



Urban Strategic Planning – UCLG Forum on line

2010, November 10th

The forum on urban strategic planning is closing now and we would like to appreciate your contributions.

Your comments, thoughts, contributions or links are highly appreciated. Additional to the initial 3 contributions reported before, we have received another 19 contributions from Asia, Africa, US, Europe and Latin America. I summarize herewith the findings to the questions:

1. What are the main needs for local authorities to lead a strategic planning process?
2. How do you consider the concept of Urbanism is changing, integrating other spheres than technical and physical planning , and can this be successful?
3. Strategies rely very much on support of stakeholders and being communicated well. What is the role of the local government regarding participation in planning processes?

Ideas and Suggestions:

The importance of leadership that:

- has to overcome traditional (sectoral and physical planning)
- Has to be place based- getting more committed to the territory and stakeholders not only to the internal organization
- Has to identify the potential of stakeholder involvement
- Leadership culture has to reach out especially in small and middle sized cities

Planning has a lot to do with poverty reduction:

- Listen to the real need of urban poor
- Recognize the need for food and for energy, think in forests and trees
- How can people access to what they are not getting- a new enterprise model
- Segregation is crucial discrimination and exclusion are social and spatial terms that affect the sustainability of a society (more attention to children)

Urbanism is changing:

- More integrated management
- Governance is at the heart of any approach to sustainability
- More interdisciplinary approach and method
- Conflicting with “old style” legal frameworks and competences
- Has to go abroad municipal boundaries seeing the city as a part of a region
- Sustainability is important to implement (walk the talk)
- New examples show the usefulness of changing existing instruments, such as in Colombia with the territorial law
- Politicians and politics influence urbanism more than before
- Management is key to make changes reality- the gap between urbanism and urban management is to reduce

Long term, informative and transparent communication is crucial for participation :

- interpretation that can represent the multiplicity of interests involved
- stakeholder are the guarantee of reminding long term goals
- merely consultation processes is not enough
- the existing fear of obstacles and slow processes caused by participation is not confirmed
- Not “top down” or “down up” but across in a horizontal way where the people know and own human rights as a way of life and act upon it in a positive, proactive AND CREATIVE way.

Urgent needs :

- Local councilors need Capacity to build a holistic view and take part
- Spread knowledge, knowledge and skills can not install privileges
- Build own basic principles and criteria such as human rights
- Concepts must adapt to the new limitations such as energy crises and cannot continue to build only on growth
- Attend especially small and middle sized cities where capacity and transparent proceeding are most crucial

The forum has inspired the city of Mexico to hold a debate with the UCLG committee on urban strategic planning on some of the questions. The roundtable part of a workshop is one day before our world congress and will deal with the topics of strategic planning, urbanism and limit and opportunities for Megacities. Taking place at Hotel Camino Real Polanco , 17 of November in Mexico city at 9.00 .

Of your contributions provided some will be picked up, such as the city of Durban, of Cologne and Jane from Plusnetwork Vancouver that , jointly with a representative of Johannesburg and Rosario, will hold a roundtable on lesson of strategic planning to be applied in Megacities.

Sara Hoeflich de Duque

Project Manager

Compilation and summary of contributions to the UCLG forum on strategic planning

By Sara Hoeflich, UCLG world secretariat 10.11.2010

I. Kalimujiso J Banda, Lilongwe, Malawi, CDS Operations Manager

1. strong local leadership is essential for successful planning, besides financial and technical capacity and government's support
2. Traditional (physical and zoning) urban planning in Malawi did not address complex issues of poverty as well as urbanization. development strategies are more flexible and dynamic and deal directly with peoples lives.
3. The role of local government regarding participation in planning process is to provide overall policy guidance since all local authorities fall directly under their mandate.

II. The **network PROLOGO** send some interesting links to videos documenting inclusive planning processes

Red PROLOGO (2010) Hacia un Desarrollo Local Incluyente - El caso de Santa Tecla.flv

<http://www.4shared.com/video/uyohXuCg/ws5ucbqn5ct4xs.html>

Ayuntamiento de Murcia (2008) Ejes estratégicos del Municipio de Murcia, exposición del Alcalde.wmv

http://www.4shared.com/video/Ti8eBBZ1/Ayuntamiento_de_Murcia__2008__.html

III. Ricardo Jimenez Cities Alliance respond to question # 2:

2. It is quite evident that the concept of Urbanization is changing. He brings up the example of Colombia, where cities use traditional planning instruments but adapt them through multi disciplinary actions into more open minded processes that address poverty aspects with a) economic development, b) access to transportation systems and public spaces, c) citizens' safety, d) environmental improvement and protection, and most importantly, e) quality of life.

