Focus on COP22 - what outcomes for Africa and its cities?

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First, the good news: The organisation of COP22 was remarkable and participants were unanimous in their praise for Morocco’s professionalism in this regard. COP22 was enhanced by a special Africa Day held with the participation of more than 20 heads of state and government, during which His Majesty Mohammed VI made a strong call for participation, unified action, and solidarity within the continent so that Africa is able to deal with the challenges of climate change.

COP22 was also distinguished by a summit of local and regional politicians that was attended by more than 600 leaders from all over the world, reinforcing the commitment of subnational and local governments to each play their part against global warming and to adapt regions to climate change. This Summit saw the involvement of traditional African authorities who played an active role by offering proposals on climate change and who set up the association of traditional African authorities with its headquarters in Marrakech, Morocco.

The plethora of initiatives on offer in the Green Zone showed how many active forces all over the world are committed to combating climate change. These initiatives represent women, young people, academia, the private sector and local authorities. One last piece of good news: the official launch of the sub-Saharan Africa branch of the international Covenant of Mayors for Climate and
Energy with the support of the European Commission, with its headquarters hosted by the Regional Office of UCLG Africa in Accra, Ghana.

**Concerns**

A cause for concern: in spite of the strong resolutions made by states at the time of signing the Paris Agreement, the implementation of voluntary commitments communicated by states would lead to an increase in the Earth’s temperature of around 3 degrees Celsius, still too high in respect of the 2 degree increase considered the limit above which climate disruption would be unforeseeable and uncontrollable. As a result, an appeal was made to states in Marrakech for them to be more ambitious in limiting greenhouse gas emissions.

**Question mark**

The effective raising of US$100-billion for the Green Climate Fund that is intended to support developing countries deal with climate change from 2020. The statements of the newly-elected President of the United States has effectively cast doubt over the actual payment of the US$3-billion promised by this country to the Green Climate Fund.

**Worry**

How will demands made by subnational and local African governments be met?: on the need to provide a dedicated office for regions within the Green Climate Fund; the need to set up a technical assistance and capacity building programme so that subnational and local governments are able to prepare applications that are eligible for climate finance; the need to prioritise access to energy and strategies to adapt to climate change in Africa which already has to deal with the consequences of extreme events due to climate disruption?

Marrakech was not the COP on Action that we would have liked to have seen. COP22 will have simply shown that after the enthusiastic commitments made in Paris we needed a sort of waning or dormant period, which would demonstrate that there is no time to rest on one’s laurels as a lot of work is still needed to sustain the commitments made in the Paris Agreement.

Importantly, Marrakech signals a breakthrough: moving on from commitments and diplomats to action on the ground, involving stakeholders, who must now take over from diplomats so that we can finally stop talking about action and start to act at the necessary level, with a certain sense of urgency.
Celebrating and honouring our African cities

DAR ES SALAAM
TANZANIA
COP 22: From commitment to action

The 22nd Conference of the State Parties to the United Nations Framework Convention on Climate Change (UNFCCC) was held from 7 to 18 November in Marrakech, Morocco. More than 25,000 representatives from the 197 member countries, including around 60 Heads of State and Heads of Government took part in the event, held a few days after the entry into force of the historic Paris Agreement on 4 November. COP22, announced as being a venue for action, enabled momentum to be maintained in tackling climate change and shone a spotlight on the challenges for the African continent – where the most serious issues involve towns and cities.

The beautiful town of Marrakech had the honour of hosting COP22 from 7 to 18 November – and was decked out for the occasion. The conference, following the Paris event where a historic agreement was signed on 12 December last, was set to be a forum for action and lived up to expectations. The 197 State Parties to the United Nations Framework Convention on Climate Change (UNFCCC) were all present, and the negotiations on the adoption of a roadmap to act as an agenda for the implementation of the goals established by the Paris Agreement gave rise to a commitment from the Parties – now bound by the Agreement to continue making progress towards successfully limiting global warming to less than 2°C.

The Marrakech Conference opened in a positive context, since the Paris Agreement had entered into force just a few days before the event – on 4 November once the required conditions had been met. By 18 November, at the close of COP22, 111 countries representing over 75% of greenhouse gas emissions had ratified the Agreement. “Countries have strongly supported this Paris Agreement because they realize their own national interest is best secured by pursuing the common good. Now we have to translate these words into concrete effective policies and actions”, declared United Nations Secretary-General Ban Ki-Moon when opening the COP22 High-Level Segment, the Conference’s flagship event attended by more than 60 Heads of State and Heads of Government and in the presence of Delegations from all 197 Parties to the Convention. Ban Ki-Moon observed: “This is critical to protect our planet, safeguard the most vulnerable and drive shared prosperity. Low-emission development and climate resilience will advance all the Sustainable Development Goals”.

The Marrakech Action Proclamation

The negotiations held during the two weeks of the COP22 led to the adoption of the Marrakech Action Proclamation for Our Climate and Sustainable Development, which requires State Parties to do their utmost towards full implementation of the Paris Agreement. In the Proclamation, the State Parties to the United Nations Framework Convention on Climate Change (UNFCCC) asserted their “commitment” to “full implementation” of the Paris Agreement.

The Parties cite “extraordinary momentum” concerning climate change worldwide, and add: “This momentum is irreversible – it is being driven not only by governments, but by science, business and global action of all types at all levels”. The Proclamation also notes: “Our task now is to rapidly build on that momentum, together, moving forward purposefully to reduce greenhouse gas emissions and to foster adaptation efforts, thereby benefiting and supporting the 2030 Agenda for Sustainable Development and its Sustainable Development Goals”. Patricia Espinosa, Executive Secretary of the UNFCCC said: “The landmark Paris Agreement set the course and the destination for global climate action. Here in Marrakech, governments underlined that this shift is now urgent, irreversible and unstoppable”.

The Marrakech Proclamation goes alongside the Marrakech Partnership for Global Climate Action, the main objective of which is to further scale up cooperation between governments, business and civil society with the aim of fostering resilient and low-emission development. “The Marrakech Partnership for Global Climate Action and the Marrakech Proclamation for Our Climate and Sustainable Development have been the two flagship events of COP22. They set out the strong commitment of the 197 Parties present in Marrakech, and give out a very strong political message” underscored the Moroccan Minister Hakima El Haiti, one of the two high-level climate champions.
Following the negotiations, governments set a date of 2018 to complete operationalisation of the Paris Agreement and the developed countries also restated their goal to mobilise $100 billion every year between now and 2020 in support of climate action by developing countries.

**Africa in the forefront**

Alongside the negotiations, the Marrakech Conference, which lasted almost two weeks, covered a number of projects and initiatives that governments and civil society have undertaken to tackle climate change. COP22 was an excellent opportunity for Africa to have its voice heard, and there were indeed many examples showcasing the continent. Two flagship events also highlighted climate challenges as regards mitigation and adaptation: the “Africa Action Summit” organised by Morocco at the same time as COP22; and “Africa Day”, part of the conference itself.

These two events underlined “the African dimension of COP22” in the words of the Conference Chair and head of Moroccan diplomacy, Salaheddine Mezouar. The African Action Summit, which brought together in Marrakech around 20 African premiers and 50 delegations from that continent illustrates the way in which it is addressing its challenges in response to global initiatives. For the event’s host, the Moroccan King Mohammed VI, “the continent must speak with a single voice, demand climate justice and the mobilisation of the resources needed, and make concerted proposals to tackle climate change”.
The Moroccan sovereign painted a gloomy picture of the current situation in Africa, noting that “global climate change seriously hampers Africa’s development and is a grave threat to fundamental rights for tens of millions of Africans”. Africa is paying a heavy price in the “climate” equation and there is no doubt that it is the continent that suffers the most. The King added that “Rising temperatures, shifting seasons, and repeated droughts are weakening our continent’s biodiversity, destroying its ecosystems and endangering its progress, security and stability” and observed that Africa produces only 4% of greenhouse gas emissions. The Moroccan Head of State proposed to other African leaders that they work together towards “an Africa that is resilient to climate change, an Africa that is resolutely committed to sustainable development”. After the summit, African leaders agreed on a declaration which now constitutes their programme for the implementation of the Paris Agreement and will be put in place at the highest level – by the African Union.

Finance – a major challenge

The Africa Action Summit was an opportunity for African countries to agree on a shared vision setting out the continent’s grievances, particularly as regards finance and technology transfers. “Africa must be in a position to establish bilateral environment agreements so that it can develop in the best way possible,
but at the same time preserve its unique ecosystem” said the Gabonese President Ali Bongo Ondimba. ”

Africa has enormous potential to become a world leader in renewable energies. The continent has a vast capacity to produce solar, wind and geothermal energies”, Ban Ki-Moon emphasised during the second COP22 event devoted exclusively to Africa. Africa Day, held in the COP22 African Pavilion, highlighted the issue of financing as a prerequisite for African countries in their commitment to combating climate change and mitigating its effects on development initiatives.

On that occasion, and in the wake of statements made by Heads of State on the rostrum, the President of the African Development Bank (AfDB) Akinwumi Adesina appealed for paper promises to be transformed into concrete projects and stressed the need to work together towards Africa’s successful future. Individual countries and associations representing civil society also presented a number of initiatives aimed at enabling the continent to participate more fully in world climate programmes but first and foremost aimed at allowing Africa to find ways to address the challenges of global warming. “All of these initiatives are at the heart of the African Union’s Agenda 2063, the objective of which is to build a prosperous Africa based on inclusive growth and to establish Africa firmly on the path of sustainable development focused on resilient programmes to combat climate
change. At the same time we are helping to protect our environment by developing renewable energies”, explained the African Union Commission Chairperson Nkosazana Dlamini Zuma, in a statement read on her behalf by Elham Mahmoud Ahmed, the Commissioner for Infrastructure and Energy at the AU Commission.

Similarly, Abdalla Hamdok, Deputy Executive Secretary of the Economic Commission for Africa (ECA) underscored the importance of tallying African climate change initiatives with sustainable development action. “The impact of climate change in Africa is becoming more and more complex – new threats are emerging that affect human lives and people’s ability to subsist; new migration patterns, natural disasters, conflict and missed business opportunities” he affirmed.

COP22 was also a business forum, and several joint statements were signed concerning the implementation of bilateral and multilateral partnerships. A series of “green” investments were also launched – examples of the emerging “climate finance”. According to the closing report, the countries pledged over $81 million to the Adaptation Fund, which exceeded its target for the year.

Investors were present and their awareness seems to have been raised regarding the opportunities that the current changes in the global economy hold. However, they are still being careful about releasing their purse strings. In a speech given on his behalf by the World Bank’s Vice President for Sustainable Development Laura Tuck, the World Bank President Jim Yong Kim noted: “it is not enough to try to persuade funders and financiers to put more money in, although we will most certainly try to do that, we also need to create an environment that generates a great deal more financing. Even if we obtain the $100 billion under discussion, it will not be enough to reach our goals”. This is the crux of the matter, and although a few months may pass until the roadmap for the implementation of the Paris Agreement has been adopted, the Marrakech event will have enabled the momentum of COP21 in Paris to be maintained. •
Local leadership: Célestine Ketcha-Courtes
Mayor of Bangangté (Cameroon), and President of
The Network for Locally Elected Women of Africa (REFELA)

The President of REFELA and Mayor of the small town of Bangangté in Cameroon, Célestine Ketcha-Courtes caused a sensation at COP 22. During a Cities Climate Leadership Group (C40) meeting, she spoke about the initiative “Women4Climate” to be launched next December at the C40 Summit in Mexico City.

In the presence of the Mayor of Paris, Anne Hidalgo, who is the current Chair of the C40; the Moroccan Minister for the Environment Hakima El Haité, COP22 special envoy and Morocco’s climate advocate; Patricia Espinosa, UNFCCC Executive Secretary; and Laurence Tubiana, the French ambassador for international climate negotiations, Ketcha-Courtes pointed out the heavy price that African women are paying as a result of global warming, but also their role in reducing its repercussions on individuals’ daily lives.

El Haité echoed this, explaining that “women are the first victims of climate change but they are also extraordinary actors for change”. She added that 50% of the global population cannot be ignored if we want to make progress in world development.

Anne Hidalgo emphasised that the adoption of the Paris Agreement is also the result of women’s unstinting efforts, and that “women are essential to put it into effect in our towns and cities”. Patricia Espinosa added: “research has proved over and over again that women are more sensitive to climate change. It is for this reason that it is crucial to have robust leadership in this area – such as these excellent role models”. Indeed it is here that female leaders within local and regional government are most needed.

Female leaders at local level
“African women are natural managers in every regard”, underlined Céleste Ketcha-Courtes, whose contribution as the leader of a second-tier African municipality was highly praised as regards promoting green initiatives.

On the panel “Towards stakeholder partnerships to finance resilient territories” at the second Climate Summit for Local Leaders, the President of REFELA gave an example of an eco-friendly toilets project in the town of Bangangté which “uses urine and other human waste, transforming it into agricultural fertiliser”.

The project forms part of a three-way decentralised cooperation initiative and is an example of effective schemes that can support towns in promoting clean and sustainable development.

The Mayor of Bangangté underscored the fact that, particularly in Africa and especially in second-tier towns, “programmes aimed at adapting to and alleviating climate change can only succeed by involving women – they are at the core of all family activities”.

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Our forthcoming December issue features an interview with Célestine Ketcha-Courtes.
Voice of UCLG-A

The President of UCLG Africa and Mayor of Dakar took a very active part in COP22. During the various panels and activities organised in Marrakesh, he spoke up for the continent and advocated for African towns and territories. The fight against global warming must address Africa’s access to development and in order to do this, African towns need to be supported by making available appropriate resources for urban growth that is controlled: i.e. sustainable and inclusive.

Khalifa Ababacar Sall, UCLGA President, did not mince his words when he spoke out for African towns and territories and actively defended their interests regarding the implementation of global undertakings on sustainable development and tackling climate change. In Marrakesh, whether during activities organised as part of COP22 or the events organised alongside the summit, the Mayor of Dakar reiterated his leitmotif: “The world’s future is local”.

Basically, current development challenges and related issues hinge mainly on taking into account the strategic role of towns and territories at the proper time, but first and foremost ensuring that resources are made available to them to implement appropriate policies. At a time when global warming issues are akin to those involved in sustainable development, towns and territories are proving to be excellent catalysts for “controlled inclusive growth that focuses on the human element”.

For Khalifa Sall, the problem of access to development is above all one of means. “In Africa we are seeing exponential demographic and urban growth and our towns are developing more quickly than anywhere else. This means we have to move fast, but make the right decisions”, says the Mayor of Dakar. In order to do this, “we need to be given the resources to ensure that we can secure controlled growth”.

Today, this is the main governance challenge for towns and cities and for Sall, this means enabling local representatives to meet a dual objective – personal safety and public security. Good education, health or cultural policies thus constitute a genuine human development policy so that “individuals can be agents and vectors in the development process – i.e. be involved in fostering improvements in their own lives”. For the President of UCLG Africa, “these are expectations that elected representatives and local government in the continent’s cities and territories must fulfil right now, and this is where we come back to the same old problem – we need to have the resources to take action”.

What sets African cities apart
As President of UCLG Africa and the Mayor of one of the largest towns on that continent, Khalifa Ababacar Sall spoke for African towns and territories at various panels during which he was asked to talk about urban development issues and the challenges they raise in African countries. Alongside COP 22, he also attended “Smart Tourism Africa” an event organised in Marrakesh from 10 to 11 November during which the Mayor of Dakar and several other holders of that office including the Mayor of Paris, Anne Hidalgo, described their vision for “towns and cities as key actors in tomorrow’s world”.

It was an occasion for the Mayor of Paris, the current Chair of C40, the network of cities tackling climate change, to underline the need for concerted action by the world’s towns and cities – stepping up partnerships among international associations. To that end, Hidalgo invited UCLG and REFELA (The Network for Locally Elected Women of Africa) to be more closely involved in global networks. As she said, “Africa is the strategic continent of this century, and its development must take place using renewable energies”. Discussing climate and its challenges for Africa, Khalifa Sall then pointed out the real challenges for African local authorities in the current global context. “COP22, as an extension of the Paris Conference was a time to consider how to implement climate undertakings and especially the December 2015 Agreement.” Here he recognised that cities generally, and African towns in
particular have been closely involved in the negotiation process. Nevertheless, while the strategic role of towns and territories is undisputed, the question of resources is a sensitive one. The main challenge is thus to enable these local authorities to better address global warming and sustainable development issues, particularly when setting out and implementing policies, but above all regarding access to finance.

The Mayor of Dakar feels that this is crucial. He has a host of arguments at his fingertips: “I often say that Africa has a right to pollute too, and this is far from being a provocation in view of its minimal contribution to the current situation that has required such urgent action by the international community. On the contrary, we are insisting on the issue of resources and particularly financing to avoid making the situation worse – so that we have the means to innovate and save the world from being polluted any further.” For the Mayor of Dakar, this should be the real focus of debate.
**Towns and cities major players in tackling climate change**

COP22 played host to the Climate Summit for Local and Regional Leaders. The event was attended by regional networks and international organisations of towns, cities and local governments. It closed with an appeal to mobilise local and regional government, and to enhance synergies in order to foster sustainable development.

The Climate Summit for Local and Regional Leaders, held during the COP22 in Marrakech, closed with a call to action – to mobilise local and regional governments for sustainable development. This second Summit – after COP21 in Paris – tackled the topic of financing territories’ sustainable transition. There were more than 1000 delegates, including 780 local and regional leaders from 114 countries. In partnership with other international network partners, such as UCLG or C40, the event was aimed at mobilising and obtaining commitments from local and regional governments to support the implementation of the Global Climate Action Agenda, to foster the sharing of interests and alliances, and to develop the partnerships necessary to accelerate local climate action.

At the end of the event, organised around a number of crosscutting themes that highlighted the strategic role of towns, cities and territories in meeting the Paris Agreement goals, delegates adopted a final document calling for action from cities and regions all over the world: “For a Global Action Framework towards Localizing Climate Finance”. It constitutes a roadmap for partner organisations as part of wider initiatives to tackle global warming.

The Marrakech Roadmap for Action notes ongoing mobilisation worldwide, and the involvement of local government in implementing the Paris Agreement and the UN 2030 Agenda for Sustainable Development. The new UCLG President, Parks Tau, took the opportunity to emphasise that local and regional government worldwide has never been so united in tackling sustainability. He stressed that local government needs adequate finance to meet climate change challenges because “we have great responsibilities and our commitments need to be even greater”.

### The Marrakech Roadmap

In their declaration, the Marrakech Summit delegates praised the entry into force of the Paris Agreement on 4 November 2016 – “a major achievement that confirms the mobilization and confidence brought by central governments towards a common and irreversible dynamic of global commitment to the Climate”. They committed to take action to meet the goals set out in the Agreement, which is now binding upon the 197 State Parties to the United Nations Framework Convention on Climate Change.

However, with a view to the unprecedented demographic pressure in urban areas expected by 2050, they underlined the fact that “the imperative need for local resilient and low-carbon infrastructures, as well as the ability to access human, legal, regulatory and engineering capacities corresponding to their planning, programming, financing and sustainable implementation, is becoming increasingly pressing”.

Accordingly, “efforts need to be made to ensure the continuum and necessary nexus between urban and rural areas to preserve territories as a whole, thus strengthening their inner resilience”. At the same time, resources are still lacking to meet the international community’s stated goal – especially given the responsibilities transferred to local and regional government as part of decentralisation processes.

The declaration stipulates that “the Paris Agreement is an anchor point for resolute international politics towards better access, mobilization and distribution of financing, at the right level of subsidiarity, with the stakeholders of change and transformation of our consumption and production patterns, and more broadly of our societies, represented by the local and regional governments”. For this reason, the Summit appealed for greater integration of climate issues in the practices, cultures, engineering, and investment decisions of actors in the public and private finance ecosystem and across their distribution channels, both locally and at global level. This last point is a priority in transforming society and putting the Paris Agreement into effect.

