

Dr. RONALD MCGILL.
Urban Challenge – Institutional Response.
Uganda: +256 779 561 051
ronald.mcgill@gggi.org
ron.mcgill@gmail.com

12 Broomyhill Place,
Linlithgow, West Lothian,
EH49 7BZ, Scotland, UK.
Global: +44 745 235 3426
Skype: ron0077



- Enduring aspiration:** Seeing city governments as the ‘institutional response’, to their ‘urban challenge’; harnessing all the players in the city-building process. City councils retain the holistic perspective of their cities, thus helping to temper the sectoral concerns of central government (CG) - overcoming its silo mentality. CG has the crucial role of establishing national priorities and supporting policies. Spending ministries, departments and agencies (MDAs) should be encouraged to heed the spatial plans and reinforcing trunk infrastructure needs of cities, the latter dominating MDA investments. This is a plea for sound town planning and supporting urban management.
- Skills:** **Leadership** – team leading and nurturing: helping communities in problem-solving and planning. Performance budgeting (PB): output accountability to HQ and local clients. PB exposure in China and Iran. **Urban** – GIS supported environmental / infrastructure threshold analysis for spatially efficient town plans. Integrated urban development (policy and budgetary) strategies, with community engagement. **Institutional** (policy & legal context; organisational structures; planning processes) analysis. Capacity assessments and resulting building: design and delivery through ‘learning-by-doing’ training. **Research** – latest, 2023: journal papers on ‘green urban development’ and the ‘science of town planning’.
- International experience:** **GGGI**, Uganda (3 years): **UNCDF**, New York (8 years): itinerant in Eritrea, Tanzania, Sierra Leone, Sudan, South Sudan, Ethiopia, Yemen, Mozambique, Armenia, Bhutan. **Resident** (21 years): Uganda (3), Kenya (6), Tanzania (5), Ethiopia (2), Malawi (5). **Freelance** (3 years): India, Nepal, Azerbaijan, Latvia, Tanzania.
- Publications:** **Two books**, on ‘city management’ and ‘performance budgeting’. **Twenty-four journal papers**, on ‘town planning’ and ‘institutional development’. Links in the cv highlighting work context. Full list on page 3.

PROFESSIONAL EXPERIENCE:

9/2020 – date: GLOBAL GREEN GROWTH INSTITUTE (GGGI), Kampala.

Project Lead – EU’s Greening Uganda’s Urbanisation and Industrialisation Project.

- Driving the project’s implementation from 23%. Currently 76% plus secured an additional year (post Covid) to June 2024.
- Seeking practical ways towards green urban development, with the ambition to secure a dynamic city government approach.
- Completed a paper on ‘green urban development’. Current Urban Studies, Vol 11, No 1, pp 194-213, March 2023.
https://www.scirp.org/pdf/cus_2023033013455052.pdf
- Completed a paper on the ‘the science of town planning’. Current Urban Studies, Vol 11, No 1, pp 24-42, March 2023.
https://www.scirp.org/pdf/cus_2023022415113492.pdf

4/2019 – 8/2020: FREELANCE, Nairobi and Edinburgh.

Urban Research.

- Completed a paper on ‘urban resilience’; Journal of Urban Management, Volume 9, Issue 3, Sept 2020, Pages 372-381.
<https://www.sciencedirect.com/science/article/pii/S2226585619302316>
- Completed a paper on DFID’s ‘new urban discourse’; Town Planning Review, Number 91(5), 2020, Pages 461–74.
<https://www.liverpooluniversitypress.co.uk/journals/article/58156/>

6/2018 – 3/2019: CARDNO INTERNATIONAL, Kampala.

Team Leader – Cities and Infrastructure for Growth, Uganda.

- Supervised consultancies, on political economy analysis, M&E, gender, communications, GIS and climate change.
- Led the team’s analysis, synthesis and proposed interventions for the six-month inception (project formulation) report.
- Built a team of international & local personnel to support DFID’s VFM, results-based management and reporting needs.

1/2013 – 5/2018: MINISTRY OF TRANSPORT, INFRASTRUCTURE, HOUSING & URBAN DEVELOPMENT (MTIHUD), Nairobi.

Special Adviser to the Urban Development Department, MTIHUD (from June 2016).

