



**SOUTH SUDAN SUPPORT TO THE STATES PROGRAMME
URBAN MANAGEMENT TRAINING PROGRAMME**

A joint activity supported by the Government of Southern Sudan Ministry of Housing and Public Works, Ministry of Finance, UNDP and UN-Habitat

**A (DRAFT) REPORT OF THE FIRST TRAINING OF TRAINERS WORKSHOP
ON URBAN MANAGEMENT FOR SOUTHERN SUDAN**

**HELD FROM 1ST TO 9TH JUNE, 2009
JUBA – SOUTHERN SUDAN**

(To add Images)

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Acronyms and Abbreviations:

GoSS - Government of South Sudan

ToT - Training of Trainers

UNDP - United Nations Development Programme

UNHABITAT – United Nations Human Settlements Programme

Executive Summary

The first TOT on Urban management for South Sudan was held at the Star Hotel at Juba from 1st to 9th June 2009. The specific objectives of the first Training of Trainers on Urban Management were to strengthen participants' skills and knowledge on urban management and to develop a pool of trainers in urban management for Southern Sudan. The ToT covered topics on land management, housing management, urban management guidelines for Southern Sudan, town planning and strategic management, adult learning techniques and action planning.

Forty four (44) participants benefitted from the training. They were drawn from the ten (10) states and the Ministry of Housing, Land and Public utilities Headquarters (Juba). They included professionals in Town planning, land registration, house management, architecture, surveying, infrastructure management, planning administration, executive directors, training and research, engineers, town clerks and economics.

A number of urban management challenges in Southern Sudan came to the fore during the ToT. Some of these were; lack of reliable statistics on the three urban management sectors (Housing, land, town planning); Excessive technical staffing deficiency especially at the operational level; Gender disparity in urban management; Lack of clear land policy; and Ineffective participatory management in upgrading settlements; among others . Some of the learning points that emerged and that were emphasized during the training were as follows; Good land governance leads to faster development, Government alone cannot overcome the housing shortage, other stakeholders need to supplement government efforts; Plans are nothing, planning is everything; Inadequate resources/ tools should not be an excuse for non-performance.

1. BACKGROUND and Introduction

The Ten States of South Sudan are undergoing an unprecedented process of growth and development which has been accompanied by an accelerated pace of urbanization. Increasingly, towns and cities are recognized as *de facto* engines of economic growth and opportunity with expanding business, trade and livelihoods with growing linkages to rural hinterlands. Against this background, the Government of Southern Sudan has sought to improve governance and quality of life indicators through the adoption of decentralization policies which seek to empower State Level and Local Governments to better manage the growth and development of urbanizing centers across the region through building the capacity of locally leaders and their stakeholders.

Progress has been made in the development of governance systems, policies, and basic service delivery systems and mechanisms. State and county governments have begun to plan, set priorities, mobilize and manage revenue and expenditures to deliver basic services and equitable manner using participatory and gender sensitive approaches. The drafting of the South Sudan Local Government Act combined with the establishment of State planning and development committees seating to the formulation of annual plans for all 78 counties represents significant achievements. Through the establishment of local government development funds and the development funds partnerships between civil society and sub-national governments are underway in a number of pilot states. While these initiatives in strengthening the governance frameworks are impressive, there is undoubtedly a need to provide additional technical assistance to states and counties in the area of urban management.

This is particularly crucial against any background of increasing urbanization, growing populations of returnees, refugees, and internally displaced persons who largely prefer to stay in cities following the signing of the comprehensive peace agreement. The government has a unique opportunity to ensure sustainable urban development while realizing the development potential of their towns and cities. It is now recognized that towns and cities are the drivers of national and regional development, even though Sudan currently has a large rural population.

Despite this fact towns have a disproportionate impact on national livelihoods in advance they are centers of trade, banking, markets, communications, health and other social services. Thus the development of Sudan largely is determined by the efficiency and effectiveness of its towns and cities. They must be able to provide entrepreneurial opportunities, stimulate trade, create jobs, and these centers of learning and development. The majority of towns in southern Sudan are of extremely low density and typically reflect rural / agrarian values and norms. The desire

to create generous plot sizes has been determined in part by the perceived need for inhabitants to continue farming practices, and a failure to appreciate the costs of supplying and maintaining urban infrastructure. The benefits of adopting efficient and compact town plan principles will significantly improve livelihoods while reducing transportation and development costs.