This could be called "social urbanism" that brings a new meaning how professional work can serve to stakeholders of communities and private sector.

IV. Arturo Ortiz territorial development Mexico

1. What are the main needs for local authorities ..?

A main need is on proper instruments for effective urban management. Bureaucracy and norms are not updated and do mostly not respond to current conditions and challenges. A new legal framework that helps to adapt responses and also encourages more technical and less bureaucratic decision making.

2. How do you consider the concept of Urbanism is changing,.. successful?

The new context of our cities, especially due globalization, is impacted by new dynamics like migration, the concentration of capital, dispersed consumption, unequal incomes, informal peripheries and immediate information. This is transforming traditional practices of planning towards the integration of multiple areas and perspectives that finally appoint to strengthening citizenship. Urbanism, that is changing into an interdisciplinary preparation for decisions can be successful if it is able to transform urban management.

3. Strategies... the role of the local government regarding ..participation?

Development planning must be based on participation. The city has to be discussed as a general topic that is relevant in the culture and education of the citizens, and city management should

follow up here . Social communication is essential to sensitize, to highlight the heterogeneous processes and to transmit the complexity of urban systems.

V. Jordi Sanchez Cuenca Spain

1. My experience reveals that it is urgent to direct attention to small and medium sized cities, that lack on technical capacity and mechanisms for efficient management. Further the vicious circles such corruption and clientilism are very present there. Its important thant national and international actors address local , visionary leadership and participation there.

2. Urbanism is changing but new ideas keep to much in talk without walk. Again, especially in smaller cities. The civil society is essential to come form sustainability Theories to practices.

3. LG should promote facilitate and moderate participation, anda los be active and committed. Participation must go beyond consultation an empower all groups. Well managed participation is a good way for long term development planning as it includes collective learning. Communication and transparaceny are crucial, to involve all , beyond the groups that are already used to influence decisions.

que las condiciones permitan una participación eficaz. I we learn form Brasil the exhaustive preparation of the process must be estimated.

VI. POK SUKUNDARA CAMBODIA-

.. needs for local authorities to lead a strategic planning process?

The main needs for local authorities to lead a strategic planning process are capacity building and resources.

A. Capacity building: as plans are prepared at the beginning of the terms, it is important to provide capacity building to the newly elected councilors, and also to the all locally elected councilors, in order to will avoid a small group to dominate the decision making.

B. Resource availability: it is important that local authorities now how much resources are available to them from local taxes and government grants.

VII. Robert Kesten and Shulamith Koenig PDHRE human rights as criteria for planning from charity to dignity; New York

When starting a strategic planning process it is essential to have a universally agreed on starting point. The human rights framework can be a comprehensive guideline for the planning and development of the city. As people learn their human rights, the relevance to their lives becomes clear and they then can map the violations and realizations impacting the future development of their city. 20 cities are currently using sound human rights principals and utilizing the Universal Declaration of human rights as a foundation for development.

2. How .. the concept of Urbanism is changing, integrating spheres?

Extreme poverty has become a byproduct of the change towards accelerated Urbanization and cannot be successfully eradicated, nor will cities be peaceful if the city's poor have to exchange their equality for survival. This "exchange for survival" leads to unrest and crime that must be contrasted with dialogue and the learning about human Rights in order to bringing positive and transformative opportunities to these new urban environments. Furthermore- they will know and see that the technical planning is guided by a moral ethical vision in the process...moving charity to dignity.

3. Strategies rely very much on stakeholders and being communicated?

Not "top down" or "down up" but across in a horizontal way where the people know and own human rights as a way of life and act upon it in a positive, proactive AND CREATIVE way.

SEE <http://www.pdhre.org/> Human Rights Cities Program

Viii. Bruno Nascimento, Petropolis Brasil:

1. a main problem of local authorities are the limited governing terms that do not legitimate long term policies. They confer the responsibility to the organized society that is not depending on terms, and local authorities become more the once that participate and support the process though their fiscal, executive and administrative competences. Moving in the legal frame of election terms, Brazilian cities assume quite well their responsibilities

2. urbanism is changing..? In Brazilian law art 231, the Management is a competente of the municipal admistration. Strategic planning is supported through 2 functions: management and general direction of urban public development

3...Communications participation LG role? Its is still frequent that mayors perform "feudalistic", just trying to implement ridiculous (retrograded) government 4 years plan masters, that are , thanks to internet debated and critiqued by civil society. A new and more important task is.

