



UNCRD

ATC

Alumni

Newsletter

ISSUE NOS. 20 & 21 JULY 2009 - JUNE 2010

Singapore-UNCRD-JICA Joint Training Programme: Africa Training Course on Urban and Regional Development Planning and Management: Phase III

Asfaw Kumssa, Coordinator, UNCRD Africa Office

Introduction

The United Nations Centre for Regional Development (UNCRD), the Ministry of Foreign Affairs of Singapore, and the Japan International Cooperation Agency (JICA), in collaboration with the Civil Service College of Singapore, organized a training course on "Africa Training Course on Urban and Regional Development Planning and Management: Phase III" in Singapore from 5 – 16 April 2010. This was a follow-up of similar training courses conducted in 2008 and in 2009 in partnership with Singapore's Ministry of Foreign Affairs and JICA. The course was offered to 20 participants from 9 African countries (Botswana, Ethiopia, Ghana, Kenya, Lesotho, Namibia, Tanzania, Uganda and Zimbabwe).

The course, which was conducted at the Civil Service College of Singapore, aimed

at providing African planners with requisite knowledge and analytical skills to design effective, socially-acceptable and environmentally-sound sustainable urban and regional development policies and programmes. It was also designed to provide the participants with an opportunity to draw important lessons from the effective urban and regional development planning and management experiences of Singapore.

The opening programme was attended by Mr. Kazunobu Onogawa, Director of UNCRD; Mr. Koh Tin Fook, Director, Technical Cooperation Directorate, Ministry of Foreign Affairs, Singapore; Ms. Kyoko Kuwajima, JICA Representative in Singapore; and other officials from partner institutions. In his opening speech, Mr. Onogawa thanked the Government of

(Cont'd on p. 3)



Certificate awarding ceremony

Table of Contents

Singapore-UNCRD-JICA joint training programme: Africa training course on urban and regional development planning and management: Phase III	1
Letters to the editor.....	2
UNCRD-Bandung Institute of Technology senior policy seminar on climate change and poverty in Africa and Asia: challenges and initiatives	5
Berea bus and taxi platform project	6
The Ministry of Local Government, Botswana, Benefits from Singapore Training Course	7
The role of local development committees in regional development planning: The case of Namibia.....	8
Training workshop on district and regional development planning and management in Botswana: Phase II.....	9
Human security and conflict resolution in Northern Kenya ..	10
Bottlenecks for low-cost housing in Zimbabwe	12
Commentary on Ghana's draft national urban policy	13
Training of trainers (TOT) workshop on regional development policy and practices in Namibia: Phase IV	14
Training workshop on district and regional development planning & management for the Oromia regional government of Ethiopia	15
Climate change and drought management issues and approaches	16
Rationale for water service management in Tanzania.....	17
Alumni Profiles	19
Calendar of Events	20



Group photo

Letters to the Editor

A glorious empowerment strategy

Mr. Thapo Ebineng, Botswana

I am writing this epistle as an acknowledgement and a form of appreciation to the Japan International Cooperation Agency (JICA), the Government of Singapore and the United Nations Centre for Regional Development. Through the joint training, which I attended from the 5- 16 April 2010, I have been fully empowered and loaded with a lot of urban and regional planning strategies. The course was very intensive and relevant to my profession.

At the time of the training, I was employed as a Senior Physical Planner. Three months down the line, effective 1 August 2010, I was promoted to the position of Principal Physical Planner. I still have a strong belief that the course has put me in a great position to influence decisions. I had an opportunity to see a dream come true by studying the Singapore City State experience in town planning, which has molded me into a bold planner, one who is resolute in making decisions and drafting proposals to empower and facilitate development in my area of authority.

Moreover, I would like to appreciate the sweet and harmonious hospitality I experienced in the beautiful and distinctive city state of Singapore. Also, a big thank-you to the helpful Coordinator of the UNCRD Africa Office, Dr. Kumssa - you are a blessing to the African continent and the world at large. Keep it up! I urge the organizers of the course to continue with the programme.

Thank you very much and may God bless all the organizers and the sponsors.

Singapore will remain in my memory

Lucy Simiyu (Kenya)

I was indeed very grateful for the opportunity to visit the beautiful city-state of Singapore, which until April 2010 was a figment of my imagination. More importantly, I cannot forget the lectures, the hospitality of the people and the excursions that made me really appreciate the way of life in Singapore.

As an urban planner, Singapore will remain in my memory for it was here that two concepts eventually made sense: one, the concept of integrated land use planning, with neighbourhoods and workplace fully integrated by an efficient transport system. It was as if a shroud was lifted from my eyes and I saw it so clearly. I am still amazed by it all!

The second concept was that of a resort city. We are grappling with creating resort cities at our coastline, and I had no clue what a resort city really is, until I visited Sentosa. I had read and googled every imaginable piece of information, but none made sense. I can now positively and authoritatively contribute to resort city planning in my country.

Mine is therefore to offer a big thank you to the course organizers and sponsors, and to assure them that this course is very relevant to professionals in developing countries who may only have book knowledge of some concepts. Giving them an opportunity to experience these concepts is educating them for life. Thank you.

Letters to the Editor

Singapore training has changed my career

Kwadwo Yeboah (9th ATC, Ghana)

I have been very busy validating the Draft National Urban Policy, which I am coordinating. I am also finalizing a Technical Manual for a Street Address System for Ghana. I must admit that the two international training programmes I attended, the 9th Africa Training Course on Regional and Local Development Planning and Management in 2004, and the Regional and Urban Development Planning and Management in 2010, in Singapore, have positively changed my professional career development.