Clearly, there is a need to adopt a long-term vision which can be used to guide development patterns ensure that towns and cities offer hope, opportunity, and economic activity. Defining this long-term vision must complement and address immediate short-term needs.

It is in this regards that UNDP, UN-HABIATT in collaboration with the Government of South Sudan (GOSS) have joined efforts to support the South Sudan Urban Management Training programme. This programme is a component of a larger UNDP/UNHABITAT/ GOSS programme - *South Sudan Support to the States Programme*.

The general purpose of the Urban Management Training Programme is to strengthen the skills and knowledge of GoSS officials in urban management particularly in the areas of Town planning and strategic management, Land Management, and Housing Policy. Its specific objectives are to,

- The specific objective is to build and strengthen a pool of trainers from Southern Sudan who would in turn train local government leaders and officials in urban management.
- Deepen participants understanding of state specific urban concerns/challenges in Land management, Housing Policy and, Town Planning and Strategic Development; and be able to appreciate their relevance to cross cutting issues such gender, poverty and environmental sustainability.
- Develop strategies for addressing state specific urban development issues; including approaches to defining needs, developing and enforcing appropriate standards, assessing financial resources and matching requirements with resources.
- Develop an action plan for implementation and follow-up on urban management training in Southern Sudan, including the adaptation of Training Materials and publications.

The Training programme has three key components i.e

- The first Training of Trainers on Urban Management

- The second Training of Trainers on Urban Management, and
- A Resource Guide for Urban Management in Southern Sudan customized from existing UN-HABITAT urban management resources and publications

The first TOT on Urban management for South Sudan was held at the Star Hotel at Juba from 1st to 10th June 2009. The workshop was preceded by Reconnaissance visit by UN-HABITAT in February and May 2008. The visit helped to clarify the training needs, discuss and identify training participants and to design the first ToT

2. TRAINING OBJECTIVES

The specific objectives of the first Training of Trainers on Urban Management were as follows;

1. To provide an opportunity for senior government officials to review urban management practices in Southern Sudan and map out the way forward.
2. To strengthen participants' skills and knowledge on urban management.
3. To develop a pool of trainers in urban management for Southern Sudan.

3. METHODOLOGY

A blend of a wide range of adult learning techniques were used during the training. This included lecturette,

- group discussion,
- plenary presentation,
- case studies,
- Q&A,
- simulation,
- demonstration and
- brainstorming.

4. TOT DESIGN

A minimum of 2 days was dedicated to each of the ToT Topics, Land, Housing and Town planning. Two additional and complimentary session were included in the design .

One was the presentation of the urban management guidelines for Southern Sudan, and the other was a forward looking action planning session by each state which covered the three main areas of training - land, housing and town planning (see also section – below) .

In applying the above stated adult learning techniques, participants were actively engaged in the training making their participation interactive. Most of working groups were state-based.

The sessions were starting at 9:00am and were ending at around 5:00pm daily. Each training day begun with a recap of f the previous day’s coverage were made by the participants on daily bases

All the training materials were distributed electronically to all participants.

5. ToT COVERAGE

The highlights of topics covered during the 9 Days ToT are presented in Table 1 below