Also new governing structures are arising, for example representative council, council for strategic planning council of notables and members of honor that mobilize academic sector, syndicates. Both executive and legislative actions are important to coordinate planning beyond evident mandates (4 year mayor)

Petrópolis steers towards insolvency, and their agents put the horizon in 31.12.2010. It is has been done like this, what is criminal.

IX Robin Hambleton, Professor Bristol University inward outward oriented leadership (place based)

1. In my view city leaders (and urban scholars) across the world need to give more attention to the development of ideas relating to the 'leadership of place'. Urban strategic should be seen in this way.

Instead of focusing attention on the leadership of the organization, that comes to dominate thinking and activities, the suggestion of 'place-based' leadership is that, local authority leaders should move to devote more attention to shaping the emotions and behavior of OTHER actors and agencies in the city and the city region, and how to derive power and strength from place. Some big companies realise that 'place' can actually be a major asset, but many do not. For example, many multi-national companies shift their investments around the world without any concern for the impact their decisions on a given 'place'

This is in line with growth of the politics of influence in urban strategic planning. We need to create new, safe settings where leadership can interact, learn from each other... develop the politics of influence... and develop a shared commitment to the urban strategic plans.

There are 3 realms of leadership:

- : political (elected figures exercising leadership);
- managerial (appointed figures in the state base on skills);
- community (meaning the many non-state actors).

Q2 How .. urbanism is changing? !innovation is central to success!

It is crucial for leaders - strategic plans can play a key role in this - to foster innovation not just in the sense of encouraging creative industries but also innovation in the way the city is governed.

Q3 What is the role of regarding participation? Answer: orchestrator

If the 'place-based' agenda is accepted as helpful it follows that many different stakeholders in a 'place' need to be brought into the process of decision making. In some multicultural cities like London almost half the population have arrived from another country. The local authority can orchestrate a process of learning about the different needs of different communities.

To read more, Robin suggests his report on www.royalcommission.govt.nz

X. Sogen Moodley from the city of eThekweni Durban reports on South African and Durban anchoring of participation in the planning process :

3. "Strategies rely very much on support of stakeholders and being communicated well, please find was done around the participation experiences in Durban.

The view that citizens themselves can best articulate their own needs, help improve ownership of processes and improve legitimacy of government projects. At the same time, the delays, increased costs and the energy required in determining who to involve, given the complexities of local community dynamics are often cited as factors that mitigate against active participation.

In our South African context, it is now a legislative imperative that citizens are actively involved in the governance process. This new conceptualization of local government has prompted local authorities to change the previously dominant mindset that viewed participation as a tiresome burden that slowed down delivery.

Participation in eThekweni however has meant much more than a legal imperative that had to be responded to. With the adoption of a new Purpose Statement for eThekweni, the active involvement of citizens is fundamental to achieving our outcome of improving people's quality of life. For, without City stakeholders, the underlying goal of the entire governance project, would never be realized.

The Council make every effort to ensure that the strategic intent of its Purpose Statement was translated into reality. This meant that City stakeholders were to be involved in the process of planning, budgeting, implementing and reviewing not just the overall City Strategy, but for key City-wide as well as local community projects and programmes. In order to manage such a daunting process, the Council committed itself institutionally by establishing a dedicated.

We have learnt that investing in genuine collaborative processes is invaluable because the quality of our service delivery is greatly improved when we consciously integrate ideas from those we serve. As listening to City stakeholders and more importantly acting on their ideas, more innovative local suggestions start emerging.

A good practical example to help demonstrate this learning point is the local experiences from the iTrump Project in the Warwick Triangle area of the Inner City. When the problem of the fat from the bovine head cookers that was being poured into the City stormwater drains became a serious one, engaging the informal traders that they understand why this was a problem was necessary. As the traders began understanding how it blocks up the storm-water system when it hardens -. after a shared understanding was developed and the problem defined, a solution quickly emerged. Through the use of a specially designed strainer on buckets that collected the melted fat that could be easily disposed of when hardened, an integrated solution that dealt with the cause of a problem through a participative approach was reached.