### The Marrakech call to action by towns, cities and territories

In their statements, local and regional leaders reasserted their view that the Climate Action Agenda must be linked to the other major international development agendas adopted by central governments during the 2015-2016 cycle of negotiations. These include, amongst others, the Sendai Framework for Disaster Risk Reduction, the Addis Ababa Action Agenda, the Agenda for Sustainable Development and its 17 Goals, the Paris Agreement and the Habitat III New Urban Agenda.

### Roadmap for Action

By 2020, delegates at the Marrakech Climate Summit for Local and Regional Leaders made a commitment to undertake capacity-building in project preparation and funding, to include local and regional dimensions in the global financial ecosystem, and to support capitalisation
and the transfer of knowledge and practices as well as access to funding sources. The two main actions of the roadmap involve the launch in 2017 of a Global Campaign for Localizing Climate Finance, and the establishment by 2020 of a Global Action Framework towards Localizing Climate Finance. Overall, this is in line with the “Cotonou Declaration” adopted at the Pre-COP22 Forum of African Local Leaders organised by UCLG Africa in Benin prior to the Marrakech conference.

The leaders called for a platform within the Green Climate Fund to be earmarked for local authorities, and, from 2017-2019 prior to the start of the Green Climate Fund’s operations in 2020, the roll-out of a vast capacity-building programme for African territorial authorities and their associations so that “they are in a position to prepare and submit bankable projects to the Green Climate Fund and other climate finance schemes”.

Local leaders mobilised

A number of initiatives and examples of partnerships were presented at the Climate Summit for Local and Regional Leaders that local and regional governments could put in place to contribute to fulfilling the Paris Agreement undertakings. One such was energy efficiency, where the Moroccan experience – a partnership with energy operators – has borne fruit. We should note that the Summit was organised by the Moroccan association of regions (ARM) in partnership with large international networks of local and regional governments, including UCLG Africa. This was an opportunity for the President of the AMPCC, Fouad El Omari to reiterate that “we cannot contemplate tackling climate change without involving local authorities and the support of funders who must take into account developing countries’ needs”. The Marrakech Roadmap also praised the commitment of political leaders on the African continent “through the Yamoussoukro and Cotonou Declarations”.

Towns and cities, at the heart of climate action

Opening the Summit, Driss El Yazami, COP22 Head of Civil Society, representing the Conference Chair Salaheddine Mezouar, noted that “international initiatives have put the resilience of towns and local authorities at the heart of the debate”. He also emphasised the important role of cities and territories in tackling climate change, echoing the words of the former mayor of New York Michael Bloomberg, who, in a video recorded especially for the Summit observed that “cities have an important role to play in the adoption of the Paris Agreement, and they will have an even more important role in its implementation”.

Local and regional governments are States’ and central governments’ main partners in implementing the Nationally Determined Contributions (NDCs).

According to official estimates, over $2.5 billion per year of investment in resilient, inclusive and climate-compatible infrastructure would be needed to limit global warming to 2° by 2050 whereas, for example and according to the 2015 CCFLA report, only 9% of the resources of the largest development banks are directed to climate finance at subnational level and these are mainly devoted to mitigation projects.

In this regard many territories have made a voluntary commitment to ambitious goals to reduce emissions – including carbon-neutral targets and the use of 100% renewable energies. Such mobilisation can also be seen in the various initiatives and coalitions in which local and regional governments are engaged: for example RegionsAdapt, Under2MOU, and the Global Covenant of Mayors; and through their involvement in international summits such as Climate Week or Climate Chance. However, the projects under way at subnational level are having trouble finding adequate financing, and existing financial channels are often incompatible with local realities, as highlighted by Summit delegates.

The Mayor of Rio de Janeiro, Eduardo Paes, who is also the outgoing C40 Chair, stressed that “financing the transition towards a low-carbon model will require $15 billion in the next 15 years”. Similarly, Parks Tau, the new President of UCLG Africa, asserted that “most investment in adaptation and mitigation must be made at local level”, although he remained optimistic as regards the work needing to be done. •
Interview with Léhady Vinagnon Soglo, Mayor of Cotonou

COP22 was an opportunity for elected leaders from African towns to hold several meetings so that the voices of African cities could be heard. What is your assessment of the event and why did you choose to attend?

We are in Marrakech as part of our commitment to make the voices of elected officials heard, particularly elected officials from African countries. Cotonou is the economic capital of Benin and it is quite usual for us to attend such an international event, particularly given the issues it deals with. We are dealing with several challenges, two of which are important to me. Firstly, there is the development of our continent. Right now, everyone agrees on the potential of the continent for investments and development and the presence of many investors in Africa is a testimony to this. The other challenge concerns climate issues. This is the challenge today and tomorrow as well. It is absolutely critical that African countries, particularly cities, are here to contribute to this international climate movement. It’s an emergency for the future of mankind as much as it is in cities, particularly in Africa, where some of the real challenges lie.

For us COP22 is a market in which you need to know how to sell bankable projects.
How can Africa negotiate its role well?
In Marrakech and at COP22, Africa is in the process of defending its stance as we cannot remain on the sidelines of the fight against climate change, especially given we are one of the regions most affected by the phenomenon. There was a very strong turnout by African politicians and as was announced, this is the time for action. We have the will to turn words in actions and it is essential and more urgent than ever before to move on from making promises to concrete actions by raising the financing that was promised. The various funds that were announced and set up must be made available to our countries so that they can in turn start the implementation of eligible projects, some of which are already finalised and fall within the current drive to combat climate change and promote sustainable development.

Are the financing mechanisms intended for local authorities available?
It is true that the question of financing is quite a complex issue and accessing it can be quite a minefield. The Green Climate Fund was set up some time ago but finance has been slow to reach beneficiaries, particularly those who have the greatest need in view of the urgency, but also the challenges already created by the consequences of climate change. We need more awareness raising and assistance to allow the various stakeholders to be able to access these funds and at the same time allow them to prepare their applications properly so they are eligible. It is through this approach that we will actually be able to achieve our objectives which can only happen by raising much more financing.

As the Mayor of a city like Cotonou, which is a major city, what challenges do you face in the management of local issues and how do you plan to deal with them?
Since our election, we have made every effort to improve the living conditions of our citizens and particularly in the provision of public municipal services. There are many challenges but the main ones are frequent flooding and the lack of green spaces. In this way, our presence in Marrakech will allow us to obtain an idea of several experiments carried out by cities facing the same problems as Cotonou so that we can identify the best practices and implement projects adapted to our reality and which take the current issues into consideration.

We have met several partners, particularly from NGOs and financial institutions as well as technical partners who have shown a lot of interest in the potential that lies hidden in the municipality of Cotonou, and have expressed the need to assist us. For us COP22 is a market in which you need to know how to sell bankable projects. We have particularly emphasised aspects concerning improved sanitation, planning green spaces, public lighting and household waste treatment.

We are in the process of seeing how we can set up partnerships with other African cities or other regions in the world as well as technical partnerships and with donors to raise the investments required particularly as the opportunities are there both in Cotonou and in Benin. •
Urbanisation in African cities: The Need for Coordinated Urban Policy

Urbanisation in Africa is occurring at a pace and scale which is unprecedented worldwide. The urban population share across the continent has risen from 15 percent in 1960 to 40 percent in 2010, and Africa’s urban population is set to triple by 2050. Successful and well-coordinated public policy can be the difference between productive and liveable cities that underpins national economic growth, and a tragedy of congestion, crime and contagion currently seen in many African cities.

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African urbanisation as an opportunity

Recent downturns in international commodity prices have exposed a lack of economic diversification and an overdependence on primary commodities in many African countries. In this context, urbanisation and the growth of cities in Africa present an opportunity for sustainable national growth and development. This was the experience of East Asian ‘growth miracles’ in the mid-twentieth century, where a structural transformation shifted agricultural labour to high productivity jobs in urban manufacturing and services. Productive and liveable cities are central to structural transformation, putting urbanisation and urban policy at the core of a country’s growth strategy.

The economic potential of cities to drive productivity growth stems from agglomeration - the clustering of businesses and individuals in an environment that promotes scale and specialisation. Cities offer businesses large product markets that allow them to operate at more efficient scales and to reap the economic benefits of specialisation. At the same time, large labour markets allow for more efficient matching of individuals and their specific skills to jobs. Dense networks of people and firms also spread ideas and technologies, promoting innovation. The consequences of urbanisation are felt far beyond economics; the clustering of people allows for cost-effective public service provision, and can encourage inclusive, democratic and outward looking societies to emerge.

The need for active urban policy

However, the link between rapid urbanisation and economic growth is by no means inevitable. Many African countries have seen urbanisation without per capita income growth, and the emergence of low-density cities providing primarily local services, with limited mass employment opportunities. Fast paced urbanisation has outstripped private and public provision of housing and infrastructure, resulting in the emergence of widespread slums, congestion, crime, contagious disease and growing informal economies. 60-70 percent of sub-Saharan Africa’s population currently lives in slums and slum populations are estimated to double every 15 years.

For African cities to unlock the economic and social potential of cities, there is an important role for coordinated public policy both to increase connectivity between firms and workers, and also to tackle the potential downsides of density.

Policy priorities

Efficient Land Use

In order for African policymakers to tackle disconnected and sprawling urban development that impedes the economic, environmental and social benefits of connectivity, urban land must

be used more efficiently. Land markets, underpinned by secure, marketable and legal land rights, can help to achieve this by transferring land to those able to put the land to its highest value use. Existing land rights in many African cities are insecure and lacking in both the legal and financial supporting institutions to make these rights marketable and legally enforceable. One key policy priority is therefore the successful registration of land rights, and reforms to legal and financial systems surrounding land tenure. Rwanda offers an important example of how land rights can be registered, even within a post-conflict environment, at low cost through mass participatory exercises based on low-cost aerial photographs.

**Housing**

Decent and affordable housing provides security, a sense of socio-political inclusion and a strong basis for improvements in living standards for occupants. Housing construction is also an underrated source of employment and assets in an economy; in the peak decades of the 19th century the main economic activity in Manchester, Chicago and Melbourne was their own construction. In addition, housing (together with transport services) determines the ease with which workers can access employment, and firms can reach consumers.

Too much of Africa’s housing is in informal settlements that lack access to basic public services and inhibit connectivity through low-rise urban sprawl. This is in part due to poverty in such areas, but also can be attributed to the failure of policy to coordinate the various channels required to support wide-scale affordable housing. Secure land rights encourage further investment in residential structures, since owners can be confident that the structure will not be removed or expropriated. Construction costs must be lowered, which means that building regulations need to be appropriate, standardised and not overly restrictive. Financial reform and innovation may also be necessary to provide capital market access to small construction firms and to finance mortgages. Initiatives such as ‘incremental building’ programmes in Kigali, Rwanda, can provide low-cost housing alternatives even within stringent regulations.

**Public Infrastructure and Services**

Investments in public infrastructure and services such as transport, electricity, water and sanitation can raise the standard of living in African cities and create enabling conditions for competitive firms by improving the connectivity and coordination of urban development. In order to reduce congestion in cities such as Kampala, Uganda, where 24,000 person hours are lost each day in traffic jams, investment in roads is not enough. Public transit systems, particularly in Central Business Districts, are crucial for more connected and less pollutant cities. The optimal form of these public transit systems will vary city to city. It may be necessary to initially relieve congestion through services such as Bus Rapid Transit systems, before the incremental development of more complex transport systems such as light rail trains.

In cities at early stages of development, investment in infrastructure has the added benefit of coordinating real estate of municipal finance for efficient and ethical revenue collection is taxation of land. Given the fixed supply of land, taxing this asset is more efficient than other taxes, such as property taxes, as it does not affect investment decisions on such land and discourages speculative land holding.

Taxes on land are more ethically sound than other sources of government revenue because the value of land being taxed stems in large part from ‘social rents’ that depend on surrounding public infrastructure and services as well as increased demand for land as the city gets richer. Closely linking land taxation to further provision of local infrastructure and services can increase tax compliance and allow authorities to substantially raise municipal revenues.

**Coordinated urban policy can be a turning point for African cities**

These initiatives require a level of policy coordination and strategic planning which is not yet present in many African cities. The impetus for such reform must come internally. To inform and equip policymakers for such coordination investments to create productive clusters. Alongside well-targeted support to firms in cities to encourage competitive manufacturing and service sector growth, these investments can allow for the emergence of firms that can provide mass employment in the formal sector.

**Land Taxation**

To fund these investments, policymakers can undertake initiatives to raise revenues within cities, encouraging self-sufficiency and accountability of local investment. One prominent source and planning, the International Growth Centre’s Cities that Work project is harnessing the knowledge and expertise of a network of economists, urban planners and policymakers from across the world in providing clear policy solutions to the challenges governments face surrounding rapid urbanisation.

Urbanisation is now a critical issue for African policymakers. Coordinated urban planning will play a decisive role in determining the growth trajectory of countries and the quality of life experienced by their citizens for years to come. •
At the initiative of United Cities and Local Governments of Africa (UCLG Africa), the Network of Chief Financial Officers of cities and subregional governments of Africa (Africa Finet) and the Network of CEOs of Africa (Africa MagNet) met from November 17 to November 19, 2016 at the Kenzi Tower Hotel in Casablanca.

More than 120 high ranking officials of local governments from Africa, coming from 31 countries, took part in these meetings. The main goals sought by UCLG Africa through this initiative are:

• Strengthening the voice of local elected officials through their pan-African structuring;

• The networking of a community of practitioners representing the closest collaborators of local elected officials with a view to giving back a voice to the most competent people;

• Upgrading the skills of the professionals of local and subregional governments in terms of latest knowledge in the management of local authorities.

The CFO’s Network (Africa Finet) established since 2013 thus held its fourth training session for its annual 2016 meeting. After being trained to the use of PEFA (Public Expenditure and Financial Accountability) as a tool for the financial analysis of local authorities (2013), the “Financial rating of local authorities” (2014) and “Practical experience in terms of access to the financial market: the case of South African cities” (2015), the Chief Financial Officer dealt this year with the issue of “Public-Private Partnerships (PPP)”. The presentation of practical cases (France, South Africa, Kenya) and the sharing of experience on the legal framework of various African countries enabled CFOs to be better equipped to adapt Public Private Partnerships do not go counter the needs of their communities. The main challenge is the negotiation of balanced contracts where the risks listed by the parties are not against the interests of the population. A balanced PPP supposes the reversibility of choices. A balanced “PPP” also means negotiating capacity left to the public power. This means that the public authorities must still exercise their public responsibility.

For the first meeting of the Africa MagNet network, the CFOs were treated to a training session on the theme of the “Assessment of the Cost of Transferred Competencies”. Almost 80% of the resources to be transferred to local authorities are still implemented by the central government in most African Francophone countries. The case studies conducted in Niger, Burkina Faso and Côte d’Ivoire, have illustrated this fact. For 2017, the case studies of Anglophone African countries will be presented at the Africa MagNet annual meeting.

The network also adopted its Rules of procedure and selected the leaders of its network during its Constitutive General Assembly. Maria Jose Moreno, City Manager of the Nampula City Council (Mozambique) was elected as president of Africa MagNet. The governance of the network is complemented by four vice-presidents representing the other regions: North Africa (Mr. Ahmed Taoufik Naciri, from the city of Casablanca in Morocco), West Africa (Mr. Jean Michel Amankou, from the municipality of Plateau in Abidjan, Ivory Coast), Central Africa (Mr. Joseph Moundziegou from the municipality of Libreville, Gabon) and Eastern Africa (Mr. Kunihira Godfrey from the Busia Municipality Council in Uganda).

On the other hand, the Africa Finet General Assembly reelected Mr. Mouftaou Alidou as the head of the Network.
Cities hold the future of Africa. African cities account for about 80 percent of the continent’s Gross Domestic Product (GDP). They also continue to attract global investment interest. For example, with imperatives such as rapid urbanisation, increasing higher education systems and productive young workforce, a recent Cable News Network (CNN) report observed that African cities are booming and gaining the attention of global investors. However, cities in Africa need to be more sustainable; resilient, inclusive, productive and liveable, to continue to make meaningful contributions to the socio-economic progress of the continent. Land use planning is widely regarded as a critical and useful tool to promote sustainable cities on the African Continent.
A fundamental function of land use planning is to allocate land resources among the various desired land uses in an efficient manner. Land use planning also promotes certain allocation of financial and human resources. However, the success of any planning system is partly contingent upon compliance with or implementation of its regulations, policies or plans. Nevertheless, the urban development literature reveals exceptional failings of land use planning, in particular, massive disregard for development regulations and plans across the cities. An estimated 50-80 percent of all new developments in sub-Saharan African cities, for example, do not follow formal land development process requirements relating to sub-division, building permit and setbacks, among others.

A cursory observation of African cities from Casablanca in the north to Johannesburg in the south, and from Addis Ababa in the east to Dakar in the west, reveals that such planning failings are uneven across cities. Whilst planning seems to be working quite well in certain cities, the experience elsewhere has been very disappointing. For example, it is a common knowledge that implementation of land use plans and regulations in Kigali, the capital city of Rwanda, is far better than Kampala, the capital city of neighbouring Uganda. Lack of uniformity in the implementation in planning policies is not only evident across cities, but also within cities. For instance, many Africa cities have several examples of co-located unplanned and planned settlements, such as Nima and Airport Residential Area in Accra, Ghana, and Alexandra and Sandton in Johannesburg, South Africa.

This article seeks to highlight some of the possible explanations for differences in the effectiveness of planning across African cities and draws implications for the continent’s urban environment and for the poor. The article concludes with some proposed recommendations.

Figure 1: Co-location of Unplanned and Planned Settlements in Accra, Ghana
Airport Residential Area in Accra (above) and Nima (right), Ghana only separated by a road

Uneven Planning Effectiveness

The effectiveness of land use planning across and within cities is not expected to be uniform and the same. However, there are stark variations in the implementation of planning and its effectiveness across and within African cities that make it an issue for examination. Urban planning literature is replete with possible causes for planning failure, and differences in planning implementation and its effectiveness across African cities. These causes include: historical factors such as how formal planning was introduced in Africa and practiced by European colonialists; lack of awareness of planning regulations and their relevance; restrictive planning requirements and their high cost of compliance; and lack of resources both human and material to implement effective planning.

For example, effective planning requires a comprehensive programme to: prepare and implement plans and policies; and undertake monitoring, surveillance and enforcement to ensure compliance. This can be carried-out through an effective competent judiciary system and effective public machinery with proactive leadership, adequate and competent staff, and logistics, among others things, to detect violation and implement threats of sanctions to ensure compliance. Such implementation of a comprehensive programme may come with a huge financial cost. Nevertheless, the foregoing
suggests that differences in the above factors across and within cities on the African Continent have culminated in different levels of effectiveness in planning across the Continent’s cities or countries.

Rather than simply stating the possible factors, this article argues that differences in planning effectiveness across Africa are largely rooted in incentives. Historically, land use planning was introduced in Africa by the European colonialists at the turn of the 19th Century. Planning was used as part of the means to ensure the health and safety of colonial officials, and achieve political and economic goals of maintaining law and order, to put the colonial project on track and exploit the continent resources, respectively.

Accordingly, new cities such as Accra, Lagos, Dakar and Saint Louis were virtually built. Settlements for colonial officials such as the Cantonments and European residential areas in the British colonies were also separated from those of the natives. Unlike native cities and neighbourhoods, planning was introduced and effectively implemented in these new cities especially in the areas that were inhabited by the colonial officials. These areas were also provided with infrastructure and services. It was, thus, the incentive to secure the health of colonial officials, the preservation of law and order, and economic gains from Africa’s colonisation that necessitated the effective implementation of planning in the colonial cities and areas compared to the native areas.

At independence most post-colonial governments wanted planning to be expansive and responsive to the needs of all sections of society. However, this idea was short-lived. Post-colonial African governments hanged on the restrictive and discriminatory colonial planning policies. Further, planning institutions were not well resourced and motivated, and provided with the political will to prepare, implement and enforce land use plans and policies, culminating in urban development actors doing what pleased or pleases them.

