

Is human resources available to carry out physical planning in Uganda?

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Abstract:

The availability of human resources is an important element in impacting the success of a planning process. Although the extent to which they are articulated in the process appear as a common thread. The aim of this paper is to examine the extent to which human resources are available to carry out physical planning in the merging urban centre of Paidha in Northern Uganda. More so, to examine whether human resources were adequate or not to facilitate this planning process. And, the extent to which these resources mentioned was either adequate or inadequate. The paper highlights the missing links in the human resources for physical planning as being inadequate number of physical planners and other built environment professionals, lack of experience and inadequacy of skills. The implications of this for planning in terms of preparation of physical development plans and planning enforcement are examined. This study contributes to urban management by looking beyond preparation and implementation of physical development plans. Analyzing how the human resources affect planning processes – an issue that has received little attention from scholars and policymakers in sustainable physical planning. It is therefore envisaged that this analysis will enhance the ability of urban managers including physical planners to address physical planning problems holistically.

1.0 Introduction.

According to UN-Habitat (2010), the major new challenges of the 21st century include rapid urbanization and climate change. These are currently leading to a worldwide return to an interest in planning (Olujimi, 2010; UN-Habitat, 2010; Barney, 2005). As analysed by Owusu (2005), in least developed countries including Uganda, urbanization was happening and would continue to happen, mainly in the emerging urban centres- small and medium sized towns (Nicchia, 2011; UN-Habitat, 2010). Emerging urban centres of Africa, including Paidha in northern Uganda, are in an extremely delicate situation (Nicchia, 2011; Nchito, 2010; Obeng-Odoom, 2010). This requires urgent intervention in terms of a review of both resource requirements and level of participation in the planning process (Olujimi 2009). This research focuses on physical planning. It addresses; why physical plans have either not been properly implemented and/or failed to work in Paidha. One plausible explanation of this is the lack of analysis in the human resources capacity (UN-Habitat, 2009; Koojo, 2005; Conyers and Hills, (1984). The researcher decided to focus on human resources because they are generally emphasized in literature of planning process (Kimberley, 2005). Despite this, the researcher noted, only a few studies had delved into the level of participation of urban communities in the physical planning processes of emerging urban centres with the characteristics, similar to that of Paidha (Mohamed, 2006; Jamal and Julia, 2009; Ayman, 2011). Moreso, the extent to which human resource availability affect physical planning had remained elusive both in scholarly and public discourse (Olajuyigbe and Rotowa, 2011; Olujimi, 2009; Edgar and Vinay, 1994; Kayom, 2006; Koojo, 2005). According to the National Physical Planning Act 2010, physical planning intervention commences through consultative processes with stakeholders that include local community and government organizations including the private sector. This task is expected to be facilitated by Physical Planners and other technocrats including politicians. Once a physical plan is prepared, implementation follows suit. Implementation in particular requires large amount of financial,

technical and physical resources. As noted by Omolo (2011) and Koojo (2005), without resources for implementation, planning is meaningless.

2.0 Objective and scope of the study.

The general objective of the study was to critically analyze the physical planning process that is affecting the emerging urban centre of Paidha in Zombo district, West Nile sub region in Northern Uganda. Specifically, the study attempted to examine, the extent to which the available human resources affect physical planning in Paidha town. Based on this objective, the study attempted to answer; to what extent is the available human resources qualified, skilled and experienced to carry out physical planning in Paidha town? The study had a coherent time scope stretching from 1991 to 2011. This was a period when Paidha made a review of her physical development plans. The McLaughlin (1969) planning process model guided the study.

3.0 Literature review

The relationship between human resources and physical planning.

Several scholars have highlighted the role of human resources in physical planning (Olajuyigbe and Rotowa, 2011; Olujimi, 2009; Kayom, 2006; Koojo, 2005). All these highlights have concluded that the physical planning activities in urban centres require staff that are highly qualified, experienced and possess modern skills. In this case emerging urban centres too require staffs that are highly trained in sustainable land development approaches to handle physical planning.

World Bank (2006) made an important observation regarding professionalism in Africa and drew findings from the built environment where physical planning is prominent. World Bank (2006) noted lack of professionalism as being dominant in the day-to-day activities of the so called professionals of Africa. This view was also supported by Olajuyigbe and Rotowo (2011) who noted that in Nigeria and most developing countries, the physical planning profession appeared lagging in the promotion and preservation of physical environment. World Bank (2006) noted absence of Registration Boards in a number of African countries. This observation further revealed that in cases where Registration Boards existed, professionals directly managed these Boards, including setting standards for membership in a profession and regulating the performance of a profession. It was in the interest of this study to try and explore the views of leadership of Uganda Institute of Physical Planners (UIPP) regarding the critical physical planning issues in emerging urban centres of Uganda, taking Paidha as a case study.