I say a big thank you to UNCRD and your partners, JICA and the Singapore Government. I hope you will continue to fund the programme in order to enable more planners from Africa to benefit positively and hopefully change the face of development in Africa.

UNCRD training programmes are most encouraging

Patrick Odhiambo Hayombe (12th ATC, Kenya)

Congratulations to UNCRD Africa! I am glad to note that you have kept the Alumni spirit riding high; we are proud of you. Indeed the information we get regarding how the Alumni are applying the knowledge gained in the various UNCRD-organized training programmes is very encouraging.

Let us have a training workshop just for the alumni

Moses Otieno (7th ATC, Kenya)

Sometimes in June 2010, I decided to revise all the alumni newsletters issued so far. One thing I noticed with interest is the number of Alumni who have since risen to occupy policy positions in their countries since the training. This is an enviable achievement indeed. Isn't it time that UNCRD organized a policy-oriented training workshop purely for the Alumni? You have given them the skills that enabled them to rise to reputable positions of influence; now, give them the means to apply the skills effectively. I also suggest that the next newsletter issue should have a special feature of who is who in the alumni ranks. This is something that UNCRD should be proud of.

Singapore's secret is her committed leadership

Priscilla Lyakwata (12th ATC, Namibia)

One thing I like about Singapore is her committed and uncompromising leadership that is geared towards improving the livelihoods of the people. The citizens have confidence in their leadership because they deliver what they promise.

The issue of African leadership has been a focal point of discussion among the participants. The common impediments are well known in Africa; we all sing the same song of colonial oppression and occupation and how it affects us today. As much as that may be true, we should have transformed our economies nonetheless. Some African countries have been independent for over 50 years and yet they keep blaming the long-gone oppressors for their underdevelopment.

I am very thankful that I got a chance to meet with fellow participants from other countries. If I have to travel to most African countries, at least I would have someone to contact.

Letters to the Editor

(Cont'd from p. 1)

Singapore training was extremely informative

Tholang Nokotjoa (Lesotho)

I appreciate the opportunity I was given to participate in the Africa Training Course on Urban and Regional Development Planning and Management in Singapore. It was a pleasure speaking with and learning from the competent staff of Singapore Civil Service College. The training, the conversations, and learning tours were extremely informative.

Vital lessons learnt from Singapore training

Kebebe Yadetie (Ethiopia)

I am sorry for not sending my regards in good time. I became fairly busy because I was given an assignment to work in some remote districts where I could not access the internet. I would like to extend my appreciation to the organizers of the Singapore training for availing me the wonderful opportunity. Besides the training on urban and regional development, I got very useful experiences from different angles that have brought a profound influence on my attitude and my career activities. To ensure sustainable development in Africa, we must all have a positive outlook. Unlike Singapore, Africa has abundant natural and human resources. Yet, Singapore excels due to her people's positive attitude as everyone works towards a common goal. There is no theft and corruption in the country (my observation). These are some of the most important lessons I have learnt from Singapore, and which I have brought to my country.

Singapore training has added value to my career

Charles Mutimbairi (3rd ATC Alumni, Zimbabwe)

I would like to express my sincere thanks and appreciation to all who made the Urban and Regional Planning and Management training course, which was conducted at the Civil Service College in Singapore in April 2010, a success.

I would like to especially commend the Government of Singapore for hosting the training at the Civil Service College; the Government of Japan through the Japanese International Cooperation Agency for demonstrating commitment to building the capacity of African planners; the United Nations Centre for Regional Development, its Director and the Coordinator for Africa Office for facilitating my travel to Singapore; and more significantly the Civil Service College, its Director and staff for their expertise, talent and ingenuity during the course, which they had obviously adequately prepared for.

I am confident that five years after the Singapore training, African cities and urban settlements will have been transformed to standards that could be benchmarked alongside those of Singapore.

Indeed, it is my hope that the tripartite technical partnership of the governments of Singapore and Japan, and the UNCRD, will continue to flourish so as to allow more African planners to benefit and consequently facilitate sustainable development in Africa's cities and urban settlements.

I have already started applying the knowledge and skills I gained from the course, which has not only added value to my career but also to the way my organization tackles urban and regional development issues.

Singapore and JICA for their generous financial support and commitment to enhance Africa's capacity development. He also noted that Singapore's economic history is of great interest to all countries, including Africa, since it provided important lessons on successful policies, which have turned the country into a beautiful and clean city-state in the tropics. On his part, Mr. Koh Tin Fook highlighted the successful tripartite collaboration and thanked the other two partners, and the training agency, Singapore Civil Service College, for their hard work and for implementing the course. Ms. Kyoko Kuwajima, JICA Representative in Singapore also expressed her satisfaction with the tripartite collaboration and welcomed the African participants to Singapore and to the Civil Service College in particular.

Background

Although the Asian development experience on Africa is beginning to have some impact, training of specialists who can objectively and effectively facilitate the transfer of experiences between the two regions remains an enormous task. Development planning and human resources in Africa need to be strengthened and refined to face the current development realities. In an increasingly integrated world, Africa can learn and apply lessons from Asia's development through various mechanisms such as effective training and establishment of exchange programmes. In recent years, UNCRD Africa Office has tried to build capacities of development planning personnel in Africa by organizing training courses in Singapore in cooperation with the Government of Singapore and JICA. In light of the rapidly-changing international environment, Africa can only take advantage of the global economy and become relevant to the international community if she adopts viable and effective development strategies and programmes. She can achieve this goal through South-South cooperation and by learning from the success stories and experiences of other developing countries such as Singapore. This training programme is designed to enable African planners to learn from Singapore's successful urban and regional development policies.

