

Longterm Urban Management strategies to the Growth of Nigerian Urban Cities

Haruna Baba Bwala¹, Ibrahim Muhammad², and Nabiha Auwal Aliyu³

Department of Urban and Regional Planning

Abubakar Tafawa Balewa University Bauchi

Nigeria

ABSTRACT

Urban Management concept is very important in urban planning and development of every city. However, the scope is more complex and wide. Each scope of activity not only competes with each other, but also suffers from internal contradictions; environment, urban land services, infrastructure and economic development. Therefore this paper tries to unlock the concept why and how, the theory and practice assign priority to the problems of urban management growth. This was done through exploring literature on meaning, the definition of terms and understanding the concept, scope, process, urban service indicators and benchmark of selected urban services, the role of stakeholders and the requirement of good urban management. Taking the view that the typical fundamental purposes of managing urban settlements are to increase urban productivity and improve living conditions, particularly for the poor, in sustainable ways, and that management is the continuous exercise of responsibility to achieve these goals,

Key Words: Urban Management, Concept, Growth, LongTerm.

1.0 INTRODUCTION

Urbanization is one of the most significant and fastest growing topics, particularly in emerging countries. According to UNCHS/UNDP projection, the world's population will soon reach four billion city residents, each of whom will produce, consume, and travel. These growing millions must be fed, housed, and have access to safe drinking water, sanitation, energy, and transportation. The management of these services is critical to improving city life quality. Rather than being caused by urbanization, many urban problems are caused by poor management, poor planning, and a lack of coherent urban policies. Although fragile, urban management is the most important component of urban planning and development

The concept of urban management is new, but it is becoming increasingly popular as urbanization accelerates. The following are some definitions of urban management offered by various proponents. Sharma [1] defines urban management as "the set of activities that shape and guide the social, physical, and economic development of urban areas." The primary concern of urban management would then be to intervene in these areas to promote economic development and well-being while also ensuring the provision of essential services. "Urban Management is the responsibility of municipal government," says Amos [2]. As a result, urban management encompasses all aspects of urban development, both public and private. It is not limited to the services provided by the municipal government. Good urban management requires the ability to coordinate the activities of various agencies at the national and local levels." According to Davidson [3], "Urban Management is about mobilizing resources to achieve urban development objectives. According to McGill the urban management aims to ensure that the components of the system are managed in such a way that they make possible the daily of a city that will both facilitate and encourage the economic activity of all kinds and enable functioning residents to meet their basic needs for shelter, access to utilities and services, and income generating opportunities [4]. McGill, defines urban management as having two goals: "to plan for, provide, and maintain a city's infrastructure and services, as well as to ensure that the city's government is in a fit state." His interpretation of urban management includes both strategic (planning) and operational (providing and maintaining) functions. However, Cheema, assert that "urban management is a hostile concept". Its goal was to "improve governments' and non-governmental organizations' (NGOs) capacity to identify and effectively implement policy and program alternatives." The Urban management appears to have a dual objective, McGill said that, first, to plan for, provide, and maintain a city's infrastructure and services, and second, and to ensure that the city's government is in a fit organizational and financial state to ensure the provision and its maintenance [5]. William attempted to define urban management as a field of study. He claimed that "urban management is neither a theory nor a shared perspective [6]. It is, instead, a study framework, While Churchill [8], provided a comprehensive definition of urban

management. The term urban management begs to take on a richer meaning," he insisted. It no longer refers solely to control systems, but to a set of behavioural relationships, the process by which the diverse activities of the inhabitants interact with one another and with city governance.