Team Leader, Central Technical Assistance Team to the Kenya Municipal Programme (KMP) (from January 2013).

- Drove the Kenya Municipal Program from under 20% implementation on arrival to 100% WB dispersal on closing.
- Formulated the Kenya Urban Programme (KenUP) and its \$1bn infrastructure ambition, with the ministry team.
- Part of the World Bank team for the Kenya Urban Support Programme (KUSP) to KenUP: IDA \$300m. Effective 1/18.
- *Making towns work: Habitat III – What Relevance?* Planning Theory & Practice, Volume 19, Issue 1, pp 140-148 (2018).
<https://www.tandfonline.com/doi/abs/10.1080/14649357.2017.1369237>
- Prepared the integrated development planning (IDeP) model for the urban challenge and its institutional response.
- Designed and delivered ToT training on policy-based budgeting, quick-win spatial planning and accountability systems.
- Completed the integrated development planning (IDeP) handbook on institutional, spatial and accountability processes.
- Drafted a town planning handbook for general application through county governments’ urban boards.
- *Applying Geddes in Kenya (2016)*. [Learning from Geddes in Kenya | The Planner](#)

1/2011 – 12/2012: MINISTRY – REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT, Dar es Salaam.

Team Leader – Local Government Reform Programme (LGRP).

- Developed a new planning, budgeting, implementation and review cycle for regions, in support of local governments.
- Supported the HQ TA team of six to transfer skills on planning/budgeting, M&E, ICT, governance, OD/HR and finance.
- Supported 25 local advisers to strengthen the programme management cycle in regions, for strengthening LGs.
- Developed manuals: M&E management checklist; planning and budgeting handbook; integrated development plans.
- Negotiated a difficult path through the tensions between local government and regional administration.

6/2009 – 12/2010: MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT, Addis Ababa.

Performance Budget Adviser – Financial Sector Management Reform Programme.

- Supported the budget reform team to prepare a PB manual and supporting training volume.
- Revised the budget process and calendar, to mainstream PB within a medium-term fiscal framework.
- Delivered PB training to all 102 federal public bodies and reviewed subsequent shadow PBs.

5/2001 – 5/2009: UNITED NATIONS CAPITAL DEVELOPMENT FUND (UNCDF), New York.

Senior Technical Adviser - Decentralisation for Increased Local Development.

- Supported governments to formulate performance-based local development strategies in Africa; Middle East; Asia.
- Initiated and completed action-research programme on performance budgeting; *Achieving Results* published by UNCDF. http://www.focusintl.com/RBM132-uncdf_pbb-july2006.pdf
- Advocated and developed a pan-African programme on gender-equitable local development, through PB, with UNIFEM. [A Human Rights Approach to Localising The MDGs Through Gender-Equitable Local Development | Commonwealth Journal of Local Governance \(uts.edu.au\)](http://www.uts.edu.au/~ajournal/A%20Human%20Rights%20Approach%20to%20Localising%20The%20MDGs%20Through%20Gender-Equitable%20Local%20Development%20-%20Commonwealth%20Journal%20of%20Local%20Governance%20(uts.edu.au))
- Developed UNCDF's Atlas (ERP) handbook on performance-based financial systems. Adopted by UNDP.
- Building capacity <https://epress.lib.uts.edu.au/journals/index.php/cjlg/article/view/1624>

8/1998 – 4/2001: FREELANCE CONSULTANT (Asia, the former Soviet Union and Africa), Edinburgh.

- Urban management <https://www.sciencedirect.com/science/article/abs/pii/S0264275198000419>
- Public expenditure reviews (India & Latvia), decentralisation (Nepal & Azerbaijan); performance budgeting (Tanzania). <https://www.emerald.com/insight/content/doi/10.1108/09513550110404633/full/html>

6/1995 – 6/1998: TANZANIAN GOVERNMENT, Dar es Salaam.

Organisation and Efficiency Adviser - Civil Service Reform Programme.