Olujimi (2009) also expressed similar views on the issue of professionalism in physical planning. According to him, there was a positive correlation between quality of the physical environment in urban centres and the quality of staffs that were involved in land development. The observation made by Olujimi (2009) is in tandem with research findings of other scholars (Olajuyigbe and Rotowa 2011; Yeboah and Obeng-Odoom, 2010), that the number of Physical Planners, their qualifications and experience directly affect the ability of urban authorities to promote and supervise construction of residential and commercial

development. These have also been supported by yet another scholar (Nicchia, 2011). As for him, without adequate human resources, other variables that affect sustainability of urban centres could only be made worse. This implies, human resources are the most critical aspect of organized urban development. However, do the findings of these scholars have any signal to Paidha Urban Authority? This question was within the scope of this research.

4.0 Research Methodology.

This research was meant to establish the extent to which physical planning process in Paidha conform to McLoughlin's (1969) planning process model. Such validation of an existing theory, according to Creswell (2009), requires a case study, as, was the case in this research. As also advised by Denzin and Lincoln (2001), the selection of an approach to this study was also grounded on the research question and ultimate aim of this research. Both quantitative and qualitative methodological approaches were considered appropriate for this research. The study population comprised the primary and secondary stakeholders in the physical planning sub-sector. Primary stakeholders are the developers and urban community (household heads) in Paidha Town Council. Secondary stakeholders who, in different ways have been involved in formulation and implementation of physical development plans comprised the second segment of the study population. ¹These included but not totally limited to; politicians and technocrats at town council, district and national levels, non- governmental organizations who are actively involved in supporting physical planning activities.

5.0 Results and Discussions

1. Number of physical planning key personnel and its impact on preparation of physical development plans in Paidha.

(a) *Paidha Town Council had only 1 Physical Planner.* Paidha Town Council approved staff structure provides for only one junior planning position. This is a structure that was approved by Ministry of Public Service whose primary mandate(s) focus on staff establishment in all Public Service Institutions in the country. The mandate to employ other Physical Planners therefore remains far beyond that of Paidha Town Council. It was reported that the rigid staffing structure had demoralized not only the Physical Planner but also other staffs. For Paidha Town Council to have only one physical planner implies ineffective execution of physical planning process. This is because, according to McLaughlin (1969), effective planning process requires adequate number of technical personnel (Republic of Uganda, 2010). Considering this, Harold (1990) was right to note that mandate should determine the number of staff in an organization. This means, Paidha Town Council should have more than one Physical Planner. The Physical Planner and colleagues are therefore right to loose morale since their services are far less than what is capable of causing change in the spatial image of Paidha Town.

¹The study defined a stakeholder as; any individual, group, or institution that had a vested interest in the planning area and/or who potentially will be affected by plan activities and have something to gain or lose if conditions change or stay the same. Stakeholders were also seen as all those who need to be considered in achieving plan goals and whose participation and support are crucial to its success.

Interviews conducted with officials of the Ministry of Lands, Housing and Urban Development revealed, despite availability of many young Physical Planners, most districts in Uganda had not filled the positions of Physical Planners; others had recruited unqualified people into these positions, while some had the right personnel but could not afford the required facilities for planners to execute their duties such as drawing equipment, office space, transport for field work leading to low capacity at the district level to execute physical planning. As noted by Harold(1990), attracting qualified people onto a job requires favourable terms and conditions of service. This means the Ministry officials were right to argue, Planners need facilities such as Geographical Information System, drawing board, office space and transport to facilitate their work.

(b) District Councils of Nebbi and Zombo had never discussed physical development planning of Paidha. A study of the integrated development plans of the two districts also revealed lack of inclusion of physical planning in them. Officials in Zombo and Nebbi districts admitted absence of Physical Planners among their staffs as a factor responsible for failure to discuss physical planning in technical planning meetings. The findings of the current study are in line with the observation of Okpala (2009:8). According to him, the most fundamental challenge faced by urban areas in most Anglophone countries is the weakness of institutions of urban development planning and management in terms of numbers of professionals. As Olajuyigbe and Rotowa (2011) also advise, a planning institution is considered weak when there is inadequate number of qualified urban planners and urban managers.