Today, African planners are faced with myriad urban problems, such as the provision of housing, productive employment and other basic urban services for the growing urban population while at the same time improving the urban infrastructure and protecting the environment in African cities. To address these issues, African planners and policymakers have embarked on more innovative and prudent urban and regional development strategies so as to revitalize their cities and to forge stronger backward and forward linkages, and thereby achieve sustainable development. They have realized that an essential precondition for putting African countries' economies on a sustainable footing, and strengthening their labor absorptive capacity, lies in squarely addressing urban problems and seeking a solution within local and regional development contexts.



Participants of the course at the Civil Servants College of Singapore

Overcoming these challenges requires concerted efforts from Africa's leaders and planners aimed at coming up with effective and sustainable policies. It also requires learning from other countries' experiences. In their endeavor to design and implement viable and effective development policies, African governments must seek global partnership and draw lessons from the experiences of Asian countries such as Singapore. The practice of partnership between the public and private sector has worked very well for Asia, and every effort should be made to extend its application to Africa. Learning from success stories of Asian countries, especially Singapore's, could benefit Africa.

To enable African planners to learn from the successful urban planning policy of Singapore, UNCRD, MOFA, Singapore and JICA organized the third phase of the Africa Training Course on Urban and Regional Development in partnership with Singapore Civil Service College.

Course modules and training methods

The course is organized around several distinct but interrelated modules consisting of lecture topics, field studies, and country case presentations. The course

modules are designed to expose participants to the basic tenets of urban and regional development theory and emerging issues. Singapore's experiences of urban and regional development receive adequate coverage. The sequence of modules within the ten-days training course relates to the practical process of urban planning, which links knowledge to action; and theory to practice.

The training methodology was highly interactive and participatory and included group work exercises, experimental activities and other learning methodologies. Extensive field visits were also included, which allowed participants to gain valuable experiences from the public agencies and statutory boards they visited. Participants also presented their country case studies and shared valuable experiences about urban and regional planning in their respective countries.

Outputs of the training course

- Twenty African planners and urban managers were trained in techniques and effective methods of designing and implementing sustainable urban and regional development policies and programmes;

- The participants' knowledge and understanding of the challenges of urban development was broadened;
- African planners learnt valuable lessons from the effective urban management experiences of Singapore;
- There was an exchange of experiences and establishment of institutional linkages between African and Singaporean planners; and
- Future collaboration and partnership between UNCRD and the Government of Singapore/JICA was discussed.

Conclusion and the way forward

UNCRD-MOFA, Singapore-JICA held consultative meetings to explore areas of further collaboration. The representatives of JICA and MOFA in Singapore suggested that the collaboration be expanded into the area of governance with the aim of training African policymakers on how to achieve transparent and accountable governance systems. They suggested that the collaboration be based on the same financial and administrative arrangements as in the current tripartite partnership. UNCRD agreed with this proposal.

African countries can benefit immensely from Singapore's successful governance system and experiences since lack of good governance is one of the major problems that hinder development in Africa. Good governance that encompasses democracy, transparency, accountability, and respect for basic human rights, the rule of law and the participation of citizens in the decision-making process is lacking in many African countries. It is therefore important to enhance African governments' capacity to design effective rules and regulations, and to properly enforce them to fight corruption, which is one of the chronic problems that undermine poverty reduction programmes and the potential of the private sector to generate income and employment. ▣

UNCRD-Bandung Institute of Technology Senior Policy Seminar on Climate Change and Poverty In Africa and Asia: Challenges and Initiatives

Asfaw Kumssa, Coordinator, UNCRD Africa Office

Introduction

UNCRD Africa Office and Bandung Institute of Technology organized a senior policy seminar on "Climate Change and Poverty in Africa and Asia" from 3rd - 5th August 2010 in Bandung, Indonesia. The seminar focused on "Challenges and Initiatives," with the main objective to discuss policy options and best practices in terms of mitigation and adaptation to climate change in order to reduce its adverse effects on Africa and Asia. More specifically, the seminar aimed at:

- Examining the relationship between climate change and poverty in Asia and Africa;
- Addressing the impact of climate change on vulnerable groups in African and Asian societies;
- Exploring adaptation and mitigation strategies to reduce the adverse impact of climate change in both Africa and Asia;
- Providing a forum to exchange experiences on best practices and policy options in addressing the problem of climate change and poverty reduction between senior policymakers and scholars from the two continents.

The seminar was officially opened by Professor Akhmaloka, the Rector of Bandung Institute of Technology. Mr. Kazunobu Onogawa, the Director of UNCRD, also gave opening remarks. On the second day, Indonesia's Minister for Environment, Honorable Professor Gusti M. Hatta delivered a keynote speech.

Participants were drawn from seven African countries (Botswana, Ethiopia, Ghana, Kenya, Nigeria, Tanzania, and Zimbabwe) and six Asian countries (Bangladesh, Indonesia, Japan, Myanmar, Singapore and Vietnam). Representatives from the World Bank, UN-HABITAT, UNDP, WHO, and ICRAF presented papers at the seminar. Over 200 participants from universities, NGOs, international organizations, research institutions and other agencies also attended the seminar.