2.0 LITERATURE REVIEW

2.1 Understanding Urban Management

Urban development's integrative and dynamic activities highlight the conceptual ambiguity of urban management. Managing urban development for sustainability, according to Pugh [9], entails a variety of patterns of growth and change that are better for the environment, the economy, and society than alternative patterns. Willis [10], asserts that managing urban areas for sustainable development necessitates knowledge of local traditions as well as respect for and development of local cultural values. According to Van Dijk, one important aspect of urban management is making a city more competitive, equitable, and sustainable by coordinating and integrating the public and private sectors to address the major problems that city dwellers face [11]. It is not surprising that urban management is regarded as a difficult concept because it aims to achieve sustainable urban development and addresses a wide range of sectors including physical, economic, social, cultural, environmental, and institutional dimensions. The importance of a holistic understanding of urban management has been addressed in Western literature. Stren [12], criticizes the United Nations Urban Management Programme's (UMP) sectoral approach as insufficient in dealing with the increasing complexity of urban growth and retaining ambiguities in the overall concept of urban management. He advocates for a more multidisciplinary approach to urban management as well as a more conceptually diverse concept. According to Werna [13], the lack of a well-developed concept puts urban management at risk of developing scattered interventions. According to McGill, holistic and integrated approaches to urban management are more likely to succeed, and he advocates urban and institutional capacity building as part of the urban management process. Some literature has attempted to define urban management to address the conceptual ambiguity. According to Amos, the municipal government is responsible for urban management, which includes all aspects of public and private urban development [2]. Rakodi defines urban management as "the effective daily operation of a city that facilitates economic development, promotes economic and social well-being, and ensures the provision of essential public utilities and services [14]. Cheema, discusses the role of non-governmental organizations in urban management, arguing that the goal of urban management is to strengthen the capacity of both government and non-governmental organizations to identify and effectively implement policy alternatives [5]. Urban management, according to Davidson, is a broad concept, and urban planning is a tool of urban management [3]. Rakodi concurs, claiming that urban management encompasses policy formulation, resource allocation, implementation, and operation, implying that planning is only one function of urban management [14]. A clarification of the conceptual issues of urban management using the above literature can aid in the synthesis of some key points about urban management, making the substance of urban management clearer. The ultimate goal of urban management is, first and foremost, to improve a city's competitiveness and sustainability. Second, because it is concerned with all sectors associated with city development, urban management necessitates an integrated approach. Third, it is concerned with strategic and operational interventions. Furthermore, it necessitates a strong commitment from a strong government, as well as active participation from the private sector and the community. That is, governments should be a driving force in integrating all players and promoting a fair and competitive environment.

2.2 Scope of Urban Management

The scope of urban management is becoming more complex and broad. There has been considerable debate as to whether urban managerialism should simply be concerned with the role of government officials as mediators or whether it should encompass a whole range of actors in both public service and private enterprise who appear to act as controllers of resources sought by urban populations,. The scope of urban management has three indicators. To begin, the ability of metropolitan managers to implement a stated spatial strategy is regarded as a reasonable test of managerial efficiency. Second, the effectiveness of metropolitan management in developing-country cities is measured by the ability to provide basic urban services and trunk infrastructure to a rapidly growing urban population. Third, one of the most significant managerial issues with urban service delivery is simple operation and maintenance. While Leonard, explores other aspects of the scope of urban management by organizing the managerialist thesis as concern with the institutions and officials empowered to allocate resources and facilities [15]. One of the most important lessons Learned from the distant and recent past is the failure of outdated models and practices of physical planning, as well as isolated projects and initiatives, in providing an answer to the vast and pressing needs of rapidly forming urban centres in the developing world, according to UNCHS/UNDP, experience from various countries [16]. If urban management scope evolves as a holistic approach, both conceptually and practically, it can provide an answer to this challenge." The preceding discussions can be used to deduce a few key areas of urban management: i) Urban infrastructure and service planning, implementation, and monitoring. Effective and efficient delivery of urban services to improve people's quality of life in cities. ii) Project and program management that is effective and efficient in achieving urban development goals. iii) Coordination

across sectors is encouraged in the urban sector. Coordination with the departments of health, public health, education, women's and children's welfare, and others for holistic urban development. iv) Encourage community involvement and the participation of non-governmental organizations (NGOs) and civil society organizations in the effective provision and management of urban services. v) Enhance the capacity of urban local governments and urban institutions to carry out the duties and responsibilities conferred on them. vi) Improve urban administration and governance to address various issues related to urban development. vii) Implement urban policies that effectively increase the contribution of both the formal and informal sectors to urban development. McGill, summarized the scope of urban management, arguing that in developing countries, urban management should strive for the simple but fundamental twin goals of: Developing, delivering, and maintaining a city's infrastructure and services; and; Ensuring that the city's local government is organized and financially sound enough to ensure provision and maintenance; Urban governments are central, state, or local government agencies in charge of six interconnected urban sectors: urban land, natural environment, infrastructure, urban services, and development.

i) Urban Land Use: Local governments are primarily responsible for the management of urban land. Urban land management that is equitable, efficient, and effective is critical to the development of cities. A few important issues related to urban land management are as follows: a) Accurate and timely mapping, gathering and maintenance of land related data; b) Fair and quick land registration procedures to facilitate effective administration of property rights; c) Clear cut and fair mechanisms for assembly, transfer and disposal of land including a transparent market valuation mechanisms; d) Effective policy and participatory planning of land users and e) Efficient and effective procedures and systems for generating revenue from the land through taxation and user fees.