Table 1: Topics covered in the Training of Trainers Programme

<p>1. Introductory activities</p> <ul style="list-style-type: none"> ▪ Introductions and Opening remarks ▪ Expectations and fears. ▪ Development of house rules and creation of management team. ▪ Climate setting and rapport development exercise ▪ Media stories relating to Urban management- John Hogan ▪ Participants in their state based groups were able to analyse urban management issues touching on Housing, land and town planning in their own state. 	<p>2. Housing management-</p> <ul style="list-style-type: none"> ▪ Housing policy ▪ Building common understanding ▪ Institutional framework ▪ Meaning of housing ▪ Local names ▪ Multidimensional nature of housing ▪ Major inputs to housing ▪ Case study- National Housing policy/Financial low cost housing in Kenya ▪ Key state holders in Housing development. ▪ housing statistics in the 10 states
<p>3. Land management-</p> <ul style="list-style-type: none"> ▪ Fundamentals of land administration ▪ Sustainable development (social equity, economic efficiency, environmental sustainability) ▪ Land rich continent in perspective ▪ Pro-poor land policies ▪ Effect of absence of land policies ▪ Land ownership ▪ Gender issues ▪ Land as one of the factors of development ▪ Urban land corruption (vulnerability) indicators ▪ Elements of transparency ▪ Improving transparency through assessment. 	<p>4. Urban management guidelines for Southern Sudan</p> <ul style="list-style-type: none"> -The session was meant to give the consultant feedback about the content usability, language and structure of the urban management guidelines for Southern Sudan which he has to be contracted to develop. -His guiding principle: “We will not take people to town, we will take town to people” John Garang. -Planning principles have wider application than urban management.

<ul style="list-style-type: none"> ▪ Land diamond ▪ Land information (tools, rights, people) ▪ Conflict of interest ▪ Sustainable development 	
<p>5. Town planning and strategic management.</p> <ul style="list-style-type: none"> ▪ Introduction to town planning in Southern Sudan ▪ Towns and cities as engines of economic growth and opportunity ▪ States and local governments' responsibility in managing growth and development of urbanizing centers in Southern Sudan ▪ Need for partnership and participatory approach in town planning. ▪ Types of participation ▪ UN-Habitat support to town planning in Southern Sudan ▪ Definition of planning ▪ Purpose of making a plan. ▪ Types/Typology of plans ▪ Objectives of planning ▪ Determinants of planning/factors influencing planning ▪ What is urban development ▪ Southern Sudan experience sharing on town planning ▪ Strategic planning ▪ SWOT analysis 	<p>6. Adult learning techniques</p> <ul style="list-style-type: none"> ▪ Determining who among the participants have been involved in a training activity. (only handful have any training experience) ▪ What is training? ▪ Problems trainers encounter ▪ Trainee information necessary for trainer prior to a training events. ▪ Young vs adult learners (characteristics of each) ▪ Most effective adult learning techniques (methodology) ▪ Factors to consider in choosing a methodology ▪ How people learn ▪ Learning process(presenting, processing and application) ▪ Principles of adult learning (MAPFORM) ▪ Training design model(NOCMAE) ▪ Essential skills for trainers
<p>7. Action planning</p> <ul style="list-style-type: none"> ▪ Each state developed simple action plans on the three thematic (housing, land and town planning) covering key issue, what needs to be done, by whom and by when. ▪ The survey of the action plans are found in Annex III of this report. 	<p>8. TOT Final Evaluation</p> <ul style="list-style-type: none"> ▪ At the end of the TOT an evaluation was stated thus: "to provide objective feedback to the organizers and facilitators in order to make improvements in the management of similar programmes in future" ▪ To ensure openness and frankness the participants were asked to write their names on the forms. ▪ Out of the 44 participants 43 responded. ▪ The summary of the responses is found in the Annex II of this report.

6. PARTICIPANTS

6.1 Workshop Participants

The forty four (44) participants were drawn from the ten (10) states and the Ministry of Housing, Land and Public utilities Headquarters (Juba). They included professionals in Town planning, land registration, house management, architecture, surveying, infrastructure management, planning administration, executive directors, training and research, engineers, town clerks and economics. Many of the participants were holders of diplomas and degrees

while a few had their education upto O levels. Their ages were estimated to be between 40 and 65 years. Out of the total number of participants only two were women. (see the full list of participants in Annex 1)

6.2 Workshop Facilitation

The workshop was facilitated by UN-HABITAT Staff and Experts in urban management as indicated below.

