

# CAP NEWS

The Newsletter of the Commonwealth Association of Planners

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CAP held a successful regional meeting in Mombasa in July 2010.

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**CAP News is edited by Sonia Kirby, Cliff Hague and Annette O'Donnell.**

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## A Message from the Editor

With Cliff Hague stepping down from his role with CAP, he has kindly asked for myself, Sonia Kirby, Vice-President Australasia-Pacific to take on the role of Editor of the CAP News. This is the first issue of the Newsletter prepared by myself and any comments or further contributions to the Newsletter in the future would be greatly appreciated. I've taken on the comments received previously to try a single column lay-out as that is easier to read in an electronic version. So here it is!

If you wish to contribute to the next Newsletter (July 2011) or comments please don't hesitate to contact me at [skirby@urbis.com.au](mailto:skirby@urbis.com.au).



Another great way to keep informed of CAP's latest activities is to regularly check out the website and 'What's New' section - <http://www.commonwealth-planners.org/latest.html>

## President's Piece

The last six months has been another exciting period for CAP with a number of important events held, and some critical milestones reached. October now seems a long time ago, but it feels as if the CAP Biennial Business meeting in Montreal was only yesterday. The overriding impression which I carried away from Montreal was that the CAP leadership has formed a strong, committed and vibrant team, and that there is no reason why we cannot carry on achieving great things for planners and planning in the Commonwealth in the next two years. There was a very strong feeling of camaraderie. We worked hard but had a very good time getting to know one another better, sharing experiences and thinking about the future.



This is a great picture of Kabir (Nigeria), Belinda (Singapore), Lolly (Barbados), Clive (UK and new Secretary-General), Pamela (Uganda) and Martin (Jamaica) all looking hungry waiting for lunch at one of Montreal's most famous delis.

The meeting was well attended with representation from all of our regions, and dealt with a number of important issues. Perhaps it is appropriate to start with the election of office bearers and I was deeply honoured to have been re-elected as President. We were sad to say goodbye to the CAP Vice-Presidents for East Africa, Bosire Ogero, West Africa, Chi Odimuko, Southern Africa, Catherine Kulemeka, Americas, James Armstrong, South-East Asia, Norliza Hashim and South West Asia, Mr Karunathilake. We also technically said goodbye to the VP Europe, but not for long, as Clive has taken over the position of Secretary-General of CAP. We must record our thanks to all of them for the hard work they have put into making CAP the success it has been over the past few years. It is hard to single out individuals but sometimes it is required. People like Bosire, Chi and James stand out for their exceptional commitment to CAP and for what they have done in developing a strong voice for planning in their respective regions and for

delivering outstanding events over the past few years. Hearing the voices of grassroots planners from the regions of the Commonwealth is critical if CAP as an organisation is to remain relevant.

The biggest farewell and thank you however went to Cliff Hague. After ten years of serving CAP in a manner which was unprecedented, he decided that it was time to give his attention to other pursuits. In paying tribute to Cliff at the meeting I said the following:

*“Cliff has given ten years of service to CAP, six as President and four as Secretary-General. He can be immensely proud of the legacy he leaves and we, the planners of the Commonwealth, are indebted to him for having led and served the profession internationally so well and for so long. I can reassure Cliff that he will not be allowed to disappear quietly, and I am confident that he will continue to play a role of some kind in CAP in the years to come. On behalf of all the planners of the Commonwealth and on behalf of the CAP leadership gathered in Montreal, thank you Cliff for everything you have done. Your contribution has been enormous and your efforts too numerous to enumerate – but what we do know is that we would not be where we are today had it not been for your vision, leadership and sound thinking.”*

It was agreed at the meeting that Cliff be made an Honorary Vice President of CAP.

We then had the privilege of welcoming the new Vice Presidents who are Jacques Besner (Americas) Pamela Ayebare (East Africa), Kabir Yari (West Africa), Ashraf Adam (Southern Africa) and Belinda Yuen (South East Asia). The position of Vice President for Europe has since been filled by Ann Skippers but that of South West Asia remains to be filled. It is expected that an announcement in this regard will be made shortly.

Without a doubt though, the most exciting moment came when we formally launched the CAP Young Planners' Network. This was a really momentous moment which is reported on in the newsletter. We look forward to seeing what the Young Planners can do to bring CAP roaring into the virtual world which defines the 21<sup>st</sup> Century.

The presentation of the “Planning and Food Security within the Commonwealth” report prepared by Wayne Caldwell and a group of volunteers from Australia, Canada and South Africa was another very important event. This report has been circulated to all of the member institutes and I encourage you to hold local workshops to discuss the content and to come back to us with your comments, so that this report, which has been prepared as a discussion paper, can be developed further into a position paper. This is yet another example of how voluntary contributions and the use of the Commonwealth-wide network can deliver interesting and relevant knowledge sharing. I am most grateful to Wayne for having convened the work group which prepared this important document and I look forward to hearing what you think about it.





There is much to report at the meeting and I invite you to visit the CAP website to see the report for the period 2008 to 2010. It makes interesting reading. The picture above is of the delegates at the end of the meeting.

CAP was honoured by the RTPI in January when we were awarded the President's Special Award for Planning Achievement. In her citation Ann Skippers summed up this strong bond when she said the following *"In recognition of what can be achieved through outstanding cooperation, determination and goodwill, it is my very great privilege and pleasure to award CAP the President's Special Award for Planning Achievement"*. It was a great honour to walk onto the stage with the people who have helped make CAP so successful in the recent past, and especially to have Annette and Cliff with us, as they have done so much in making CAP what it now is. I must place on record my gratitude to Ann Skippers for her kind and encouraging words. I don't think that any of us expects this kind of acknowledgment and so when it comes, it makes it all the more special.

During a series of meetings held in London in January, the Commonwealth Secretariat invited CAP to facilitate an Expert Group Workshop to discuss the next phase of the State of the Commonwealth Cities programme. This meeting was held on 11 March and we were very pleased to have had so many of the CAP nominations invited. We were able to recommend a list of specialists from almost all regions of the Commonwealth and CAP certainly had a high profile during that meeting. The primary outcome of this event was the formulation of a paper "Towards a Commonwealth Urban Agenda". This is a real milestone for us as planners in the Commonwealth, as never before has there been a Commonwealth Urban Agenda. The draft report which fed into this meeting was done at very short notice by two CIP members and we are indebted to CIP, Michel Frojmovic and Mark Seasons for delivering an excellent piece of work on indicators and reporting templates at such short notice. The outcomes of this meeting were then reported on at

the Inter-Ministerial Commonwealth Consultative Group on Human Settlements (CCGHS) in Nairobi at the time of UN-Habitat Governing Council meeting. In yet another watershed moment, the Ministers not only endorsed that preparation of a Commonwealth Urban Agenda, but also requested that this issue be placed on the agenda of CHOGM later this year. To get political support of this kind for the work which we are championing is a prize beyond our imagining – but now the challenge is to make sure that a sound, strategic and coherent approach is prepared for CHOGM on this topic.

There is much else to tell you about, including the Guyana workshop, the Habitat Professional Forum, the next phase of the Capacity building programme which is taking the Planning Education Study further and the ongoing Gender and Planning work being done by the Women in Planning network.

As my task is to write a President's piece and not the newsletter itself, I will leave my contribution at what it is at this point. Yet again I have had the pleasure of reporting on sound and exciting success for our organisation, and I am really looking forward to the next few months when we take these groundbreaking initiatives forward.

**CHRISTINE PLATT**

## **Commonwealth Theme 2011: “Women as Agents of Change”**

How did you celebrate Commonwealth Day on 14 March 2011? In London the day was marked by an Observance at Westminster Abbey - the UK's largest annual multi-faith gathering. The Observance was held in the presence of the Queen as Head of the Commonwealth, the Duke of Edinburgh, Heads of Governments, High Commissioners, faith leaders, over 1000 young people representing the future of the Commonwealth ... and a range of other guests including CAP!

In a colourful celebration against the splendid backdrop of the Abbey guests were introduced to the theme of the Commonwealth Day celebrations and the Commonwealth theme for 2011 – “Women as Agents of Change”.

The theme coincided with the hundredth anniversary of the first International Women's Day. It was also a fitting theme given that there are three women at the pinnacle of the Commonwealth – the Queen as Head, the Hon Kamla Persad-Bissessar Chairperson of the Commonwealth (and also Prime Minister of Trinidad and Tobago) and the Hon Julia Gillard incoming Chairperson of the Commonwealth (and also Prime Minister of Australia).