ii) Natural Environment: It is one of the important duties and responsibilities of local government to do proper management of the natural environment of cities. The city's natural resources must be managed in a way that is free from pollution and environmental degradation. If the cities, especially large towns are not managed properly, it would result in serious irreplaceable depletion of essential resources and affect safely to public health and the capacity of natural systems to sustain development. Therefore, there should be proper management of water resources, air quality and land resources in urban areas in tune with environmental protection and sustainable development

Infrastructure: Infrastructure development is critical to urban development. The local government, therefore, needs to do proper planning, provisioning, operation and maintenance of urban infrastructures such as roads, water supply and treatment system, solid waste management system, provision of electricity, urban transport, housing, and communication systems ranging from telephone services to telecommunication. Proper coordination among various divisions such as planning, constructing, operation and maintenance is essential for the management of urban infrastructure.

iii) Urban Social Services: Local governments are often called upon to manage a diverse range of social services in their areas. These services include urban health care facilities through dispensaries and clinics; education at least pre-primary and primary education; security from crime, public safety from fire and natural disaster and during emergencies; welfare programs for physically challenged and old age; poverty alleviation programme and provision of recreation i.e. open spaces, parks and part of cultural facilities. The provision of urban social services is equally important to that of urban infrastructure. The provision of urban services also called for the establishment of schools, hospitals, old age homes, care houses for the physically challenged, recreation clubs and parks. The judicious allocation of resources between various development infrastructure and service infrastructure is a sine-qua-non for holistic urban development.

iv) Urban Economic Development: Local governments influence economic development through policies and programmes, which have relation to investment climate, distribution of goods and services and other basic amenities; and provision of services through taxation and other mechanisms. These affect various sectors of urban economy: a) Primary sector – economic activities, for example, agriculture activities performed in peri-urban areas in Indian context Nagar Panchayats; b) Secondary Sector – activities relating to manufacturing and construction; and c) Tertiary Sector – functions relating to services activities such as banking, insurance, information technology. The local government needs to make necessary urban employment provisions in under to provide sustainable livelihood to urban migrant labourers. A strong urban economy is essential for faster urban development.

2.3 Urban Management: As A Process

Local governments and their managers face a difficult task in managing urban development components such as the environment, urban land services, infrastructure, and economic development. Each activity not only competes with one another, but also contains internal contradictions. Leman (1994) correctly observes that in rapidly urbanizing areas with many competing demands from all sectors, it is frequently difficult to assess the impacts of actions in one sector versus another and to establish a rational approach to establishing priorities for planning, directing, and managing public investments. Nine basic steps must be taken in multi-sectoral urban management.

Identification of Problems ii) Formulation of objectives iii) Development of policies Development of institutional arrangements v) Development of programmes/projects vi) Development of plan/strategy vii) Implementation of programmes/projects viii) Operation and maintenance ix) Evaluation

Identification of Problem: Problem analysis is critical for urban development programs/projects because it influences the design of all possible urban development interventions. To identify problems, deductive reasoning is used. It is a condition or collection of facts or figures that cause problems and suffering. The problem analysis investigates not only what is wrong, but also 'Why' and 'How' assigning priority to the problem is incorrect.

Formulation of Objectives:

The process of converting a problem into objectives or goods toward which activities can be directed is known as objective formulation. It is thought that objective analysis is a tool for determining what objectives will be pursued as a result of a solution to the problems identified in the problem analysis. As much as possible, development objectives should be "SMART," which stands for S-Specific, M-Measurable, A-Achievable, R-Realistic, and T-Time bound.

Development of Policies: To achieve the desired goal of urban development, the formulated objectives must be incorporated into the policy document. The necessary legislative, regulatory, and organizational mechanisms, as well as the necessary economic, financial, and technical measures, are developed during these stages.

Development of Institutional Arrangement: An institutional arrangement must be made after implementing or designing a policy. The institution thus created will necessitate the implementation of objectives. HUDCO (Housing and Urban Development Corporation) has been formed, for example, to implement a policy on urban housing and other basic needs in India.

Programme/ Project formulation: Detail programs, and what projects will be launched to achieve the objectives, must be developed during this phase.

Development of Plan/Strategy: To achieve urban development goals, program and project-specific details, technical plans, and strategies must be developed at this stage.