Helping to See the Bigger Picture

More than just improving the quality of service delivery, Stakeholders appreciate the fact that local government has to take care of and provide for the needs of the entire City, if they are exposed to the "bigger picture" beyond their own neighbourhoods.

Engendering a culture of taking responsibility , such as preparing communities to play a greater role in supporting police with crime prevention because they could see reduction in crime as their responsibility too.

Breaking down the barriers of “us and them”

A final observation and learning is that active citizen participation allows communities access to the once “faceless bureaucracy”. As stakeholders engage with City officials, the artificial barriers are broken down. Mutual respect and a new spirit of working becomes enshrined. Without a strong and vibrant partnership, it is impossible for us to achieve our collective vision for the City.

Xi. Adrian Atkinson, UK/SWISS, talks about ADDRESSING GAPS IN THE STRATEGIC PLANNING PROCESS especially those related to energy availability

1 There are gaps in what currently are the central themes of strategic planning regarding the kind of future we can expect to be unfolding in the coming decades.

2 Whilst there is a growing awareness of the potentially catastrophic impacts of global warming, there is little serious focus on what this might mean for cities that are looking to plan strategically for their future. Further, every urban authority should develop a scenario of how the city might be affected by climate change and sea level rise in the coming decades. Worse is the avoidance of consideration of the impacts of rising energy prices in the coming decade and what this means for > planning and particularly for realisation. Much of the optimistic thinking about what might be achieved in future years assumes the resources will be available to carry them out. Rising energy prices means everything becomes more expensive and eventually unviable.

This means: Things made for export will fail to find markets and the expectation of being able to import even basics including food is likely to become increasingly in vain as produce and products fail to arrive or are too expensive for significant sections of the population to afford.

A starting point is already urban farming, on the increase as tactics and strategy to address growing urban hunger (in Africa over 30% of the population is now undernourished, affecting particularly the young and the urban population, and is necessary to be extended into other parts of the economy.

We should be asking the question: what does the urban population need that they are not getting - so how can we initiate enterprise to satisfy these

Xii Dr Werner Heinz, expert of German institute for urbanism DIFU:

On question 2: There is an increasing and interrelated processes of separation within the urban population:

- in economic terms (growing income polarization),
- in social terms (segregation, increasing poverty rates - especially concerning children, discrimination and exclusion),
- in demographic terms (growing concern with regard to an ageing society),
- in political terms (decreasing polls, growing dissatisfaction),
- in spatial terms (increasing segregation and disparities).

3. Participation and the role of local government, he underlines:

- early information of citizens and
- taking account of different backgrounds as to language and education,
- guarantee of transparency in planning processes,

- provision of space/ rooms for participation,
- taking participation seriously and not only for appearances' sake.

XIII Jane Mc Rae, director sustainable cities and Plusnetwork Vancouver

'New Urbanism' is a specific, much smaller scale, 'design focused' approach to building (or rebuilding) at the community and neighborhood scale. It originated in the US and has very little to do with Strategic Planning of a whole city. It tells you how things should look at the neighborhood scale.

Smart Growth (also a US phrase with a very specific context), tells you more about how a city should work between and across neighborhoods but still does not really go far enough. A sustainable approach is a combination of the two.

How is this experience/approach (ie- , Vancouver and maybe others) transferrable to the conditions of other and of a megacity?

Metro Vancouver message – re sustainability anchoring for the strategic planning is a good approach. I think Metro's story is also about effective governance and decision making as it is anything else. And governance and decision making should be at the heart of any approach to sustainability.

Vancouver city looks like it does because the strategic discussion had already occurred and policy was in place at the metropolitan level that enabled the city to take advantage of the remarkable growth spurt that came along. So it is a good story to tell that strategic planning can set you up for success.

XIV. Comments by Deputy Mayor Bernd Streitberger Cologne reminds on the increasing importance of regional aspect of urban planning

1. What are the main needs for local authorities to lead a strategic planning process?

The main need is the one for a strategy based on reliable and clear rules. Urban Strategic Planning has to be more inclusive, participatory and consider the interdependency between sectoral planning and strategic management.

2. How .. Urbanism is changing, ...can this be successful?

Only a holistic view, going beyond the spatial planning, including economic, social and environmental aspects can be a successful approach for urban planning.

Furthermore, the regional integration is essential, partly in response to obvious regional tasks, partly in response to growing competition between regions on the national and European level.