Background

Poverty reduction is the most urgent challenge facing developing countries. The 2002 World Summit on Sustainable Development (WSSD) referred to poverty eradication as today's greatest global challenge; and all nations, especially the developing countries, must address it to ensure sustainable development. The Millennium Declaration of 2000 prioritized poverty reduction in planning for the twenty-first century and pledged to reduce global absolute poverty by 50 per cent by 2015, besides reducing other forms of human deprivation.

These targets are however being hampered by climate change, which has complicated the efforts of national and international organizations in addressing the poverty challenge, and threatens to undo decades of development endeavours. Undoubtedly, climate change will curtail poor communities' access to clean water, adversely affect the health of the poor by increasing the spread of malaria and water-borne

diseases such as cholera, diarrhoea, etc. In many regions, climate change is projected to also adversely affect agricultural production, and exacerbate the problem of food insecurity.

With erratic rainfall and frequent drought, crop failure is a common phenomenon. Consequently, rural dwellers are forced to abandon their farms and migrate to urban areas in search of better opportunities. As a result, especially in Africa and Asia, shanty towns and squatter settlements have sprung up along the periphery of major cities. The poor who live in these areas face tremendous economic and social hardships since they do not have access to basic human services such as shelter, clean water, electricity, and other amenities.

Climate change is undoubtedly one of today's greatest emerging threats. It poses a serious challenge to poverty reduction and human existence. Early warning signs have already been noted, and the adverse effects of climate change are being felt throughout the world. Flooding and drought, heat waves, and tropical storms, among other extreme weather events are being exacerbated by climate change.

Focus of the seminar

The policy seminar focused on the following major issues:

- The impact of climate change on poverty in Africa and Asia;
- Best practices from Africa and Asia



The Director of UNCRD, Mr. Onogawa, giving opening remarks

- in managing climate change so as to achieve sustainable development;
- Adaptation and mitigation policies to address the adverse impacts of climate change;
- The impact of climate change on key economic sectors;
- The role of technology in adaptation and mitigation policies; and,
- Institutional framework and partnership-building between African and Asian institutions.

Recommendations

After thorough discussions, the participants came up with the following recommendations on climate change mitigation and adaption policies:

- Mobilize finance and empower poor communities and primary producers while at the same time implementing pro-poor policies;
- Promote the adaptive capacity of poor nations and strengthen their mitigation ability;
- Encourage research, education and sensitization on climate change and poverty, and promote climate-mitigation technologies such as wind power, solar energy, etc.
- Mainstream climate change in national, regional and local policies and plans;
- Strengthen partnership between developed and developing countries to enhance the resilience of developing countries in dealing with the adverse impacts of climate change, and promote their adaptive capabilities.

Conclusion and the way forward

It was agreed that a few selected papers presented at the seminar should be published in the 2011 issues of UNCRD's journal, *Regional Development Dialogue*, and that the next senior policy seminar will be organized in Ho Chi Minh City, Vietnam, in partnership with the UNCRD, Vietnamese National University and World Agroforestry Centre, Southeast Asia Regional Office in September 2011. The theme of the seminar will be: "Climate Change and Food Security in Africa and Asia." □

Berea Bus and Taxi Platform Project

Tholang Nokotjoa (Lesotho)



Introduction

An efficient public transport is central to the success of any urban economy. It ensures mobility and timeliness in the delivery of services and resources for development. The public transport sector has however continued to be a headache to many developing nations, and in some cases threatens to bring the whole urban systems to a standstill.

The Ministry of Local Government, District Council of Berea, has mooted a project to mitigate the transportation problem in Teyateyaneng town centre involving taxi and bus transport.

Background

Berea District is located in the north-western region of Lesotho and covers 7.5 per cent of the country. It lies along the Caledon River border with the Republic of South Africa. The district centre, Teyateyaneng, is situated along the main North One Road, about 45 kilometres from Maseru and has a population of 431,998 according to the 2006 census.

In a bid to ease traffic congestion in the centre, the Berea community has identified a site for the taxi and bus platforms. The site has long been used for purposes of a bus terminus but has not been developed to serve this purpose. Teyateyaneng bus stop serves all taxis and buses traveling to and from Mapoteng, Matjotjo, Sefikeng, Maputsoe and Maseru. The site is easily accessible and is located along the main road to Mapoteng.

Project objectives

The project will take twelve months to complete. By the end of the project:

- 90 per cent of the community of Berea will have access to organized taxi and bus transport and will enjoy improved commercial and trade arrangements by the year 2011;
- Overcrowding and congestion in the town centre will be reduced by 70 per cent; and
- At least 80 per cent of the threat of environmental pollution will be reduced.

Project beneficiaries

The project will involve construction of taxi and bus platforms in phase one, and will comprise of market kiosks, offices, toilets, and the erection of public lights. It is meant to assist the entire community of Berea district, including business people and vendors, who are expected to efficiently utilize the facility for their own benefit. Vendors will rent the constructed shelters from where they will run their small businesses, while bus and taxi owners will also benefit as they will have adequate clientele and a user-friendly infrastructure for their vehicles throughout the year. The district and community councils will also benefit through increased revenue generation, and a reduction in waste management expenditure.

Project sustainability

The project is meant to assist the entire community of Berea District Council. The Council is expected to operate the facility on rental basis so as to generate enough revenue to keep the project running. On the other hand, facilities such as toilets will be operated on a cash-daily basis where users will pay upfront before using the services. Platform fees will be set with respect to the type of transport involved – taxi or bus. It is the responsibility of the community council to keep mobilizing the people to use the facilities with care, and to prod them to maintain high hygiene standards □.