Across the Commonwealth some 26 million girls are born every year - almost one every second. During the year 2011 the Commonwealth will celebrate the important role that women play in every walk of life and the enormous difference they can make as ‘agents of change’.

But, there are major inequalities. Just look at a few statistics: two thirds of those out of school worldwide are girls, two thirds of those who are illiterate or out of work or living

with HIV/AIDS are women and gender based violence causes more deaths and disabilities among women of child bearing age than cancer, malaria, traffic accidents and war combined. However, experience has repeatedly shown that by investing in women and girls there is the potential to accelerate social, economic and political progress – when empowered to contribute to their local and national economies women can help lift societies out of poverty.

*“Women are the people who can bring about real and lasting transformation at every level in society. Unlocking this limitless but locked potential is the first challenge before the human community. It can open doors of opportunity for all in the Commonwealth and the wider world.”* Commonwealth Secretary-General, Kamalesh Sharma.

Despite the huge challenges there was an air of confidence at the Observance as speaker after speaker contributed their individual thoughts on women in society and how their individual contributions and life chances can be improved bringing substantial benefits to society at large.

Reflecting on the Observance in a CAP context – we have our own ‘Agents of Change’ of course through the key roles that women have in our organisation. Our President and four out of the seven Vice Presidents are women. We also have a very active Women in Planning network which is an advocate for gender equity within the planning profession and planning practice in the Commonwealth.

I encourage everyone to support the 2011 Commonwealth theme of “Women as Agents of Change”.

**Clive Harridge, Secretary-General, CAP**

## Getting Ready for CHOGM

With the CHOGM meeting fast approaching in 28-30 October 2011, CAP is calling on all members to contribute to the lead up discussions.

A theme is yet to be launched for the CHOGM event. However, members are encouraged to keep themselves up-to-date by looking at the CHOGM website (<http://www.chogm2011.org/home>) and subscribing to their regular newsletter. Further information will be made available through CAP and the July edition of this Newsletter.

Most recently, the Planning Institute of Australia (PIA) invited Clive Harridge to present to the National PIA Congress on CHOGM and how PIA can contribute. The presentation was invaluable, and has motivated PIA to establish a sub-committee specifically focused on advocating for planning issues to be retained on the CHOGM agenda. This is supporting the current efforts of Christine Platt and Clive Harridge in their discussions with the Commonwealth Secretariat.

Negotiations have already begun, with the preparation of the Civil Society Statement being undertaken until July 2011. Discussions are already underway with the Commonwealth Consultative Group on Human Settlements.

Some opportunities for you to get involved include:-

- Working with your local institution, review what was achieved at the Port of Spain, CHOGM in 2009, with the acknowledgement of urban planning in the Civil Society Statement;
- Discuss among your members, what you would like the Heads of Government to acknowledge in the 2011 statement.
- Raise awareness regarding how urban issues (not only planning, but others related to planning for communities, such as gender, youth and food security) are included in the previous Civil Society Statement.
- Report back to CAP your activities so these can be recorded in any discussions CAP participates in for the Civil Society Statement.

For further information regarding how you can get involved please contact Clive Harridge ([clive.harridge@entecuk.co.uk](mailto:clive.harridge@entecuk.co.uk)).

## CAP Membership

There have been a number of movements and activities with regards to the CAP membership. Find out more about our members activities be going to (<http://www.commonwealth-planners.org/members.html>).

### **East Africa Region – Members countries Kenya, Uganda, Tanzania, Mauritius and Rwanda**

In July 2010 our colleagues in the East African region conducted a regional meeting in Mombasa, Kenya. All reports suggest it was a successful event. The East African region has also actively participated in a number of international events such as Global Planners Network, World Urban Forum, and Habitat Professional Forum for UN-Habitat in 2009, and maintained contact with planners from around the region.

### **Europe Region - member countries UK, Cyprus, and Malta**

Activity in this region continues, with CAP members participating in events such as the Built Environment Professions in the Commonwealth (BEPIC) events and seminars. The region is also looking into hosting a 'planning for small islands' event, much alike that which was supported by CAP in Barbados in 2006.

### **South Africa Region – member countries South Africa, Namibia, Malawi, Zimbabwe, Lesotho, Swaziland, Mozambique, Zambia, and Botswana**

Communication between the respective member organisations has been a challenge for the South Africa region, however, the Vice-President would welcome any contact from any of these member associations or other planners operating within the region that would like to take part in the CAP activities.

### **West Africa – member countries Nigeria and Ghana**

The West Africa region were successful in hosting a workshop in Nigeria in 2009 to bring together the anglo-phone and franco-phone planners in the region. This continues to be the focus of the region and through additional support will be able to gain much greater cooperation and exchange of information between the nations.

### **Americas – member countries Barbados, Jamaica, Canada, Trinidad and Tobago**



Energies and efforts amongst this region continue to be strong, in particular, since the CHOGM event held in Port of Spain in 2009. The members continue to be in constant contact and highly supportive of CAP initiatives such as the CAP Young Planners Network, Women in Planning, and the State of the Commonwealth Cities report.

#### **Pacific Region – member countries Australia and New Zealand**

The activity of the Pacific Region has increased in recent years with the active participation of the Planning Institute of Australia (PIA) in the majority of CAP initiatives with representatives on the teams for Women in Planning, Young Planners Network, State of the Commonwealth Cities, and Food Security. Most recently, the New Zealand Planning Institute (NZPI) has reinstated its membership to CAP and shown an interest in more participation in the future. This region is very focused on preparation for CHOGM to be conducted in Perth, Australia.

### **CAP Business Meeting, Montreal October 2010**

A number of the Vice-Presidents and other representatives of the region were able to attend the CAP Business meeting conducted in Montreal in October 2010. In addition to the reports delivered by each of the regions, the following major objectives were supported to proceed for CAP in 2011-2012.

- To sustain and grow CAP membership through better communication, and the delivery of an active regional programme;
- To develop and deliver a significant project on capacity building;
- To build on CAP's work on the State of the Commonwealth Cities;
- To establish the CAP Young Planners' Network;
- To further develop the Women in Planning network and build on the published work on gender and planning;
- To build further networks;
- To work effectively in partnership with UN-Habitat, the Prince's Foundation for the Built Environment, the Built Environment Professions in the Commonwealth (BEPIC), ComHabitat, partners and the Global Planners Network (GPN) so as to advance matters of mutual interest in relation to sustainable settlements;
- To sustain and grow income so as to reduce dependency on membership subscriptions and the Commonwealth Foundation grants.

The achievement of the above will rely on the continued support and efforts of our members in contributing to these programs.

## State of the Commonwealth Cities Programme

The preliminary report of the programme *State of the Commonwealth Cities Urban Challenges: Scoping the State of the Commonwealth's Cities* was published in 2010 and confirms that the Commonwealth is experiencing high levels of urban poverty, as well as the impacts of climate change and the increasing incidence of natural disasters.

You will also recall that the Port of Spain Communiqué stated the following:

*“Heads recognised that rapid urbanisation was posing a significant challenge in many Commonwealth countries, and that new and inclusive approaches to urban planning and management were central to achieving the MDGs. They acknowledged that leadership and a deeper understanding of the trends were required at all levels, together with the provision of effective financing for local infrastructure and services, to improve human security and achieve the Commonwealth goal of ‘demonstrated progress towards adequate shelter for all with secure tenure and access to essential services in every community by 2015’. They welcomed continued Commonwealth efforts to address these challenges.”*(Paragraph 74 The Port of Spain Communiqué)

CAP has been liaising regularly with both the Commonwealth Secretariat and the Commonwealth Foundation about how this programme can be taken forward, in accordance with the endorsement from Port of Spain. It must be noted that during this time CAP was specifically referred to the Canadians as leaders in indicators work – acknowledging however that many people are working in this field.

The Commonwealth Secretariat requested CAP to facilitate the next phase of the work which is intended to

- examine what State of the Cities work is already being done in Commonwealth countries,
- consider what country reports can be populated easily and quickly from existing work,
- consider what indicators are being used, what indicators could be used and what indicators should be used to ensure that data collected is comparable so that evidence-based, strategic messages, issues and trends can be extracted for reporting to member states,
- present recommendations on what a country based, reporting template could look like.