(c) The Ministry of Lands, Housing and Urban Development has few staff. The problem of acute shortage of Physical Planners with the necessary Qualifications and experience is not only affecting Paidha Town Council, other Planning Institutions too, suffer from the same. The results of interviews conducted with Central and Local Government level respondents including urban community of Paidha pointed out that the number of Physical Planners with the required levels of qualifications and experience were not adequate. The reasons given were threefold; lack of appreciation of physical planning, financial constraints and rigidity of staffing structure.

(2). Human resource availability (Number) has affected planning enforcement in Paidha.

It was found, inspection function for example, was severely understaffed with only a Physical Planner, Engineering Assistant and four law enforcement personnel. Occasionally four Parish Chiefs (Town Agents) would also assist the Planner during planning enforcement. However, these personnel other than the Planner, would mainly work for purposes of collecting revenue from developers. In some cases they would help the Planner in cases of only breach of planning control. Interviews with other non-technical people like developers and urban residents revealed, they were not part of planning enforcement in Paidha. Most developers admitted having completed their building construction without any written technical advice from the urban authority of Paidha. Thus, according to developers, without much interface between them and the planner, they would find it unnecessary even to report cases of violation of planning guidelines.

It was found, the Physical Planner of Paidha had been besieged by demands of monitoring implementation of planning permissions, investigation of alleged cases of unauthorized development and taking appropriate actions as critical issues of planning process (Kimberley, 2005; Conyers and Hills, 1984). For this reason, she had concentrated on piece meal development control as opposed to the nitty-gritty of planning enforcement mentioned. The results of interviews with officials of Paidha Town Council also revealed similar result. Thus, it was reported, inadequate number of planning enforcement technical officers was constraining development through slow processing of development applications in Paidha. This has caused delays in constructing descent houses leading to poor pattern of physical development. It was found, on average, only 1 - 2 building plans were approved per month by Paidha Town Council. This justifies presence of slums or informal settlement areas in Paidha (UN-Habitat, 2013). The finding of the current study is in line with the investment profile for Paidha published in 2009 (Paidha Town Council, 2009).

It was also found, Information on violations of planning rubrics was neither collected nor used systematically in Paidha. Thus, most of the urban residents said, they did not know the Planner responsible for guiding physical urban development of Paidha. The few who admitted knowledge of the Planner had this to say;

‘‘It seems the work of physical planners is only about dealing with rich people who own big mansions. This is because we see rich people in this town going to the office of Physical Planner to approve their building plans. For us who own grass thatched houses (temporary houses), we have nothing to do with the Physical Planner. In fact, we have also not been approached by anybody on matters of physical planning’’. This imply, the objectives of physical planning is still limited to protecting the interests of the propertied class and the owners of means of production in Paidha. Also, master planning approach is still guiding planning in Paidha. This finding reinforces that of Koojo (2005) where he concluded, master planning approach was still affecting Uganda’s physical planning system.

The result of this research imply, Okpala (2009) and Nour (2011) were right when they argued that planners in developing countries need to double their efforts in order to receive recognition from their clients like urban communities. Failure to do what Okpala (2009) suggested according to Nyseth ET.al (2010), would force urban residents to resist planning. This in turn affect the implementation of urban development plans (Omolo, 2011).

Whereas the current study findings show that human resource capacity was critically important to planning enforcement, the situation is found as not being an exception for Uganda, but a developing country challenge. For example, according to Olujimi (2009), local planning authorities in Nigeria are operating with skeleton staffs for development management and promotion. As was revealed by this study in these countries, local planning authorities suffer from serious shortage of Planners to monitor compliance of physical development plans. The views from other scholars hence indicate, the problem of human resource capacity for planning enforcement is universal in extent but not a challenge for only Uganda or Paidha alone (Olajuyigbe, and Rotowa, 2011).

3. How qualifications of key personnel have affected physical planning in Paidha town.

From the study finding, the Physical Planner of Paidha holds a Bachelor's Degree in Urban Planning. She however lamented that the only serious task oriented course she managed to undertake at just a certificate level was administrative law. She admitted ignorance about vital planning skills such as community engagement, resource mobilisation, spatial data handling and integrated planning which are very key in preparation of any progressive physical development plans. When the Physical Planner was asked by the researcher as to why she could not advance her carrier in the fields mentioned, she said those skills required mentorship and technical back-stopping from the Ministry responsible for physical planning which unfortunately was not forthcoming. The views of the Planner should however not be considered in isolation. This is because according to UN-Habitat (2013), the complexities of urbanization challenges of the 21st century require strong theoretical and practical training. This calls for formal learning alongside mentorship. The skills mentioned, are not however a challenge in Paidha only, other developing countries too, suffer from the same as depicted in the literature review chapter (UN-Habitat, 2009).