The Ministry of Local Government, Botswana, Benefits from Singapore Training Course

Ellen Pabalelo (Botswana)

Botswana's Ministry of Local Government has benefitted from a cooperation agreement made between the Government of Singapore, the United Nations Centre for Regional Development Africa Office and the Japan International Cooperation Agency. This joint venture facilitates the training of planners on urban and regional planning and management from African countries. Two planners and a district commissioner attended the training in Singapore, which was held at the Civil Service College of Singapore from 20 - 30 April 2009.

The training was aimed at facilitating information-sharing among the countries, and to provide exposure to the different planning tools and development concepts. At the end of the training, participants were urged to adopt best practices upon return to their countries. It was unanimously agreed that project implementation in Africa is generally poorly executed: plans are not adhered to and poor services provision is the norm, and wastage of resources (monetary and otherwise) and environmental degradation is a common phenomenon.

Similarity of planning concepts

The Singapore training revealed very close similarities in urban planning between the two countries. In Botswana, the settlement



Group photo

plan, which in Singapore is referred to as the concept plan, is quite general in character; only indicating growth areas and the different land use zones according to land suitability and capability classifications. This is often followed by layout plans, commonly referred to as neighborhood plans, which detail the specific land use parcels.

The integrated transport and housing development planning approach was found to be most impressive. (Providing a viable transportation system and adequate housing for a population of

close to 4.8 million on a relatively small land area of 710km² is a great achievement.)

Best example to emulate

Singapore provides a best case example in development planning, particularly as pertains to the optimal use of the land resource. Landscaping being part of the environment, treated effluent water is used for various purposes. There is also a highly sophisticated waste management system which, although expensive, has seen a reduction and reuse of 90 per cent of the waste, thereby releasing dearly needed land surface area for waste disposal. Besides the human resource, Singapore does not have other resources, minerals or otherwise. However, the Singaporean government has emphasized on training in technology and practice, and maintains a well-remunerated workforce as an incentive for high productivity.

Conclusion

Singapore is an example worth emulating. Their transportation, education and housing sectors, besides beautiful parks, and inspiring human resource policies, offer hope to Botswana in the area of increased productivity and better living standards. □



Field visit

The Role of Local Development Committees in Regional Development Planning: The Case of Namibia

Christella W Guriras, Namibia (8th ATC)



The Republic of Namibia adopted decentralization in the beginning of the 1990s as a national policy to promote participatory democracy and sustainable development. The policy is designed to enhance and guarantee democratic participation of people at the grassroots in order to achieve sustainable development through the transfer of political, administrative, legislative, financial and planning authority from the centre to regional and local authority. The decentralization policy provides that all activities currently performed by line ministries at the regional level should be transferred to Regional Councils, first through delegation, and eventually through devolution.

One such provision of the decentralization policy framework is the establishment of development structures at the regional and local levels for the purposes of effective planning and coordination. These platforms give regional and local authorities and communities the right and responsibility to participate in the democratic process. The process is essential in keeping up with the overall participatory development philosophy that supports the decentralization policy.

The policy will ensure that regional development planning is responsive to local needs and priorities, and will also promote the involvement and participation of all stakeholders, including the local communities. Six development committees are provided for under the decentralization framework, namely: the regional development coordinating committee (RDCC), constituency development committee (CDC), local authority development committee (LADC), village development committee (VDC), settlement/local development committee (SDC/LDC) and ward development committee (WDC).

Structure, composition and functions of the committees

These committees have been established in all regions, constituencies, towns, and villages. They comprise of key stakeholders in their respective areas, and are chaired by

the Chief Regional Officer of the Regional Council in the case of the Regional Development Coordinating Committee; the Constituency Councilor in the case of the Constituency Development Committee; the Mayor in the case of the Local Authority Development Committee; the Village Chairperson in the case of the Village Development Committee; and finally the officer in charge of the settlement area in the case of a Settlement Development Committee.

The committees are expected to meet on a quarterly basis, or as need arises. There are guidelines stipulating the composition, functioning as well as the operations of these committees. They provide the much-needed linkage between the regional council, the villages, settlements and the communities. Therefore, the effective functioning of these development committees will lead to effective regional development planning, with greater emphasis on the participation and involvement of local communities.

Some of the functions of the development committees are:

- Facilitating the establishment of a community-based management information system;
- Identifying and assessing community needs to be considered for development, and preparing and evaluating development proposals/plans;
- Monitoring and evaluating the implementation of the development plans as approved by the Regional Councils; and
- Monitoring the day-to-day emergency occurrences, including natural (e.g. drought) and man-made (e.g. wild fires) disasters.

The challenge

Although all guidelines are clearly stipulated, there are a number of challenges that hamper the functioning of these development committees. They vary from the proper establishment of the committees to the knowledge and skills to carry out the functions.

Challenges commonly raised include:

- Lack of information
- Political influence
- Lack of adequate finance
- Poor attendance by committee members
- Lack of commitment from line ministries and other stakeholders in the areas
- Lack of skills and knowledge on functions they are to carry out.

The committees can however be made effective if continuous support is offered in terms of training and support services. These may involve support visits to the development committees, studying their current situations, identifying key challenges and designing specific training programmes aimed at capacity-building. A constituency development fund has also been introduced to fund project proposals from the committees. This motivates the development committees to meet regularly and to perform their duties effectively. The committees can also be made more effective by ensuring that they have legal authority to conduct their functions. This will enable them to effectively control their operations.