This was completed for an expert meeting conducted in London on 11 March in preparation for the Inter-Ministerial Commonwealth Consultative Group on Human Settlements (CCGHS) meeting in Nairobi in April, before being taken to CHOOGM in Perth in October. The work was undertaken by Mark Seasons and Michel Frojmovic, members of CIP. A number of CAP representatives were present including from Canada, Australia, Nigeria, South Africa, the United Kingdom, Trinidad and Tobago and Singapore.

## Women in Planning

The Women in Planning Network continues to grow in strength and support. There have been numerous activities conducted throughout the region to further promote the network.

The key priorities for the network in the coming two years include:-

- continue to further strengthen the network with the need to ensure a WiP Coordinator is within each of the 24 member countries of CAP.
- Gain further insight into the profile of women in the planning profession around the membership.
- Continue to advocate for Women in Planning through existing CAP networks
- Establish a policy framework for gendering the planning profession
- Increase the level of education with regards to gender issues in planning.
- Continue to establish key links and partnerships with other similar networks and supporters.
- Draw upon the membership to speak on gender issues in planning as requests often come through from different events in different countries.

## CAP Food Security Discussion Paper

Thanks to the team working on the CAP Food Security Discussion paper - . This paper can be found in it's completeness at <http://www.commonwealth-planners.org/papers/> . The following extract from the paper calls for Action from planners throughout the Commonwealth, in particular:-

### ***A Broad Definition of Planning***

While the protection of farmland frequently depends on regulation there is much to be gained in pursuing non-regulatory strategies and voluntary action. In developed countries, for example, this includes local development projects supporting a local farmers' market, whereas in developing countries this may include work to profile a new crop or seed variety.

### ***Support for Protecting Farmland***

Planners and government need to issue strong statements in support of protecting farmland. Requisite policy and legislation are needed in support of these statements.

### ***Raising the Profile of Food and Planning***

Healthy food is a basic human need (and right) that needs to be recognized and planned for. This includes issues related to the land base, and issues related to access and availability. Whereas, in the past, food and food security issues were often secondary to other planning interests it now needs to be recognized for the role it plays at a local, regional, and national level. The role of urban agriculture, as it relates to urban areas and the peri-urban fringe, also needs to be addressed.

### ***Educational Strategies***

Planners across the Commonwealth need to develop and implement educational and awareness strategies related to the loss of farmland and land degradation. Educational strategies can help to ensure better decision-making, and contribute to an informed and engaged community (including both farm and non-farm interests).

### ***Awareness and Regulations***

Planners should also be aware of the appropriate regulatory procedures and tools. These tools will vary by country. In some contexts regulation will be difficult, whereas in other situations it will be a key tool helping to guide urban development and limit residential sprawl — urban and rural residential. Countries need to demarcate/zone areas suitable for food production based on the land's potential and this needs to be made public to all involved role-players for incorporation into all planning tools or strategies.

### ***Planning for the Future***

Threats to food production largely connected to climate change and decreasing supplies of fossil fuels will make some areas more productive and even more areas less productive. Equatorial regions and areas prone to dryness are likely to suffer a loss in productivity while temperate regions may gain. Decreasing supplies of relatively inexpensive fossil fuels, however, are likely to threaten productivity levels in those countries with a high dependency on their use.

### ***Recognizing “One Size Does Not Fit All”***

The issues and needs related to food security vary across the Commonwealth. The needs of one country may be quite different than the needs of another country. Likewise, the applicability of regulatory and non-regulatory strategies will vary.

### ***Sustainable Agriculture***

Agricultural practices can be inherently sustainable and renewable or inherently unsustainable, leading to land degradation and loss of productive capacity. Long-term food security across the Commonwealth will depend on successfully encouraging sustainable practices and discouraging non-sustainable approaches to agricultural production.

### ***Research. Documenting the Magnitude of the Issue***

Further research is needed to document the magnitude of this issue in individual countries and across the Commonwealth. The authors encourage research on the points that have been identified within this paper and note a relative lack of information and statistics on topics such as land loss or land tenure and suggest this is a robust area for future research.

### ***Monitoring Evolving Trends***

There are a variety of issues that will affect the future of food security across the commonwealth. Climate change and peak oil have been mentioned, but international markets and tenure security can equally play an important role. The challenge in the decades ahead will be to monitor these trends, helping planners, citizens, farmers, and communities to adapt.

### ***Role of the Commonwealth Association of Planners. Networks and Food Security***



For many Commonwealth countries, the Commonwealth Association of Planners can be an important organization that can help to share information and develop networks related to planning for food security.

### ***Sharing Strategies and Best Practices***

Commonwealth planners can learn much from each other. The Commonwealth Association of Planners can play a role helping planners to share strategies and best practices.”

## **CAP Young Planners Network**

CAP is delighted to announce the establishment of the CAP Young Planners' Network. To start getting in touch with other Young Planners from around the world join us through Facebook ([http://www.facebook.com/home.php?sk=group\\_147786551932101](http://www.facebook.com/home.php?sk=group_147786551932101)) or Twitter (<http://twitter.com/CAPYoungPlanner>)

The Network was launched in Montreal when CAP President Christine Platt announced the winners of the inaugural essay competition. The winners were:-

- **Jaya Ramlall** from the Trinidad and Tobago Society of Planners for writing about how the Network can help make planners more gender aware.
- **Jeremiah Atho Ougo** and **George Wesonga Auma** from the Kenya Institute of Planners for their essay on their work in the huge Dadaab refugee camp in north-east Kenya;
- **Alex O'Reilly** from the Planning Institute of Australia for his essay on how the Network could contribute to sustainable urbanisation; and

CAP congratulates the winners and thanks the many other young planners from across the Commonwealth who contributed high quality entries. CAP thanks the Commonwealth Foundation for its support in the creation of the Young Planners' Network.

CAP President Christine Platt said 'Half the people in the Commonwealth are under 25. These young people are not just the future - they are the present. In launching the Young Planners' Network CAP is seeking to bring the voice of the new generation into the work of CAP, while also making planning students and young professionals aware of the Commonwealth's values and the work that CAP is doing on re-inventing planning, gender, the state of the Commonwealth cities, food security and capacity-building'.

This is a special section of CAP News, showcasing the new CAP Young Planners Network. It features three winning essays that were written for the competition for Young Planners that CAP ran in August 2010. The competition produced 50 entries. Since there was a very short time between announcing the competition and the closing date this was a very good response. Equally impressive was the fact that the entries came from many different countries in the Commonwealth. Last, but not least, the standard was high.

Too few Commonwealth organisations reach out to involve young people. CAP has been no exception. It is not surprising. International involvement tends to only happen once

people have built a career and a national profile, and it is always going to be costly to move lots of people around to international meetings. However, organisations that do not include young people in active roles risk atrophy and being unrepresentative. In today's networked world, young planners are well able to build contacts with each other through the internet. They can exchange ideas and experiences – or just become friends.

As with other CAP activities, we will work with and through our member institutes. We want each institute to nominate their contact point for the YPN, and it will be the job of those contact points to make the connections. Hopefully by sharing knowledge and learning from each other, the Network can help build the capacity for planning right across the Commonwealth. Already a group of young planners from several Commonwealth countries have been helping to shape the Network. They have done a great job and deserve the thanks of all of us.

The Commonwealth Foundation has generously given CAP a special grant to help get the YPN started. We are deeply grateful to the Foundation for this support, which has made it possible to take the winners of the essay competition to our meeting in Montreal. We also plan to re-vamp the CAP website to make it more informative, attractive and accessible for young planners.

So please read what the young planners have written, and make sure that the planning students and young practising planners in your country know about the network and bring their talents into it.

**“What could a Young Planners Network do to help planners across the Commonwealth to become more gender-aware in their practice?”**

**Jaya Devi Ramlall**

Jaya comes from Trinidad and Tobago and is completing her Masters course at the University of the West Indies. She wrote an essay on “What could a Young Planners Network do to help planners across the Commonwealth to become more gender-aware in their practice?”

The Commonwealth is a network of fifty four nations across the globe. The member countries are geographically dispersed throughout the Earth's surface, and their geographical size, economic status and natural resources span a continuum. These countries have sought solace in each other in combating similar issues. The Commonwealth Association of Planners (CAP) was established in 1971. Its aim is to provide an effective forum for the exchange of ideas and experiences to aid in the goal of achieving sustainable development of human settlements. The effectiveness of this organization is reflected in its countless activities ranging from newsletters to conferences and even their frequently updated website.