The regional integration should take advantage of its diversity and strengthen at the same time the regional identity and achieve a clear exterior profile

Cologne is the center of the region and founded with neighbor cities and counties in 1992 the REGIO Köln/Bonn e.V. , a voluntary association .

3. Citizens` participation in Urban strategic planning :

The participation of citizens in Urban strategic is essential, especially regarding the sustainability of planning and design. The relation of the citizen to his city and the shaping of the city has direct effect on the quality of the design and the participation support the identification of the citizens' with their city.

Cologne has launched a participatory budget to open decisions on urban planning to citizens.

Another form of participation is open participation in form of round table discussions or visionary sessions (Leitbild2020). It is important to clarify the decision competence. In open participation events decisions can hardly be taken. But in closed cycles, citizens participation such as participatory budget, or citizens participation in invited planning dialogues is highly effective.

XV CONTRIBUTION OF RECS, (Italian network of cities with strategic plan)

Raffaella Florio Director (not summarized as it is already a summary)

This is a collective contribution, prepared by collecting information on members' own experiences in Italy. ReCS is an association of 40 Italian municipalities and provincial administrations that have adopted strategic planning as a form of territorial government.

1. ... main needs for local authorities to lead a strategic planning process?

Strategic planning is first and foremost a participatory process that includes participation in strategic decisions on the future of the city of several actors in a wider process of governance.

A local authority called to lead a strategic planning process encounters difficulties as before the need to open outwards and offer moments of confrontation with local players that lead to the identification of strategic priorities.

The main difficulties may be summarized as follows:

- to relate the strategic planning path with the forms of representative government (the relationship with the City Council) is somewhat complex and draws a general concern of the elected assemblies of being dispossessed of their decision-making role;
- to involve all stakeholders in decision-making process;
- to manage the problem of the relationship with the more informal aspects of political mobilization;
- difficulty to recognize from political elements the social function of the Strategic Plan;
- delicate balance: within the local authority, with elected bodies (City Council) and administrative structure, and outside towards the network of actors involved;
- acquisition by the project leader of the task of referring to the definition of project specification and not corresponding assumption of responsibility in managing their implementation.

Much of the success of a strategic planning process plays in the ability to propose a plan that can be visible as a process for defining a policy for the city and that is both supported by strong leadership that can inspire confidence and bring this dimension at the center of the arena.

Last question is on the scientific and technical support: it has to be adequate to the complexity of the process to be implemented, finding in many cases external expertise and the establishment of agencies or associations dedicated to the construction of design skills, administrative, communications, necessary to accompany the plan and provide continuity beyond the administrative limits of the legislatures.

2. How .. Urbanism is changing.. and can this be successful?

The evolution of town planning concept is very important for the strategic planning of cities. In contemporary cities is necessary to consider a broader approach to the simple concept of planning and design of urban spaces, it becomes essential to propose more complex systems of interpretation that can represent the multiplicity of interests involved

in urban development, often opposed and conflicting interests that even in cities must find their own spaces and opportunities to speak and act.

In this new environment, urban planning must be able to enter into these processes, not only and not so much as an actor but also as an interpreter, recognizing the local evolutionary phenomena, contributing their knowledge and then proposing guidelines and rules governing their physical space and time. Increasingly, therefore, the concepts of urban planning are intertwined and tied to strategic planning as a multi-sectoral approach that requires a number of contributions and the contribution of other disciplines such as engineering sciences, economics, natural sciences and environmental and social sciences.

A participatory project, in addition to providing a detailed picture of the problems, could indicate a willingness of civil society to discuss and debate in a stable manner on a public goods (collective services to the environmental quality of the fate of the historic center, on social policies, etc.). and help to make clear that the construction of urban policy now involves not only institutional levels, but the multiple articulations of civil society.

3. support of stakeholders , communication, local government regarding participation?

In the current territorial development strategies, we increasingly talk about governance as a process of coordinating actors, social groups and institutions in pursuit of its objectives, discussed and defined collectively in fragmented, uncertain environments.

The objective is therefore to expand the decisional sphere to a number of key players to decide and carry out actions and projects for the development of the territory. In this context, the role of local government has to be, in addition to that of an actor called to help in the formulation and implementation of strategic choices, to activate the processes of participation as a subject capable of supporting and promoting local actors in the relevant process of regional development.