This situation has often inured to the benefit of the politically powerful, the elite and the affluent that control land and its related resources. This, therefore, does not create incentives for the political leadership to promote effective planning. Nevertheless, where there has been incentive to pass and positively revise existing enabling legislation, provide adequate resources both human and capital for planning implementation, and the political support to plan and manage cities, planning has worked quite well.

This resonates in the case of Rwanda, since 2000, where the political leadership has supported city planning and management with the effect that Kigali, the capital city, has become one of the cities on the African Continent where land use plans and policies are effectively implemented.

As noted from the outset, the reverse side of effective implementation of planning – land use plans and policies is compliant with land use plans and policies. Excepting comprehensive administrative programmes to enforce planning policies, land use plans and policies should provide incentives to land users and developers to comply. Thus, land users and developers should perceive the positive difference between benefit and cost of their compliance to impel them to comply. However, land users and developers will first need to be aware of land use plans and policies, and have the necessary resources, both financial and material such as a registered land ownership document to be able to comply.

Where there has been incentive to pass and positively revise existing enabling legislation, provide adequate resources both human and capital for planning implementation, and the political support to plan and manage cities, planning has worked quite well.

Figure 2: Co-location of Unplanned and Planned Settlements in Johannesburg, South Africa
Alexandra (left) and Sandton (below) in Johannesburg, South Africa
Across African countries and cities, the implementation of land use plans and policies often fails to involve all stakeholders including residents, traditional authors and customary land owners, and NGOs and CBOs. Therefore, the majority of the population are usually unaware of such plans and policies. Further, land use plans and polices are often couched in technical languages, which cannot be easily understood by large sections of society. Indeed, the majority studies on the African Continent have shown that compliance of land use plans and policies tend to be comparatively high in cities and neighbourhoods where awareness is high.

Further, compliance with land use plans and policies varies across African cities and neighbourhoods depending on the relevance and benefits of such plans and policies to residents. Given that African countries still largely hang on to colonial policies, most land use plans and policies are not responsive to the development imperatives on the continent such as the growing informal sector, which employs up to about 80 percent of the population.

The planning systems do not make provisions for the informal sector. They also do not produce adequate developable lands. Therefore, cities and neighbourhoods with huge proportions of informal activities and developments do reflect low level of compliance compared to those with emerging developments such as the gated communities.

An extension to the above is where the cost of compliance with land use plans and policies is high as in many African countries. This is usually in the form of statutory fees, delays with the planning processes and extra out of pocket payments made to facilitate planning processes. This even becomes more evident in low income areas where land users and developers do not have the financial and other resources such as architectural designs, registered land title to meet planning requirements.

Implications for Urban Environment

The uneven implementation of land use planning – land use plans and policies across and within African cities have led two main forms of developments, namely formal and informal developments. Formal developments are those that follow formal land use planning processes and requirements. Conversely, informal developments are those, which do not follow the formal processes and requirements, and include slums and squatter settlements.

The manifestation of the combination of these two forms of development is the on-going massively-scaled urban developments that continue to take place in African cities under a variety of guises to meet the demand for space for urban accommodation, business and services from a diverse population with huge division between the affluent and the poor. However, as noted in the introduction, there is upsurge in informal urban developments and they are even expected to soar further given the rapid rate of urban growth and urbanisation taking place on the continent.

There are currently on-going initiatives in some African countries to achieve sustainable urban development and governance through, for example, the adoption strategic planning and integrated approaches to urban development and governance.

These developments often lack, or are not provided with, infrastructure and services. Consequently, most African urban environments, in particular, the low income areas are characterised by poor housing and environmental conditions, poor roads and traffic congestion, among others.

Nevertheless, informal developments constitute a large proportion of urban development in Africa and fill the void created by the inadequate formal development system. Further, the informal development processes provide useful lessons, which could be used to improve land use planning on the continent.

For example, the informal development processes are comparatively quick and straight forward. It needs, however, to be stated that although the poor relied on the informal system to access land for development, the growing commodification of lands within the system in the face of rapid urbanisation and rising demand are driving land and rental prices to unsustainable levels and out of their reach. This undoubtedly requires policy attention.

Conclusion

The exceptional failings of land use planning, and the uneven implementation of land use plans and policies as well as the implications across and within African cities or countries highlighted so far means that the current land use planning, development and management arrangement on the continent to a large extent is not sustainable.

There is, therefore, a need for sustainable approaches to planning, development and governance that promote inclusion and participation of all stakeholders as well as their needs. There are currently on-going initiatives in some African countries to achieve sustainable urban development and governance through, for example, the adoption strategic planning and integrated approaches to urban development and governance. However, incentives should be given a large scope in these initiatives if they should have any chance of success. •
Urban legal reforms: key to Agenda 2030

The last two years saw our national governments commit themselves to implementing three important documents: Agenda 2030 and its Sustainable Development Goals, the Paris Agreement and the New Urban Agenda. Implementing each of these global commitments demands changes to the legislation that governs cities’ growth and development.

Without better, more suitable, more effective laws governing urban planning, urban governance and urban land no African country will meet its international targets. Changing these laws will not on its own be enough, but if we don’t do it then we will surely fail to achieve the urban development goals that we have set for ourselves. Perhaps more importantly we will also fail our people as the existing laws nearly always make life in towns and cities harder and more expensive for them.

Successive African governments – and citizens, civil society bodies and the private sector in African countries – have called consistently for more effective and more just urban planning laws and regulations. There is thus a groundswell...
of support for the idea of urban legal reform. But there is very little clarity as to how to do that. The extraordinary rate and scale of urbanisation and urban growth currently happening and anticipated in Africa between now and 2030 – and beyond - underscores the urgency with which this difficult task has to be tackled.

The complaint that we have inappropriate laws is thus very common. We hear it all the time. But then when an opportunity arises to develop new or improved laws this chance is invariably lost, as we look to the laws of other countries, with very different development challenges and very different economies, not to mention different legal systems. We try to fit a law that is designed for a very different sort of place to our cities. It’s no surprise then that so many of the new laws that are drafted and sometimes even actually passed by our parliaments are never implemented, or are implemented partially.

The African Centre for Cities at the University of Cape Town initiated a platform for urban planning law reform in 2010. One of the outputs from this initiative is the Urban Legal Guide, to be released early in 2017, with the generous support of Cities Alliance, Urban LandMark and UN-Habitat.

This Guide focuses on the way in which we go about the law reform process. Rather than looking at which legal instrument or tool should be in a new law the Guide draws us back to the law-making process. The reason for this is that we need to identify new ways to work, not only in relation to the bricks and mortar challenges - the problems ‘on the ground’ - but also to the regulatory environment within which we work. If we don’t look carefully at the capacity of state organs to implement new laws, or the ability of the private sector and ordinary people to comply with those laws, if we don’t look at what sort of interventions work well in each of our very different countries’ legal systems, then we are doomed to fail.

We will continue to produce new laws that appear to be silver bullets, instant solutions to complex problems, but which end up either not working at all or, even worse, having disastrous unintended consequences: laws intended to promote safer buildings end up as the basis for mass evictions driven by landlords in cahoots with local politicians as it becomes clear that most of the city’s residents cannot afford to comply with the new standards; laws intended to promote uniform valuation of city properties for taxation purposes require the use of state-of-the-art technology that is not available and unfamiliar to officials, with the result that inaccurate valuations lead to under-recovery of property taxes and no funds for urban infrastructure; or in the development of laws intended to ensure that developers contribute to the costs of infrastructure needed to support their projects the drafting team fails to engage developers carefully or thoroughly, with the result that the developers have established all the loopholes well in advance, rendering the entire new system impractical and too costly to implement. These are just some of the potential pitfalls that result from poorly designed processes of urban legal reform. In the Urban Legal Guide we propose an approach to law reform that is firmly grounded in the actual context of the country and the cities in which new laws will have to work.

We propose an open acknowledgement of the political dimension to urban development decision-making; the rules for urban planning have a technical dimension to them but designing new ones, or changes to existing ones, is not purely a technical exercise.

We emphasise the importance of engaging with the appropriate stakeholders at the right stage in each step in the law-making process. In cities where the vast majority of people live outside of the formal system of land use regulation, building controls and property taxation then new techniques are needed to stakeholder engagement. Consulting people on legal reforms that set standards that they will never be able to meet is not a helpful approach. Finding out what sort of regulation they would regard positively is going to be more helpful.

Establishing the thresholds for households and businesses - in terms of willingness to co-operate as well as willingness to pay – is centrally important if we are to devise laws that have a chance of actually working, of actually changing the patterns of land development and land use in our cities.

The Urban Legal Guide will be released in early 2017. We hope that it will kick-off a new era of constructive debate and improved practice around the regulation of urban planning in our region’s towns and cities.
African cities are fast expected to become the home of the majority of citizens in countries across the continent. While the challenges and opportunities represented by many African countries are well documented, people’s hopes for escaping poverty and unemployment are also increasingly projected on to urban centres.
Rising urban populations, coupled with the resultant increasing pressure on infrastructure, services and economic opportunities, provide some indication of the complex and dynamic challenges that contemporary city administrations face. The need for administrations to co-create with citizens around understanding and addressing their needs is something I consider a vital element in developing a future-ready African city.

In this context of complexity and rapid change, design thinking can be a powerful problem-solving tool that, used effectively, can harness human resources and creative energy to ultimately improve the quality of life for all citizens across the spectrum. Design thinking, or design-led innovation as it is also called, is a practice for both problem-understanding and problem-solving. Its roots lie within the industrial design profession and it is ultimately an approach and mindset that addresses complex challenges in a holistic, creative and innovative manner. Its strong human-centred approach ensures that people and their needs, are at the heart of any solutions.

Design thinking focuses on developing a deep understanding of the people in the system who are most affected by any interventions. In the case of urban development this would be citizens across the spectrum and their needs in the context of their lived experience, as well as the impact on them of any infrastructure development and service delivery. Design thinking therefore encompasses a consideration of human needs and desirability, in addition to the business viability and technological feasibility that usually drive decisions.

Cape Town, South Africa, where I live and work, is a well-resourced city relative to other South African cities. However, the legacy of apartheid design and planning – which was very successful in achieving its goals of dividing citizens and excluding some communities from access to resources – remains beyond the advent of democracy. This legacy is reflected in the continued spatial separation of communities and the disparate levels of access to services and opportunities citizens experience. Its consequences for the city is still felt in the service delivery protests that flare up at times and the continued contestation around land.

During the three years that I spent as a director of design-led innovation in the city administration (from 2012 to 2015) we adopted a process of co-creation, based on the design thinking process, to help ensure that the city’s plans and delivery took better account of the needs and experiences of citizens. This process leveraged the city’s annual allocation for independent ward improvements to each of its 111 wards throughout the metropolitan area projects. Our design-led innovation team worked with citizens of 81 wards over a period of 18 months, to conceptualise improvements in their areas. This co-creation process took the form of design thinking workshops with more than 1500 citizens, over 500 city officials and designers from all over the city. During these workshops citizens, officials and designers worked together to understand the issues that people faced in the contexts in which they lived and to generate ideas for solutions from all participants that responded directly to the needs and issues expressed by people. The value realised from citizens feeling they were listened to, and heard, was palpable.

The process culminated in 116 concept designs that would guide future budget allocation and spend. The majority of these related to improvements to parks, public spaces and vacant sites. They also included urban upgrade projects, urban agriculture initiatives, public transport interchange designs, arts and culture and sport and recreation facilities. In addition, there were plans for economic development interventions like skills development and trading facilities. More important than these design concepts, was the design-led innovation template developed for engaging citizens meaningfully. Implemented, this process can help realise collaboration between citizens and government to advance a more equitable city where there are opportunities for development for all citizens.

In July 2015, I left the City administration to start the Hasso Plattner Institute of Design Thinking at the University of Cape Town (d-school) which was established to make this human-centred, problem solving training available to all in South Africa. The overall objective of the d-school is to train and capacitate students and professionals in design thinking as an enabler of innovation and new outcomes that can meet the needs of users in complex socio-political and economic contexts.

Training in design thinking at the d-school develops competencies in human-centred, design-led innovation and practice in working in inclusive and diverse, multidisciplinary teams. Participants in the d-school’s training programmes leave the training having been exposed to:

- Collaborative empathy in multidisciplinary teams
- The practice of core design thinking processes and methodologies
- Reflective practice as a continuing learning process
- Methodological approaches to exploring complex problems
- Abductive reasoning for creative problem solving
- Design of human centric solutions

The locus of the d-school’s work is South Africa and the African continent. Here the context is complex and evolving; requiring ongoing innovation in the form of new solutions and outcomes, as well as new applications for existing solutions. Our human-centred, values-driven and collaborative approach means that together we establish collective goals that contribute to achieving sustainability and user- and community-agency. This is particularly important in a region like ours that requires human-centred, contextually relevant, innovation - from products to services, systems and business models. And it is our vision to bring education, training and capacitation in design-led innovation to the region.

Design thinking encompasses a consideration of human needs and desirability, in addition to the business viability and technological feasibility that usually drive decisions.
Monrovia: The sluggish pace to modernisation

Monrovia is one of the oldest cities in Africa but remains one of the least developed and has been rated as the world’s poorest city.

By Kingsley Kobo
Founded in 1822, the 13 sq km (5 sq mi) coastal town, Monrovia, derived its name from former United States President James Monroe, whose administration facilitated the settlement of more than 3,000 freed slaves to Liberia under the leadership of the American Colonization Society, from which the West African nation gained independence in 1847.

Monrovia, the country’s largest city and seat of the national government, boasted of standard urban infrastructures, which were still a distant dream for most African countries at the time, thanks to the influence and support of the American government.

Growth and standard of living were relatively high, attracting regional immigrants from Guinea, Ghana, Nigeria and Sierra Leone to the city, where the American Dream could seemingly be achieved without the need to cross the Atlantic Ocean.

“Monrovia was a dream place in the 60s and 70s. My three daughters were born there. I am from Nigeria, an oil-rich nation, but the standard of infrastructure existing in Monrovia then was second to none in the sub region,” says Adewale Julius, a retired businessman.

“Electricity was perfect. Potable water was flowing nonstop. The roads, gutters and streets were clean and you’d find structured trees and flowers everywhere shading you from the sun. Public transport buses were punctual and in mint condition. The administration was effective.”

The fall

Unfortunately, most of the city’s current population never saw or enjoyed the times that Adewale savoured for 24 years before fleeing the country’s first civil war in 1990.

An initial military coup in 1980 disrupted expansion and development programmes in Monrovia, notably an attractive low-cost housing project launched by the Libyan government. Two civil wars, between 1989 and 1997 and 1999–2003, which together claimed more than 800,000 lives and caused the displacement of more than one million people, literally crippled the entire city, putting it out of function for a long period.

“Imagine when you live in a city without electricity, water, telephone, hospitals, vehicles and even food. Monrovia turned a ghost town. Nothing was operational. The only thing on your mind was the desire to flee the place by any means possible,” James Gaye, a 52-year-old former secondary school teacher says. “With our eyes, we saw how our beautiful city was being dismantled piece by piece by bullets, mortars and grenades. Decades of construction, national pride and our children’s future suffered from human madness.”

Monrovia was left with no traffic lights for a decade due to the turbulence, and the entire city sat in deep darkness at night, with few homes being powered by private generators following the closure of the Mount Coffee Hydropower Project, which provided electricity and drinking water to the city.

The central administration was paralysed; nobody to clean the streets, nobody to empty the gutters, but hope returned in 2006, three years after the end of the second civil war, when Liberia elected Africa’s first female president, Ellen Johnson Sirleaf. A massive reconstruction project backed by The World Bank helped in erecting new private and public infrastructure in the city and the renovation of old ones.

Stuttering revival

Jump to current times and Monrovia’s streets and roads are fairly brilliant again thanks to a functional sewage disposal network, to the delight of many locals although the municipal authorities, Monrovia City Corporation, headed by new mayor Clara Doe Mvogo, still face criticism.

“We still can’t call Monrovia a clean city despite their efforts. There is still a lot of work to do to reach the standard we experienced before the war,” Juliette Nebo, a 47-year-old field engineer laments. “You have the impression that what has been done so far or currently being done is a rush to get life going in the city, but without any solid plan for its future. How would Monrovia look in 15 to 20 years time nobody can really figure out.”
Most residents will tell you they are happy living in the city because peace and normalcy have returned and not because it’s the best place to be. A high unemployment rate of 85 percent, according official statistics, exacerbated by the unavailability of basic infrastructure offer nightmarish living conditions in Monrovia.

About 80 percent of the city is without public electricity and 90 percent of homes do not receive pipe-borne water. Some communities obtain water from hand pumps while private generators are generally relied on for power, despite the massive smoke and noise pollution they cause.

A source at the ministry of public works confirmed ongoing renovation activities at the Mount Coffee power plant, which is expected to curb the deficiencies, but there are no details on the time frame for completion. Liberian authorities signed an Interconnection Agreement in 2013 to import electricity from regional power giant Ivory Coast. An Ivorian official confirmed to the project is halfway completed.

Streetlights remain scarce in Monrovia, however, light poles are being erected in most areas and new high-tension cables are visible across the town, raising hopes that the dark nights might soon be a thing of the past.

“Monrovia is now synonymous with darkness because of the power outage. Night life is almost extinct, which is seriously affecting the growth and economy of the city,” says Ahmed Sayeh, a taxi driver. “It has also worsened the crime situation. We live our lives in the 12 hours sunlight and retire to our hideouts by sunset. No light, no water, no good roads. The only thing fairly organised is the transport system, although still not modernised.”

**Roads and transport**

The 1.5 million population of the city, almost half of the country’s total population, use fairly presentable private taxis and minibuses for transport, which are normally shared and sometimes overcrowded. They are supplemented by buses deployed by the Monrovia Transit Authority, which is nursing plans to acquire new vehicles that will offer better comfort like air-conditioning and internet wi-fi for users, according to the authority’s management.

Visitors enter Monrovia from other Liberian cities like Buchanan, Gbarnga, Ganta and Sanniquellie via minivans, buses and bush taxis, named that way due to their rusty and poor mechanical state.

Located on the Atlantic Coast, boat transit is possible between Monrovia and other Liberian coastal cities, while the country’s 480 kilometres (300 miles) of railroads, owned by local mining companies, are used mainly to transport iron ore, one of the nation’s three major exports, to Monrovia and Buchanan.

“Some 80 percent of the country’s heavy traffic occurs in Monrovia and its surroundings and so there is dire need to enhance and expand the city’s road network, which could be catastrophic in a few years if nothing is done,” Nyepah Jlateh, a former director at Monrovia City Corporation claims.

The Liberian government invested US$23-million in nationwide road construction and US$4-million for maintenance last year, with Monrovia claiming the lion’s share. However, those efforts appear to be a child’s play considering the general poor state of the country’s road network.

Just 1,000 kilometres of Liberia’s 10,000 km of roads are paved, triggering a hanging need of at least US$100-million annually and US$2.2-billion for the next 20 years to bring the roads up to international standard, according to the ministry of public works. And with Monrovia relatively enjoying the best of the country’s available infrastructures, the city’s capacity could soon be stretched by the influx of greener pasture seekers from the hinterland, observers say.

“IT’s the best place to be in the country, and so everybody outside the city, mostly the youth, want to move here, whereas available facilities such as housing, water, electricity, etc, are not even enough for the existing population,” Jack Sesay, a 61-year-old real estate dealer argues.

“And there are no visible plans for expansion. Monrovia is still struggling to shake off the burdens of the wars and until that is completely achieved the city will not experience meaningful and durable growth.”

**Economy**

The city’s economy is heavily dependent on its harbour, the country’s main port, known as the Freeport of Monrovia, which boasts over 3 500 vessels registered around the world under the Liberian flag, the second largest in the world behind Panama, although it remains unclear how much of the proceeds from those operations are invested back in the city.
The port also handles the export of the country’s two major natural resources, latex and iron ore, which generate direct and indirect jobs and tangible commercial activities for locals beside those provided by storage and ship repair facilities in the city.