- Determined the key 'line' functions of all 23 ministries and 13 independent departments (50,000 staff).
- Applied 'process consulting' to determine detailed structures, staff deployment and job descriptions. <https://www.emerald.com/insight/content/doi/10.1108/09513559910300163/full/html>
- Institutional development – a review of the concept. <https://www.emerald.com/insight/content/doi/10.1108/09513559510086076/full/html?skipTracking=true>

1989 – 1995: DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (now FCDO), UK & Malawi:-

1994 – 95: Research Fellow - Institutional Development for City Management, Strathclyde University, Glasgow. (ISTS)

- Completed PhD thesis. Edited into *Institutional Development*. Published by Macmillan (UK) and St Martin's Press (USA). <https://www.palgrave.com/gp/book/9781349250738>

1991 – 93: Urban Management Adviser - Local Government Development Project, Malawi. (TCO)

- Supported the four city councils to prepare integrated development strategies for infrastructure and service provision.
- Introduced GIS to support environmental and infrastructure threshold analysis, and a tax-based property inventory.
- Handed over a robust urban management (city and council) system to the four urban Malawian counterpart CEOs.

1989 – 91: Town Clerk and Chief Executive - Lilongwe City Council, Malawi. (OSAS)

- Tackled short-term organisational, personnel and financial management problems (1,300 permanent staff).
- Widened the original 'administration reform' project to embrace the council *and* its urban development challenge.
- Developed an urban management system of urban analysis and institutional (council & others') responses.
- Introduced GIS through ITC Enschede (conceptual), UN-Habitat (advisory) and UNDP (funding).
- Prepared the first integrated development strategy, planning manual, and output-based annual reports.
- Invited to replicate Lilongwe's urban management innovations in Blantyre, Mzuzu and Zomba.

1974 – 88: BRITISH TOWN PLANNING AND URBAN REGENERATION

Began in local government, then a spell with the Taylor-Woodrow Group in London, before being enticed by DFID to Malawi.

Planning for strategic performance in LG <https://www.sciencedirect.com/science/article/abs/pii/0024630188901082>

Conservation measures as a basis for local plans <https://www.tandfonline.com/doi/abs/10.1080/00320717908711578>

QUALIFICATIONS:

PhD	Institutional Development.	Strathclyde University, Glasgow, UK.	Graduated 1994.
MBA	Business Administration.	Strathclyde University, Glasgow, UK.	Graduated 1984.
BSc	Town Planning.	Heriot-Watt University, Edinburgh, UK.	Graduated 1974.
MRTPI	Chartered Town Planner.	Royal Town Planning Institute, UK.	Elected 1975.

PUBLICATIONS:

Books:

1. *City Management in Developing Countries: an Institutional Development Perspective*. BookSurge (2007), 310 pp. First published as *Institutional development: a Third World city management perspective*. St Martin's Press, New York, NY (January 1997) and Macmillan Press, Basingstoke (November 1996), 310 pp. [City Management In Developing Countries: An Institutional Development Perspective: McGill, Ronald: 9781419659706: Amazon.com: Books](#)
2. *Achieving results: performance budgeting in the least developed countries*. United Nations Capital Development Fund, New York (2006), 234 pp. Initiator, editor and main contributor. http://www.focusintl.com/RBM132-uncdf_pbb-july2006.pdf