In 2010, the CAP has ventured on an applaudable venture to launch a Young Planners Network (YPN). Ideally such a network will target planning students along with young practicing planners within the Commonwealth. The establishment of this YPN will allow members not only to share and overcome planning issues but can aid in professional development through the sharing of best practices.

With the introduction of the YPN, multiple areas for focus exist. One such area of concern is the need to increase gender awareness amongst stakeholders in planning. Gender awareness is receiving increasing attention in the planning circles. Events triggering this emphasis include the World Conferences on Women, which have sought to address twelve critical issues facing women one, being the lack of involvement of women in the decision making process (UN Conference on Women, 2010).

Gender equity requires justifiable attention as it seeks to ensure that all stakeholders are equally considered. While conventional plans have designed safe buildings and created healthy environments, one of the main users of the cities was ignored, that is the women. The needs and concerns of women concerning issues such as transport routes, location of jobs and even child rearing facilities have been undermined. As stated by Hague (2001), orthodox planning was gender blind and there was an urgent need for reform. Thus, in the planning arena today, planners who prove to be insensitive to gender issues are seen as obstacles to progress rather than promoting equity (Olufemi, 200?). Hence given the importance of gender planning, a proposed YPN can definitely act as a catalyst to ensure that existing planning professionals and potential practicing

planners are equipped to design gender sensitive plans for sustainable and equitable futures.

The initial key objective of the YPN should be to disseminate information regarding the importance and successes of integrating gender sensitivity in planning initiatives. Though the target audience is undoubtedly practicing planners, efforts can also be extended to the starting point, which are the planning students. Two key pieces of information which should be forwarded are the importance of gender sensitivity to successful planning and secondly case studies where gender equity has proven to be quite effective.

To advocate for gender sensitivity, planners must be able to understand what it entails. They need to be convinced that indeed women are the 'custodians of settlements' and they do possess 'different local knowledge and experiences' (Olufemi, 200?), which can make significant contributions to ensuring sustainable environments for the entire population. Thus to highlight this significance, the YPN should disaggregate data to show critical statistics such as proportion of women in cities, location of female oriented jobs and even the dependence of women on specific facilities such as day care centres and transport hubs (Reeves, 2003). By identifying and understanding the role of women, better plans can be devised.

Furthermore, to advocate for gender planning, the YPN needs to select best practices throughout the world so that different member states of the Commonwealth can be convinced through actual results and success stories. Planners will acknowledge that gender planning is not simply a theory being explored but rather has been proven successful in varying situations. Such best practices which can be shared include Women in Namibia who have earned the trophy for their best practices of daily savings and self-help initiatives (Muller, 200?).

While the information to be shared and the target audience have been identified, the medium to be used is yet to be explored. Multiple avenues do exist, however the most reliable paths include conferences and publications such as newsletters and the most successful mechanism today, the use of social networking sites such as Twitter and blogs.

A YPN can become an integral part of CAP conferences and meetings and be allowed to make meaningful presentations on critical issues. Through this opportunity they can advise on gender planning issues. However, the YPN has to be very powerful in its contribution utilizing strong supportive data and relevant best practices for its audience to appreciate the offering. In addition to such presentations, publications are critical especially for planners who are unable to frequently attend conferences as well as planning students. While publications can include high profile research papers, more subtle instruments such as newsletters should not be undermined. Not only are these easily accessible, but they tend to be more appealing to the masses. Thus concise publications advocating and justifying gender equity in planning can be effective. Moreover the ever increasing role of social networking sites must be acknowledged and used wisely. Sites such as Facebook and Twitter can keep planners throughout the world connected. The sole responsibility of the YPN is to simply facilitate this connection by putting the necessary forum in place. They can then promote awareness in different issues and entertain feedback from planners throughout the Commonwealth. This



collaboration can build consensus amongst planners on similar issues, one such being gender sensitivity in planning.

Thus it is quite evident that through the dissemination of critical information utilizing effective medium to specific audiences, planners in the Commonwealth can become more gender aware. They will understand the benefits of such approaches and would be more likely to adopt gender planning tools as its success has been proven in varying situations.

The first major role of the YPN was noted as to increase awareness amongst planners on gender planning. However, theory without the ability to practice is useless. Thus it is critical to guide planners on the implementation stage of gender planning. Hence, the second significant contribution which a YPN can make to the planning arena is by organizing a platform for practicing what is taught, thereby training planners to effectively execute gender sensitive plans.

Training ensures that planners are well aware of the potential avenues and even consequences of creating non-sexist cities. As it has been advocated that the 'Gender Mainstreaming Tool kit' (Reeves, 2003) is successful in guiding the creation and execution of gender sensitive plans, planners should be well versed in its application. The role of the YPN in training planners can be initiated through the organization of workshops. However, as each region within the Commonwealth faces different situations, the YPN can organize these workshops on a regional basis. One suggested activity is to provide a real world scenario for the planners to work on and give them the chance to practice gender mainstreaming, instead of using fictitious situations. The participants can actually undertake field visits and hold consultations to understand the needs and importance of women in planning. Such studies can even be forwarded to the relevant host government for further scrutiny.

Such workshops can even serve as a point of interaction for planners from across the region to share and exchange ideas on best practices. The YPN can invite students in the discipline of urban planning to either participate or observe the proceedings as this can enhance their learning experience. Thus the role of the YPN in organizing and executing such forum for planners and students can aid in improving the implementation phase of gender sensitive plans.

Thus far, mechanisms to encourage gender sensitivity in plan design and implementation have been explored. However, another strategy to allow planners throughout the Commonwealth to become more gender aware is through the empowerment of women. When women are mobilized and encouraged to speak for themselves, it is more likely that planners will recognize the need to integrate their concerns in their final decisions.

Gender empowerment can be undertaken through two major routes with the input of a YPN. The YPN can take a proactive role in key planning issues in the respective nations and target the women who are being ignored. The YPN can work directly with the women to train and mobilize their abilities to communicate their needs and negotiate for their rights. This can be done through small group meetings at times convenient for the women.

Another effective tactic which the YPN can adopt to ensure gender mainstreaming is through the facilitation of the 'dialogue chain' (Muller, 200?). This allows women who

were actively involved in ensuring that their needs were met in planning decisions are allowed to share their experiences with women in other areas. This exchange can motivate women to fight for their rights. The YPN would be responsible for identifying success stories and areas in need. However, care must be taken to ensure that the experiences being shared can be applicable to the local situation.

It is quite evident that a YPN can indeed be beneficial in targeting the people for whom the planning decisions have long ignored. With the empowerment of women, their raised voices will undoubtedly trigger a stir amongst planners and consequently arouse their need to become gender aware in their planning decisions. In addition the contribution of another existing arm of the CAP should not be undermined. That is the Women in Planning (WIP) network should be brought on board as they would have cordial relations with existing women groups and can even aid the YPN in facilitating the dialogue chain and offering technical advice.

Moreover, the role of the YPN can be extended to the promotion of exchanges at the planning schools of both lecturers and students to facilitate the sharing of experiences and ideas. This strategy seeks to focus attention mainly on future planners and may even affect practicing planners who are also lecturers.

Lecturer exchange can be done when sabbatical leave is approved by the relevant academic institution. To replace those on leave, lecturers with a specialization in gender awareness who can demonstrate how it should be undertaken should be considered. This would enable the students to adopt gender sensitive plans and fellow lecturers in the department can be simultaneously trained to undertake similar courses in the future. Student exchange is dependent on multiple factors. One way to increase gender awareness is to increase the number of female planners. Thus, plans should be designed to target female planning students who will be placed in institutions where a concentration in gender sensitivity is present.

In addition, both exchanges should be sensitive to the planning backgrounds of the nations, that is, individuals of similar backgrounds should be paired for exchange so that the transfer of knowledge could be applicable to the home country. Thus, it is quite evident that exchanges can be quite successful in ensuring that planners, especially future planners, are more gender sensitive and can eventually reflect this balanced approach to planning in their future strategies.

While the potential role of a YPN has been examined the responsibilities of other groups in the process of increasing gender awareness should not be undermined. Planners should keep themselves up to date on new techniques and best practices while Community Based Organizations should be proactive in ensuring that the voices of women are heard and acknowledged. Furthermore, central government should adopt the role of regulator to insist on participatory approaches and even render the use of the gender mainstreaming tool kit as mandatory.