1. Mr. John Hogan , Human Settlement Officer, TCBB, UN-HABITAT
2. Dr. Solomon Abebe Haile , Capacity Building Expert – Land, TCBB , UN-HABITAT
3. Ms. Bridget Oballa , Training Expert, TCBB, UN –HABITAT
4. Mr. Samuel M. Githaiga, UN-HABITAT Consultant , Director , Partnership for Development Management in Africa PADEMA (Training Management Expert)
5. Arch Erastus Abonyo, UN-HABITAT Consultant, Lecturer, University of Nairobi (Housing Expert)
6. Mr.Patrick Adolwa Silili, UN-HABITAT Consultant, Project Manager EU/Government of Kenya Urban Poverty Reduction Programme (Town Planning Expert)
7. Mr. Tom Carter , UN-HABITAT Consultant, Urban and Regional Development Expert

6.3 Workshop SUPPORT and high Level Representation

In-workshop support and logistical preparations were ably handled by UNDP staff members below

1. Mr. Anselme Sadiki - Programme Specialist and Project Manager UNDP
2. Mr.Jackson Nyantuo Roberts – Urban Management Specialist Support to states, UNDP
3. Mr.John Taban Charles -Programme Specialist, UNDP

6.4 High Level Representation

UNDP and GoSS had high level representation especially during the opening and closing session. The under-secretary MHDP& Eng. Raymond Pitya Morbe presented the Government of Southern Sudan. He was accompanied by Engineer Silvas Clark Amozay, the Director General of Housing and Urban Development, Ministry of Housing, Physical Planning and Environment. UNDP was represented by the Resident Representative for South Sudan .

7. KEY ISSUES/CHALLENGES

The following key issues emerged during the discussions in the course of the training

1. Lack of reliable statistics on the three urban management sectors (Housing, land, town planning)
2. Excessive technical staffing deficiency especially at the operational level
3. Ageing policy making administrators.
4. Gender disparity in urban management
5. Lack of clear land policy
6. Handling of returnees and internally displaced persons.
7. Historical beliefs
8. Ineffective participatory management in upgrading settlements
9. Shortage of government houses and of office spaces
10. Lack of proper eviction guidelines
11. Corruption in land allocation
12. Informal settlement management
13. Land ownership (government, individuals or community)
14. Security in some states
15. Improvement of infrastructure (roads)
16. Development of rating guidelines

8. LEARNING POINTS

The learning points that emerged and that were emphasized during the training were as follows

1. Unclear land ownership is a restraining force to urban management and development.
2. Good land governance leads to faster development.
3. Policies without good will may not produce results.
4. Government alone cannot overcome the housing shortage. Other stakeholders need to supplement government efforts.
5. Home best solutions are best for development
6. For successful urban management “thinking globally and acting ‘locally’ is the opportunity approach.
7. Plans are nothing, planning is everything
8. Inadequate resources/ tools should not be an excuse for non-performance.
9. There is always an opportunity cost in urban management.

9. ADDITIONAL TRAINING NEEDS IDENTIFIED

Besides the concerted efforts for continuous training on Housing, town planning and land management especially registration and policy development, some additional training needs were identified through bilateral discussions with the Ministry of Housing, Physical Planning and Environment in the following areas;

1. Environmental Planning and Management
2. Sanitation and Solid Waste Management
3. Survey - Survey Equipment And Instruments (GPS, GIS, Digital Theodolite – Total Station, Hand Held GPS – Remote Sensing)
4. Cad Drafting (Auto Cad – Archi Cat – Etc)
5. Research On Local Building Materials and Land Use

10. CONCLUSION AND RECOMMENDATIONS

This TOT was seen as relevant and timely for all the 10 states of Southern Sudan. It enhanced the participants' skills and ability in dealing with myriad urban management challenges surrounding housing, land and town planning. The materials covered and disturbed will form a strong reference base for the participants in their daily endeavors to improve urban management in Southern Sudan.