Implementation: The various institutes and agencies deployed to achieve the developmental goals and objectives of the urban development sector implement the plan-formulated strategies and activities.

Operation Maintenance: To ensure the effectiveness of program and project-specific objectives, day-to-day monitoring of development work operations and maintenance is required. Because a significant amount of money is invested in the development of urban infrastructure, operation and maintenance are critical to urban development activities.

Evaluation: The final stage of the urban development management cycle is evaluation. The urban development department or ULBs that are implementing various urban development programs can hire a third party to conduct an unbiased evaluation of their programs and projects in terms of inputs, processes, and outputs. An impact assessment for basic needs projects like water supply, sanitation, and solid waste management can be performed if necessary.

These nine cyclical steps should be followed regularly to ensure relevance to changing conditions.

2.4 Management of Urban Services

The efficient delivery of urban goods and services to improve the quality of life for city dwellers is one of the most important functions of urban management. As part of an urban reform agenda, the Indian government recently used "Service Level Benchmarking (SLB)" as a tool to improve accountability for service delivery. The SLB was formed as part of the Ministry of Urban Development's urban reform agenda, and it created a standardized framework for monitoring and reporting on service level indicators. This can be broadly discussed in the following heads:

2.4.1 Indicators and benchmarks for the performance of urban services

Water supply, sewerage, solid waste management, and storm water drainage are the four important basic urban services for which performance parameters have been identified.

Water Supply: One of the most basic needs of city dwellers is water. One of the most important responsibilities of the city government is to provide its citizens with safe drinking water. Water supply management is primarily concerned with the availability and accessibility of high-quality services, as well as the prevalence and effectiveness of systems for managing water supply networks. Table 2.1 lists the indicators and benchmarks for water supply parameters.

Table 2.1: Indicators/Benchmark of Water Supply Services

S/N	Indicators	benchmark
1	Coverage of Water Supply Connection	100%
2	Percapita Supply of water	135 lpcd
3	Extent of meeting of water connection	100%
4	Extent of non-revenue water	20%
5	Continuity of water supply	24 hours
6	Quality of water supplied	100%
7	Efficiency of redressed of consumer complaints	80%
8	Cost recovery in water supply services	100%
9	Efficiency in the collection of water supply-related charges	90%

Source: MOUD, GOI, Hand Book on Service Level benchmarking

Sewage Management (Sewerage and Sanitation)

Good sewage system is an important pre-requisite for a disease free urban life, particularly from the point of view of occurrences of recent diseases like Dengue. The performance indicators relating to sewage management broadly include reach and access of the service, the effectiveness of the network and environmental sustainability and also financial sustainability of operations. The indicators and benchmark for sewage management are given in Table 2.2

Table 2.2: Indicators/Benchmark of Sewage Management Services (Sewage & Sanitation)

S/N	Indicators	benchmark
1	Coverage of toilet	100%
2	Coverage of sewerage network	100%
3	Collection efficiency of sewage network	100%
4	Adequacy of sewage treatment capacity	100%
5	Quality of sewage treatment	100%
6	Extent of reuse and recycling of sewage	20%
7	Efficiency of redressal of consumer complaints	80%
8	Efficiency in the collection of water supply-related charges	100%
9	Efficiency in the collection of sewage charges	90%

Source: MOUD, GOI, Hand Book on Service Level benchmarking

Solid Waste Management

Most urban centres are plagued by acute problems related to solid waste management. Solid waste management is one of the obligatory duties of urban government. The solid waste management performance deals with reach and access, the effectiveness of network operation and financial sustainability. The indicators and benchmark for solid waste management are given in table 2.3

Table 2.3: Indicators/Benchmark of Solid Waste Management Services

S/N	Indicators	benchmark
1	Household level coverage of solid waste management 100% services	100%
2	The efficiency of collection of municipal solid waste	100%

3	The extent of segregation of municipal solid waste	100%
4	The extent of municipal solid waste recovered	80%
5	The extent of scientific disposal of municipal solid waste	100%
6	Efficiency in the redressed of customer complaints	80%
7	The extent of cost recovery in solid waste management 100% services	100%
8	Efficiency in the collection of solid waste management 90% charges	90%

Source: Hand Book on Service Level Benchmarking, MOUD, GOI

Storm Water Drainage: Storm water drainage is vital for mega cities experiencing problems of water logging during the rainy season. The performance indicators of storm water drainage include the extent of network and effectiveness of the network. The indicators and benchmark of storm water drainage are given in Table 2.4