The manufacture of food products, cement, tiles, furniture, chemicals and drugs in and around Monrovia, and the presence of government offices have been creating job opportunities and supply services. Foreign aid is another significant source of income for the city, but mostly covers public works.

**ICT**

As with most West African countries, Liberia has a vibrant telecommunications sector, with four mobile operators, which offer innovative mobile phone and internet services that have seen a drastic fall in retail prices thanks to the rude competition for customers despite an expensive operating environment caused by inadequate basic infrastructure, like electricity.

Mobile penetration is currently at 75 percent while Internet penetration is 21 percent, according to the Liberia Telecommunications Authority, the sector’s regulator. The figures are high considering the general low standard of living in the country. Monrovia accounts for more than half of the country’s total users and has the best network coverage, internet speed and bandwidth.

A 4G network has been operational for two years and wi-fi services are now offered free at a number of government premises like the City Hall, home to the city’s municipal authorities, who have also been using the internet for awareness campaigns such as community waste collection, waste treatment and recycling projects - an innovation many other cities in the sub region are yet to employ.

“Mobile phone and internet services are great in Monrovia and I think the city could float an e-government soon, especially to help in resolving environmental issues,” says Ziggy Taylor, a 23-year-old communications student at the Monrovia-based University of Liberia, the largest of the country’s nine universities. “The only stumbling block is instability in power supply. You need electricity to use your mobile phones and computers.”

**Healthcare and Ebola crisis**

The internet was also a valuable tool for the authorities in sending alerts and communicating with several communities during the Ebola crisis, which put to the test the city’s health facilities that had barely seen tangible upgrades following huge damages from the wars.

Liberia had just 50 doctors for its entire population of 4.3-million before the outbreak of the epidemic in March 2014 that killed close to 5 000 people according to the World Health Organisation.

Monrovia is home to the country’s two best healthcare facilities, the John F. Kennedy Memorial Hospital and the Roman Catholic Hospital, which were overwhelmed by the more than 10 000 cases of the Ebola hemorrhagic fever (EHF).

During the crisis makeshift treatment centres were erected and operated in and around the city with the help of friendly governments like the US and China, and international health organisations such as WHO, UNICEF and Médecins Sans Frontières.

“In fact, if not for the speedy intervention from foreign organisations and governments, Ebola might have wiped out a better part of Monrovia’s population because we had no such facilities to cope with the crisis,” says Patrick Nmah, a medical doctor who participated in the Ebola battle. “The city already had a huge deficit in the health sector even before Ebola. Sanitation facilities were basically absent. Public toilets are still scarce. With our 1.5-million population, we need ten to 12 times the health facilities currently existing in the city.”

Liberia was declared Ebola free in May 2015. Although there are scores of private clinics in Monrovia, most of them are poorly equipped and not licensed, according to the ministry of health and social welfare, which has threatened to launch a massive crackdown. However, locals often theme those threats as empty slogans because, according to them, until standard and affordable health centres flourish across the city, backstreet clinics will continue to be patronised due to their proximity and relatively low fees.

**Recreation**

Monrovia is not all about gloom however. Recreational activities are part of the people’s culture. There are beautiful beaches and some small and inspirational islands along the Atlantic coast that are mostly packed with visitors, locals and foreign tourists, especially during the weekend.

Tropical rainforest birds and wildlife can be found in the only zoo of the city, while the middle class often opt for the golf course, tennis courts and shooting clubs offered by the Bong Mining Company.

“Monrovia remains a sweet place. Beside the peace we enjoy, there is a sense of belonging that helps us to cope and strengthens our faith in a city we have committed our future and that of our children to,” says Catherine Koffa, a 41-year-old social worker and mother of three says.

Overall Monrovia has potential. It has the loyalty of its people, especially those who remember or hear of its former grandeur. Returning it to those glory days is obviously not possible in the short-term, but what is, is a new future, new hope and a hungry youth ready to jump into a strong economy. •
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City logistics is one of the most important aspects in urban precincts where various transport modes used for passengers and freight movements compete fiercely for space. Planning is therefore crucial.

City logistics can be defined as “moving passengers and freight from origin to destination in the most cost effective way by integrating the respective transport modes on the corridors of movement through, to, from and within the city precinct in an integrated system of links and nodes of passenger and freight terminals.”

The current logistics performance of different countries is captured in the Logistics Performance Survey undertaken by the Shippers Council for Eastern Africa. It provides a comparison of a number of indicators that include efficiency of goods clearance, quality of logistics services, timely delivery of shipments, security, trade regulations and corruption. Those indicators are of particular importance in cities, such as timely delivery in increasingly congested precincts.

Logistics in general, and city logistics in particular, has become more and more important in the urban precinct where various transport modes used for passengers and freight movements compete fiercely for space in the increasingly congested urban area. This is particularly true for the main routes to and from the cities, but even more so for movement within the cities. The problem is exacerbated around intermodal passenger transfer terminals where non-motorised transport modes, such as pedestrians and cycles, as well as motorised transport modes such as motorcycle taxis (eg “boda boda”), 3-wheel scooters (eg “bajaj”), taxis, buses and rapid bus transit need to be integrated. These terminals are often located at or close to rail stations such as conventional metro rail stations which intensify the interaction between pedestrians and vehicles considerably.

Some major cities have taken the bold step of developing rapid bus transit (BRT) systems within established street reserves to provide capacity for more passengers in fewer vehicles, such as “A Re Yeng” in the City of Tshwane, South Africa or the very recently completed “Dart” in Dar es Salaam, Tanzania. (see Figure 1).

There is no doubt that conventional buses in priority lanes or BRTs on dedicated infrastructure contribute significantly to effective mobility for passengers but the consequences of dedicating road space to such public transport modes include severely reduced road space for other passenger transport modes as well as private car users. From an urban planning perspective, this is good as it forces people out of their cars into public transport, provided suitable public transport alternatives such as the “A Re Yeng” or “Dart” do exist.

Mobility for freight is even more important than for passengers. The last mile is the most expensive part of the supply chain and congestion in the cities adds time and cost to the supply chains. Banning trucks in peak hour to reduce congestion has been suggested in South Africa, for example, but the increase in logistics costs such as travel time, driver wages and cost of the additional fleet size required to transport the same goods in lesser time, cannot be justified by the small reduction in congestion that will result. Trucks are usually the victims of congestion and not the cause.

Transport cost as a percentage of GDP for South Africa was around 7.6% in 2012 while it ranged from 9.4% in Uganda to 19% in the DRC, according to the 10th Annual State of Logistics Survey of the Council for Scientific and Industrial Research (CSIR) in South Africa. A similar indicator for the USA at the same time was 5.2% according to the Council of Supply Chain Management Professionals (CSCMP) Annual State of Logistics Report. This implies that in general, African countries and their cities have a long way to go in reducing logistics costs if they want to compete on global markets. Part of the solution is to ensure that the right mode is used at the right place for both passengers and freight.
Transport costs contribute around 60 percent of total logistics costs and it makes sense to start with analysing transport costs in an attempt to become more competitive. It is clear that large trucks, rail transport or maritime vessels should be used for bulk loads, including containers, while medium trucks should be used to serve regional centres and small trucks or light delivery vehicles be used for the final delivery (last mile).

It is also evident that large trucks should not be used to deliver in the urban areas and preferably be loaded and offloaded in consolidation centres or freight terminals at the outskirts of the urban precincts where appropriate facilities such as truck staging areas, amenities and weighbridges should be provided. Deliveries or collection should then be done by smaller vehicles to serve the city centres; preferably electric or hydrogen powered vehicles.

Unique ways of limiting the costs of the last mile have been developed in African cities, such as the 3-wheel cargo motorcycles (see Figure 2 and Figure 3).

Drone technology is the latest development that can also be used to reduce last mile costs in the case of delivering medical products to hospitals. Currently it is tested to deliver blood supplies to remote areas in Rwanda due to poor road infrastructure but nothing stops it to being used where congested urban roads prevent urgent deliveries. In fact, the Port of Durban in South Africa, has recently completed pilot projects for the use of drones for collecting information on port traffic.

However, trucks cannot be removed completely off the roads because solid waste trucks still need to be allowed access to all premises, as well as construction vehicles such as concrete mixers and heavy vehicles carrying industrial equipment. Latest developments in solid waste management are largely focusing on reducing the waste stream and separating waste at source that will simplify recycling, which in turn will reduce the waste stream and number of waste trucks needed to operate in cities.

The location of freight terminals should preferably be on the outskirts of cities, but the location needs to be carefully chosen to balance the last mile costs. It should also accommodate intermodal integration between road, rail and maritime transport, which unfortunately brings the terminals right into the centres of cities as is evident in almost all cities located around the coastline of Africa. One way of addressing the challenge of heavy vehicles in the city centres is to force them along freight routes that are designed for this heavy vehicle traffic. Cities in the hinterland do not have the sea port or maritime transport problem of trucks in the city centre and are in a better position to locate the terminals at the outskirts of the city precinct, such as the MCCL Dry Port outside Mbeya, Tanzania, on the road to Tunduma border post (See Figure 4).

The recent Kigali City Transportation Master Plan suggested the development of logistics hubs at the fringes of the city, and where possible near existing and proposed intermodal points of travel such as airports and rail stations. This plan also recommends that a high capacity urban road network around the city (ring road) be developed for through freight traffic. This is aligned with the latest development of using smart technology to reduce harmful emissions in cities. One such concept is “clean route planning” for freight transport. The intention is to adjust freight routes in real time to direct freight trucks to routes that are less congested and will consequently reduce the emissions from freight transport, avoid road congestion, and decrease fuel consumption.

In conclusion, planning for city logistics as part of the urban fabric should be compulsory rather than optional to ensure acceptable levels of passenger and freight mobility. The consequence of poor planning for, and insufficient integration of, city logistics in fast growing cities in Africa is evident in the congestion, unacceptable delays, and chaos in the city centres of many of the African cities.

Regular commuters and freight transport operators of the extensive freeway system in the Gauteng province of South Africa have much in common with their counterparts in Nairobi, Kenya, Dar es Salaam in Tanzania, Kigali in Rwanda and most of the other African cities. The solution is not to build more roads; which will only aggravate the problem by attracting more traffic, but intentional integrated transport planning for passengers and freight that will result in cities that can compete with the best in the world.

Figure 4 MCCL Dry Port outside Mbeya
Connecting the cities

African capital cities are usually host to a nation’s most important airline. In turn, such airlines contribute significantly to the city and not just economically, but through enhancing support industries and infrastructure development, job creation, and more it is usually the first ambassador for city awareness and credibility. There is much to be said in this regard for Ethiopia’s Addis Ababa. Not only does the city host the nation’s most important airport airport hub, but also one of Africa’s biggest airlines, Ethiopian Airlines, whose chief executive officer, Tewold Gebremarian spoke to African cities about the status of Africa’s air travel.

By: Elias Gebreselassie

There are four main areas where Ethiopian Airlines’ (ET) presence makes a significant difference in Addis Ababa. Tewold Gebremarian, CEO of the carrier outlines those:

“We believe we support strongly in the area of job creation and employment opportunities for more than 12 000 employees, not only in Ethiopia but also abroad with our highly qualified expatriates (i.e. exporting manpower to foreign aviation sectors).

“Secondly our ever-expanding passenger and cargo network contributes to the growth of the national economy, ensuring that the air sector efficiently supports the growing economy and thirdly Ethiopian Airlines contribution to the tourism sector is significant. Moreover, it promotes tourism in marketing Ethiopia as a global tourist destination which in turn attracts support for many of the hotels and guest houses in the city, including those firms engaged in transportation services. Above all, the airline is also a major source of hard currency income for the country.

“Last, but by no means least, the airline is responding to demands from the growing economy, partly supporting implementation of the Second Growth and Transformation Plan by providing easy connectivity to passengers to and from Ethiopia with direct connections to 95 international and 20 domestic destinations for passengers. In being the largest cargo operator in Africa, we play a major role in transporting agricultural products from Ethiopia to the world market and also bring in required goods in the economy.”

Value of ET in a connecting African cities

In measuring, not just in monetary terms, the value of Ethiopian Airlines,

Tewold Gebremarian, CEO,
Ethiopian Airlines
not just in terms of connecting cities but also the continent to the rest of the world, Gebremarian says there are many aspects: “As a national flag carrier, Ethiopian Airlines plays a pivotal role in the overall economic transformation of Addis, Ethiopia and Africa through its ever-expanding network of connectivity.

“We also serve Africa more than any airline, where we have currently launched our 53rd destination in Africa, Comoros. There are also recognitions to consider such as being ranked as the Sixth among 22 most dependable airlines around the world. The ranking was granted after a serious assessment in three areas: on-time performance, low costs for bag checking, and the average age of an airline fleet.”

Gebremarian also says that ET is an example for others to follow. “As the economic output of the African continent increases, Ethiopian Airlines is seeking to leverage on that growth by expanding its fleet and putting Addis Ababa at the heart of a global hub and spoke system. Currently, the airline is a Pan-African global carrier operating 82 aircraft - the youngest fleet in the continent - with an average age of less than five years and currently serving 95 international destinations across five continents with over 240 daily departures.

“Further Ethiopian Airlines is the largest cargo operator in Africa, carrying goods globally with dedicated freight
The Ethiopian Airports Enterprise (EAE) is a government body formed in 2003 to supervise the domestic airports of the country and aids in increasing the country’s domestic air links building facilities.

According to Wondim Teklu, Head Communications Affairs at the EAE, the organisation is currently building five additional airports to cope with increases in domestic air traffic. It has expanded its employee numbers from 600 to 1500 and has plans to reach 3000 by 2025. The Enterprise also hopes to increase its network of airstrips and airports to 30 in the next decade.

Teklu admits that 8.5-million of the 9-million passengers that have used Ethiopian airports are those at Addis Ababa International Airport, with the balance of 500,000 using the 17 other airports combined.

“Outside the Addis International Airport, all other airports are operating at net loss. We aim to fulfill a government vision in providing fast and efficient transportation for Ethiopia’s population,” Teklu stated, adding that airports are a strategy of government to drive an economic, social and political agenda.

Nevertheless for a country that only recently, with a decade of economic growth, started to see air transportation as more than a past time for elites, Teklu comments that the construction of airports has been able to boost time productivity while making air travel more common given that all airports now have daily flights.

EAE also aims, with the construction of new airports and upgrades for the regional ones, to obtain a greater share of international flights. Currently, outside of the capitals airport, only Dire Dawa International Airport services international flights to Djibouti city and Hargeisa, the capital of the self-declared nation Somaliland.

Two other regional airports, which have been built to accommodate international flights, Bahir Dar and Mekelle, only service charter or irregular flights although there are plans for those to have regular international flights, both cargo and passenger, relieving some of the burden from the capital. Already Bahir Dar and Mekelle airports have had modern cold stores built, while one is in preparation for construction at Dire Dawa airport. The cold stores serve as storage facilities for perishable export items such as flowers and fruits before their eventual export to international markets.

The airline also supports Ethiopia's rising exports. Perishables such as flowers, fruits, vegetables and meat. “We also have high value goods and equipment such as electronic goods, oil machineries, medical devices etc,” says Gebremarian, “and we also provide connectivity options to tourist sites.”

Ethiopian Airlines is also providing management and technical assistance to other airlines (in Rwanda, Cameroon, Equatorial Guinea, Mozambique & Cape Verde) by availing trained and skilled manpower, and personnel secondment. “We are therefore contributing to the overall development endeavors both in Ethiopia and Africa in general, which in turn has a global impact,” confirms Gebremarian.

**African scenario**

But there are problems in terms of African skyways. Gebremarian outlines the current state of the airline industry in Africa. For him the aviation industry has a very strong future with vigorous fundamentals for it to thrive on the continent, but he says, it requires a firm commitment from African Heads of States to develop the operating environment and improve conditions.

“Currently over 82 percent - according to African Airlines Association (AFRAA) - of the African travel mark is dominated by non-African carriers, leaving less than 20 percent share for home grown indigenous African airlines. Consequently, governments need to understand the enabling role of aviation for the renaissance of Africa in facilitating trade, investment and economic integration and it should not be an option to invest in the required infrastructures and capabilities,” said Gebremarian.

“The implementation of the Yamoussoukro Decision (YD) will also help African carriers to own more traffic rights and motivate for cross-border airline cooperation, which will improve market share and future prospects,” says Gebremarian.

From ET’s perspective African aviation is generally characterised by:

- **Slow pace of African Open Sky Agreement**: Liberalisation of African skies is a huge challenge for the growth of the aviation industry in Africa. It demands a renewed political commitment from the continent’s leaders to realise a liberalised African skies in accordance with the African Union Agenda 2063. Continuous lobbying is required for the creation of a single African air space and for aviation to be treated as a strategic public asset by mobilising the African Union Commission, industry actors and governments.

- **High Charges**: Aviation in Africa is being taxed like tobacco and alcohol. The price of jet fuel is twice the global average, and other fees for overflying, aircraft landing and parking are exorbitant.

- **Limited Market Access within Africa**: Gaining market access within Africa can often be more difficult for African airlines than foreign carriers. This failure to cooperate is the major obstacle for
the growth of the African aviation industry. The regulatory framework in Africa is eschewed against African airlines. Non-African airlines often get more favorable air traffic rights than African carriers.

- Unfair competition: The playing field is not level and there are many hinderances to operating in the market especially for African carriers. Due to lack of coherent aviation policies by many governments, Africa airlines are also increasingly exposed to aggressive and unfair competition mainly from Middle East airlines.
- Limited skilled human resources: Lack of adequate people with good Aviation expertise and know-how has continued to be a huge challenge for the continent.
- Lack of well-developed airport and ICT infrastructure: African countries have a low stock of infrastructure, particularly in transportation, and the potential for information and communication technologies (ICTs) has not been fully harnessed. These deficiencies have constrained gains in domestic productivity and present a critical bottleneck towards the growth of regional integration.
- To solve these problems, Ethiopian Airlines, along with African Union, AFCAC, AFRAA and all African carriers, are pushing for the implementation of the Yamoussoukro Declaration (YD) that is geared towards a comprehensive reform of the air transport industry and the unification of the fragmented African air transport market. With this open sky agreement it is expected there will be more African carriers to serve their own land than non-Africans. In addition, Ethiopian Airlines has invited African carriers to use its modern and expanded aviation academy to train their personnel in all areas of aviation professions.

**V2025 importance**

Gebremarian says that given the status quo of the industry at large, Ethiopian Airlines developed some years ago, a V2025 strategy aimed at developing the overall competitive capability of the airline, thereby withstanding aggressive competitive pressure and to become a formidable African airline group in Africa by 2025.

He says: “Accordingly, ET is successfully achieving the objectives of the vision and has now become the largest airline group in Africa. As an indigenous Pan African carrier, ET is also doing its level best to raise its voice, especially in reiterating the facts; liberalising African skies is not an option, African carriers must look inwards to the continent to leverage available internal resources to create synergy through collaborative partnerships among themselves and Africa must become one single unified market without any restriction for African airline. “

In pursuing Vision 2025, the airline intends to: increase its fleet size to more than 140, flying 22-million passengers, transporting 820,000-tons of cargo, and reaching more than 146 destinations by 2025, generating $10-billion in revenue and $1-billion dollars in profit.

In this vein, and given that Addis Ababa airport is intent on becoming the main air hub of Africa, Gebremarian has taken
into consideration that the city is the seat of the African Union and many international organisations, and this, coupled with the accelerating growth of the country, ensures that Addis Ababa remains, for ET, its major hub.

With more than 240 daily flights, Ethiopian Airlines will indeed benefit from this given it connects its customers smoothly to and from the capital in the shortest possible connection time. “The expansion projects we have underway will also help us accommodate a growing annual passenger travel,” he says.

There is too the expansion of Addis Ababa airport to take into consideration, which will in turn enable the airline, and its hub, to provide a world class travel and transfer experience for all its passengers.