Some recommendations are as follows;

1. A southern Sudan Training guide will be necessary to support follow-up training and capacity building activities.
2. Given the IT infrastructure level in Southern Sudan, materials used in the training and others to be produced should be made available in hard copies as well.
3. A study visit related to any/each of the three key topic of training would need to be incorporated in the 2nd ToT 9 planned for July/ August) in order to further enhance participant learning
4. Training can be more effective and fruitful if all the participants reside in one venue. This encourages teamwork and bonding and the potential for additional coverage outside the conventional working housing
5. A properly structured follow up is necessary for impact assessment.
6. Given the budding levels of capacities for urban management in Southern Sudan and the opportunities offered by not only by reconstruction efforts and long-term development efforts, but also new policies and institutions, this is the time to develop comprehensive GoSS level and State level Urban Management Capacity Development Plan for Southern Sudan.

ANNEXES

ANNEX I: LIST OF PARTICIPANTS

	Name	State	Title
1.	Alfred Angui Yek	Lake/Rumbek	D/G Min of Physical Infrastructure
2.	Maker Chadar	Lake/Rumbek	D/Director Housing, Land and Survey
3.	Mayiek Majak Mabior Keer	Lake/Rumbek	Director Town Planning
4.	Isaac Mayom Malek	Lake/Rumbek	Executive Director Town Clerk
5.	Owen Ola Mark	WE/Yambio	D/G Min. of physical Infrastructure
6.	Robert Kumai Ferman	WE/Yambio	Director of Housing
7.	Timothy Kenyi Sebit	WE/Yambio	Director of Town planning
8.	Clement Philemon Baime	WE/Yambio	Executive Director
9.	Kasio Kom Atak	NBG/Aweil	D/G Ministry of Physical Infrastructure
10.	William Anyoum Kuol	NBG/Aweil	Director General Planning
11.	Lino Nhial Thiep	NBG/Aweil	Director of Housing
12.	Luka Peter Uget	NBG/Aweil	Exrcutive Director State Capital
13.	Zacharia Richard Ambuka	WBG/Wau	Director of Housing
14.	Karlo Vitali Kuku	WBG/Wau	Director town Planning
15.	Leon Uyak Madut	WBG/Wau	Executive Director
16.	William Wek Maluil, D/Surveys	Warrap/Kwajok	Director of Survey planning
17.	Salvatore Atak Madut	Warrap/Kwajok	D/Director Housing
18.	Deng Akok Mareng	Warrap/Kwajok	Mayor/Town Clerk
19.	Eng. Dudi Mathak Daw	Unity/Bentiu	Town Planning Engineer & Dir. Of Survey
20.	Eng. Deng Chol Bol	Unity/Bentiu	Ag. Director General Ministry of Infrastructure
21.	William Kur Ajang	Upper Nile/Malakal	D/G Min of Physical Infrastructure
22.	Peter Aywok	Upper Nile/Malakal	Director Housing
23.	Samuel Amum Ottow	Upper Nile/Malakal	Director Town Planning
24.	Peter Mayom Pur	Upper Nile/Malakal	Executive Director
25.	Langoya Tito M. Kopich	EE/Torit	D/G physical Infrastructure
26.	Alex Kerim	EE/Torit	Director of Housing
27.	Luka Orasio	EE/Torit	Director of Planning
28.	David Eriga	EE/Torit	Executive Director
29.	JohnAkech Apar	Jonglei/Bor	Director General Rep.
30.	Stephen Puok Chotjok	Jonglei/Bor	Director Housing
31.	Majur Kot Kuir	Jonglei/Bor	For Director Town Planning
32.	Gabriel Atem Manyuon	Jonglei/Bor	Executive Director State Capital

33.	Lewis Gore	CE/Juba	DG Min of Ph. Infrastructure
34.	Emmanuel Matayo	CE/Juba	Director of Housing
35.	Jelly Samson	CE/Juba	Director of Town Planning
36.	Domnic Pitiya	CE/Juba	Executive Director State Capital
37.	Justin Pere Billa	CE/Juba	Town Planner
38.	Roda Joseph Kuch	Land and Housing GOSS	DG of Training & Research
39.	Charles Masegbe Libo	Land and Housing GOSS	Director of Survey
40.	Michael Mayik Ater	Land and Housing GOSS	
41.	Batista Marcellino Dere	Land and Housing GOSS	DD for Town Planning
42.	Justin Dabit Feedmotes	Land and Housing GOSS	DD for Housing
43.	Odwol Adwok Kayoker	Land and Housing GOSS	Land Registrar
44.	George Ritti Richard	Land and Housing GOSS	Town Planner