Table 2.4: Indicators/Benchmark of Storm Water Drainage

S/N	Indicators	benchmark
1	Coverage of storm water drainage network	100%
2	Incidence of water logging /flooding	0%

Source: Hand Book on Service Level Benchmarking, MOUD, GOI

2.5 Role of Stakeholders in urban management

Following the discussion of the parameters and indicators of various service declines and their management, it is now appropriate to discuss the role of various stakeholders in service level benchmarking. The following parties are involved in the SLB (service level benchmarking) process: i) federal Government ii) State Government iii) Urban Government iv) Parastatal Agencies v) Bi-lateral / Multi-lateral Aid Agencies vi) Citizen and Civil Society

2.5.1 Federal Government: Nigeria's federal government will lead the way in disseminating information about service level parameters and increasing public acceptance. SLBs will play an important role in the City Development planning process, both in assessing the current situation and setting goals for their plans.

State Government: The state government will be in charge of evaluating the SLBs regularly as an input for policy, resource allocation, providing incentives and penalties, channellings technical and manpower support, and regulatory considerations.

2.5.2 Local Government Bodies: The most important stakeholders in the institutionalization of SLBs are LGBs. LGBs' role is to generate performance reports on SLBs regularly by completing the following exercises.: (a) Systems for capturing data; (b) systems for collection and analysis of performance indicators; (c) Systems for assessment and evaluation of performance; (d) systems of decision making; (e) systems for operational decisions and plans; and (f) systems to take corrective action for performance improvement.

2.5.3 Parastatal Agencies: The role of the parastatal will be similar to that of LGBs. They must implement performance management systems. In both cases, SLBs must report to LGBs regularly, and this information must be disclosed.

2.5.4 Bi-lateral/ Multi-lateral Aid Agencies: In terms of the role of bi-lateral and multilateral aid agencies. Various bi-lateral and multilateral aid agencies' urban governance and infrastructure improvement programs can complement and strengthen this initiative.

2.5.5 Citizens and Civil Society: Citizens should work with LGBs through Resident Welfare Associations (RWAs), and other civil society organizations to examine SLBs and recommend corrective actions.

2.6 Requirements of Good Urban Management

The following are some of the requirements for good urban management:

2.6.1 Balancing act of Government and Market: The urban management system must define urban government scientifically as "administrative power and the right to operate." Many urban service activities are market-regulated, and those that cannot be market-regulated, such as infrastructure construction, environmental protection, social justice, public welfare undertaking, and social security undertaking, are provided by the government. The provision of market-led services at regulated prices, as well as time-bound government services, will improve the urban service delivery mechanism. The poorest urban dwellers require government assistance, whereas the wealthy and upper middle class can manage market and private sector-related services such as housing and other civic amenities.

2.6.2 Promoting Community Participation in Urban Management: 'Community participation,' in layman's terms, refers to residents' involvement in various development projects such as education, health care, drinking water, sanitation, and so on. Community participation is ensured in the following ways: i) community leaders/whole community consulted by the development agencies; ii) contribution in terms of finance, material and labour; iii) operation and maintenance management; iv) project management; and v) promoting the participation of disadvantaged such as women, Scheduled Castes and Scheduled Tribe in decision making. Community involvement during all stages of urban development projects starting from project formulation up to impact assessment is a very good way of effective project management. Public participation in urban management necessitates viewing the community as a participant in urban management rather than a target of urban management.

2.6.3 Empowered Local Government Bodies: An empowered system of local government bodies is required for effective urban management. Funds, Functionaries, and Functions must be provided to local government bodies so that they can carry out their duties and responsibilities more effectively. LGB functionaries and elected representatives must be trained regularly to carry out their duties and responsibilities. Another area where better urban management can be promoted is coordination between different tiers of LGBs.

2.6.4 Strengthening Development Governance: Good development governance is a prerequisite for effective urban management. The World Bank defines governance as "the exercise of power in the management of a country's economic and social resources for development." Development governance, according to the UNDP, aims to achieve development goals through transparent political and public administration. As a result, to achieve urban development goals, development governance must be given scant attention. Openness, participation, accountability, effectiveness, and coherence are also important aspects of urban management.

2.6.5 Promotion of better Inter Sectoral Coordination: Coordination across sectors is critical to the successful implementation of various urban development projects and programs. For the holistic development of urban areas, urban development managers must establish coordination between various sectors such as public health, health education, the environment, and so on. To promote effective urban development, the related sectors must collaborate rather than compete. Coordination among health, public health, education, women, and child development, for example, is critical for effective health promotion in cities. Several international organizations have emphasized the importance of cross-sectoral collaboration in achieving development objectives.