**Growth**

Through Vision 2025, Ethiopian Airlines is transforming into an aviation group comprising seven profit centers: Ethiopian International Services; Ethiopian Regional Service; Ethiopian Cargo; Ethiopian MRO; Ethiopian Aviation Academy; Ethiopian In-flight Catering; and Ethiopian Ground Services.

Infrastructure development is key to ET’s efforts in complementing fast growth and attain the airline’s goal in remaining the leading aviation group in Africa. It persistently modernises existing facilities and implementing massive infrastructure development projects.

- Aviation Academy: Ethiopian Airlines has built the largest and latest aviation academy in Africa, with an investment of US$-100 million. The Academy has the best aviation training technology that an airline academy can offer: a full range of fleet cabin emergency, evacuation and door trainers fitted with a high standard swimming pool for cabin crew ditching exercises; and more than 20 pilot training aircraft, classrooms, a student cafeteria, auditorium hall, student dormitory, green compound with space for outdoor sports; and dedicated and experienced instructors with a perfect environment for trainees, where we can nurture the continent’s youth and prepare them for the 21st century African aviation development.

- Cargo: The New Cargo Terminal at Addis, now 82 percent complete, expected to be operational during April 2017, will have annual storage (for both dry and perishable goods) of 1.2-million tons and a capacity to handle eight B747-800 freighters at a time. Construction of the first phase will cost some US$-150 million. On completion, our uplifting capability will be equivalent to the cargo terminals of Amsterdam’s Schiphol, Singapore’s Changi and Hong Kong.

- A Four Star Hotel construction: With booming construction in the country’s capital, an Ethiopian Four Star hotel construction is progressing, with 30 percent complete. It covers a total area of 40,000 m2, built at a cost of US$-65 million. China National Aero-Technology is responsible for the construction and has committed to hand over the project by September 2017. The hotel will have 330 rooms, a banquet hall to accommodate 2 000 guests, different restaurant themes including the biggest Chinese restaurant in Africa, a swimming pool, gym, spa … the list goes on.

- Catering: Ethiopian Airlines has also inaugurated the largest catering facility in Africa, with a capacity more than all the hotels in the city combined, producing 100, 000 meals per day. It is a G+1 building covering a total of 11,500 m2 area. Elmi Olindo Contractors plc is the contractor and the construction amounts to US$-20 million. It will soon introduce third party services and generate revenue as an independent profit centre.

- Maintenance Hangar: The newly built wide body maintenance hangar is financed by Ethiopian Airlines and EXIM Bank of China, with 15 percent and 85 percent equity respectively. It has two bays equipped with the latest technologies, such as; a full paint hangar and maintenance hangar; a 20,000 m2 backside office; engine shops; and a 105,000 m2 hangar apron area. The facility is capable of accommodating 2-B747-800 (the biggest Boeing airplane) at a time.

**ET Hub-bing**

ET has a multi-hub strategy: One brand with multiple products; to have multiple hubs in Africa connecting it to its main hub, Addis Ababa; as well as hub-to-hub connections. Next to the main hub, ET has established its second and third hubs in:

Lomé (Togo) in partnership with ASKY Airlines: and its third at Lilongwe, Malawi with Malawan Airlines. Ethiopian and ASKY have been successfully serving the needs of passengers travelling within, to and from West and Central Africa through the Lomé hub and enabling them to benefit from the easy and convenient connectivity options offered by Ethiopian Airlines extensive and coordinated passenger networks.

The third at Lilongwe, Malawi with Malawan Airlines: Ethiopian Airlines has partnered with the Malawan Government and private interests in the country to establish Malawan Airlines in Lilongwe. Ethiopian has a 49 percent equity stake as well as the technical and management contract for the new airline. Currently Ethiopian Airlines is working to open a hub in the Democratic Republic of Congo, providing the airline with access to central African markets, while negotiations with the Congolese authorities to jointly establish a new airline are under way.
or other types of aircraft in different arrangements. 97 percent of the construction is now complete.

- Simulator: Ethiopian Airlines has constructed a state-of-art flight simulator building and installed five of the latest full flight simulators (FFS). These include the Boeing 787, 777, 757, 767, 737NG and the Bombardier Q400. Likewise, Ethiopian Airlines is progressing towards having full flight simulators for A350XWB and Boeing B737 MAX aircrafts.

**Conclusion**

Air travel is important for the world’s most populous landlocked nation, and its capital city, where the need for a growing economy in the export-import trade has struggled to keep up with the capacity of available infrastructure. That ET is ready to act through its services as an important hard currency revenue and as a major source hub connector for Africa means keeping dominance over the African skies while expanding its flight destinations and that’s not really going to be an easy ask, but it’s an absolute must in airlines industry. •

ET is ready to act through its services as an important hard currency revenue and as a major source hub connector for Africa means keeping dominance over the African skies while expanding its flight destinations and that’s not really going to be an easy ask, but it’s an absolute must in airlines industry.

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The need for a cultural architecture

My reference to what is happening on African Cities Architecture commences with the proposed Atlantic City in Lagos, where I reside. This multi-billion dollar residential and business development, being built on 10sq kilometres of land reclaimed from the Atlantic Ocean, will provide luxury accommodation for at least 200,000 people, and employment opportunities for a comparative number.

Similar up-market cities can be found in Kenya: Tatu City; Ghana: Hope & King (Appohoria); and Congo DRC: La Cite du Fleuve, all of which are being elevated amongst others to compliment the ‘Uprising Africa’.

While these developments are mostly executed by developers within the developed nations, I do not endorse the luxuries that go along with them, which are not only unrealistic but a consumer fantasy that measures their environment to a foreign pedestal without relating to the economic challenges of people within. Such examples include not accounting for poverty supported by informal living, or a population growth that remains unchecked but is a potential economic asset.

While most African nations may have the funds to replicate developed nations cities, my fear lies in the inability to properly utilise vast human resources in the face of numerous economic challenges. A typical example is Kilamba City in Angola that people avoided because they found the up-market accommodation, meant for thousands of people, not only expensive but also culturally out of place.

A quote from Shakespeare as far back as 1608: “What is a city but the People”, remains pertinent today. And this is a challenge to the development of our cities. Should we accept the replication of developed nation’s African cities? This has been a yardstick for our architecture and development and unfortunately too, for most African cities, such an architecture relies on building materials, finishes and components provided by developed countries to provide a Grade ‘A’ development.

While this may be the way forward from a global perspective, affordability to most African nations must be considered. I do not accept that finishing materials and components that constitute over 70 percent of the built developments are imported. This drains our nations’ reserves and should rather be used for Research & Development (R&D) or introducing more consumables. How much longer will African cities be ‘importers’ of their architecture and to whose benefit?

As African nations become more urbanised, the trend to economic development is linked to the desire to emulate. Unfortunately, this will not work for most cities, especially as most adopt unaffordable developments that are not sustainable. It must be taken into account however that there are reports that African cities are undoubtedly generating the larger part of their revenue (in excess of 60 percent) from their urban tapestry but their infrastructure and utility services delivery remain grossly under expectations especially as the unchecked population continues to grow and local currencies against the US dollars continue to fail.

If the intention of the global community is for all to become one people, race and culture, and thereby erasing our tradition and heritage, then we may
continue with the trend. But the human development of Africa and of most African nations may then need at least another 50 years to catch up with today’s standard of developed nations. Expecting developed nations to remain stagnant while we try to catch up is highly unlikely, and this indicates that we need to develop a uniquely African solution for our cities.

Until we collectively WAKE UP to this reality, African cities will remain confused in terms of how they address the needs of their people, provide affordable humane shelter, jobs, adequate infrastructure, facilities and security and instead develop inclusiveness for growth in all aspects. Sub-Saharan Africa is reported to be moving faster than the rest of the world in terms of advancing city development. Is this culturally being adopted or simply a means to checkmate poverty by over flogging developments that become dilapidated. We see this especially in housing developments that over a number of years become slums due to overpopulation, accommodating excesses of unemployed residents which makes management of facilities impossible given the rising cost of the imported components that are pegged against the dollar. Compounding this is that local currencies are devalued at least once if not more within a decade.

Africa’s population must be CONTROLLED & MANAGED to ensure its cities are not overstressed through informal settlements, and leaders do not use the migration of the people as a political propaganda.

A recent World Bank survey reports on Africa’s Cities growing at 5.1 percent a year. The likes of Abuja, Lagos, Ouagadongo (Burkina Faso) and Mbouda (Cameroon) are however experiencing between 6.2 and 7.8 percent annually. Such organic population growth, coupled with internal in-migration of rural to urban, needs to be checked by our leaders and Africa’s development teams.

African nations must develop rural-urban cities that will provide the opportunity needed to provide R.I.C.E. (Research, Innovate, Connect, Empower). This slogan, adopted by the Africa Union of Architects at its 54th Council meeting in Lusaka, Zambia, in June this year, is reflective of what the Union has embraced in the past few years of rebranding the African architect and architecture.

At the Union’s recently concluded 55th Council meeting in Monrovia, Liberia, I humbly requested, in my short speech, as the Union’s Immediate Past President, that the President of the Republic of Liberia, President Ellen Johnson Sirleaf, adopt R.I.C.E not only in her capacity as the present Chairperson of ECOWAS but as a respected member of the African Union (AU).

To my delight, this adorable President requested that the Liberian Architects research the historical Providence Island in the nation and to also innovate and connect with the government with her reassurance that they will be empowered to engage with us. This is not just a statement of hope but a wake-up for developing African solutions.

Finally, our cities must see industrialisation as an important tool for ensuring sustainability of our cities. Our leaders should not only encourage industrialisation, but provide incentives to developed nations for relocating factories/Industries to the continent and thereby providing employment for our teeming youth population.

A UN Habitat survey reveals that Africa has the highest growing youth population in the world below the age of 30 years. The young people of Africa are reported to account for about 20 percent of the population, 40 percent of the workforce and 60 percent of the unemployed, yet the population remains uncontrolled and unmanaged. If people are happy, employed and not under paid, our cities will work; there will be less corruption and security challenges.

African cities future remains in limbo and acquiring what we cannot afford continues to be promoted, probably naively by the developed nations.

What is new on the African cities architecture remains mixed with a different euphoria pertaining to what is rising or what consumer’s find attractive. Questions must be asked: are some of these innovations sustainable; where is the African culture and heritage headed. Cities are meant for the people and not the people for the cities.

If people are happy, employed and not under paid, our cities will work; there will be less corruption and security challenges.
CAHF is an NGO based in Johannesburg, South Africa. Our main work is to understand housing finance markets well, and to use this to make housing finance markets work for the poor, enabling access to affordable housing across the continent.

We commission research, track and analyse data, invest in innovation, and advocate for change among both the public, private and DFI sectors.

We believe that housing finance is a critical component of the financial inclusion story, central to poverty alleviation, and fundamental to the growth agenda.

For more information and to join us in pursuing this agenda, please visit our websites: www.housingfinanceafrica.org, like our Facebook page and follow us on Twitter @kecinarust

Citymark is a tool designed to stimulate investment in the affordable property market. Merging deeds registry and census data on a cutting edge business intelligence platform, Citymark allows investors, lenders, developers and public sector officials explore new ways of understanding affordable housing markets at the local level across major municipalities in South Africa.

Citymark has developed four tools to better understand local housing markets:

- Housing Performance Index – measuring and comparing a basket of local, key market indicators to the city, allows the growth of housing markets to be measured relative to local conditions over time, across all cities;

- Affordability and the housing gap – newly released census data at the local level makes it possible to consider housing affordability relative to local income, to quantify local housing gaps, and get a better sense of real affordability; and,

- Equity Leverage – measuring and unlocking the levels of equity in affordable housing markets can help close the affordability gap, which in upper income markets is the most common way households move up the housing continuum.

- Rental Index – interest is growing in rental housing options as a means of meeting housing backlogs efficiently and affordably. To help identify areas primed for rental development, the rental index seeks out denser areas in which moderate income households find local sales prices still beyond their reach, many of whom already rent. This helps direct investors, developers target their search for potential sites more efficiently.

For more information, contact Adelaide Steedley on adelaide@housingfinanceafrica.org or visit www.housingfinanceafrica.org/citymark
Changing governance

South Africa’s City of Tshwane’s recently appointed Mayor Solly Msimanga says his tenure won’t be about undoing the plans of his predecessor, but rather about going back to the basics of service delivery.

By Sungula Nkabinde
Home to South Africa’s administrative capital, Pretoria, the City of Tshwane has seen a change in leadership after leading opposition party, the Democratic Alliance (DA), usurped the governing African National Congress (ANC) in the recent local government elections.

Former mayor Kgosietsa Ramokgopa was viewed as having done a good job in transforming Tshwane, bringing energy and providing a vision for the City when he was elected in 2010, launching ambitious programs such as Tshepo 10 000, which created jobs for 10 000 unemployed youths; privatising unused municipal land; upgrading the main arterial township roads; and driving a programme to formalise informal settlements.

The standout initiative from the former administration has been ‘Tshwane Wi-fi’, the largest municipal free wi-fi network in Africa, which recently received international recognition at the World Wi-Fi Day Awards for the Most Innovative City or Government Program to bridge the Digital Divide.

Launched in November 2013, Tshwane Free Wi-Fi has been installed at 780 sites and the initiative has connected over 1.8-million devices and brought free wi-fi to within walking distance of about 24 percent of households in the municipality, with average speeds of over 10 megabytes per second and a daily cap of 500 megabytes per user.

Nevertheless, the city was engulfed by violent protests in the lead up to local government elections, where ANC supporters were unhappy with Ramokgopa being replaced by Thoko Didiza as the party’s mayoral candidate for Tshwane, and it appears those in-party divisions are what led to the party’s eventual demise in the elections.

With the DA now in charge, Solly Msimanga is at the helm and he has promised to correct all that was wrong with the manner in which it was governed.

African cities spoke with the newly-elected mayor about his plans for the metropolitan municipality which, despite improvements to infrastructure and economic activity, has seen inequality increase as the gap between the haves and have-nots has continued to grow.

One of his top priorities has been to address problems of financial mismanagement and corruption. This has resulted in his banning of purchases or the leasing of luxury cars for politicians and senior public services officials, while also halting dinner parties and lunches. He has also put a temporary stop to all international travel for metro officials, saying those looking to go on trips should submit applications to the mayoral committee for cost analysis.

“One of the biggest problems we’ve inherited is that our city is not in good shape financially, and we’re working on turning that around in order to make sure we are financially able to initiate some of the projects we want to initiate,” said Msimanga.

“Launched in November 2013, Tshwane Free Wi-Fi has been installed at 780 sites and the initiative has connected over 1.8-million devices and brought free wi-fi to within walking distance of about 24 percent of households in the municipality, with average speeds of over 10 megabytes per second and a daily cap of 500 megabytes per user.”
We are not going to be wasteful with taxpayers money and that means being transparent in communicating our successes as well as our shortcomings.

“There was a big mess with the budget, which was drawn up with the assumption that the National Energy Regulator of South Africa (NERSA) would allow Tshwane to increase electricity tariffs. NERSA did not, but the budget had already been approved by then... But I came into office in the middle of a financial year so I am quite limited in the immediate changes that I can make to rectify the situation. It’s going to take some time.”

He said the city had a budget deficit of some R2-billion, which also includes long-term contracts that don’t really add value and should never have been entered into, like the controversial PEU Smart Meter contract, for example, which has improperly cost the city well over a billion rand. Msimanga says he will therefore be cutting some of the programmes or initiatives that were promised before he came into office.

His administration will continue with Tshwane Wi-Fi, however, he said it will be operated differently if it is to be expanded to include many other areas of the municipality that still do not have access.

“We are paying between R150 000 and R220 000 per hotspot per month. We need to look at an alternative model where we can generate income from the initiative, whether it be by including an advertising element or some other revenue stream. At this rate, it is simply not feasible to roll out the service to the many other areas within municipality that do not have free wi-fi.”

Boosting the economy

The new administration will also continue expanding Tshwane’s automotive city, Rosslyn, where BMW and Nissan have manufacturing operations. Ford recently announced an investment of R2.5-billion to produce the new Everest SUV at its Silverton Plant in Tshwane - and this investment will introduce 1 200 jobs in the local jurisdiction. This follows announcements from BMW that is to embark on a R6-billion expansion plan and Nissan’s pledge to double to 80 000 the number of units produced at its Rosslyn plant.

“The idea is to attract one or two more manufacturers into our city to make it a bigger component of what we are doing economically,” said Msimanga.

Likewise, the mayor will forge ahead with plans to establish an agro-processing hub within the confines of the City of Tshwane. The proposed facility will focus on the processing of agricultural output within a 50 km radius of the city to produce food and beverage related products.

Says Msimanga: “We’ve met with the agro-business sector and they’re excited about the idea. Right now it’s about finding a site for the facility and making sure that we include all the right stakeholders necessary to make it happen. Perhaps we could even create new brands of packaged goods.

“It will employ thousands of people because it involves a variety of small businesses. There will be many components to this hub - farming transport, processing, packaging, cleaning, waste removal... the list goes on. And there will be opportunities for new businesses such as fertilizer supply or livestock feed. Such are the types of businesses that can be driven through such an initiative.”

Keeping in line with plans to evolve Tshwane into a green city, Msimanga says there are plans to convert the Rooiwal coal-fired power station into a solar plant because the power station is old and beginning to show signs of aging with the
infrastructure now not burning the coal as it should. Meanwhile, there are proposals for alternative farming methods to include greenhouses with solar panels.

“In future we will also look at alternative methods of building houses fitted with solar panels to ensure the energy costs of running households are not high, especially for people who cannot afford the constantly-rising costs grid-based power.”

Msimanga said attention will also be paid to the Centurion Aerospace Village, designed to unlock the growth potential of the aerospace and aviation industries in the country. However, despite a R90-million investment, the project is still a far way off from achieving its goal of becoming a sustainable industrial supplier park that supports South Africa as a global player in the aerospace and defence industries’ value chains, and thereby attracting foreign and domestic direct investment.

**Back to basics**

It doesn’t seem that Msimanga will stray too far from his predecessor’s Vision 2055, a comprehensive strategy that includes concepts of liveability, resilience and inclusivity as anchor principles that guide how the city will set policy and investment priorities, as well as balance competing needs of social, spatial, and environmental issues brought about by the city’s ever-changing population dynamics.

However, as a first port of call, Msimanga insists that the local government “needs to get back to the basics and that means first dealing with the necessities.” That is, keeping the streets and the parks clean; making sure that street lights are on; making sure that people have access to water and proper sanitation; and ensuring that residents feel safe and protected by the police.

“And then, from there, we can look at investments in new infrastructure and service-enhancing elements.”

Currently Tshwane is dealing with a billing crisis; residents are constantly being billed incorrectly for utility services. At the same time, people are not guaranteed access to those services with power outages and water restrictions a regular occurrence.

“The billing system is one of the first things I prioritised when I took the chair. We found there was system error that mismatched property values with the rates we should have been charging. We had outsourced the reading of meters to companies, and I’m not sure if we have had value from them so we’re considering doing many more things in-house.

“We have realised that when that contractors simply outsource to another company and this results in our overpaying for a sub-standard service.
“Our ICT systems, specifically the Enterprise Resource Planning (ERP) and data management programs, which allows businesses to track customer and business interactions, are also outdated.”

Public transportation is also a problem. Although the Bus Rapid Transit system - where busses have dedicated lanes within the city – has improved public transport, the system does not cater for people living furthest from Pretoria.

The legacy of apartheid’s special-planning has kept most people far away from areas that are close to working opportunities, to the point that people need to rely on spending half their salary on getting themselves to and from work, having to leave home at 4am, and using multiple modes of public transport, and the return journey sees them arriving home after 7pm.

There is much to do for the new Tshwane administration and Msimanga is under no illusions about the monumental task at hand. He says that while he may not be able to resolve every problem within his term of office what he can ensure is that his tenure will be characterised by transparency.