ANNEX II : TOT EVALUATION RESPONSES SUMMARY

No.	Item		Tick					One		Mean
			1	2	3	4	5			
1.	Extent of TOT Objectives achievements	Not achieved	0	0	7	15	17	Highly achieved	4.26	
2.	Extent to which your initial expectations were met	Not met	0	1	10	20	9	Highly met	3.97	
3.	Quality of TOT contents	Very inappropriate	0	0	6	10	24	Excellent	4.45	
4.	Appropriateness of training methodology	Very poor	0	1	4	14	20	Excellent	4.42	
5.	Quality of presentation	Very poor	0	1	2	13	25	Excellent	4.58	
6.	Quality of handouts	Very poor	2	4	10	15	8	Excellent	3.85	
7.	Use of training aids	Very poor	2	4	9	13	12	Excellent	4.66	
8.	Choice of facilitators	Very poor	0	0	5	13	23	Excellent	4.44	
9.	Selection of participants	Very poor	2	2	10	9	18	Excellent	3.95	
10.	Quality of TOT design	Very poor	0	2	8	12	16	Excellent	4.11	

11.	Choice of venue	Very poor	0	1	3	13	19	Excellent	4.39
12.	Quality of the meals	Very poor	4	2	7	11	18	Excellent	3.88
13.	Transport arrangement	Very poor	2	2	2	6	26	Excellent	4.89
14.	Quality of co-ordination	Very poor	3	2	7	9	19	Excellent	4.03
15.	Your of duration	Too short	6	7	7	10	9	Too long	3.23
16.	Your general view of the TOT	Very poor	1	1	4	13	21	Excellent	4.30

17. What participants like of best about TOT

- Understanding urban management
- All went good
- Appropriateness training methodology
- Impressive presentations (7)
- How to stop corruption in Southern Sudan
- Strategic planning/Development
- Town planning and land management
- Facilitators themselves. Their presentation were excellent
- Selection of topics and presentation
- Identifying, planning strategies and management
- SWOT
- I liked learning by exercises

18. What participants liked least about the workshop

- None (7)
- Lack of handouts during the session(6)
- Selection of participants the criteria should be revisited
- Changing the PowerPoint fast before participants write notes
- Transport back participants should be given an extra day when travelling back
- Quality of meals
- Presentator/ resource person are all interviewed and had to leave before and after the TOT
- Time was poorly allocated and inadequate(6)
- Break time was too short
- The 76 questions

19. When and where participants attended similar programmes in the past

Six participants indicated that they never attended any similar programme in the past.

Ten participants indicated they attended similar programmes as shown below

Program title	place	year
• Urban management	Juba	2005
• Survey and mapping	Kenya	2008
• Land & town planning	Juba	2006/07
• Human resource management	Juba Raha	2007
• Development skills	KIA(Kenya)	2007
• TOT on Urban planning	Juba	2008
• Leadership training	Juba	2009
• Urban planning	Khartoum	2002
• Skills for Southern Sudan	Juba	2007+2009

20. General comments

- Very excellent
- This workshop was excellent for us engineers who have just come out of the war. Most of us have never attended such a course. We have actually benefited from it.
- Need more workshops of this kind(2)
- The training we had is the best. We need further training in the future.(2)
- Time was very short. Should be made more than 3 months(4)
- TOT has been instrumental. There is need for a study tour to neighbouring countries.
- Very good training which covered most Urban Management problems.
- Extra days required for this type of training
- The 10 days were well spent(2)
- Training promotes urban management
- More frequent training events are needed(3)
- A bench marking tour to Kenya, Botswana and South Africa for comparative study
- The training was up-to-date
- Transport arrangements from states was poor
- The quality of supper was very poor
- For the first time I got very good training and good facilitator
- I am happy, I have received new knowledge.

