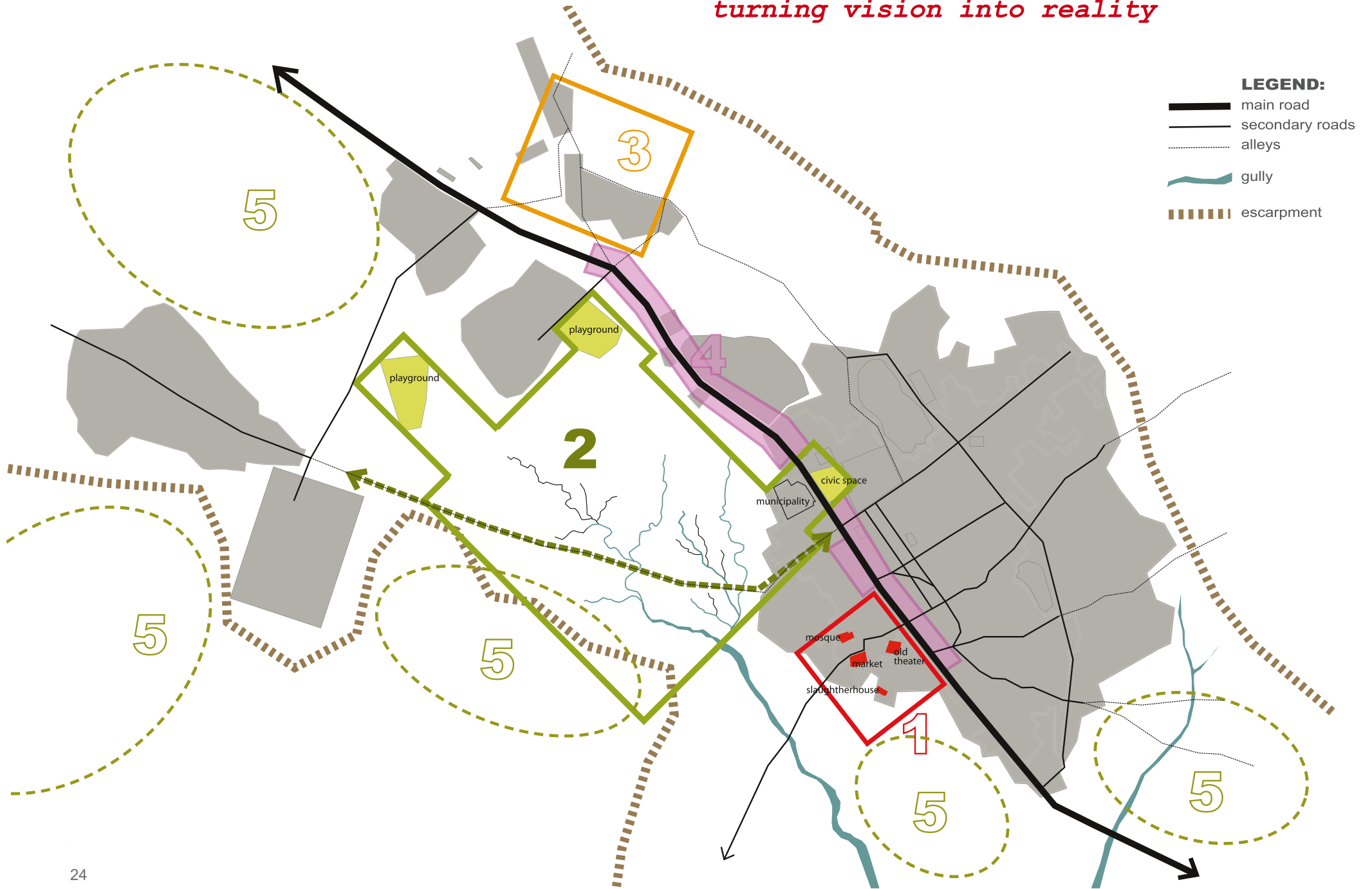
-  gully

-  escarpment



DEVELOPMENT POTENTIAL

turning vision into reality



1

REHABILITATION OF THE SHEIKH MARKET AND THE SURROUNDING AREA – Although a formal market was built in the past and renovated in 1996, the space is empty and vendors occupy the surrounding streets. Nearby is a mosque and the old theatre, which lies in ruins. There is the potential to develop the entire quarter based on these key elements of the urban fabric – renovating and upgrading the market and the slaughterhouse and rehabilitating the theatre.