The recommendation

In the context of decentralization, RDCCs and CDCs are catalysts for rural economic development. Greater efforts should therefore be applied to strengthen their effectiveness. If development committees are functioning well, regional development planning will be effective in delivering on the national development agenda, and sustainable development will be ensured.

The development committees should therefore be continually supported in terms of capacity building. This can be done through training and availing funding to implement programmes. The directorate of decentralization should also look into the issue of legalizing the development committees. Besides, all stakeholders should recognize and appreciate the important role played by the development committees, and should therefore adequately respond to the challenges of the committees so as to improve their effectiveness. ▣

Training Workshop on District and Regional Development Planning and Management in Botswana: Phase II

Asfaw Kumssa, Coordinator UNCRD Africa Office

Introduction

UNCRD Africa Office, in partnership with the Ministry of Local Government and UNDP Botswana, organized the second phase of the in-country training course on "District and Regional Development Planning and Management in Botswana" from 7 – 23 September 2009. The course was designed to train the planners and government officials in effective district development planning and management to support the country's decentralization programme. Twenty-nine participants attended the course, which was organized on a cost-sharing basis between UNCRD, the Government of Botswana, and UNDP.

Course objectives

The training is meant to fulfill the following objectives:

- Build the planning capacity of district planners and officials in designing and implementing effective district development plans and projects as well as monitoring and evaluating them;
- Build the capacity of district planners for giving technical advice and guidance in district and local development plans and projects, as well as in monitoring and evaluation;
- Enhance the capacity of local authority officials and project managers in project planning, as well as in data collection and analysis;
- Develop practical skills for facilitating effective community participation in project planning and management, implementation and management; and
- Strengthen the capacity of development and project implementing institutions for effective coordination of planning and implementation of development plans and projects.



Group photo

Outputs of the course

1. A total of 29 district planners and officials were trained on techniques of designing and implementing effective district development plans, projects and programmes;
2. The capacity of district planners to provide sound technical advice and guidance in district and local implementation of development plans and projects, including monitoring and evaluation, was improved;
3. The capacity of local authorities and project managers on project planning, implementation and management was enhanced;
4. The capacity of project implementing agencies and institutions for coordination and harmonization of development activities was strengthened; and
5. The capacity of local authorities to identify opportunities for, and drive the local economic development effort in their respective districts was strengthened.

Challenges of district planning in Botswana and lessons learnt

After discussing the various issues and challenges of district and regional development planning, participants made the following conclusions:

- Participation of the district population in development planning is minimal and hardly goes beyond the consultation exercise, which only addresses the identification of the population's need for social services and physical infrastructure;
- The vertical integration between district and national development planning is still problematic. The essence of this problem is the fact that, other than in the area of funding, district plans are not fully appreciated at the central government level;
- Sectoral development planning remains the primary form of planning, which results in district development plans that are often a mere accumulation of sectoral plans; and
- Projects are rarely completed on time and within budget due to many institutional and capacity problems. □

HUMAN SECURITY AND CONFLICT

Isaac Mwangi, National

UNCRD Africa Office and the Graduate School of Social Work (GSSW) at the University of Denver, in collaboration with the University of Nairobi, jointly organized two workshops on human security and conflict resolution in Northern Kenya. The two workshops are part of a series of activities in a three-year research project titled: *"Human Security in Northern Kenya: Assessment, Capacity-Building and Operational Tools to Promote Sustainable Livelihoods and Conflict Management."* The project started in 2009 and will run through to 2011.

The first workshop, which was held from 8 - 9 February 2010 in Garissa Kenya, saw the launch of the draft human security and conflict resolution report on Northern Kenya. Thirty-five participants invited from the case study districts of Garissa, Laikipia and Marsabit attended the launch.

During the workshop, participants discussed a capacity building programme that was to be implemented in the second phase of the project. Professor James Herbert Williams, Dean of GSSW, Denver



Some of the resource persons

University; Professor Isaac Mbeche of the University of Nairobi; Provincial Commissioner for Northern Eastern Province, Mr. James Ole Seriani; Garissa District Commissioner, Mr. John Kinjo; and Mr. Gabow Mohamed, the Mayor of Garissa Municipal Council, attended the workshop and gave opening remarks. Hon Tarry Sasura, an Assistant Minister read the official opening speech on behalf of the chief guest, Hon Mohamed Elmi, Minister for the Development of Northern Kenya and Other Arid Areas.

The concept of human security and sustainable development

The chief guest noted the importance of the concept of human security in addressing conflict management and sustainable regional development. The concept is articulated as a framework with which to champion social and economic development goals that cannot be captured at the broader national policy level.



Hon. T. Sasura making an opening statement

Hon. Elmi urged participants to embrace the idea of human security so as to effectively advance the core values of socio-cultural, economic and political development; and environmental protection and sustainable utilization of resources in their districts and in Northern Kenya as a whole.

The Minister's speech concluded by noting that his Ministry has formulated a *"National Policy for Sustainable Development of Northern Kenya and Other Arid Lands: Releasing Our Full Potential,"* whose implementation will build on the activities of the human security project.

The second workshop on *Capacity Building for Laikipia District* was held from 28th to 30th June 2010 in Nanyuki, Kenya. Twenty-five participants selected from district peace committees (DPCs), community and women group leaders and faith-based organizations (FBOs) in Laikipia district attended the workshop.