A further analysis of qualifications of available human resources for planning revealed, the acting Town Engineer who was assisting the Planner as not qualified either. He admitted having not attended any formal training other than 1-2 days' workshop on physical planning. This level of training is too basic for one to appreciate planning. This explain why no planning scheme had ever been prepared by technical staffs of Paidha Town Council. It further justifies the level of challenges the urban authority of Paidha is facing in trying to implement available physical plans. This trend is not unique to Uganda because according to Olajuyigbe and Rotowa(2011) and Yeboah and Obeng-Odoom (2010), most of the local planning authorities in West African countries rely on central government or consultants to prepare for them physical development plans too, due to human resource capacity constraints. From the fore going, qualifications is important if it can translate into tangible outcomes. The fact that Paidha Town Council has recruited a qualified Physical Planner should therefore result into a positive change in the spatial well-being in the area. As alluded to by Harold (2007), training investment is intended to contribute *benefits for the organization*; anything else that derives from that investment (for instance qualifications) is welcome but incidental.

The researcher found the physical planner manually manipulating spatial data. There were hardly any satellite images available in the office of the Physical Planner. Even the few topographical and cadastral maps available were old and quiet missing lots of information. The few field monitoring visits conducted by technical staff were not accurately done. This situation was worsened by insufficient number of computers in other departments. This has created inefficiencies like delays in processing payments, Council reports and field investigations. During the interviews with the respondents, one official expressed how it was becoming a night mare to maintain up-to-date data on developers in Paidha. Whenever such information was needed, they were told, computer was either not working or printing papers were not available. More so, cases of data disappearing from the computers were a common phenomenon.

It was found, the law enforcement officers and other technical staff were ignorant about planning enforcement. They could not explain the different steps in the enforcement process. None of the planning enforcement team possessed the legal expertise necessary for handling breaches of planning control. The technical staff of Paidha were right to admit ignorance of enforcement process since there was no planning enforcement framework prepared by the planner to guide the council. This was mainly because the Physical Planner revealed a lack of knowledge regarding planning enforcement framework. This was compounded with result of interviews conducted with developers. None of the developers admitted ever having received guidelines, laws and other specific urban policy documents. When the researcher inquired from the physical planner as to why developers were not given the documents mentioned, she admitted lack of technical know-how. This explain why the local respondents interviewed could not effectively explain their roles in the planning process. From the foregoing, enforcement action in Paidha is taken to mean a breach of planning control hence, a ‘punitive’ measure. This explains why the urban community of Paidha always looks at the technical staffs of Paidha with suspicion as explained in the preceding section. Considering the findings of this study, especially the need for attracting qualified human resources for planning enforcement, the report of UN-Habitat (2013) could have been right when it revealed that the skills of local government staff especially in developing countries need to be urgently dealt with.

It is not justifiable for a physical planning staff to boast of being a professional with high level skills and qualifications without developing the capacity to master the tools and practices in the area of planning enforcement and are able to respond to the ever increasing challenges and demands of a dynamic urban environment in developing countries that was advocated by World Bank. It is only unfortunate however, that the concept of planning enforcement has continued to be taken for granted to the extent that some planners think it is only necessary during breach of planning control when it is part and parcel of the entire planning process. The result of this study further agree with the views of Koojo (2005), and Omolo (2011) when they argued that many planners in Uganda and other developing countries were still stuck with the concept of ‘master planning’ (Olujimi, 2010). Such Planners were not cognizant of community participation as an approach to sustainable physical planning (Campbell, 2006). This is in line with findings of this study where the limited planning enforcement results is a consequence of the limited level of knowledge and expertise of technocrats in urban authorities in the country.

The study found, the technical staffs were rarely promoted in Paidha Town Council. This is because; the Physical Planning Structure for example, does not provide for promotion. Promotion was understood as an internal move in the local governments for an employee to fill an upper level job involving increased authority. The main form of reward for merit in public service institutions like Paidha is promotion (Durning, Et al. 2010). Abraham and Jacob (2001), also share similar views. According to them, the prospect of promotion is the main incentive for employees to perform well in their current grades. Kayom (2006) also adds that employees are more likely to behave honestly and get committed on their jobs if they believe their organization is committed to their carrier advancements (Abraham and Jacob, 2001).