“We are not going to be wasteful with taxpayers money and that means being transparent in communicating our successes as well as our shortcomings,” he said. •

FAST FACTS ABOUT THE CITY OF TSHWANE

• The City of Tshwane’s population is well over 2.9-million and is projected to continue increasing due to the migration of people from surrounding provinces in search of economic opportunities.

• The municipality has the second largest economy in the Gauteng province behind the City of Johannesburg, contributing some 27 percent to the GDP of Gauteng and 10 percent to the national economy. It is also the fastest-growing economy in South Africa and has registered an average growth rate of four percent for the past 10 years, which is higher than the provincial and national averages.

• In Tshwane, you will find the Tswaing Crater, a 220 000-year-old-meteor crash site.

• An estimated 90 percent of all South Africa’s research and development is undertaken in the City of Tshwane by institutions such as the Council for Scientific and Industrial Research.

• With a total land area of 6 298 m2, the City of Tshwane is the third largest global metropolitan municipality, after New York in the USA and Tokyo in Japan.

• Behind Washington, Tshwane has the world’s 2nd largest concentration of diplomatic missions and international organisations, with 134 and 26 respectively.

• Tshwane is the only municipality in the world to have a Big-Five (Elephant, Lion, Buffalo, Leopard, Rhinoceros) game reserve within city boundaries – The Dinokeng Game Reserve.

• Tshwane is also home to the Nan Hua Temple Buddhist temple, which is the largest temple and seminary in Africa.
Organising slums

There is a profound statement in the Slum Dwellers International (SDI) Annual Report for 2016. Made by Sheela Patel, Chairperson of the SDI Board of Directors, it surely encapsulates just how valuable are partnerships in upliftment programmes: “There are 101 impediments to having meaningful partnerships in which each party is considered an equal. You can’t have growth and scale without those partnerships. For those to be meaningful, the community must be organised.”

Organised is the key word. For SDI, this means structuring urban poor slum settlements into organised communities using tools and strategies that encourage savings and peer-to-peer exchanges as well as carrying out settlement profiles, enumeration and mapping of these environments.

The role of women is emphasised in this process, with SDI having determined that it is women that are ‘key drivers of change’, thus ‘the savings collectives that form the building blocks of the SDI network provide supportive spaces for women to become active local organisers and later drivers of city transformation that is rooted in gendered, local and community priorities.’

SDI’s databases are becoming the largest repositories of informal settlement data in the world and the first port of call for researchers, policy makers, local governments and national governments. To date, SDI communities have profiled over 7,000 slums across the global south and conducted citywide profiles - meaning that 80 percent of all identified slums in the city have been profiled - in over 200 cities.”

What SDI has determined from such data is that African slums are no different from those in Asia or Latin America. “In essence, the conditions in these slums are very similar from one continent to the next,” says Ariana MacPherson, Advocacy & Communications Officer at the SDI Secretariat in Cape Town, South Africa.

“One of SDI’s most notable campaigns is Know Your City. In association with UCLG-A and Cities Alliance, SDI motivates for slum dwellers to collect citywide data and information on informal settlements. This work creates alternative systems of knowledge that are owned by the communities and have become the basis of a unique social and political argument that supports an informed and united voice of the urban poor.

They are all characterised by insecure tenure, unsafe and inadequate housing, and a lack of access to safe, hygienic basic services like water, sanitation, energy, etc.
In Africa, SDI’s presence spans the southern region with seven active arms, which it calls Federations – Federation defined as a branch that has achieved national or citywide scale and has worked with governments to secure and develop land for the urban poor. Within the southern region there are a total of 4,648 slum settlements, with 33 that have been profiled. The eastern zone has three federations and 730 settlements, of which 31 have been profiled; while the western area, with seven federations has profiled 21 of the 398 slums.

As mentioned previously there are no real differentiators within African cities to those anywhere else in the world except that regionally there may be extenuating circumstances, be those political, social, or other circumstantial effects. In the case of Zambia and Zimbabwe for example, a sharing of similar economic and social environments has brought the SDI’s two Federations in those nations together, with a focus to promote the sustainability of their respective Urban Poor Funds (UPF), through a Zambezi Charter.

The two UPF’s are largely unsupported by local government and so it has become necessary for the local poor communities to organise their own savings for their daily needs as well as enabling contributions to settlement upgrades. It is somewhat different in Lusaka, where the City Council has contributed land to SDI to ensure upgrading in partnership with slum dwellers. This is the type of outcome that SDI motivates, and has clearly impacted on Zambian Federation leader, Joyce Lungu, who says: “When I joined the Federation in 2001 I was sleeping in a mud house. I managed to save and through the UPF I have changed my life. I now live in a proper house with electricity. I am independent!”

In yet another example, a partnership between the Kenyan and Ugandan slum dwellers have undertaken a biometric enumeration of informal venders, the purpose of which is to ultimately create more productive and safer workspaces for these traders. The residents and traders in the slums of Kasubi in Kampala, and Kiandutu in Thika Town Kenya have been fingerprinted, their tenure and employment status noted, educational details taken, all in an effort to understand what it takes to combat poverty and high unemployment.

In approaching city governments for support, such data is invaluable. By working together with organised urban poor communities on slum upgrading, local governments are able to provide solutions that speak directly to communities needs and are inclusive and sustainable. “Through the involvement of the community in the design and implementation of solutions, there is a much greater chance that they will be taken up by the community and really expanded to make a difference at scale.

“Slum upgrading is necessary in order to create the “inclusive” cities that member states have committed to work towards in the recently adopted New Urban Agenda,” MacPherson stresses, “and work with grassroots communities is, in our experience, an essential ingredient to achieve this end. We have many examples of African local governments that have seen major improvements in their slum upgrading work thanks to partnerships with urban poor federations.”

What this means for African slum communities is the transformation of slums into resilient neighbourhoods and inclusive cities. In the words of Ghana Federation member Janet Adu, life-changing programmes like SDI mean a future for her children. “I did not get grade 12,” she says. “I don’t want my daughter or my son to remain where I remain. Without this federation I can’t do this. Most of women through this also, have undertaken these small small loans and they have built their own houses and are saying … ‘we are changing our lives’. •
Windhoek: The city of many faces

With a strong German and European influence, Windhoek offers a dynamic and growing metropolitan base for many businesses looking to invest in the southern region of Africa.

By Magreth Nunuhe

Tourists might be awed by the perfect and organised set up of Namibia and in particular, Windhoek City’s metropolitan lifestyle. They may be inspired by a country with a steady and healthy economic growth, but it is a far cry from the stark inequality that continues to keep the majority poor, especially those that reside on the periphery.

The roots of inequality found in Namibia stem from the country’s colonial history; that of German occupation and the influence of neighbouring South Africa’s apartheid regime two decades ago. This left the nation with a highly inequitable society.

Since independence, in 1990, the government has been unable to adequately address inequalities, and while the country experiences a strong economic performance, it hides the massive inequality that exists between the rich and poor.

The capital city thrives on tourism, retail, and construction and this is evident in the mixture of antique and modern public structures credited to the nation’s German colonial infrastructural heritage and the billions of dollars that the incumbent Namibian government has been pumping into construction to attain its national development goals.

These development goals are crafted with the idea of speeding up transformation through sustainable economic growth, addressing inequality, and in the creation of jobs.

The national development plan is a series of seven medium term plans anchored on Namibia’s Vision 2030 principles; these aspire to build a prosperous and industrialised Namibia by 2030, at which time the economy is expected to have grown by nine percent.

However, while Namibian economic trends are soothing music to the soul, there is another reality; that of the many destitute people who go to the city of Windhoek daily in search of jobs, or those who walk for more than 10 km from their humble “silver cities” (corrugated iron sheet homes) on the far side of the city, begging for hand-outs.
The question lingers as to why the positive growth of the economy has not meandered into financial gains for the majority of the people who languish in abject poverty, when in actual fact this is a country where no one should be poor.

"In Windhoek, the influx of people to the city is high, which makes service delivery a challenge," says Joshua Amukugo, City of Windhoek (CoW) manager. He confirms that fee increases in basic utilities are guided by inflation and given the level of unemployment, an upsurge in basic utilities is also harmful to the poor. "One of the key challenges facing Namibia currently is a high unemployment rate and general shortage of technical skills," says the Governor of the Bank of Namibia, Ipumbu Shiimi. There is little doubt that Namibia has enormous wealth and a promising emergent economy but one of the stark paradoxes is that the Namibian economy is heavily dependent on the extraction and processing of minerals for export.

Mining accounts for 11.5 percent of the nation’s GDP (Index Mundi, an internet world profiler), and employs just 1.8 percent of the population. This has impacted on unequal wealth distribution because the sector is more capital-based than employment-oriented.

On the other hand, agriculture employs the biggest chunk of the population at 15.9 percent but contributes only 5.4
percent to GDP. This translates into Namibia having no visible relationship between sector contributions to national growth and employment.

In 2009, the UN reported Namibia to be the most unequal country on earth, in terms of income inequality, even though it reached upper middle-income status in 2008 with a per capita Gross National Income (GNI) of US$4,210. (World Bank 2010a).

**Disparity conundrum**

With one in four households still living in poverty in Namibia, the majority do not enjoy economic growth benefits (The World Bank). Housing prices continue to spiral out of control and the only way to bring those down is by tripling the rate of housing supply. Namibia is rated among countries with the highest house price increases in the world exacerbated by an inefficient land delivery system, limited availability of serviced land, and a mismatch between supply and demand.

Over half a million people, who account for more than a quarter of the population, live in shacks in urban areas given the current average house prices in the country at around N$800 000; unaffordable for the majority 90 percent of the population. Windhoek has probably the worst scenario when it comes to the provision of housing.

“Windhoek is very modern when you are in the central business district, but when you go to the north-western areas, you cannot believe you are in the same city,” says Amukugo.

The city centre has undergone major changes over the past few years where areas of demand have also changed, with the average volume growth in the lower segment increasing from...
Windhoek is modern in every sense of the word and the infrastructure in the central business district (CBD) is on par with many other great cities in the world.

**Services**

Despite Windhoek’s growth, water scarcity is a concern for investors. Innovation in water sustainability has been the highest priority on CoW’s list as it battles with an impending drought and influx of people from other towns and villages. Amukugo says that the city would have been in an awkward position this year had it not been for the utilisation of underground water and Windhoek’s reclamation plant. “We are increasing the number of boreholes and we are in the process of connecting to bigger systems,” he says, adding that the city is hopeful for more rain as has been forecasted by weather experts.

When it comes to the provision of electricity, Amukugo says that the city is well covered, but “we are depending on South Africa to provide us with energy.” He adds that this situation is however a national issue for the SA government and that of Namibia to resolve because Windhoek hasn’t the negotiating power to ensure its future energy supply.

Generally, service provision is commendable as the city hardly experiences water or electricity shutdown. Power failures are attended to in relatively short time-frames, while the municipality contracts private companies to keep the city clean. “We have to committed to maintain standards; such as providing good roads, water, electricity and sanitation,” says Amukugo.

There is even a beer named after the city
The President of the Institute of Municipal Finance Officers (IMFO), Ms Jane Masite officially unveiled the Institute’s new state-of-the-art building and launched its new name, the Chartered Institute of Government Finance Audit and Risk Officers (CIGFARO) to members, stakeholders and friends of the Institute who were present at the opening of the building in September 2016. The new CIGFARO is located next to OR Tambo International Airport.

The Institute was established in 1927 and incorporated on the 28 September 1929 as NPC. In 1988 the Institute changed its name from the Institute of Municipal Treasurers and Accountants (IMTA) to IMFO. Over the past seven years the scope mandate of the Institute increased to cater for related professions, catering in addition to finance for public sector auditors, risk practitioners and performance specialists.

The latest name change has the objective of addressing numerous challenges facing public sector finance and related professions practitioners. It is registered in terms of Section 21 of the Companies Act and is an Association ‘Not for Gain’. The Institute plays an important role as a professional body in public finance management and seeks to further contribute constructively in the policy formulation process relating to government finance, internal audit and risk management.

Through CIGFARO, government finance, audit and risk officers in an integrated manner seek to form a professional body with a strong voice, promoting, advancing and protecting the professional interests of its practitioners.

Over the years, the Institute’s professionalism has enjoyed the recognition of various government departments, including the Office of the Auditor-General, the departments of National, Provincial and Local Government, National Treasury, SALGA and other municipal institutions, inclusive of private sector partners.

The new logo and building heralds in a new era for CIGFARO and is a fundamental shift from its original mandate, by seeking to further fulfil in forthcoming years, enhancements to the public sector beyond local government and its entities by:

1) Strengthening capacity of its members through becoming chartered members;
2) Playing a meaningful professional role in managing public funds; and
3) Providing citizens with the highest assurance of integrity.

It was always the IMFO’s vision to broaden its scope of coverage and go beyond local government and municipal officers by collaborating with other institutions to advance public sector governance and reflect the ability of leadership; to be continually adaptive; and embrace alternative thinking. It was also determined to remain relevant and succeed in its ongoing journey and retain its recognised professional body status by SAQA and Government.

The President, Ms Jane Masite, on behalf the board, is delighted to present the new name and logo. This latest corporate identity will be evident in all communication with immediate effect, while phasing out the old brand. Dual branding will therefore exist until our clients and members have familiarised themselves with the new branding.

The newly appointed Chief Executive Officer, Mr Abbey Tlaletsi, will assist CIGFARO to realise its vision and mission. Our members, the Board, management and staff look forward to a mutually successful future under the new identity.

In the event of any questions your regular contact person or indeed any Board Member remains at your disposal.

Details on CIGFARO, trading as IMFO, can be accessed on our website at www.imfo.co.za
To deem a transport corridor sustainable for African capital cities, it needs to efficiently connect hubs of economic activity and areas of potential growth along its alignment. More than anything else trade corridors spur development and drive the transformation of city economic sectors and even entire markets, but can only be successful if they meet business demand for reliability, transparency of lead times and efficiency, specifically with regard to turnaround times and costs.

By Mpinane Senkhane
The African continent has the highest transport costs in the world, accounting for more than 20 percent of the total imported price of goods within landlocked countries (LLC). Inefficient and expensive transportation restricts business activity, global competitiveness and intra-regional trade, consequently stunting job creation and poverty reduction, and this impacts dramatically on cities. Poor transport links between African countries and their capital’s have long stifled trade on the continent.

**African Corridor potential**

It is obvious that costly and unreliable transit depresses trade. According to The World Bank’s ‘De-fragmenting Africa’ report, Africa has integrated with the rest of the world faster than it has as a continent. The report reveals that Africa’s trade with itself is low and declining in comparison with other regions, 11-15 percent of African trade is with itself and Africa’s contribution to global trade is only 2-3 percent. Furthermore, for landlocked countries (LLCs), the ability to move exports and imports efficiently and economically is key to maintaining consumption levels and to economic growth. Trade also plays an important role in the economic adjustment of countries destabilised by drought, civil unrest, or deterioration in the terms of trade.

For the continent’s cities, especially those in LLCs, this situation makes exports less competitive and imports erratic and prohibitively expensive, posing a serious challenges for critical goods such as chemicals, food, and spare parts. Solving this challenge and others related to it is inextricably linked to a city’s economic objective of increasing trade opportunities while diversifying its economy. A solution would mark the achievement of a vision: that being to motivate for a continent capable of growing and sustaining itself and its cities. That is why corridors are so important for the African city rhetoric.

Putting this further into context, while Africa’s transportation corridors rely on hard infrastructure, such as roads, railways, airports and marine waterways, the Regional Infrastructure Development Master Plan has determined that only 25 percent of transport delays occur due to physical infrastructure problems. It found that 75 percent of delays instead stem from poor facilitation of existing transport infrastructure.

Poor infrastructure and inefficient operations, such as complicated border procedures and customs regulations, cost regional businesses millions of dollars and are stifling the cities ability to compete on a national and regional scale, let alone globally. Imports of food, fuel, and spare parts move through corridors by road or rail, as do the exports that are essential to countries’ foreign exchange earnings. Yet international corridor transport in most of sub-Saharan Africa is costly, slow, and unreliable. Some of the problems are caused by political conflicts and security risks and others by the weaknesses of transport systems.

**Background**

92-97 percent of Africa’s international trade passes through ports, while the 85% of intra-African trade takes place via road. Being able to plan and incorporate multimodal chains, including rail, into transport corridors is an important factor in efficiency. To an even greater extent, is the recognition that a corridor consists of operational systems as well as hard infrastructure. Much of the requirement for efficient corridors extends beyond better provision of road infrastructure, although still vital.

The primary challenge however, with African corridors, is that roads and railways are poorly maintained, while complicated customs and administrative procedures add to delays and costs. Inefficiencies when goods are handled at terminals, and transferred from one transport mode to another, are compounded by delays in the interactions between the agencies involved in transit.

A further challenge is that worsening security has added to costs and risks. The World Bank says many traditional relatively efficient routes have been closed by civil unrest or political differences between countries. To cover security risks most landlocked countries have had to develop multiple corridors. This means that infrastructure is overused on some routes and underused on others, which also sees countries running the financial risk of building facilities that may be underused. Such problems are not readily solved in Africa and require much dialogue.

East-west trade corridor management company Maputo Corridor Company CEO Barbara Mommen has an opinion on the crucial role of dialogue between customs officials and businesses using the Maputo corridor in improving the movement of goods and trade between African countries. An effective system to
exchange information is necessary, she says, before complex issues such as bilateral and customs agreement challenges can be addressed.

“Trade corridors rely primarily on supply chain efficiencies, and every element of the corridor must perform its role, including efficient infrastructure and customs processes, as well as regulatory and legal requirements,” says Mommen. “For landlocked countries, access to ports is crucial, but competitiveness must not be compromised by border processes. They rely on their neighbours to move cargo, and the impact of a lack of efficient transport corridors is enormous. This is where pressure and suggestions from businesses, especially local ones, to develop corridors are necessary.

Improving the efficiencies of the Maputo corridor, particularly the Lebombo-Ressano Garcia border post, would attract more trade to the corridor, and can be a boon for local agricultural produce exporters and those seeking alternative supply chain options.

“We compete in terms of speed against the other ports, and we have been able to achieve an average of 29 to 40 minutes for border clearance procedures for large trucks. These efficiencies are a direct result of the interaction between businesses and border agencies,” says Mommen about the Maputo corridor.

Around US$7-billion is invested in road construction and maintenance in sub-Saharan Africa every year, and while it may sound substantial, China, by contrast, with less than half Africa’s land mass, allocates US$45-billion annually to road works, much of it going to extensive highway systems.

Given Africa’s dependence on road infrastructure, African cities and surrounding areas remain poorly served. Good paved roads, over any reasonable distance, remain a scarcity, with additional vehicle maintenance being a costly necessity.

**Development corridors in Africa, urban and regional**

East Africa has two major multimodal corridors, the northern corridor and the central corridor, connecting ports of Mombasa and Dar es Salaam to various landlocked countries. The Northern corridor is the main corridor, and Mombasa to Uganda, Rwanda, Burundi and several roads leading into eastern DRC cities and towns like Goma, Bakau and Kisangani. These countries, including Sudan signed a Northern Corridor Transit Agreement in 1985 that aids in the managing of trade and transport affairs on the corridor. The Central corridor links Dar es Salaam to the East Africa coasts with Rwanda, Uganda, Burundi, Northern Zambia and eastern DRC. This corridor features a network combination of rail, road and lake transport systems. These countries established the Central Corridor Transit Transport Facilitation Agency (CCTTFA), again to facilitate reliable,

**More about the Northern Corridor**

The Northern Corridor, aside from linking the land-locked countries of Uganda, Rwanda and Burundi with Kenya’s maritime port of Mombasa, also serves the eastern part of the Democratic Republic of the Congo (DRC), South Sudan and northern Tanzania. The entire Northern Corridor network stretches across 8 600 km. Road transport is fully liberalised, accounting for more than 70 percent of the total transit flow of traffic within the corridor.