ANNEX III: ACTION PLANS

A) ACTION PLAN - HOUSING

STATE/CAPITAL	KEY ISSUE	WHAT NEEDS TO BE DONE	BY WHOM	BY WHEN
WESTERN BAHRAEL GHAZAL (WAU)	Dilapidated Government Houses and offices	Rehabilitation	Government	2010
UNITY (BENTIU)	Dilapidated Government Houses	Procurement of building material	State Administration and GOSS	
LAKES (RUMBEK)	Inadequate Govt Houses	Reconstruction of old Govt Houses	State Govt and UN Agencies	In 3 months time
	Overcrowding and increasing of slum settlement	Constructing new houses	Govt and private sector	In 6 months time
NORTHERN BAHREL GHAZAL (AWEIL)	Shortage of Housing to accommodate staff and returnees	Construction of new houses	Govt and CBOs	2015
UPPERNILE (MALAKAL)	Lack of housing statistics in Malakal	-Registration of houses -Houses head court	Community town council MP I	Dec 2009
JONGLEI (BOR)	Shortage of houses	More houses to be constructed	Government community	2010
WESTERN EQUITORIAL (YAMBIO)	Lack housing policy	Infrastructure planning and design	State Ministry (Eng + Arch) Stakeholders and partners	2012
CENTRAL EQUITORIAL (JUBA)	Shortage of housing and poor housing	Maintenance of existing Govt. building	Govt & NGOs	
WARRAP (KWAJOK)	Lack of government houses	Construction of Government houses in the state	State Govt	2010
EASTERN EQUITORIAL (TORIT)	-Dilapidated Government houses -Shortage of office blocks.	-Rehabilitation of 21 Government houses -Completion of 9 office blocks.	GOSS State Ministry of Finance	2011

B) ACTION PLAN-LAND

STATE/CAPITAL	KEY ISSUE	WHAT NEEDS TO BE DONE	BY WHOM	BY WHEN
WESTERN BAHRAEL GHAZAL (WAU)	Lack of needed capacity to manage land	Training of staff	Govt. and UNDP	2010
UNITY (BENTIU)	Slum area	Surveying of the area	Ministry of physical infrastructure and local Government	
LAKES (RUMBEK)	Land policy	-Training in the field of Mgmt, planning and administration -Establishing of land registrar (Judiciary)	-UNDP -UN-Habitat -GOSS state	3 months
NORTHERN BAHREL GHAZAL (AWEIL)	-Flooding frequently -Land grabbing	-Proper drainage -Land policy	-Govt. -GOSS	2012 2010
UPPERNILE (MALAKAL)	Land grabbing	-Field Survey -Repocessing of grabbed land -Planning of adequate residential plots	-Community -MPI -Town Council	April 2010
JONGLEI (BOR)	Poor land allocation	Demarcation and survey	-Allotment Committee -Government	2010
WESTERN EQUATORIAL (YAMBIO)	Pro-poor lack of land	Proper land administration and management	-Land officers -Local Govt. officials -Community	2012
CENTRAL EQUATORIAL (JUBA)	Undefined ownership of land	Clean understanding between the GOSS and communities concerning land Act 2009	Community leaders and Government	
WARRAP (KWAJOK)	Ownership of land between community and Government	Application of land policy Land Act of 2009	State Govt	2010
EASTERN EQUATORIAL (TORIT)	-Allotment of 4000 plots at Fatur Mafi -Allotment of 3000 market plots at Ilangi	-Survey of the area -Design of layout plans for both areas -Financing, labour and land leases and collection officials	-Survey Dept -Town Planning -County authority -Police SPB -Community	2010