3.0 METHODOLOGY

This paper adopts an exploratory design methodological approach by reviewing literature from empirical studies on urban management. Visa-a-viz the objectives of the paper: understanding the concept of urban management; scope of urban management; urban management as a process; management of some selected urban services; indicators and benchmarks for the performances of urban services; the role of stakeholders in urban management and requirement of good urban management. This is guided by the philosophy; of knowledge, which is concerned with the nature of the fields of study we encounter and deals with daily what is known and what remains unknown (Inuwa, 2014). The paper relied on well-established facts derived from various empirical studies on urban management.

4.0 CONCLUSION AND RECOMMENDATIONS

There is a great deal of ambiguity surrounding understanding the concept and nature of urban management in developing nations in general: what it manages, what it does when it manages, and why it manages. Logically urban management entails management of: the social, economic, and physical entities known as towns, cities, and villages. As such it is difficult for management's responsibilities to be accepted and carried out with determination and effect while there is such confusion. Similarly who manages urban settlements in developing countries remains an open question. Taking the view that the typical fundamental purposes of

managing urban settlements are to increase urban productivity and improve living conditions, particularly for the poor, in sustainable ways, and that management is the continuous exercise of responsibility to achieve these goals, the paper found out that understanding the concept of urban management is indeed a challenging undertaking however, As a subject, urban management assists the government and urban development agencies in the efficient and effective management of urban development projects, programs, and resources in order to achieve urban development goals. It is critical that urban management, like economic management, be viewed as the sustainable, equitable, and efficient management of scarce resources first and foremost. Land, labor, and capital are traditional economic variables that must be understood in the context of urban economies.

REFERENCES

1. Sharma, K. S. (1989) Municipal Management. *Urban Affairs Quarterly – India*, 21(4), Pp. 47–53.
2. Amos, F. 1989. 'Strengthening Municipal Government'. *Cities*, 6, 202-208
3. Davidson, F. 1996. 'Planning For Performance: Requirement for Sustainable Development'. *Habitat International*, 20(3), 445-462
4. McGill, R. (1998). Urban Management in Developing Countries, *Cities*, Vol.15, No. 6 PP.463-471
5. Cheema, S. G. (1993). The Challenge of Urban Management: Some Issues in Urban Management Policies and Innovations in Developing Countries, Pp. 1–17. London, Praeger Westport.
6. McGill, R. (2001). 'Urban Management Checklist'. *Cities*, 18(5), 347-354.
7. Williams, P. (1978) Urban Managerialism: A Concept of Relevance? *Area*, 10(3), Pp. 236–240.
8. Churchill, A. (1985) Foreword. In: Lea, J. P. & Courtney, J. M. (Eds.) *Cities in Conflict: Studies in the Planning and Management Of Asian Cities*, P. V. Washington, The World Bank
9. Pugh, C. (2000). 'Sustainable Urban Development: Some Millennial Reflections on Theory and Application', In Pugh, C (Ed) *Sustainable Cities in Developing Countries: Theory and Practice at the Millennium*. Earthscan Publications Ltd. London.
10. Willis, K. G. 2001. 'Sustainability In Urban Planning And Management: An Overview', In Willis, K. G. Et Al (Eds) *Urban Planning and Management*. Edward Elgar, Cheltenham
11. Van Dijk, M. P. (2006). *Managing Cities in Developing Countries: The Theory and Practice of Urban Management*. Cheltenham, UK, Edward Elgar Publishing.
12. Stren, E. R. (1993). Urban Management in Development Assistance. An Elusive Concept *Cities* 10(2): 125 138.
13. Werna, E. (1995). The Management of Urban Development, Or the Development of Urban Management? Problems and Premises of an Elusive Concept. *Cities*, 12(5), Pp. 353–359. DOI: 10.1016/0264-2751 (95)00069-X
14. Rakodi, C. (Ed.) (1991). *The Urban Challenge in Africa*. Tokyo, United Nations University Press.
15. Leonard, J. (1985). (Ed) *Divesting Nature's Capital: The Political Economy of Environmental Abuse in the Third World*, Holmes and Meier, New York, NY
16. UNCHS/UNDP/World Bank. (1995). *Urban Management Programme. Report of the Mid-Term Evaluation/Forward Looking Assessment Mission*. UNCHS/UNDP/World Bank, Nairobi/New York/Washington D.C., Mimeo