Due to the heavy reliance on the Northern Corridor for overseas trade, as well as trade among nations, cities in Burundi, the DRC, Kenya, Rwanda and Uganda are contracting parties to the Northern Corridor Agreement. The agreement provides the legal framework for collaboration amongst these countries on matters to do with transit transport, customs control, documentation and procedures, as well as the development of infrastructure and facilities relating to sea ports, inland ports and waterways, roads, railways, pipelines and border posts.

According to some reports approximately 300 000 trucks cross the Malaba and Busia border posts every year. A single customs territory at the Port of Mombasa has improved efficiency enabling transit cargo to be cleared within a shorter time. However, there can often be a delay.

To aid in the streamlining of the corridor, the East Africa Community (EAC) adopted a regional approach for reducing border-crossing delays by transforming the borders posts on the priority regional transport network into one-stop border posts (OSBP).

Under the OSBP, exit procedures take place on the entry side, with the trucks proceeding directly through the customs area on the exit side of the border to the entry side. A regional agreement provides the framework for extra-territorial jurisdiction of border management agencies, allowing for joint controls on only one side of the border.

There have been many new developments, in recent months, on the Northern Corridor route, linking Kenya’s port of Mombasa to Uganda, Rwanda, Burundi and the eastern DRC. The changes are all aimed at improving the flow of goods to the landlocked countries, especially Rwanda, Uganda and Burundi. The Northern Corridor has been characterised by delays in clearing and transporting goods, congestion at Mombasa and rampant loss of containers. To curb this challenge, the government of Kenya has removed roadblocks and reduced weighbridges. Such changes have helped traders cut costs in several ways. In the past, clearing agents in Kenya would charge for clearing goods in Mombasa, the Ugandan agents would also charge while crossing into Uganda and finally the Rwanda agents would charge as well.

Removing roadblocks and checkpoints between the borders is also a method aimed at minimising incidents of corruption. It is often times reported that local officials along the routes have been in charge of the roadblocks that have been taking the bribes.
secure trade along the route. These corridors are considered some of the older corridors long established, having served surrounding cities for quite a while, but requiring maintenance and expansion in some areas.

Urban development corridors are also fast becoming an emerging spatial phenomenon in Africa, typically taking a linear or ribbon shape extending over extremely long distances. What is most important about these corridors is that they tend to attract industrial and residential developments away from metropolitan cities. Most of these types of corridors are sub-national and in Africa they include those between Cairo, Alexandria, Port Said, Ismailia and Suez; the Lagos-Ibadan corridor of Nigeria and the Kenitra-Casablanca corridor of Morocco.

Africa boasts major cross-border development areas which are emerging in Central Africa as they do elsewhere on the continent. One is the Luanda-N’Djamena development corridor, and another links Brazzaville and Kinshasa into a mega urban region, and there are many others.

The emerging 2,000 km long Luanda-N’Djamena corridor between Angola and Chad is considered one of the most important new spatial developments in Central Africa. The subregion as a whole is still deeply underdeveloped in terms of road, rail and waterway connections, severely hampering mobility of people, goods and services between the larger cities and poses a significant obstacle to regional economic cooperation, integration and development.

Another emerging corridor according to UN Habitat, is the Maradi-Katsina-Kano corridor, linking Niger and Nigeria, with Katsina the major transit city promises to consolidate and strengthen trade relations between the two land-locked, similarly to the Burkina Faso and Côte d’Ivoire link with Bobo-Dioulasso, Korogho, Banfora and Ferkessédougou as the intermediate nodes.

Bringing sustainable integration to the development of African corridors offers a unique opportunity to further Africa and its city’s integration, enhance infrastructure development, increase competitiveness in the global and regional market place, and strengthen economic resilience.

In the future, these corridors are expected to strengthen their significant social, economic and political roles in surrounding cities. Although in West Africa, distance and isolation remain major determinants of spatial relations, even though the policies and technologies designed to mitigate them are becoming more and more effective.

Building efficient transport corridors for Africa and its cities

Good corridor development and optimisation requires coordination of multiple stakeholders to be successful. Lovemore Bingandadi, Programme Manager of the Tripartite Transport and Trade Facilitation Programme (TTTFP) at an Aurecon panel discussion on efficient transport corridors has spoken of the complicated nature of this multilateral process whereby the movement from technical and economic studies to consensus on harmonisation of transport laws, regulations and technical standards was in itself a very slow process in Africa. One that was only exceeded by the tedious procedure of domestic consultation and then ratification and implementation within multiple national governments.

A corridor generally considered one of the most successful is the Maputo Corridor because it boasts an integrated regional system of trade, with improved infrastructure; increased and more efficient cross-border flow of goods; expanded business involvement; and

Diamond Hill Toll, South Africa
The North-South Corridor

The North-South Corridor links the port of Durban to the Copperbelt in DR Congo and Zambia and has spurs linking the port of Dar es Salaam to the Copperbelt and Durban to Malawi. Arguably one of Africa’s most vital trade routes: while this might be true, the North-South route is still too heavily skewed in favour of exports. Very simply, not enough containerised cargo is being moved in and out of cities along this route.

“Most cargo transported by road to Tanzania is project work related and frequently includes things like engineered goods, mining equipment and chemicals. Most other consumer goods are imported by Tanzania directly from Asia, along long-established shipping routes,” confirms Dune Reddy, owner of Reddy Logistic.

There are multiple stop-off points for truckers along the 4 000 km plus road journey from Durban to Dar es Salaam, with drivers typically making use of the rest facilities provided in larger towns and cities for safety, infrastructure and fuel-quality reasons. Reddy says there is a big drive to improve the quality of truck stops, especially in Zambia.

Challenges associated with this corridor however include the fact that the North-South corridor provides two distinct road routes to Lusaka, Zambia, from South Africa. One goes through Zimbabwe; the other runs through Botswana. The Zimbabwe route, although shorter, is often slower, due to inefficiencies at the infamous Beitbridge border crossing, where delays with documentation frequently last two or more days.

A major limiting factor for the corridor is that the sub-Saharan Africa region is beset with notoriously high transport costs compared to other major regions in the world. Population density is relatively low, and a substantial fraction of people reside far from the coast. Ocean navigable rivers, which provide transport to the interior of most other regions, are virtually non-existent and road networks are, on the whole, sparse and poorly maintained. Despite this 85% of Africa’s internal transportation is still undertaken by road.

This particular corridor makes use of an efficient management, and successes in terms of public-private partnerships (PPPs) have made it a model example within the SADC. However, the Maputo Corridor’s success lies in the crucial role it has played in the broader, regional initiative of linking the Atlantic and Indian Oceans via the Trans-Kalahari and Capital Corridors.

Key concerns however, still lie in the total cost, the time taken in transit, and the reliability of service on the corridor. “Times are very tough,” concedes Mommen, adding that it has been difficult to do business the way that it had always been done. “I think that we’re never going to get back to that way of doing things. We’re going to have to shift ourselves into a whole new paradigm.

“Often, when we speak of stakeholders on the Maputo Corridor and with Maputo Corridor Logistics Initiative (MCLI), one thinks of the private sector. But, in fact, our stakeholders include public sector and parastatals. So we are encapsulating a holistic view; not just a group of angry private sector users saying this is what we want, this is what should be done. We’ve got to move out of that paradigm, to a place where we all work in a win-win process.”

Mommen explains that an enormous amount of the organisation’s credibility lies in the relationships it has with the public sector, parastatals and the private sector. “We value that because that’s our competitive edge over many other corridor institutions on the continent.”

She says that this relationship put the MCLI on a bit of a “tightrope” because it had to remain impartial, yet critical. “We’ve got to bring together opposing views and find common ground. We’re doing this on a regional scale, which makes it more complicated. We have three governments, three countries, three different cultures, and three different approaches. But we have one goal and all of us are in it to see the region succeed.”

Successful transport in corridors results from the joint efforts of private operators, public operators, and government agencies, which the Maputo corridor has made use of over the years.
## Corridors aiding cities' development – the next step

It would seem that the natural progression in terms of integrating trade in Africa is to see investment plunged into improving regional infrastructure, trade integration and competitiveness. As a part of this agenda the World Bank has created a trade and transport corridor management toolkit designed to act as a reference for corridor development and sustainable management.

In addition to this, further efforts need to be applied to see to it that inefficiencies are reduced if not completely removed. This would see a corridor like the Maputo corridor handle greater volumes of trade if further changes are made. Not enough of the cities along the main Africa corridors are enjoying intra-national, inter-regional and international commerce that they should be.

Foreign examples of present day trade corridors that do enjoy these benefits include the Central America Highway – the Pan American Highway System in that region - linking the respective countries; the Quito-Guayaquil corridor; and the Buenos Aires-Santiago-Valparaiso corridor, to name a few.

And so these trade corridors go well beyond the traditional concept of cities with their products and services linked by roads (and rail lines in some instances) to seaports. These corridors are linked (if by nothing else than transportation components) to geographic areas with amorphous boundaries containing natural resources, economic and social infrastructure, settled

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populations, and consumer markets. They support already existing urban growth as well as forge new relationships between dominant and growing urban areas or cities says Stephen O. Bender in “Trade Corridors: The Emerging Regional Development Planning Unit in Latin America”. A characteristic African corridors and their cities have not quite cracked.

**Conclusion**

The corridors and the business communities surrounding them play a key role in developing the African environment where these automated processes could effectively address the concerns of all stakeholders, creating an efficient, safe, reliable and predictable corridor environment. Trade corridors are increasingly the result of decentralised decision making in Africa, led by the private sector’s understanding of changing, competitive markets, comparative advantages in raw materials, production capabilities and access to markets. In some cases, like the Northern Corridor, the private sector is in a partnership with the public sector through associations.

Bringing sustainable integration to the development of African corridors offers a unique opportunity to further Africa and its city’s integration, enhance infrastructure development, increase competitiveness in the global and regional market place, and strengthen economic resilience. All of this while furthering an objective of creating a free trade corridor the length of the continent – from Cape Town to Cairo.

While cities may be described as bounded by their own parochial interests and issues, they are certainly impacted by external forces. Bender highlights how although a city can deal with some forces on its own terms, external forces embodied in trade corridors condition a city’s options and its future. These corridors are a channel by which to integrate African cities into a larger world. The city may surely deal with the corridor on its own terms, but it is the trade corridor and its grouping of cities which gives each urban area within the corridor an opportunity to participate in something larger than the sum of the efforts of each city acting on its own.

Some cities - megacities and world cities to name two designations - are beyond major impact by a single trade corridor. Indeed, these types of metropolitan areas have amassed production, transformation and access to market functions comparable to those of the combined activities of several cities in a corridor. Moreover, these urban conglomerations are often the capital of the country, thus further concentrating resources and functions away from other urban areas. Since regional interconnectivity lags the expansion of most African corridors, emerging transnational urban configurations call for proper planning, otherwise they stand to lose their significance and effect.

There is no doubt that accelerating corridor development is a critical step in initiating the next phase of developing Africa. Furthermore, the fostering of solid stakeholder relationships, rehabilitation and expansion of core infrastructure and operational development projects within existing and new corridors. Africa’s development depends on it. •
Every problem: a business opportunity Development

Infrastructure deficiencies present opportunities for businesses operating in Africa’s cities.

By: Sungula Nkabinde

Africa’s economic transformation hinges on unlocking potential of its major cities but to do that, the private sector has to be involved. Global climate and environmental change, as well as increasing awareness of water, food and energy insecurities for instance, are now beginning to shape both corporations’ understanding of the dire need for new visions on what it will take to fully realise the benefits of urbanization, and the continent’s rapidly growing middle class.

Even though the ‘Africa rising’ narrative has lost its gumption, decimated by the commodity price crash and almost relegated to an epoch of yesteryear, the hope that it instilled has lived on, and at the heart of this hope is Africa’s cities.

African cities are often analysed from a perspective that sees urbanism and urban living as progressing towards the example set by Western paradigms but which shaped their cities’ form and function - are no longer the same in today’s world.

With large proportions of the urban population residing in informal settlements and slums, the ability of local authorities to collect and maintain revenues is low. This renders local authorities unable to provide basic services; address the needs of urban citizenry; or plan effectively to accommodate present and future urban growth patterns.

However, the lack of institutional capacity manifests in the inadequacy of state systems and bureaucracies to cope with public demand for services in
general terms, whether infrastructural or services-oriented.

“A successful city becomes so as a result of actual proactive management of urbanisation, but most African cities are products of rampant mismanaged non-managed urbanisation,” says Dr. Martyn Davies, managing director of Emerging Markets & Africa at Deloitte. “So they’re not quite like cities in Asia or cities in Europe or North America that seek to compete. The majority are a bunch of non-performers because they have not planned for urbanisation effectively. Mismanagement of finances, rampant corruption, lack of capacity, and having non-performing individuals in charge has led to cities being ineffective.”

As result, informal and private sector provision fills the vacuum left behind by the lack of service provision.

French transportation company Bolloré Africa, for example, one of the largest port operators in Africa, recently secured a deal to invest over US$680-million to upgrade the port of Berbera, which could be key to transforming trade for landlocked Ethiopia.

Rio Tinto plans to invest up to US$1.5-billion in transport infrastructure through 2018. And private equity giant Carlyle Group appears close to securing a deal to boost transport capacity in the Mozambique and Tanzania logistics corridor.

Similarly, Sasol has committed to spend US$1.4 billion to upgrade Mozambique’s gas infrastructure to be able to produce more gas to send through a 865-km pipeline to South Africa’s power-hungry commercial centres.

Alstom, a French company, is building a high-speed rail link between Tangier and Casablanca, and will also construct power generation facilities with a capacity of 470 megawatts to energise the rail link. The company is also intending to provide trams for a new section of the city tramway line expected to open in late 2018.

Few exceptions to Africa’s poorly managed cities

While he believes most African cities are far behind their European counterparts from a competitiveness point of view, Davies says there are exceptions. Namely, he mentions Kigali, which is exceptional in terms of the business regulatory environment, the ease of doing business, efficiency of business, safety of the city, cleanliness, ease of operation and government officials who are there to assist citizens and not hinder service delivery.

From the aspect of the latter the city of Cape Town undoubtedly deserves a mention because its provision of public services is excellent and well-planned.

Says Davies: “From an IT perspective - and this is more of a country story than a city story - Nairobi definitely stands out. The world’s fastest broadband right now is in Kigali, which was built by Korea Telecom and financed by Korea Export-Import Bank. This example proves that you don’t have to be a rich country or a rich city to have brilliant IT infrastructure.”

Johannesburg also deserves mention not from a city planning point of view but rather because of its momentum-creating effect of the corporate clusters that exist there.

Davies says Johannesburg, Cape Town and Durban (all South African) are still far ahead in terms of transport from a roads, airport and railway infrastructure point of view.

While governance authority and functions have largely been decentralised to local authorities, fiscal decentralisation has been slow to follow suit. With large proportions of the urban population residing in informal settlements and slums, the ability of local authorities to collect and maintain revenues is low and this results in local authorities being unable to provide basic services; address needs of urban citizenry; or plan effectively to accommodate present and future urban growth patterns. Lack of regional and local urban infrastructure hampers sub-regional economic growth and development.

While southern African cities in Namibia, South Africa and Zimbabwe boast comparatively higher levels of general service provision, the reverse is true for cities Luanda (Angola), Lusaka and Ndola (Zambia), which have very low levels of piped water, sewerage, telephone and access to electricity.

**Identifying opportunities is about understanding the market**

Significant private sector interest has emerged in response to Africa’s high potential for the application of renewable energy technologies. Smaller systems for households include solar water geysers, smart grids, closed-loop sanitation, and biowaste-to-biogas systems.

The scale of investment required to meet infrastructure deficits and future needs provides a challenge that demands regional and international cooperation. The same will also be necessary to successfully tackle urban resource pressures and threats like climate change and associated natural disasters.

Regional agencies such as the African Development Bank (AfDB) are playing a key role in funding infrastructure development. China is also playing a key role in road, rail and port infrastructure development projects.

At local levels, infrastructure and technology development plans need to cater for context-specific opportunities and requirements such as the need for low-cost, decentralised solutions that can be deployed and maintained with low levels of skills and training.

Understanding growth opportunities at a city level would allow companies to make much more targeted investments. This is a substantial shift for most businesses operating in Africa as country-level planning and resource allocation is still the rule, resulting in inefficient allocation of human and capital resources.

Companies should create detailed profiles of the most promising urban opportunities, including understanding the market dynamics of individual product categories.

A McKinsey and Company report from
its Africa Consumer Insights Center explains that understanding income levels at a city rather than a country level is critically important. When looking at the baby-food category, its research shows that the take-off point occurs at consumption per capita of US$2,700.

In the Kenyan market, average consumption per capita is US$1,526, meaning that baby food might not present an opportunity in that nation. However, focusing on the city levels, the report places consumption per capita for Nairobi at US$2,827, making baby food an accelerated growth opportunity.

The report also explains that, when deciding how much to cater to local tastes and quality needs, requires a deep understanding of consumer preferences, tastes, and affordability profiles by category. There are many examples of companies doing this effectively.

“Tiger Brands tailors the ingredients of its bread to match local taste profiles in markets like Nigeria; SABMiller has launched cassava- and sorghum-based beers; and LG removed its “frost free” capability from refrigerators for markets where consumers consider the presence of frost a sign of proper functioning,” explains the report.

Privatisation key to city development

Davies suggests cities should be managed by the private sector, saying that Central Business Districts throughout a number of, for example, South African cities present obvious cases of urban planning failure, whereas when the private sector develops suburbs – like Sandton, Melrose Arch and Fourways in Johannesburg, and the North Coast in Durban, you see really fantastic cities emerging.

“Everyone assumes that cities should be managed by government and that should not be the case. It’s quite a contrarian viewpoint but it’s been proven to be the best approach,” says Davies.

He says the consistent underperformance and financial mismanagement of state-owned enterprises throughout the continent is evidence that the state should have limited involvement in the market. An example is renewable energy, which has been taken away from South Africa national power provider Eskom’s control, and run by the Department of Energy, which has thus created opportunities for the private sector in the energy space.

Despite suffering from a severe electricity shortage, Zambia’s state-owned power utility Zesco has only added 100MW to the grid in the last 30 years. As a result all the mining companies on the copper belt need to wait some three to four years before they can be connected to a power grid, albeit one that may never materialise. “And those private companies can’t build their own energy solutions because the legislative framework precludes them from doing so. This is the cost of state-ownership,” says Davies.

“The very nature of state ownership is anti-competitive and it protects vested interests. What that does is prevents opportunities for private capital. It doesn’t just lead to inefficiency, but it also prevents new entrants from introducing new solutions,” Davies concludes. •

Private companies coming together to address water scarcity

Nestlé has a long history of leadership on water stewardship through continuous improvement in the efficient use of water at its factory operations, and innovative programmes with farmers.

The Nairobi Water Roundtable allows the largest private water users in and around the capital city to explore options for improving water conservation and managing water risks more efficiently. Partners such as Diageo, BASF, Coca-Cola, IUCN, Tetra Pak and WWF are participants.

Strategic Water Partners Network (SWPN) in South Africa has been founded to act as a coordination platform between the private sector and the government to address the significant water risk that the country is facing in lieu of a drought and dwindling water capacity. It promotes measures to mitigate major water-related risks and prevent future water shortages, with the involvement of 25 South African and multinational companies based in South Africa, government institutions and NGOs that are already part of the network, including Coca-Cola, AngloAmerican, Nestlé, SABMiller, WWF, Water Resources Group (WRG) and the Water Ministry.

In Tanzania, the ecosystem of the Mlalakua River is being improved by a partnership between Coca-Cola, local private sector industry (Nabaki Africa), the national environmental authority, as well as the local NGO Nipe Fagio. The goal is to restore the Mlalakua River and ensure the long-term prevention of pollution.

In Kampala, Uganda, a Wastewater Dialogue with private companies has been founded in cooperation with the city council. In the near future, possibilities for cooperation in the oil, gas and hydropower sectors shall be investigated.
ADOPTION OF THE NEW CONSTITUTION OF UCLG AFRICA DURING COP22

On November 13, 2016 at the Palmeraie Palace Marrakech Hotel, United Cities and Local Governments of Africa (UCLG-Africa) adopted its new Constitution at its Extraordinary General Assembly organized in the margins of COP22. The meeting had a strong participation of members of the five regions of the continent who unanimously voted in favor of the revised Constitution of the organization.