These views are in line with the current study which reveals that staffs were aggrieved by lack of timely promotions.

Olujimi and (2009) noted that in order to achieve objectives of physical planning through planning enforcement, there is a need for accurate planning data and/or information. It is unfortunate, at Paidha Town Council, user friendly planning data and information were hardly available. This is an answer to the question that was posed under the literature review chapter – whether data and/or information was available in a user friendly format and in sufficient quantity in Paidha. It is therefore important, planners are trained how to collect, manipulate and store data for planning. This requires training in modern technologies like remote sensing and geographical information system.

4. Experience of key personnel and the extent to which it has affected physical planning in Paidha town.

(a) Limited experience has affected preparation of physical development plans in Paidha. The study found, the Physical Planner of Paidha was hardly 3 years into office. She was fresh from the University without any adequate formal experience. In physical planning, this is only a recommended period for a lifespan of a local physical development plan (UN-Habitat, 2009). For the case of urban physical development plans, it is 10 years or more (Paidha Town Council, 2008). These periods exclude preparation of such plans which usually take close to one year-other factors remaining constant.

According to the Planner, she needed more years to master her work since there was nobody in the Council to mentor her. When asked why she had not prepared or updated any planning schemes as mentioned earlier, she gave lack of adequate funds, fear to start as key reasons for failure to do so. She however, admitted having prepared 2 piecemeal plans measuring approximately 50 square metres. This finding is in agreement with that of Agbola and Watson (2013). According to the duo, skill is gained through experience. Based on this finding, it is plausible, the views of Beall (2005) on knowledge management in local governments is correct. Learning from previous experience should be the norm in local governments as expressed by World Bank (2006) and thus was also the finding of the current study.

(b) Staff work without mentorship by senior colleagues in Paidha Town Council. It was also found, Engineering Assistant who was working closely with the Planner had worked for more than 20 years also without a senior colleague in the profession to learn from. This partly explain why Town Engineer interviewed could not understand most of the planning questions that were asked by the researcher. It appears in local governments, for some professions like planning and engineering, staff work without mentorship by senior colleagues. This finding is not any different from the observation made by Kimberley (2005) who argued, without other experienced planners to learn from, a professional is likely to embrace routine behavior which ultimately lead to entranced behavior. It is therefore logical to conclude that experience without practice is not worth the name. More so, for a professional to be

considered highly experienced, he or she, should have, in addition to qualifications, been mentored by another experienced colleague who went through the similar process.

(c) No physical development plan has ever been prepared by technical staff of Paidha. Results of interviews conducted with technical staff of Paidha Town Council also revealed, the Physical Planner had not prepared any physical development plan. Yet, generating plans is perhaps the central creative act of the planning profession, the act that gave planning its name (Duhr, 2007). If plans are arguably “planners’ most important product,” it means the 3 years working experience of the Planner of Paidha is probably spent on activities which are not extremely core to planning (Duhr, 2007).

Staff like Town Treasurer, Personnel Officer and Community Development Officer interviewed, admitted taking part in the preparation of physical plans without senior colleagues to guide them. This explain why the results of analyses of physical development plans, five-year development plan, annual budgets and work plans of Paidha Town Council showed no relationship. The study found, physical planning had remained distant from socio-economic planning. Thus, One official had this to say; “*we have a colleague who is a Physical Planner but are yet to understand what exactly she does. We only know she is housed in the Engineering Department*”. As alluded to earlier, lack of integration of physical planning and socio-economic planning has led to none prioritization of physical planning on Council’s development agenda.

Based on the analysis of MLHUD (2009), it is probable prioritisation of physical planning is not only a planning problem of Paidha rather a national challenge that must be addressed. According to MLHUD (2009), physical planning has been ignored, side-lined and at times abandoned by policy makers at various levels of government decision making. It is not among government priority areas and yet its functions are supposed to be a pre-requisite for most government programmes such as industrialisation, modernisation of agriculture, road works, water provision, tourism, establishment of education, health among other infrastructural facilities (NPA, 2010). From the foregoing, the question of experiences of available human resources for planning needs to be addressed if at all physical planning is to receive recognition at both local and national level. Experienced professionals are able to articulate physical planning issues clearly. This in turn will enable government to appreciate the role of physical planning in the development agenda.