The Sheikh City Consultation highlighted the rehabilitation of the market and the slaughterhouse as key priorities.

[see pages 16 & 17](#)

UN-HABITAT is currently supporting the municipality to rehabilitate the market.

[see pages 34 & 35](#)

2

LANDSCAPING AND ENVIRONMENTAL PROTECTION – The area indicated is vulnerable to soil erosion and deforestation. The participants of the Sheikh City Consultation indicated some strategies for the rehabilitation of the area and to avoid further environmental degradation.

[see pages 16 & 17](#)

Tree planting and protection from erosion could be coupled with the development of the site into a public park, linked to the recreation spaces that border it. A better link between the Dariika area and the Nura and Dayah areas could be developed.

3

REHABILITATION OF THE SHA'AB AREA – The participants of the Sheikh City Consultation developed the following motto for the development of their town: “Peaceful, clean, beautiful, and modern city, with well-developed services and attractive facilities for residents and tourists.”

[see page 9](#)

In line with this vision, the old British quarters and structures could be rehabilitated and converted to public use as guest houses, a resort for seasonal residents and vacationers, public institutions, etc.

4

DEVELOPMENT ALONG THE MAIN ROAD – Economic development could be boosted by filling the gaps along the main road with trade-related activities.

5

ENHANCING AGRICULTURAL PRODUCTION AND GRAZING LAND – The participants of the city consultation highlighted the need to enhance the agricultural production of the region and re-establish former grazing land. Strategies for achieving this are indicated in the previous pages.

[see pages 16 & 17](#)

TABLES

the approach
the completed projects
the ongoing projects

CITY CONSULTATION

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

Key principles of a city consultation:

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

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



SHEIKH CITY CONSULTATION

28 June - 15 July 2004

All stakeholders, including local authorities, local NGOs, women’s groups, traditional and religious leaders, and the private sector, were represented in the consultation and women’s participation was strong.

Stakeholders agreed on a vision for the district, priorities for action, and ways to improve relationships among the different stakeholders. Mixed action plan committees were formed to develop the different priorities. A well-attended public meeting was held to communicate the results of the city consultation to the community at large.

List of participants

name	organization
Abdi Artan H. Abokor	Vice Mayor
Abdulkadir Abdullahi Yasin	Member of Council
Ahmed Hasan Ba	Elder
Ali Abdi Adan	Teacher
Abduladif Abdullahi	Water Officer
Ali Ahmed H Abdullahi	Executive Secretary of Local Government
Adan Ahmed Jibril	Youth Group
Ahmed Mohamed Gutale	Commander in Police Force
Basha Mohamed Muse	Amal (local NGO)
Ibrahim Abdullahi Absiye	Member of Council
Kadiija Husein Hassan	Women Group
Mahomed H. Yusuf	Archeologist
Mahomed Mahomud Handule	Chief
Nuura Yusuf Mohamed	Member of Women’s Group
Osman Ali Kirih	Commander of Military
Yusuf Ahmed Jama	Trader



what is an...?

ACTION PLAN

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

Objectives of the action plans:

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

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

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

the hospital before...



...the hospital during...



SHEIKH ACTION PLAN

REHABILITATION OF THE SHEIKH HOSPITAL AND TREE PLANTING

After being damaged during the civil war many years ago, Sheikh General Hospital has not functioned, and patients have had to travel to hospitals in Burao or Hargeisa. The hospital's rehabilitation could restore Sheikh as an important health and educational centre in the region, and this was selected as a priority action by the participants of the Sheikh City Consultation.

The action plan was implemented as a follow-up to the city consultation. Through women's groups, a large number of women in the community were mobilized over five days to clean up the hospital buildings and grounds. The community further contributed with the purchase of paint, and men came with their own equipment to repaint the exterior of the hospital.

The **key elements** of the action plan:

- Phase 1:* **Cleaning up the hospital building and grounds**
 - ➔ Basic upgrading (painting of exterior)
 - ➔ Mobilizing extra funds (from the diaspora)
- Phase 2:* **Greening and fencing the grounds with trees and bushes**
- Phase 3:* **Opening up an outdoor patient ward**
- Phase 4:* **Further rehabilitation and creation of extra health services (dependent on the mobilization of funds)**

The Health Action Plan Committee took quick initiative and a phased rehabilitation plan for the hospital was elaborated in the weeks after the city consultation.