Journal papers: Town Planning

3. *Green urban development – concepts and praxis (2023)*. Current Urban Studies, Vol 11, No 1, pp 194-213. https://www.scirp.org/pdf/cus_2023033013455052.pdf
4. *The science of town planning (2023)*. Current Urban Studies, Vol 11, No 1, pp 24-42. https://www.scirp.org/pdf/cus_2023022415113492.pdf
- Urban resilience – an urban management perspective (2020)*. Journal of Urban Management, Volume 9, Issue 3, Pages 372-381. <https://www.sciencedirect.com/science/article/pii/S2226585619302316>
5. *DFID's new urban discourse: a critique (2020)*. Town Planning Review, Number 91(5), Pages 461-74. <https://www.liverpooluniversitypress.co.uk/journals/article/58156/>
6. *Making towns work: Habitat III – what relevance? (2018)*. Planning Theory and Practice, Vol. 19, No. 1, pp. 140-148. Published online on 13 October, 2017. <http://dx.doi.org/10.1080/14649357.2017.1369237>
7. *Applying Geddes in Kenya (2016)*. [Learning from Geddes in Kenya | The Planner](#)
8. *Tanzania's local government reforms: What connection to town planning? (2012)*. Summarised as *How Tanzania is using a spatial model of development planning*. Planning, Issue 1942, 7 September, p. 26.
9. *Urban management checklist (2001)*. Cities: International Journal of Urban Policy and Planning (2001), Vol. 18, No. 5, pp. 347-354. <https://www.sciencedirect.com/science/article/abs/pii/S0264275101000270?via%3Dihub>
10. *What planning is – or should be: a Third World perspective (1999)*. Royal Town Planning Institute Journal, Vol. 85, 17th September.
11. *Urban management in developing countries*. Cities: International Journal of Urban Policy and Planning (1998), Vol. 15, No. 6, pp. 463-471. <https://www.sciencedirect.com/science/article/abs/pii/S0264275198000419>
12. *Urban management performance: an assessment framework for Third World city managers (1995)*. Cities: International Journal of Urban Policy and Planning (1995), Vol. 12, No. 5, pp. 337-351. <https://www.sciencedirect.com/science/article/abs/pii/S0264275195000703>
13. *Integrated urban management: an operational model for Third World city managers (1994)*. Cities: International Journal of Urban Policy and Planning (1994), Vol. 11, No. 1, pp. 35-47. <https://www.sciencedirect.com/science/article/abs/pii/S0264275194900477>
14. *Planning for strategic performance in local government (1988)*. Long Range Planning, Vol. 21, No. 55, pp. 77-84. <https://www.sciencedirect.com/science/article/abs/pii/S0024630188901082>
15. *Policy and budgetary planning: continuous community planning (1986)*. Local Government Policy Making, Vol. 13, pp. 17-25.
16. *Conservation measures as a basis for local plans: the experience of Cockermouth and Maryport (1979)*. Journal of Environmental Management and Planning, Vol. 22, pp 52-59. <https://www.tandfonline.com/doi/abs/10.1080/00320717908711578>

Journal papers: Institutional Development

17. *Building capacity for local government to perform (2010)*. Commonwealth Journal of Local Governance, Issue 6, pp. 90-106. https://www.researchgate.net/publication/276395407_Building_capacity_for_local_government_to_perform
18. *A human rights approach to localising the MDGs through gender-equitable local development (2009)*. Commonwealth Journal of Local Governance, Issue 4, pp. 77-100. [A Human Rights Approach to Localising The MDGs Through Gender-Equitable Local Development | Commonwealth Journal of Local Governance \(uts.edu.au\)](#)
19. *Testing performance – a practical perspective on institutional reform (2006)*. International Journal of Public Sector Management, Vol. 19, No. 1, pp. 95-110. <https://www.ingentaconnect.com/content/mcb/042/2006/00000019/00000001/art00006;jsessionid=rti4copw1jre.x-ic-live-02>
20. *Performance budgeting (2001)*. International Journal of Public Sector Management (2001), Vol. 14, No. 5, pp. 376-390. <https://www.emerald.com/insight/content/doi/10.1108/09513550110404633/full/html?skipTracking=true>
21. *Civil service reform in Tanzania: organisation and efficiency through process consulting (1999)*. International Journal of Public Sector Management, Vol. 12, No. 5, pp. 410-419. <https://www.emerald.com/insight/content/doi/10.1108/09513559910300163/full/html>
22. *Civil service reform in developing countries: a strategic perspective from an institutional development base (1997)*. International Journal of Public Sector Management, Vol. 10, No. 4, pp. 254-267. <https://www.emerald.com/insight/content/doi/10.1108/09513559710180529/full/html>
23. *Institutional development: a review of the concept (1995)*. International Journal of Public Sector Management (1995), Vol. 8, No. 2, pp. 63-79. <https://www.emerald.com/insight/content/doi/10.1108/09513559510086076/full/html>
24. *Institutional development and the notion of sustainability (1994)*. International Journal of Public Sector Management (1994), Vol. 7, No. 6, pp. 26-40. <https://www.emerald.com/insight/content/doi/10.1108/09513559410070560/full/html>
25. *Institution building for a Third World city council: some lessons from the practice (1993)*. International Journal of Public Sector Management, Vol. 6, No. 5, pp. 24-33. <https://www.emerald.com/insight/content/doi/10.1108/09513559310042995/full/html>
26. *Evaluating organisational performance in public administration*. Public Administration Bulletin (1984), No. 46, pp. 15-38.