Communication also assume a central role at various levels:

- as a first step to build the governance process in the form of call
- in a second phase during development the strategic plan as a place for innovative and horizontal interaction between the actors in order to maximize the contributions
- in the final stage for sharing with the community the built vision, the proposals adopted and effectively implement the actions.

XVI Michelle Gauthier, Forestry Officer, FAO, Food and Agriculture Organization Rome, Italy, who emphasizes on linking trees and forests the community, well-being. and proposes to cooperate on a policy guideline on urban forestry

1. .. needs for local authorities to lead a strategic planning process?

The needs will be necessarily very different depending on the context of development of the cities/countries, and more generally of the region. I refer to the optimization of the role of trees and forests for cities... FAO pay special attention to the most vulnerable populations which, in many cases, represent the majority.

Coherent investment by governments and communities in the protection and restoration of suitable forest and tree cover in and around cities, coupled with good governance policies, can make a real contribution to reducing poverty and improving livelihood in an environment that is healthy for all.

However, for the most part, the rapid expansion of cities has taken place without any real land use planning strategy in place to support such growth. Another issue that cities face is the absence of platforms for dialogue, which would give urban dwellers the opportunity to define a common vision with national governments and local authorities.

The green, grey and blue infrastructures of the cities have to be designed in harmony; this means genuine solutions merging disciplines and sectors such as urban and periurban forestry (UPF), urban and periurban agriculture (UPA), road-river-water plan network, waste water system and recycling, watershed management, desertification and water erosion control, wood energy supply, etc.

2. Urbanism is changing.. can this be successful?

The concept of Urbanism has evolved in many countries and training/education systems in many positive ways:

- the integrated and regional planning concept, introducing the long term and sustainable vision of urban development;
- the introduction of food and nutritional security aspects of urban population in order to fight national poverty, for which many strategies and actions have for long time focused on rural areas, to the detriment of urban populations.

- development of good practices taking into account for instance the needs for a land use in line with biodiversity and ecosystem conservation, natural resources disaster mitigation and prevention, relationship between producers and consumers, health and recreation.
- the support to policy and decision making process through participatory approaches to build the sustainable green vision for cities, and support good governance, based in part --- in the forestry sector --- on community and social forestry.

(.. to Q 3 role of LGS) To build a Green Vision for Our Cities , The first step in these institutional frameworks is certainly to create dialogues between all stakeholders. (see article attached) this is not only the responsibility of the local authorities, but of all leaders ...(see Robin)

The local authorities have definitively a key leading role for strategic planning process. I would suggest as key steps:

- a. Build their planning process on multistakeholder platforms of dialogues.
- b. Insure a Coherent Strategy of Communication to conciliate the various interests.
- c. Get a good understanding of the relationship between the rural and the urban, the movement of the population, the role of land use and land use change on their cities.
- d. Get a good understanding of the good practices and lessons learned from their cities/countries and from other regions in the world, in order to implement Best Practices, but also innovate in inserting productive economic attributes of tree and forest dimension of the green cities (incomes, jobs, saving for institutions, etc.)

Proposed action;

FAO's multidisciplinary priority area «Food for the cities» encompasses the links between rural and urban settings, <http://www.fao.org/fcit/fcit-home/en/>

..The development of Guidelines for policy and decision making promoting urban and periurban forestry based on platforms of dialogues at various levels has been identified as a strategic action for the next years in support to sustainable cities development.

Don't hesitate to contact us if you are interested to participate to this process. The coming United Nations International Year of Forests 2011 is certainly an unique opportunity to promote a greening of urban agendas and the urbanization of the green and forestry agendas. see "Forests and Trees for Healthy Cities -"
<http://km.fao.org/urbanforestry/>

XVIII Agnes Cherry send statements and calls on her ideas of a third party in US that will balance the 'see-saw democracy and on women empowerment in US

1. 'Historical' low participation in politics (all civilised countries have at lest 30 % woken in the institutions and some much more; women do not get 'covered' - women think for self;
2. No viable agenda -no women or men of the Senate proposed anything to have women access in politics balance the way –
3. Agendas in multiple LEADERSHIP PROGRAMS FOR WOMEN, including all them leaderships in Washington, DC?

"JULIANNE MALVEAUX, President, Bennett College for Women, Greensboro, N.C.

XIX Expressions of support: Ong Adpdh [ongadpdh@yahoo.fr]
Akoete Massan Emilie [akoetemassanemilie@yahoo.fr]