...and the hospital after the intervention

URBAN SPATIAL ANALYSIS

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

objectives:

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

methodology:

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

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

URBAN SPATIAL ANALYSIS AND STRATEGIC PLANNING

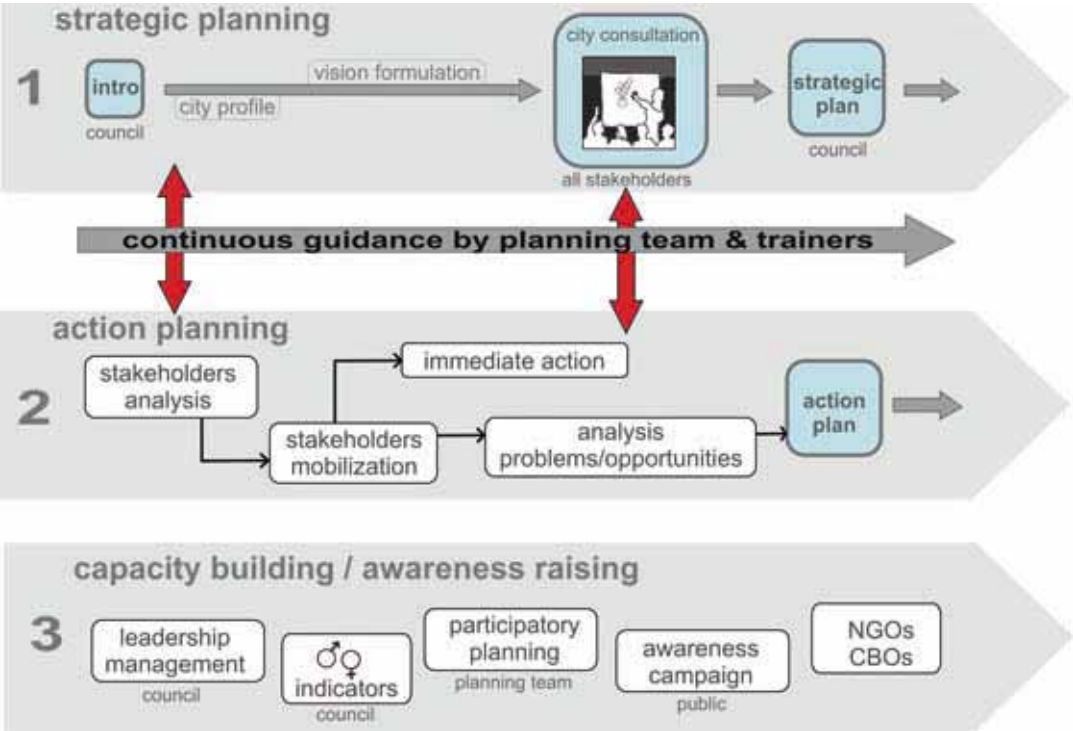


As shown in the graphic above, Rapid Urban Spatial Analysis is just one of the first steps of the planning process.

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

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

The graphic below illustrates the three-dimensional strategic planning process.



REHABILITATION OF THE EXISTING SHEIKH MARKET

The participants of the Sheikh City Consultation indicated the rehabilitation of the market and the upgrading of the surrounding area as a priority. UN-HABITAT is supporting the municipality in the rehabilitation. Along similar lines, other projects could be developed.

PROBLEM: Lack of economic opportunities and unemployment.