This capacity building workshop is the first in a series of similar workshops that will be conducted to embrace basic knowledge and skills in conflict resolution, peace building, and livelihoods creation.



Professor Williams giving opening remarks

CONFLICT RESOLUTION IN NORTHERN KENYA

Expert, UNCRD Africa

Participants are trained in training of trainers (TOT) skills, which they use to mobilize their respective communities in promoting peaceful co-existence and diversification of livelihoods.

The chief guest was Hon. Tarry Sasura, the Assistant Minister for Development of Northern Kenya and Other Arid Areas, who officially opened the workshop. In his opening remarks, he thanked UNCRD, the University of Denver and the University of Nairobi for initiating the project and reiterated that the issues addressed by the project relate directly to social-cultural, economic and political development, as well as to sustainable peace in Northern Kenya.

He further noted that conflict in this part of Kenya revolves around poverty and underdevelopment and suggested that a constructive process of regional development and planning is necessary to bring about meaningful change for the betterment of all. In conclusion, he said that the capacity building phase that the project team had embarked on would impart the necessary knowledge and skills to



Some of the participants with the Hon. Assistant Minister

the participants, who will in turn spearhead peace-building and livelihood creation, and hence contribute to the development of the region. He pledged his Ministry's continued support during the capacity building phase and expressed optimism that the phase would achieve the expected results since researchers would directly interact with participants from communities in the three case study districts.

Objectives

The overall objective of capacity building is to empower communities in livelihood creation and self-reliance in conflict management and thereby contribute to improved human security, poverty reduction and sustainable development. Specifically, the objectives are: (1) to train participants in conflict resolution skills; (2) to train them in peace-building methodologies, and: (3) to train participants in



Opening programme

leadership for livelihood creation. In this regard, the training sessions focused on skills development, sensitization and leadership roles of the participants in their communities. This new capacity is necessary for effective conflict prevention and resolution, as well as for better participation of trained participants in policy processes and in the implementation of poverty alleviation programmes.

Lessons learnt

The workshop provided the participants with an opportunity to discuss, review and verify the finding of the report since they participated in focused group discussions and key informant interviews during data collection and brainstorming sessions.

Being residents in the three districts, participants are better placed to verify the accuracy of the findings of the report; making the report an accurate documentation of human security issues, problems and challenges in Northern Kenya.

The need to bring on board local community leaders and their communities so that they can embrace and promote peaceful co-existence with other cultures is one area that was suggested for leadership development. Personal accounts by participants on specific conflict experiences revealed that cultural practices such as proof of prowess by young males about to marry is one of the major causes of cattle raids.

Participants put a strong case for the active involvement of communities in the diversification of the regions' production system in order to broaden the range of sources of livelihoods. Towards the end of the training, participants noted that their role as training of trainers (TOT) in communities, based on the strength of their enhanced capacity, will be geared towards improving livelihoods, promoting local leadership skills and community participation in local action planning and implementation. □

Bottlenecks for Low-Cost Housing in Zimbabwe

Joel Chaeruka, Zimbabwe (7th ATC)



Introduction

Housing is a big problem in Zimbabwe. The country grapples with issues such as lack of a housing policy, a housing planning policy, housing finance, and cooperation in housing delivery programmes between the government and civil society organizations. To address these issues, there is a need to understand the urbanization process, the land regulatory framework and the development of the informal sector in the country. To mitigate these issues, the government of Zimbabwe (GoZ) and the UN-HABITAT commissioned the University of Zimbabwe to carry out a study on the bottlenecks that impede low-cost housing in Zimbabwe.

Purpose of the study

The main objective of the study was “to analyze the current housing needs, housing development and delivery practices with the aim of identifying bottlenecks and shortcomings. Thereafter, these and other issues were put on the table for stakeholders to consider, so as to build consensus in developing different options in the development and delivery of low-cost housing”.

Methodology

An all-inclusive data collection process was put in place to capture the views and experiences of stakeholders in the housing business. A list of key stakeholders, including housing experts/practitioners, land delivery groups, housing financing groups, beneficiaries, council officials, CBOs and relevant government departments was drawn up.

Data was gathered through questionnaires, interviews, workshops, discussions and secondary sources. A review of past housing experiences with the aim of revealing and understanding some possible solutions to housing provision problems was conducted. Finally, this information was synthesized into four subheadings, namely; procedure, practice, bottlenecks and recommendations.

Outline of bottlenecks

Bottlenecks arise from both the enabling regulatory framework and practice. They can be classified as major or minor, and short-term or long-term. While a number of policy and statutory constraints in the development and delivery of low-cost housing were identified, the practice presented significant bottlenecks. This might be because issues of appropriate technology, skills flight, and inadequate resources – material, financial and human – are expressed through housing development and delivery practice rather than through policy.

Plan approval process

One of the planning policy bottlenecks is that the approval of plans was taking too long and the stipulated procedure was also not followed. To overcome these bottlenecks, a number of measures that include a one-stop shop for plan approval, accompanied by a progressive decentralization of the approval process should be considered. This should be supported by a review of the planning legislation in the context of low-cost housing delivery, e.g. ease standards on housing, promote the current low income high density houses, and register the planning profession for accountability.

It was noted that the current housing policy does not describe the different types of housing schemes that need to be provided. The focus on home-ownership schemes is clearly inadequate in terms of urban population coverage in the provision of shelter. That house occupation should take place only after land has been surveyed, serviced and an approved superstructure developed is inappropriate for the poor. This is because the urban poor cannot raise the kind of resources required to implement such a scheme.