Consequently, it is quite evident that increased gender awareness amongst planners in the Commonwealth is indeed possible through various avenues. However, the role of the proposed YPN can be a critical catalyst for this process as they can facilitate information dissemination, training for planners, empowerment of women and even exchanges amongst nations. However, it has been acknowledged that these strategies much be carefully executed given the varying backgrounds amongst the Commonwealth nations.

Nevertheless, with careful planning, the responsibility of the proposed YPN can be successfully undertaken not only in gender mainstreaming but other critical planning issues facing planners throughout the Commonwealth.

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**To what extent are the skills advocated there taught in planning education program that you are familiar with and discuss ways that such approaches could be applied in your practice including the area of climate change?**

**Jeremiah Atho Ougo and George Wesonga Auma**

To a large extent, the Urban and Regional Planning Course Programme of Makerere University-Uganda and Maseno University-Kenya covers the skills advocated by Hague, et al (2006) *Making Planning Work: A Guide to Approaches and Skills*.

*URP 3206: Politics of Planning in Makerere and APL 406: Politics and Planning* in Maseno University as related units in the Programme teach planners how to handle politics related to planning issues especially where decisions or actions of the politician will ultimately impact on the use of land. Similar teachings can be found in Hague, et al (2006) pp 17, 28.

*Further Communication Skills CSK Course code:1101 in Makerere and Communication Skills I & II in Maseno University* teaches the planner how to communicate and possibly negotiate, interact and participate just like in Hague et al pp28.

Gender mainstreaming and minority group issues are well captured in *URP 2110: Gender & Vulnerable Groups Issues in Planning in Makerere University* while *ASO 205: Social Planning and Development*, *APL 305: Gender in Planning and Development*, *APL 304: Participatory Learning and Action*, *ASO 201: Community Development*, *ASO 101: Introduction to Sociology* all from Maseno University equip planners with necessary knowledge and skills to handle all gender related issues and inclusion of minority groups in the planning process as advocated for by Hague, et al (2006) *Making Planning Work: A Guide to Approaches and Skills* (pp38,pp25,pp63.)

The units are based on the fact that women and men have different needs and that their experiences vary including having varied uses of spaces in the city as captured by Malaza, et al (2009). Thus the units make planners from the institutions gender sensitive to planning but there is need for the same to be seen in practice because just like Malaza , et al (2009) “many planners still lack understanding about gender issues”.

As professional planners we are required to uphold high levels of professionalism in conducting our daily business and graduates of these two institutions of higher learning in East Africa were prepared through units such as *Planning Practice and Professional Ethics (URP3108) in Makerere* and *APL 413: Planning Practice Ethics in Maseno University*. However the units need to be incorporated into other units as early as from first year of study so that the ethics can be inculcated into the trainees at early stage of training (Hague et al pp73-77).

Units in Geographical Information System from the institutions endeavour to equip the trainees with these vital skills that embraces the use of technology. For instance Makerere University realizes this through *GIS Applications (GEO3110)* as a unit while Maseno University delivers the same through *APL 407: Introduction to GIS*. The GIS tools are very useful in planning as a profession but the skills have not been tailored to be participatory as illustrated by Hague, et al (2006) pp 17. There is need to incorporate the participatory approach in the units so as to encourage the involvement of stakeholders its application in resource planning and management in a more sustainable manner.

The Makerere course units of *Urban Landuse Planning & Management (URP3111)* and *Principles of Landuse Planning and Management (URP2114)* emphasize the main approaches to landuse planning that is the core subject of Hague et al (2006).

These units in Makerere University; *Human settlement Analysis (2111)* teaches on human settlement planning including provision of services within the settlements including shelters as is detailed in Hague et al (2006) that deals with shelter provision and *Sociology of Physical Planning (URP1205)* teaches the sociological considerations the planner must take into account while planning (compare Hague ppg 31).

From the foregoing, it emerges that to a greater extent, the Urban and Regional Planning Course Programme of Makerere University Kampala and Maseno University Kenya covers the skills advocated by Hague, et al (2006).

## **APPLICATION OF PLANNING APPROACHES AND SKILLS IN REFUGEE CAMPS: A CASE OF DADAAB REFUGEE CAMPS IN KENYA**

### **Background information**



Planning for vulnerable persons especially victims of forced migrations has on several occasions been carried out without professional guidance and input of the required skills. However, in cases where professional Planning guidance is sought, requisite standards have not been followed as required leading to poor quality settlements for refugees and IDPs. The Dadaab refugee camps located in Kenya (arguably the largest refugee camp in the world) has a population of 284,652 refugees as at 6<sup>th</sup> August 2010 (source UNHCR Dadaab).

The UNHCR mandated Lutheran World Federation/Department for world services (LWF/DWS) to manage the refugee camps while planning for facilities such as roads, community centres, schools, health posts, recreational areas and provision of shelter. A team of qualified Planners is tasked with planning the camps with a vision of providing quality and sustainable human settlements for the refugee community despite numerous existing challenges.

Therefore we can apply the approaches in the following ways in a refugee set up where we practice as professional planners in a more challenging environment;

### **Analytical and cognitive skills**

#### *Environmental dimensions of sustainable settlements*

As planners working in refugee environment where camps are located in environmentally fragile areas where hosting Government, like in any other refugee operations, considers as not being economically viable we are tasked with the responsibility as pointed out by Platt (2007) in a rhetoric way “.....firstly “Are we creating spatially sustainable new settlements and cities?” which equates to mitigation, and secondly “Are we considering what the likely impacts of climate change are going to be on existing urban settlement in our local context?” which equates to adaptation”.

In Dadaab where the camp is located in a semi arid area, with thorny vegetation cover and some parts are severely affected by flooding during rainy seasons, it's important for us as planners to take cognizance of the environmental dimensions and involve the right stakeholders using the approaches advocated in the *Making Planning Work: A guide to Approaches and Skills* to explore further on the environmental issues giving guideline on the same.

A case in point is 950 Ha camp extensions that are proposed to accommodate 80,000 refugees in 2010-2011. The extension through our advice has seen numerous consultative meetings that have brought various stakeholders on board from the inception of the idea late in 2009 to the current state where the actual design is being implemented on the ground. Environmental issues were identified with the help of aerial images, Google earth, thematic maps and actual field visit guided by the host community.

Finally, a site was identified in a less fragile ecosystem where a general environmental impact assessment study was carried out before development to provide an environmental management plan for the area. Environmental impact assessment for Individual projects was further recommended including an annual environmental audit.

Films and video will be showcased by Film Aid International for the refugee communities to be educated in all aspects the extension including environmental management. Hence the approaches are very much applicable in Dadaab situation.

#### *Economic dimensions*

With a low income informal economy and a jobless population in a refugee camp, income generating livelihood activities have been supported through planning for facilities such as markets, garages, and corner shops. The economic dimension can be applied by providing well planned layout with all necessary facilities such as accessible roads that minimizes delay of goods and services to points of exchange thereby maintaining the prices of goods at equilibrium.

#### *Social dimensions*

Social diversity is evident in camps due to different nationalities, gender, age, race, sex and educational variations. Child friendly spaces to accommodate children and playfields for youth organizations' soccer tournaments are planned facilities existing in the camps in addition to a Safe haven for women and girls undergoing social distress. Spaces for facilities such as primary & secondary schools, maternal health posts, mosques and churches are also provided. This aspect can be applied by ensuring every social group in the refugee community is catered for its needs through social assessments and subsequent provision of appropriate facilities.

#### *Cultural dimensions*

Settlement patterns have been informed by the varying cultural identities. For example Ethiopian *Gambela* tribe is settled in a different block from Somali community. Sudanese community too has a separate settlement with water taps specifically planned for them. This is done to reduce cultural conflicts between communities. However to encourage cultural tolerance despite variations and potential conflict, our collaboration with Film Aid International to show case multicultural projects through filming and video can help capture this dimension.

### **Participation, communication and interaction**

Participatory planning is encouraged during plan preparation, implementation and monitoring. We applied this during the acquisition of site for extension, design, planning and implementation of camp extension where negotiations with host community government of Kenya and other stakeholders. These consultative meetings greatly guided the planning process. A sense of ownership and togetherness (oneness) was created after the *interaction*. Local area councillors and community leaders were involved in all planning and design stages. Regular *communication* is what needs to be maintained to keep all stakeholders updated on implementation and progress level.