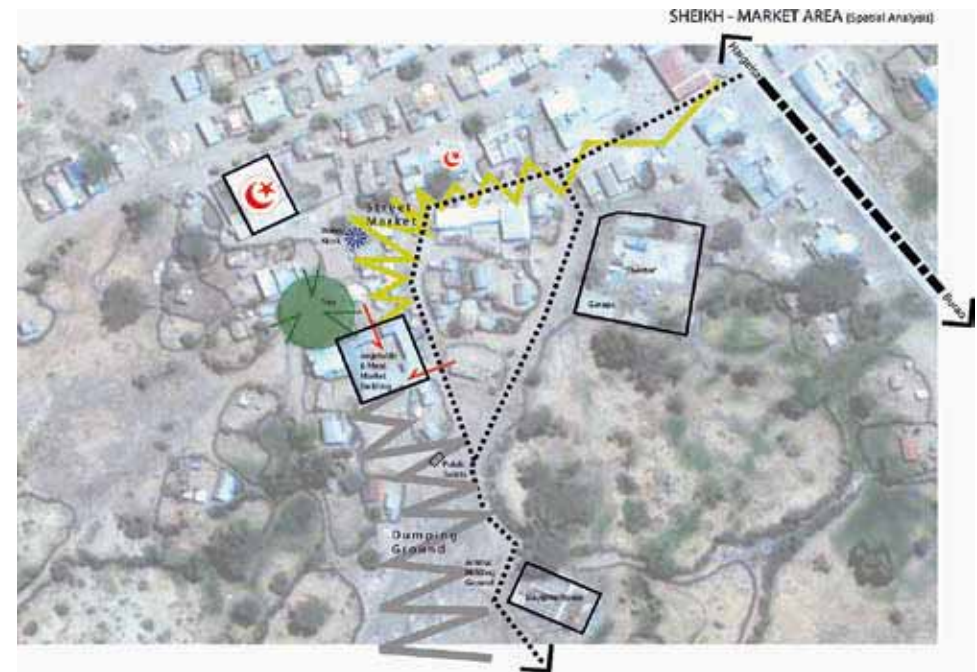
OBJECTIVE: Dynamic economy and good employment opportunities.

STRATEGY: Extend and improve the existing market and create a properly functioning market area.

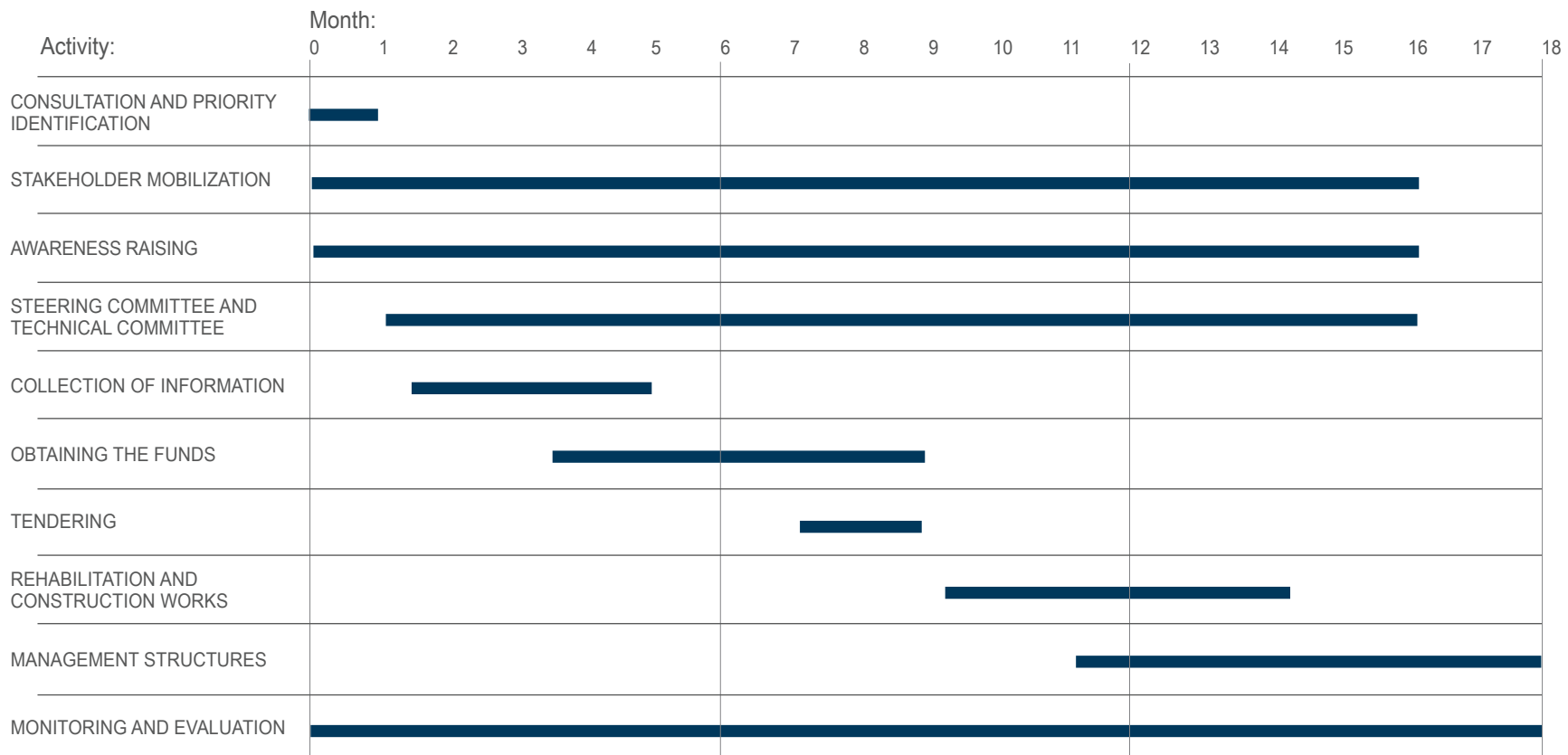
The market structure was erected in the late 1960s and has barely been occupied since that time. It is only used in the morning, by meat vendors who come directly from the slaughterhouse and offer their products in the central open space of the market. There is poor hygiene, partly a result of the lack of access to water. Overall, the market is too small to cater to all vendors, which is why vegetable and cloth vendors set up outside the structure. The unused meat section has been completely abandoned. There is only one entrance gate to the market, which gives the market – located at the fringe of the city – a front side and a back side. The latter is completely uncared for and has become an informal solid waste collection point, thereby exacerbating the unhygienic conditions in the area between the slaughterhouse and the market building.