The main resolutions adopted by the Extraordinary General Meeting include:

• Institutionalization of the Network for Locally Elected Women of Africa (REFELA) within the Presidency of UCLG Africa. The Presidency now includes six (6) members: five (5) elected members, one (1) from each of the five (5) African regions; and the President of REFELA, ex officio,
• The adoption of the final text of the call for applications for the recruitment of a Deputy Secretary General within UCLG Africa.

"Today with the involvement of all local, national, and regional officials, the adoption during this general assembly of our Constitution and our Rules of procedure is an important step in this quest for the revitalization of our continental organization. This was done in a process of consultation that should be commended", declared the President of UCLG Africa, Mr. Khalifa Sall, Mayor of Dakar, at the end of the proceedings of the general assembly.

This extraordinary General Assembly closed the series of statutory meetings of the organization held in the fringes of the COP22, namely, the 15th session of the Executive Committee on 11 November, the 8th session of the Pan African Council of UCLG Africa of September 12, 2016; and the first talks of Traditional Authorities of Africa held on November 11 and 12, which resulted in the creation of an association of African Traditional Authorities for local dynamic and sustainable governance.

The said association elected as President his Majesty Mfumu-Difima Ntinu of the National Alliance of Traditional Authorities of the Democratic Republic of Congo.

With a view to their participation in the Summit of Local and Regional Elected Officials on November 14, 2016 as part of the COP22, the representatives of the Local and Regional Governments of Africa confirmed their support to the Cotonou Declaration adopted during the pre-COP22 Forum of local and regional elected officials of Africa, and reaffirmed the following priorities within that Declaration:

• Access to energy for all with the local authorities in Africa;
• Priority given to actions for adaptation to climate change to prepare local authorities so as to prevent risks related to climate change and to cope with disasters due to climate change;
• Creation of a window dedicated to local communities within the Green Climate Fund,
• The implementation, during the 2017-2019 period preceding the entry into operation of the Green Climate Fund in 2020, of a technical assistance and capacity-building program for local authorities in Africa so that they will be able to prepare and submit bankable applications to the Green climate Fund and other climate finance mechanisms. This program may be implemented within the framework of the Africa Local Governments Academy (ALGA) established by UCLG Africa;
• The accession of African Local Authorities to the Global Covenant of Mayors for Climate and Energy and the call for a rapid implementation of technical assistance resource within the Regional Office of UCLG Africa in Accra, Ghana, in order to speed up the development of Climate plans within local communities of the continent.
The ‘How’ and ‘What’ of urban governance

LSE Cities, along with UN Habitat, the UCLG and the MacArthur Foundation have undertaken a research data analysis survey in order to address the data challenge that relates to understanding the methods of urban governance.

The ongoing survey, How Cities are Governed, undertaken by LSE Cities in partnership with UN Habitat and UCLG’s Decentralisation and Local Governance Committee, with the MacArthur Foundation in support, addresses a ‘substantial data challenge’ in terms of research that is available related to urban governance.

(https://urbangovernance.net/en/about/)

LSE Cities says that: “regardless of the ever-increasing availability of information on institutional arrangements in individual cities, knowledge and methodologies to capture and compare the wide spectrum of different urban governance systems is limited.”

Further, by producing this survey, LSE Cities hopes that the information it supplies “introduces new ways of communicating and mapping urban governance for public dissemination, in the presentation of comparative policy and research analysis.”

Presented as an online platform, visitors are able to assess analysis of existing institutional arrangements and governance challenges that are faced by cities globally, but it has been made clear that the information reflects local government’s officials ‘perceptions’.

Of the 127 cities profiled, the African cities include: Addis Ababa, Ethiopia; Antananarivo, Madagascar; Cape Town, South Africa; Dakar, Senegal; Durban, South Africa; Johannesburg, South Africa; Lagos Island, Nigeria; Meknes, Morocco; Nouakchott, Mauritania; Port Harcourt, Nigeria; Praia, Cape Verde; Sousse, Tunisia; Sao Tomé, Sao Tomé and Príncipe; and Treichville, Ivory Coast.

At this time, the list of information available includes: population; number of people working for the local government; mayor governance; voter turnout; women in council; share of informal economy; public services; financial resources; how taxes are sourced and type; borrowing potential; shares of land; decision-making processes; urban governance challenges; strategic planning instruments; and transport governance.

In looking at urban services, in the African cities surveyed, the following can be determined:

<table>
<thead>
<tr>
<th>City</th>
<th>Tax Reforms</th>
<th>Structural Reforms</th>
<th>Institution- al Reforms</th>
<th>Change in national policies affecting local policies</th>
<th>Economic Recession</th>
<th>Natural disasters</th>
<th>Political conflict</th>
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<tr>
<th>Public Services provided by Informal Sector</th>
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<tr>
<td>City</td>
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<td>City</td>
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<td>Sao Tomé</td>
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<tr>
<td>Treichville</td>
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</table>
Defining a secondary city is not as easy as using its size, population or economic activity. It all depends on context. Many definitions have been presented over a number of decades and while academics might not exactly agree on a definitive, there is concurrence that economically, secondary cities are game-changers.

For Professor Brian H Roberts, author of the book ‘Managing systems of Secondary Cities’ published by the Cities Alliance two years ago, the factors that are pertinent in not only defining a secondary city but also in elevating their significance and progression are:

• Population size remains a determining factor in the definition of a secondary city, but in an age of growing competition, trade and exchanges between cities globally the meaning of the term has changed. A secondary city will likely have a population or economy ranging in size between 10 and 50 percent of a nation’s largest city. Today, however, it is the function and the role that are increasingly defining a secondary city’s status within the global system of cities.
• 75 percent of the world’s population lives in rural areas or urban settlements of less than 500 000 people.
• There are more than 4 000 cities in the world with populations exceeding 100,000 people. Some 2 400 of those have populations of less than 750 000 people. More than 60 percent are located in developing regions and countries. Many of these cities are struggling with the problems of rapid urbanisation, poverty and job creation.
• Globally, there is a growing gap in levels of socioeconomic development disparities occurring between secondary and primary cities that has a significant consequence on their capacity to develop and compete for trade and investment.
• There is very poor data and information available on the economy, land, finance, infrastructure and governance of secondary cities. This situation is severely affecting their capacity to plan and manage urban development and promote employment and economic growth. There is an urgent need to support national and regional research centres.
• Most secondary cities are subnational capital cities responsible for secondary level of government; a key manufacturing, primary or resource-industry centre or a global centre of cultural, natural or advanced-industry significance. They can also be major satellite cities forming a cluster of cities in a metro-region city.
• The development of inland secondary cities in developing regions lags well behind those located on coastlines or major river systems.

There are three broad types of secondary cities economies emerging globally: “lead”, “lagging” and “laggards.” Most fall into the latter category and are located in sub-Saharan Africa and Asia. These cities are largely driven by population growth and consumption. Most are poorly managed, have weak infrastructure, poor communication systems within and between cities, and are not very competitive.
A secondary city’s performance, in terms of the above categories, is largely shaped by the level, quality and global orientation of the connectivity of its supply chains and logistics systems that support the development of the local regional economy and trade and services it provides to cities nationally and internationally.

There must be a greater focus on supporting endogenous growth in secondary cities, since many do not have the capacity or advantages to engage in exogenous, export-orientated growth. New combinations of exogenous and endogenous growth strategies are necessary to develop secondary cities in poor regions.

International development agencies are showing interest in supporting the development of secondary cities because of their importance as hubs and catalysts in unlocking the development potential of subnational regions.

International development partners could play a key role in unlocking the development potential of secondary cities by providing assistance through a Development initiative for Secondary Cities (DiSC). The focus of such an
The initiative must be on improving linkages and connectivity in urban systems management that will result in improved urban governance, building economic development capacity and investment in key strategic infrastructure to spark investment in local economies.

Roberts has revealed that research for his book, along with another study co-authored with G. Anyumba, undertaken for the Cities Alliance in 2013 which remains unpublished, ‘Background Study in Secondary Systems of Cities in sub-Saharan Africa, brought to light some distinctive African trends in the region. Preferring not to be quoted from this research but from his own knowledge base, Roberts explains that in comparison to metropolitan regions in Asia and Latin America, sub-Saharan Africa (SSA) secondary cities are expected to grow faster and that it is: “push rather than pull factors that drive development.”

“African economies are not driven by industrialisation, or indeed by value when adding in the agricultural and mineral processing sectors, but rather by migration and consumption,” says Roberts. “Consequently there is a very high level of information sector employment. Further inter-city communications, especially road and internet, in SSA are poor. Transport costs and skills migration are high and access to micro credit and international markets is also weak.”

Becoming bogged down with any number of solutions or trying to meet a huge percentage of challenges may not quite be the answer for a secondary city. Instead he believes that three crucial component’s can change the landscape and the first is to provide better and cheaper internet and ITC services.

“Rwanda is rolling out broadband and expanding local areas’ telecommunication services because it recognises it will never be, for example, a major manufacturing base, given its land-locked status. The focus of the country’s economic development is instead to develop a modern service economy and be the Manila ‘offshore back office business processing call centre’ in Africa , one that provides English and French language business services. These ITC services will facilitate more online banking, as has been the case in India.

“Africa’s second priority for secondary cities is to ensure improvement in logistics infrastructure, especially freight and passenger transfers,” Roberts expands. “The third is that African city governance and revenue collection must improve drastically, along with decentralization of administration and finance, which through more equitable revenue sharing arrangements on fiscal transfers, is critical.”

The enablers Roberts outlines do however enhance one very pertinent fact about SSA secondary cities, that they are a vital link in the ‘system of cities’, as is proven in the table below that shows population (per million) and percentage of population by settlement areas in SSA.

By adding together the percentages for small and rural cities (74.2 percent), the leap from metro’s at 12.6 percent means that without a secondary city role, 74 percent of the country becomes disadvantaged. ‘This compares with about 58 percent globally,’ says Roberts. “It is hard to foster rural development but as secondary cities grow and develop services that support rural urban supply chains, trade is fostered.”

But there is a problem, trade alone is not enough. SSA secondary cities,

**Secondary Cities: Vital Link in ‘system of cities’**

<table>
<thead>
<tr>
<th>Population Million</th>
<th>Metro</th>
<th>Secondary</th>
<th>Small</th>
<th>Rural</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>112.01</td>
<td>116.70</td>
<td>94.15</td>
<td>564.97</td>
<td>887.83</td>
</tr>
<tr>
<td>Percentage of Population</td>
<td>12.6%</td>
<td>13.1%</td>
<td>10.6%</td>
<td>63.6%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
according to Roberts will struggle because there is not enough value in the rural trade conditions. “Add to this the labour capital ratio, with input falling globally in the manufacturing sector, the prospects for SSA countries to develop competitive industries based on competitive low labour costs is poor. Throw into this the rising prices of urban land, the competitiveness of African cities as a whole is undermined.”

There is a further rather serious challenge in SSA; the diaspora fiscal and social capital used for secondary city development, worth tens of billions, is more often than not invested in either real estate or consumption. “Very little goes into small business development,” says Roberts. “Finding ways to tap into the fiscal and social diaspora need to be found to advance the development of secondary and intermediary cities.”

So many African secondary cities sit on the periphery of something great that economically makes sense to awaken these sleeping giants. Among the myriad of reasons for an acute focus is that they don’t have the burdens of a primary city, have more available land, and can manifest planned and structured neighbourhoods. What will help them to develop requires determining what the key drivers to their growth are, and if nurtured with good governance and an enabling competitive platform there is no reason that they won’t become the megacities of the future.

As the third-largest economy in East African Community, Uganda’s second largest town, Jinja, sited on the shores of Lake Victoria, is somewhat of a revival city. In its heyday, up to the 1980s following the opening of the Owen Falls Dam in 1954, it was the industrial capital of the nation. When Asian entrepreneurs were expelled by then ruler Idi Amin in 1972, Jinga went into decline. With the collapse of successful factories, many of which had been under Asian management, job losses saw thousands of people migrate to other cities, or back to their rural roots.

Today, with a population of 90 000 people, Jinja is growing, and relatively fast. It has some significant infrastructure developments; two hydro powerplants; two international hospitals, four steel companies, an international school and further projects on the table that include East Africa’s first shipyard, a car assembly plant and a potential road project that will half the driving time to the nation’s capital Kampala, currently a two-hour journey by car.

But there is a problem. Like many secondary cities, Jinja sources its funds from the central government, and there isn’t quite enough to cater for the supply of services, particularly to the 20 000 people living in pop-up informal settlements. Constrained too by the budget is that the municipality is struggling to prevent the sprawls from spreading as more people flock to the city in anticipation of gaining work.

This is where Future Cities Africa is going to make a difference. Its efforts in Jinja, one of 14 small cities that it has identified for assistance, is focused on helping them to develop long-term strategic plans to grow in a more ‘inclusive and resilient’ manner. Part of the aid is helping Jinja to better manage finances and find streams of revenue independent of central government funding.

Under the circumstances, and with a limited municipal team, Jinja has actually performed rather well, having qualified for government funding over the past three years. The government has acknowledged this by promising to elevate Jinja’s status from municipality to city, which not just justifies its qualification for an increase in funding but will send signals that Jinja is a place to invest.

In turn that will herald in a new decade of growth and there will be no reason not to assume that Jinja has the potential to become a megacity of the future.
Thiès, Senegal
a second capital close to Dakar

Thiès is the railway capital of Senegal. However, the exhaustion of land reserves in Dakar combined with a population implosion (three-million people over 550 km²) and high living costs has triggered a rush to Thiès, a city with a declining industrial sector. Financial institutions have also transferred their competition to Senegal’s second capital.

By Idrissa Sane

Thiès lies 70 km to the south of Dakar. This Friday, 18 November 2016, the capital city Dakar is empty. Everyone has gone to Touba for the Grand Magal. Lots of cars have to go via Thiès. It is a crossroads town. After one and a half hours, we arrive at the outskirts of Thiès. Brickyards, three petrol stations within a radius of less than 1 km on the main street bordered on both sides by African mahogany trees. At the main door of the station, women leap out of their chairs to offer bananas, oranges and sweet treats to the passengers whose numbers are slowing down. Inside the bus station, rows of more than thirty vehicles stretch from one side to the other where women sell grilled meat for breakfast. The garage swarms with life.

“After Dakar, it is the most used station, but we have to be vigilant against raids which are dangerous for us”, an unnamed tout told us. Opposite the station, old buildings from the New Senegal Textile Company are relics of the heyday of the cotton processing industry. Not far from there is the general teleservices district. On both sides of Avenue Caen, management, dressmaking and hairdressing training schools open up in all directions. Before the Church of Notre Dame de l’Univers and up to the Résidence Pharmacy, mobile telephone and computer accessory stalls and several insurance companies abound on the ground floor of beautiful villas dismissed as modest homes. The city is growing.
In a side alley, just after the police station, Souleymane Faye, a trained insurance agent, with a bag in one hand and the other worn across his shoulder, links the changes in the city to the high cost of rent and monthly school fees. “After Dakar, the cost of living is most expensive in Thiès. In 2000, in a district like Lamine Foyou, one bedroom could be rented for 17,000 CFA francs per month. Now it’s 25,000 CFA francs. In private schools, the monthly fees were 15,000 francs; it’s now 30,000 CFA francs. As the city grows larger, life is becoming more expensive,” laments Faye.

**Banks in Competition**

Before the post office, on the same road, ElHadj Souleymane Dembélé, a native of Thiès and French teacher at the Village de Sanghué School returns from the town centre. He is a witness to the rapid urbanisation of his home town. “Thiès helps Dakar to breathe. Everyone comes looking for plots of land to build houses. Where the bus station currently stands was a wooded area in 1974. Today, about 3 km behind this station there are houses. Congestion is being relieved in Dakar by being pushed to Thiès. They are no longer suffocating in Dakar”, argues the French teacher. As in Dakar, a stone’s throw from the Place de France, on the avenue, on the roadside of the public square, banking institutions have transferred their competition to Thiès.

Industrial downturn zone

On the Ndiass massif, food processing industries in the diary sector and milk production, and cement plants, give a strong boost to the regional economy. Outside of Dakar, the Thiès region is the most industrialised in Senegal. The icing on the cake is that more than 80 percent of the future international Blaise Diagne Airport will be in the Thiès region as well as car assembly plants, cement plants and other mining operation companies. “In addition to Thiès’ closeness to Dakar, it is a crossroads town open to the outside world through the railway”, states the general director of the municipal regional development agency Chérif Diagne. The rail capital will benefit from the region’s potential in the field of horticulture, fishing and mining.
Thiès square are home to the Crédit Mutuel du Sénégal, the CBAO, the Caisse nationale de crédit agricole du Sénégal (CNCAS) and the Banque Islamique du Sénégal (BIS). The Place de France hosts the banks. On the sides of the curved walls of the Place de France, women run green restaurants like Tikara. In the shade of large trees, old and young people enjoy the fresh air. The Thiès square is always open for business.

Opposite, the town hall is a large white building. The front is decorated with a mural. In the background, workers talk about politics in the registry office. Here, the officials at the land commission use and abuse all sorts of metaphors to describe the urbanisation of life and its impact on the Senegalese economy. “Dakar is in its final stage of development. Thiès is becoming more important with the new international Blaise Diagne de Ndass Airport, the beach resort at Saly. Moreover, people are coming to live in Thiès. Currently there are officially 400,000 residents. But there could be more”, explains Déneba Sall, land commission official at the Thiès town hall.

**Accelerated urbanisation**

**The race to purchase land for residential use**

Like a newly-found gold mine, Thiès has attracted a large number of Senegalese looking for residential plots of land. For example, the municipal team developed 5 000 plots between 2000 and 2014. This figure pales in comparison to the number of developments by the state. It is the Thiès gold rush.

The city is expanding in all directions. Between 2000 and 2014 alone, the municipal team developed 5 000 plots, which pales in comparison to the number of plots developed by the state. From the side of the north bypass, villas rise out of the earth. On the other side, construction work will soon start on the south bypass. Thiès is the inland town with the most congested road network after Dakar.

Thiès residents are positive that Dakar’s urbanisation problems will be settled in Thiès. “Diamniadio is in Dakar. Thiès will help Dakar to decongest. Many civil servants and industrialists have understood that. They have all come to settle here”, says French teacher Sauleymane Dembélé. He is not the only person to hold such a view. The land commission official at the Thiès town hall swears the same. To the east and the west, Thiès is spreading out. After the University of Thiès, houses spread out like a checkerboard push the city limits out to the Tivaouane road. A road network with surfaced roads gives an attractive allure to the network of homes. In the town centre, residents report that traffic jams are the norm up to the railway area streets and on some avenues. “Thiès is not only the rail capital. It is the second capital after Dakar”, says the old man ironically, his eyes covered with sunglasses.

The road running parallel to the town hall leading to Moussante Market is an arcade of hardware shops. It is proof of the very many residential construction sites. The opportunities offered by the growth of cities should be considered as well as the problems. This is the viewpoint of the head of the UN-Habitat programme in Senegal and Cape Verde. “Cities have proven economic potential. As a geographer, I often say that I do not know of a country in the world that has become developed without first becoming urbanised, including in Africa. I can mention Cape Verde, Botswana and Mauritius which have left the group of the least developed countries to join that of middle-income countries. Urbanisation itself is a factor, a prerequisite to socioeconomic development”, claims Mansour Tall.

Thiès has informally assumed the status of a town acting as a receptacle for the outgrowth of Dakar, especially as the Dakar region no long has any land reserves. It is quite rightly that the geographer firmly confirms that Senegal’s urbanisation problems will be settled outside of the Senegalese capital. Thiès is becoming modernised and is also fulfilling its role as a second major city alongside Dakar. However, it currently faces competition from the urban centre of Diamniadio which is thriving.
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