C. ACTION PLAN-TOWN PLANNING

STATE/CAPITAL	KEY ISSUE	WHAT NEEDS TO BE DONE	BY WHOM	BY WHEN
WESTERN BAHRAEL GHAZAL (WAU)	Town planning Board	Formation of town planning board at -State level -Counties	State Government	
UNITY (BENTIUI)	Training of town planner/staff	Send two graduate for training	-GOSS -UNDP -UN-Habitat	
LAKES (RUMBEEK)	-Drainage system -Opening of internal road -Improvement of hygiene and sanitation -Creation of new market centres	-Construction of drainage -Garbage truck -Construction of shops	-Govt. and UNDP,UNOP -Govt. UN Agencies -Private sector	-6 Months -3 Months -1 Months
NORTHERN BAHREL GHAZAL (AWEIL)	Informal settlement	-Upgrading the informal settlement	Ministry of physical infrastructure	2009-2011
UPPERNILE (MALAKAL)	Upgrading of Malakal market	-Social Survey -Site plan -Approval of site by Minister -Legal registration -Implementation -Monitoring and evaluation	-Chamber of commerce -Town council -MP I -Register of land	Dec. 2009
JONGLEI (BOR)	Slum areas		-Government -UN-Habitat NGOs -CBOs	2010
WESTERN EQUATORIAL (YAMBIO)	Strategic Urban management	Planning, designing and managing strategically	Town planners (Eng. Land officers, L.G officials)	2012
CENTRAL EQUATORIAL (JUBA)	Interference from politicians	A law should be passed to stop politicians from town-planning activities	By the assembly members	
WARRAP (KWAJOK)	Change all team planners	Training all town planners in the state	State Government	2009-2010
EASTERN EQUATORIAL (TORIT)	-Training of (two)town planners -Mobility -Technology Autocad	-Send two graduates for a series of training in technology -Request procurement of land cruisers two motor bikes from state	GOSS state Government and finance	2010 2010

ANNEX IV: PROGRAMME

<p>Monday- 1/6/09 9:30 Opening Address: GOSS Ministry of Housing Planning and Physical infrastructure and UN- Habitat 9:45 Introductions, climate setting, expectation 10:30 Tea 10:50 Overview from last consultation session 11:00 Urban management problem identification 12:30 Lunch 14:00 Feedback 15:30 Tea 15:45 Feedback 17:00 Close</p>	<p>Tuesday-2/6/09 9:00 Overview of the programme: Introduction to the housing challenge 10:30 Tea 11:00 Evaluation of housing policy 12:45 Lunch 14:00 Housing needs and policy 15:30 Tea 15:45 Group exercise on housing challenge 17:00 Close</p>
<p>Wednesday- 3/6/09 9:00 Group reports on housing challenges in South Sudan 10:30 Tea 11:00 Informal settlements in South Sudan 12:45 Lunch 14:00 Case study of Embakasi NSSF housing Project. 15:30 Tea 15:45 Summary of housing challenge and approaches in Southern Sudan 17:00 Close</p>	<p>Thursday-4/6/09 9:30 Introduction to land 10:30 Tea 11:00 Evolution of housing policy 12:45 Lunch 14:00 Housing needs and policy 15:30 Tea 15:45 Group exercise on housing challenge 17:00 Close</p>
<p>Friday-5/6/09 9:00 Improving Land Administration 10:30 Tea 11:00 exercise 12:00 Feedback Friday PM-Urban management Handbook 14:00 Urban Management Handbook 15:30 Tea 15:45 Urban Management Handbook 17:00 Close</p>	<p>Saturday-7/6/09 9:00 Exercise, what is town planning: benefits and Challenges 9:20 Introduction to town planning 10:30 Tea 11:00 Urban design and development control 12:30 Lunch 14:00 Consultation on the Urban Management Manual. 15:45 Tea 17:00 Close</p>
<p>Monday- 8/6/09 9:00 planning exercise 10:30 Tea 11:00 Feedback 12:30 Lunch 14:00 Urban management components 15:30 Tea 15:45 Putting it all together: strategic planning 17:00 Close</p>	<p>Tuesday- 9/6/09 9:00 How adults learn 9:45 Learning methodologies 10:00 Learning process 10:30 Tea 11:00 Training design 12:30 Lunch 14:00 Action planning 15:30 Tea 15:45 Action planning 16:00 Presentation to Minister of State Representatives. 17:00 Presentation of certificates 17:30 Close</p>