### **Negotiation, mediation, conflict resolution**

Enforcing compliance with the camp layout plan through development control usually leads to conflict between the interested parties calling for mediation in order to resolve the conflict. For example encroaching settlements in green zones and open spaces in

many cases results into land use violation. Hence approaches and skills in negotiation, mediation and conflict resolution are very important and applicable in this scenario so as to satisfy both parties without compromising standards governing the management of camps.

### **Building capacity for the marginalized groups in society**

Women and minority groups in refugee community have been equally considered by us as members of the Site Planning Committees (SPC), a group of refugee community members trained in camp layout plan management and tasked with the responsibility of monitoring the camp layout plan. This approach to capacity building has promoted a well maintained camp layout.

### **Being strategic and able to integrate**

Our Camp Planning Sector has an overall strategy that is reviewed periodically with a vision of 'maintaining a well planned camp layout to ease accessibility for faster service delivery, emergency response and services for refugee community. The leadership structure penetrates up to the smallest division of the refugee settlements in form of Site Planning Committee member. This form of horizontal and vertical integration helps in selling and implementing the sector vision and strategy. Preparation of a Camp Planning Strategy Paper to steer the sector in the next three years is underway

### **Management**

With the management and basic accounting skills educational backgrounds we can apply this in our project implementation where we are accountable to ourselves, donors, our employer and the beneficiaries. During project design and planning period we specify the project activities, their implementation and the time frame which it should be delivered. Our projects run on 12 months period thus within this period we ought to have implemented all projects and accounted for all the funds set aside for the implementing activities through weekly reports, monthly, quarterly, midyear and annual reports as well as physical verification on ground.

Planning being a multi disciplinary profession relies heavily on the inputs from other professions hence it's necessary to establish working networks and maintain such partnerships. This is applicable in Dadaab where we have over 10 implementing agencies including UNHCR and her operating partners, a scenario that calls for partnership for overall goal to be achieved.

#### Relevant reading

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## How can a CAP Network of Young Planners contribute to the process of delivering more sustainable urbanisation across the Commonwealth through more effective planning?

Alexander O'Reilly (Australia)

This report begins to address the question by simultaneously setting the context and affirming the individual rationales for:

- young professionals;
- planners;
- a network;
- a Commonwealth body; and
- more sustainable urbanisation.

Following this I identify issues facing sustainable urbanisation, speculate as to why current attempts have been ineffective, and define the process of delivering more sustainable urbanisation.

I then state that the process of delivering more sustainable urbanisation is embedded in the planning process. Subsequently, I speculate as to why current planning practice has been ineffective and how planners can change.

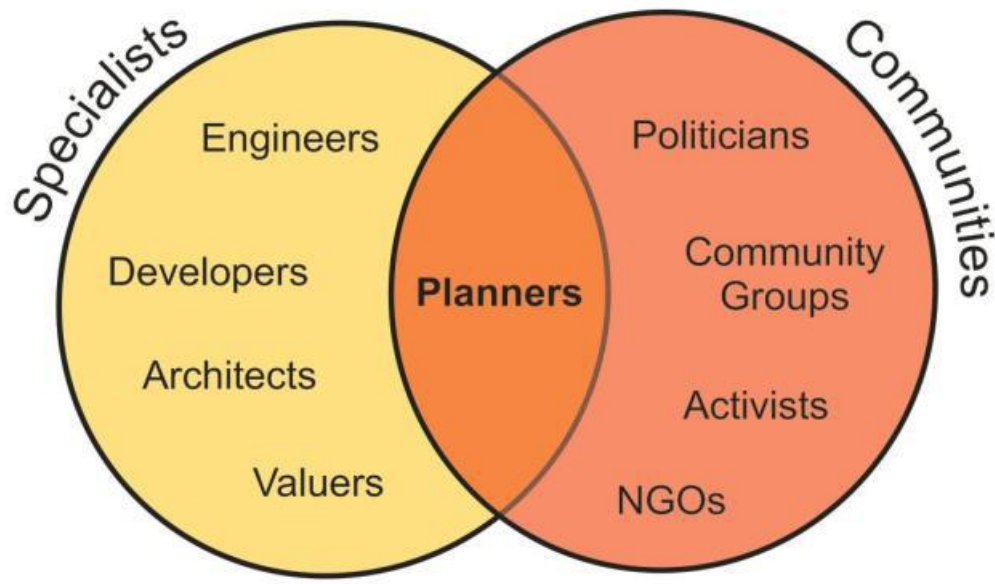
In light of my assertion on the process of delivering sustainable urbanisation as well as my opinion on a crucial role for planners in this process, I support and describe the role for a CAP Network of Young Planners.

### Understanding the Context and Definitions

**Young professionals** provide a diverse mix of skills and experiences, which is a sound basis for including them into any social challenge. However there must be a more tangible purpose than simply the need for diversity. I don't wish to justify their inclusion on generalisations about the competency and drives of individuals, as this will always be flawed when referring to a group. Rather, I recognise that those who have the greatest amount of time bear the greatest responsibility to their profession, and thus society; it is right to involve young professionals in order to offer greater opportunity to perform – to those with the greatest responsibility to perform.

**Planners** have a diverse role in developing solutions and are required to apply a suite of skills and tools to do this. There are a number of actors who should contribute to the solution of sustainable urbanisation. These range from individuals, social groups, developers and politicians to name a few. Broadly I can categorise these in to 2 areas: communities and specialists. Planners are strategically located as generalists between the two as illustrated below.

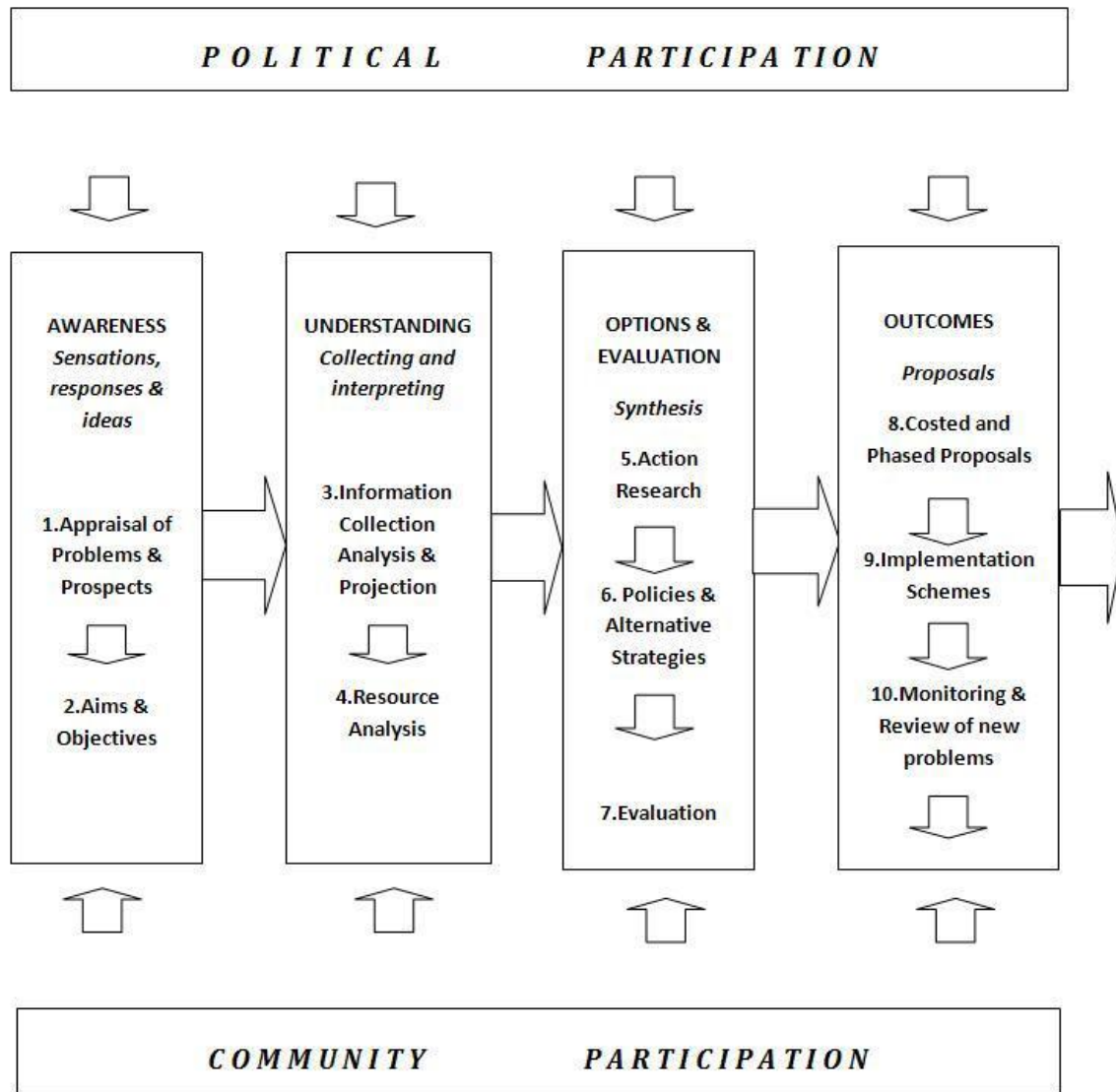
### Figure 1 – The Position of Planners



In the diagram I have shown that planners are strategically and rather uniquely situated between communities and specialists. A planner's role can vary on day to day basis and understanding their specific role can be confusing. My experience is that ultimately planners plan – that is to say, they apply the planning process:

Figure 2 is Heywood's (2009) generalised planning process which I promote as **scope-integrate-coordinate**. I now add the nature of planning in respect of their strategic position:

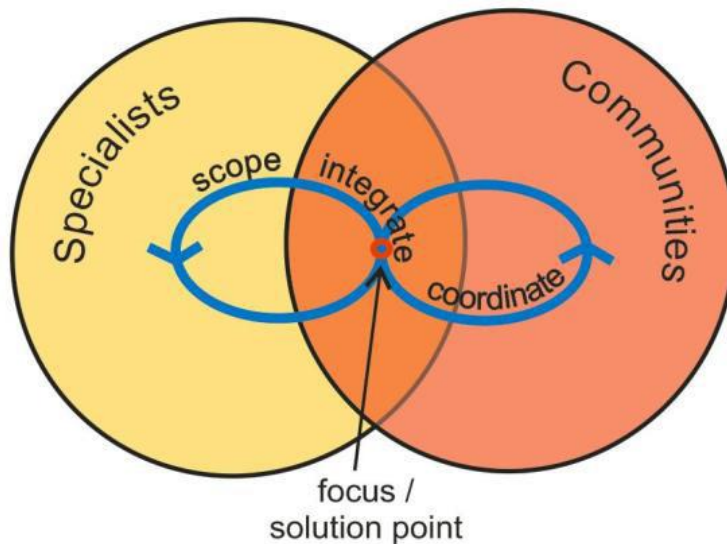
**Figure 2 – Generalised Planning Process**  
(Heywood, 2009)



**Figure 3 – The Continuous Role of Planners**

**The Continuous Role of Planners**

*focussing skill and will*



My conclusion is that a role for planners is continuous and sufficiently required. The uniqueness of this role may provide part of the answer to why Hague et al (2006) suggest that there is a shortage of skilled planners.

**Networks** allow people and places to communicate through cultural, financial, human, physical and social webs, e.g. roads, relationships, the internet. The advantages of, and ways to build, beneficial networks are present in various social and business literature. I summarise the intentions of beneficial networks as: information transfer that increases capacity and motivation.

My understanding of any profession is that theory and practice inform each other. The true benefit of networks, such as the internet, is that information (theory) is made more ubiquitous. Therefore networks that increase access can promote greater practice by informing practitioners.

**The Commonwealth** mostly represents the former British Empire and I observe relatively similar institutions across the member States. The Commonwealth provides a valuable association, extending beyond national borders to the effect of a supranational body. I believe this can be particularly important when needing to address issues beyond the scope and interest of individual States.

The Commonwealth focuses on betterment through two primary goals:

**Figure 4 – Commonwealth Secretariat Goals**

(Commonwealth Secretariat accessed 13 August 2010)

- Goal 1:** Peace and Democracy; and  
*Democracy Pillar* – promoting Commonwealth fundamental political values
- Goal 2:** Pro-Poor Growth and Sustainable Development  
*Democracy Pillar* – developing national capacity of member countries

I observe the Commonwealth as democratic (consensus-focused) and capially driven (mixed-economy-focused), as explicitly supported in the two goals above.

**Sustainable urbanisation** can imply a broad range of meanings when applied in different counties across the Commonwealth. Hague (2009) identifies several consequences of unsustainable urbanisation including climate change, food security, energy, and slum growth. I see progressive action towards sustainable urbanisation through water tank rebates, emphasis on suburb and building design, and carbon offset programs to name a few. To understand why decisions both are and are not succeeding I now look at behaviours we have towards different types of decisions.

I employ “mixed scanning” to frame the current behaviour that I believe decision-makers have on issues of sustainable urbanisation. Firstly a brief of the method of analysis: Mixed scanning is essentially a theory of its own despite that it does not promote an individual model but rather specifies the practical application of existing but contesting theories. Mixed scanning emerged in response to the rationalist and incremental models of decisions-making (Hudson, 1979). Etzioni (1986) elaborates:

“Rationalist approaches were held to be Utopian because actors cannot command the resources and capabilities required by rationalist decision making. Incrementalism was shown to overlook opportunities for significant innovations and to ignore the empirical fact that incremental decisions are often, in effect, made within the context of fundamental decisions” (p. 8). Etzioni (1967) was concerned primarily with how we make decisions and he theorised that we subdivide decision-making and scan between different levels and scales.



**Figure 5 – Categories of Decisions**

Decision Levels	Examples
<b>Fundamental Decisions</b> Generally <u>collective</u> matters	How to address climate change, food security, water, energy, slums, population growth, etc.
<b>Routine Decisions</b> Generally <u>individual</u> matters	How to get to work, wash the car, wash clothes, clean with products, dispose of waste, etc.

**Figure 6 – Decision Behaviour**

**Generalised Scanning Between Decision Levels**

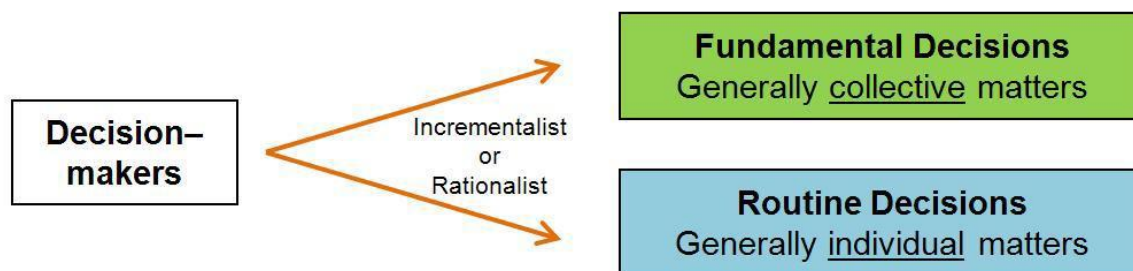


Figure 5 illustrates two levels of decision-making: the fundamental level is concerned with “big picture” policy changes while the routine level relates to smaller and more frequent decisions. My opinion is that currently, unsustainable urbanisation can be in part attributed to incrementalist decisions.

This conclusion is supported by the current situation of sustainable urbanisation, where I assert that society has been progressive on some issues but slow to address other issues, including fundamental issues. More timely and effective outcomes are necessary. I now elaborate further to speculate on causes of incremental decision-making in the context of sustainable urbanisation. I posit that the reason these issues have been ineffectively addressed, is due partly to the goals which the Commonwealth promotes – namely consensus and the mixed-economy:

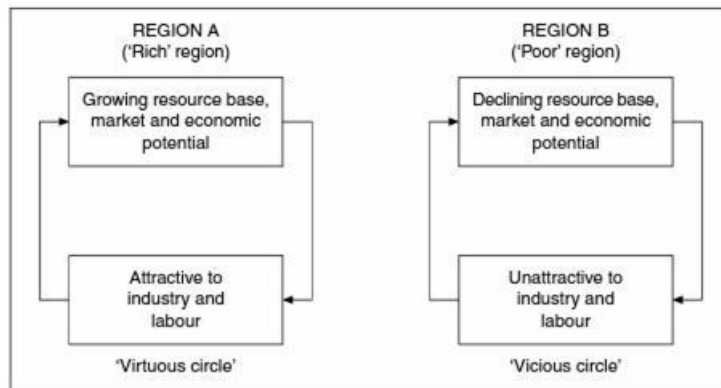
Consensus Factors

Failing to reach agreement on climate change at Copenhagen is a recently-known consensus failure at the political level. I don’t doubt the swell of community consensus on climate change however this is a good example of failure to deliver due to the democratic institutions that underpin our decision-making.