Being the only market in this small town, the provision of a properly functioning market building and surrounding area is key to creating a healthy environment for trade in fresh produce. Most Sheikh residents rely on produce from the market, as do the town's institutions – SOS Secondary School, Sheikh Technical Veterinary School, and Mashallah Hotel, the only hotel in town.

During consultations with the local council, community representatives, and representatives of the vending community, the upgrading of the market building and its vicinity – in addition to the slaughterhouse – was identified as one of the main priorities of the town. The project is being implemented and will be completed by the end of September 2008.



AND UPGRADING OF THE SURROUNDING AREA



UN-HABITAT has been very active in Somaliland since 1996, and the main focus of its activities has been in the following fields:

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

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

1. Urban Development Programme for the Somali Region

Activities: (1) **legal and institutional reforms** – assessment of land tenure options for IDPs and returnees, analysis of the land legal framework; (2) **municipal governance** – organization of urban forums, support to the Association of Mayors; (3) **strategic urban planning and development control** – development of resettlement plans for displaced populations in major towns, capacity building for local authorities, development of town plans; (4) **urban land management** – setting up property taxation in Hargeisa, land information surveys in Boroma, setting up GIS and land management units in Hargeisa and Boroma Municipalities, production of base maps and thematic maps for major towns; (5) **municipal finance** – training for municipal staff, assessment of municipal finance software options; (6) **basic urban service delivery** – assessment of solid waste systems, support to local authorities to set up improved solid waste management systems, technical and practical support to municipalities to set up waste collection systems; (7) **local economic development** – economic profiling of four towns, support to authorities to set up public-private partnerships, labour-intensive employment generation projects; and (8) **local projects** – rehabilitation of a market in Boroma and Sheikh, construction of two markets in Burao, rehabilitation of markets in Hargeisa, construction of a slaughterhouse in Gebiley.

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

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

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

5. Good Local Governance and Leadership Training Programme – Activities: (1) training material on good local governance; (2) training on leadership management skills, gender, and action planning; (3) awareness campaigns on good local governance; (4) implementation of priority projects in Hargeisa, Boroma, Gebiley, Berbera, Sheikh, Burao, Erigavo, and Odweyne.

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

7. Berbera Technical and Institutional Assistance Project – Activities: (1) rehabilitation of the Berbera municipal building, relocation of a market, and creation of a waste dump site; (2) municipal institutions development; (3) municipal revenue, financial management, and income generation investments; (4) town planning and land management; and (5) sanitation and waste management.

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

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

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

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

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

DONORS AND PARTNERS



European Commission



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