(d) Limited experience affect planning enforcement through poor record keeping in Paidha Town Council. According to the result of in-house surveys, there was no evidence of documentation of enforcement actions inform of correspondences, reports, site inspection notes and enforcement notices. The few Planner’s reports to the Chief Executive Officer of the Council, were found wanting in contents. This imply gaps in planning communication between the Council of Paidha and other stakeholders such as urban communities. This finding, reinforces what had earlier on been reported as one of the main problems affecting planning of Paidha town - inadequate level of involvement of different stakeholders. This is because communication is a critical component of mobalisation. Thus, communicative

planning theory asserts that through communicative strategies complementing their technical work, planners can alert citizens to the issues of the day, arm them with technical and political information, and otherwise encourage community-based planning actions (Forester, 1989). Although according to Guareschi and Jovchelovitch (2004), community involvement may delay projects due to their lack of conceptualization of issues, it still remains a vital component of planning (Hameed and Nadeem, 2006; Conyers and Hills, 1984).

The gap in communication was also revealed through absence of information regarding who could complain about planning enforcement and how one could lodge complains. This method of work by the planning team implies, planning enforcement is only done by the technocrats in Paidha. This is a confirmation to what had earlier been found when the researcher wanted to know the actual people who were involved in planning enforcement in Paidha. It is worth noting, inadequate experience of the technocrats as discussed in the preceding paragraph, has impacted negatively on the level of involvement of different stakeholders for purposes of planning enforcement in Paidha. The finding on Paidha is however not any different from that of Kampala as shown through a study by Lwasa and Nyakaana (2005) and discussed under the literature review chapter. It means, inadequate planning information is certainly a national problem that ought to be dealt with by national planning institutions.

(e) No evidence of planning policy framework available to guide local planning authorities. A further analysis of experience problem is revealed through interviews with the Physical Planner who admitted fear to enforce plans in Paidha. According to respondents, the Physical Planner often allowed developers and land owners to pursue their interests that were in most cases contravening physical plans. This situation as alluded to earlier, is compounded by a lack of enforcement policy in Paidha. Besides at central government, there was no evidence of planning policy framework available to guide local planning authorities.

(f) Political interference has also contributed to poor enforcement control in Paidha. It is not only the absence of enforcement policy framework that has complicated planning enforcement terrain. The political interference has also contributed to poor enforcement control in Paidha. It is clear from the observations, interviews and discussions about patterns of physical development that planning enforcement is applied differently in Paidha.

The conclusion drawn here is that planning enforcement is given little attention by urban managers who are supposed to know the crucial significance of planning enforcement for sustainable urban development of Paidha and the country (Jamal & Julia, 2009; Kevin Et al., 2009). It can be deduced from this study that planning enforcement team were finding themselves limited in their pursuits by political interference. This challenge, had earlier been documented by Jo (2006), Kayom (2006) and Lwasa (2006) when their studies found, political interference as one of the main obstacles to sustainable development of urban centres in Uganda. This is a worrying trend since the economic development future of Uganda and the entire globe depend on the extent of planned urbanization for which physical planning is an integral part (NPA, 2010; UN-Habitat, 2009).

General Conclusions.

The overall conclusion of this study is that human resources is still a challenge that affects physical planning in emerging urban centre of Paidha. This is largely attributed to limited levels of awareness of physical planning among the different stakeholders. This conclusion is based on both empirical and the theoretical findings of this study. For example, Omolo, (2010), Lwasa (2006) and Kayom (2006) noted, when stakeholders fail to participate in planning process, little is achieved in terms of orderly urban development(Ferreira and Batey, 2009).For physical planning to be successful in emerging urban centres, there is a need for planning mechanisms that can improve local human capacity Hameed and Nadeem, (2006).

Contribution of the study to the literature on physical planning in emerging urban centres.

It is important to note that, this study contributes to urban management by looking beyond preparation and implementation of physical development plans. Analyzing how the human resources affect planning processes – an issue that has received little attention from scholars and policymakers in sustainable physical planning. It is therefore envisaged that this analysis will enhance the ability of urban managers including physical planners to address physical planning problems holistically.

6.0 DECLARATION

The authors declare that there is no conflict of interests regarding the publication of this paper.

AUTHORS' CONTRIBUTIONS

Author A' designed the study, performed the statistical analysis, wrote the protocol, and wrote the first draft of the manuscript. Author B' and Author C' managed the analyses of the study. All authors read and approved the final manuscript.

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