Mixed-Economy Factors

I believe in balancing the principle of supply and demand with public interest, and that the success of a market depends on an existence of a virtuous cycle. The virtuous cycle requires good resources and skills to promote investment as illustrated:

**Figure 7 – Virtuous & Vicious Cycles**



“The process of regional cumulative causation” (Glasson & Marshall, 2007, p. 66)

However an economy based on skills alone (due to poor resources) is likely to be extremely and increasingly competitive as a result of high supply. I assert that economies in countries with poor resources will be susceptible to low levels of investment and thus compound the inability of such countries to sufficiently address sustainable urbanisation – the virtuous cycle is incomplete; there may be little to no investment.

### **The process of delivering more sustainable urbanisation**

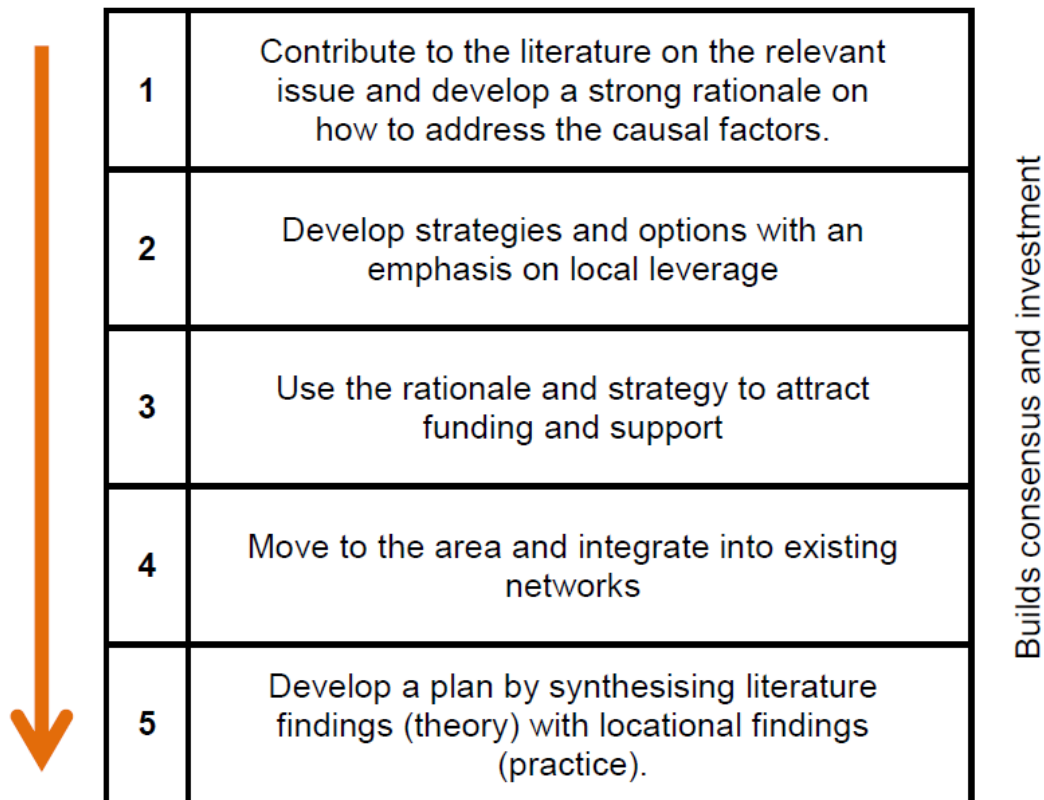
I believe that democracy and a market-based, mixed-economy are key tenants in fostering today’s strong communities. But the solution and the solvers must be able to address needs for consensus and investment. Therefore “more effective” in this context means obtaining the answer to the following question: **How can we address lack of consensus and investment?** Immediately I have the answer: **by developing consensus and investment** no matter what the issue – that is to say, getting out in front of it.

#### More effective planning

I have every faith that planning processes correlate the skills I am often told are lacking from planners which can be best developed on the job through networks. My main opinion and conclusion is that poor skills are not the cause of poor planning but rather the cause is a lack of active planners. The solution is simple: planners need to be activated into the work of sustainable urbanisation.

### Self-starter Planners

Planners can use their role of scope–integrate–coordinate to build consensus and investment that addresses fundamental issues. Given the existing challenges of sustainable urbanisation, I believe planners can and should become “self-starters”. Self-starter planners are planners that (either individually or as a small collective) set out to develop sustainable urbanisation across the Commonwealth. Planners taking on the challenge of fundamental issues could benefit by following the process I outline below:



**Figure 8 – The Process for Fundamental Planning**

Planners can use their action-literature to engage and integrate with resource-rich groups:

- Groups with existing networks in the location, such as NGOs with available skill and will, e.g. The Red Cross, UN-Habitat, Engineer without Borders, Médecins Sans Frontières, etc.
- Groups with capacity and willingness to fund, such as philanthropists, governments and non-governments.

Following this process:

- Planners can have a strong analysis base to capably address the issue;
- Strategies are formulated prior to any great financial commitments and can better attract support and reduce risk; and
- Plans can essentially “self-implement” through a strong network of consensus and investment.

Self-starter planners could not only address institutional barriers of consensus and investment, they could also address professional deficiencies of quality and quantity. Specifically, self-starter planners can learn by doing and thus improve skills through necessity (the assumption here is that planners are passionate). Self-starter planners can also support an independent consultant/career as opposed to local government domination. I speculate that an increase in a mode of individual practitioners would likely reduce the scarcity of skilled planners.

The above process I believe is sound however as I explicitly assume, it requires passionate planners. Additionally a move to make planners more independent also increases individual risk and is a substantial barrier to overcome, particularly given the large presence of planners within the secure walls of governments. Here lies the role for the CAP Network of Young Planners – facilitating passionate and independent planners.

### The Question

I have broken up the question into several blocks and integrate my conclusions to reframe the question:

How can [a CAP Network of Young Planners] contribute to [the process of delivering] [more sustainable urbanisation across the Commonwealth] through [more effective planning]?

“More sustainable urbanisation across the Commonwealth” means:	Addressing fundamental issues, such as climate change, slums, poverty, etc. that extend beyond individual borders.	Refer to the earlier parts of this report for justification of these meanings.
“More effective planning” means:	Action-ready plans.	
“The process of delivering” means:	Overcoming the barriers to decision-making – namely, building consensus and investment.	
“A CAP Network of Young Planners” means:	A supranational body of strategically/uniquely situated professionals (in both role and time).	

Figure 9 – Meaning of the Question

I now reframe the question:

How can a supranational body of strategically/uniquely situated professionals contribute to building consensus and investment that addresses fundamental issues through action-ready plans?

I am of the opinion that „action-ready plans“ are the responsibility of planners and not of the network. However before offering ways in which the network can contribute one must decide the role of “active” planners. I now look at the task of my analysis to determine an appropriate role for planners.

### **A role of a CAP Network of Young Planners**

A task for planners is to become more active, however I observe that this has been true for some time and has not sufficiently occurred. This deficiency provides a role opportunity for a CAP Network of Young Planners – that is, to activate young planners by doing what any network should – linking theory to practice.

Hardin’s (1968) famous article, *The Tragedy of the Commons*, highlights the need for ownership and my opinion is that any person who feels ownership of their role will likely become mobile in the right environment. The task for the CAP network of young planners is not to motivate planners but rather to provide the right environment that facilitates ownership and thus inspires action. Ownership could be evoked through positive competition that includes potential continuity. In this way, planners are liberally engaged through the wanting to act on fundamental issues and the facilitation of that want.

### **Conclusion**

I reflect that having ownership is a key action, and that a network should primarily facilitate. Two objectives that I believe can facilitate ownership/action include engaging young planners into networks and connecting young planners with beneficial work across the Commonwealth. In this way, strategies for a CAP Network of Young Planners are the reward these objectives, and ownership is a goal and reward of strategies.

I strongly believe that planners need to and can spark required change on fundamental issues. My belief in a strategic role of planning and a role for a CAP Network of Young Planners are most passionately depicted by philosopher Lao Tzu (between 600 - 300 B.C.) with which I leave you:

*But of a good leader, who talks little,  
when his work is done, his aims fulfilled,  
they will all say,  
“We did this ourselves.”*