Addressing the bottlenecks

To address some of the bottlenecks, there is need to review the provisions for statutes on housing. These regulations provide for a certain quality of living, which is not sympathetic to the critical concerns of the urban poor. Given the average urbanization rate of 5 per cent per annum, social housing should be given the same emphasis as home-ownership. It is also crucial to adopt a policy of parallel development, or incremental development, across the board so as to ease the construction burden and to allow the provision of communal services such as those of water and toilets in schemes where communities are permitted to develop houses prior to the provision of these services. Here, communities must be given maintenance responsibility to minimize vandalism. Finally, one of the notable solutions, though difficult to implement, is that all housing financial institutions, including building societies, the National Social Security Authority (NSSA), and the Infrastructural Development Bank of Zimbabwe (IDBZ) should work with local authorities in financing low-cost housing projects.

Land development and finance

Land development and finance have been a huge challenge, both at the policy level and in practice. Who controls the land? Who should provide the economic infrastructure? Who should raise the necessary funds? These are some of the sticking issues that the country has grappled with. Obviously, there is need to limit politicization of land delivery, recognize the community based organizations' (CBOs) role, improve land survey, set up land information systems, and stop co-operatives from ceding 10 per cent of serviced land to local authorities as endowment. The Housing Act should be reviewed in line with other acts dealing with land acquisition, utilization and natural environment protection for improved land delivery. It was also noted that organizations that were set up to play specific roles in housing delivery, especially financing, are abandoning their mandate and encroaching on others' responsibilities for quick financial gain.

Way forward

An attempt was made to arrive at a consensus among all stakeholders in mapping out the way forward in the provision of low-cost housing in Zimbabwe, unfettered by unnecessary red-tape and inappropriate legislation. Stakeholders were encouraged to implement some of the recommendations immediately; while those which needed other processes were to be implemented at an appropriate time. More focused and specific strategies to deal with these shortcomings need to be developed, if improved delivery of low-cost housing is to be achieved in the short- to medium-term. □

Commentary on Ghana's Draft National Urban Policy

Kwadwo Yeboah, (9th ATC) Ghana



Introduction

The process of urbanization holds great promise for the economic and social progress of a nation. In the case of Ghana, this process is confronted with innumerable challenges. To harness the full potential of urban areas and to address these challenges, there is need for a national policy framework for the development of urban areas towards achieving the goal of sustainable human settlements. Ghana is however yet to develop a comprehensive National Urban Policy (NUP) framework to guide the growth and development of urban centres.

Objectives of NUP

The objectives of the National Urban Policy is to guide the Ministry of Local Government and Rural Development in its endeavor to address urban issues through sound and practical policies, strategies and work plans, and to provide a framework for a well co-coordinated and collaborative approach towards urban development, besides providing metropolitan, municipal and district assemblies with a consistent conceptual framework that guides interventions in urban development.

Rationale for a national urban policy

Ghana is expected to cross the urban divide in 2010, with about 51 per cent of her total population living in towns and cities. Yet, Ghana lacks a comprehensive urban policy to guide the urbanization process. Consequently, the rapid pace of urbanization is taking place spontaneously, in an unplanned and uncontrolled manner.

The absence of a coherent national urban policy framework has undermined the institutional coordination and harmonization of urban development. In addition, the responsibility for urban development seems to have been subsumed and thinly spread among several ministries, leading to duplication of efforts and inefficiencies in urban development management.

History indicates that no country in the industrial age has ever achieved significant economic growth without urbanization. Cities and towns are critical to economic growth, and malfunctioning urban centres have negative macro-economic consequences as well. Poorly planned cities increase the cost of doing business, and consequently that of productivity and investment.

The challenges of urbanization will simply not go away; they require real actions and strategies emanating from a more comprehensive urban policy framework.

Challenges and opportunities

As a result of the imbalances in the distribution of economic and other livelihood opportunities, rapid urbanization is occurring within the context of a skewed urban population, with preference for the large cities and towns, especially Accra and Kumasi. The inability of central and municipal governments to cope is fomenting serious development challenges.

Increasing urbanization is accompanied by rising urban poverty and slums development, inadequate urban infrastructure and services delivery, weak land markets and housing prices, as well as urban sprawl.

Proper management of the urbanization process can facilitate rapid economic growth and poverty reduction. Positive association between urbanization and industrial and agricultural development, provision of services at lower costs, knowledge incubation and transmission, and national unity and integration is therefore crucial. Studies have shown that over time as the urban share of the total population rises, the overall (urban and rural) poverty rate tends to fall. This effect is transmitted largely through a high economic growth, which is associated with rapid urbanization rather than with re-distribution.

It has also been widely acknowledged that malfunctioning cities and towns have serious negative macro-economic consequences. Poorly planned cities increase the cost of doing business and consequently impede productivity, profitability and investment.

The key guiding principles of NUP

Ghana's NUP is guided by seven key principles, namely; promote urban centres as engines of growth, promote socio-economic development through an integrated settlement system, facilitate socio-economic development of poor rural regions and; enhance participatory and accountable urban governance. Other guiding principles include strengthening information, education and communication strategy, and mainstreaming environmental concerns into all urban development activities.

These guiding principles take cognizance of the country's democratic constitutional regime and its broader development agenda. It also takes cognizance of the country's environmental policy, which requires all policies, plans and programmes to be subjected to a sustainable environmental assessment (SEA). In this context, the overall aim of the NUP is to promote a consistent urban development policy approach for effective sustainable urban development, and to guide actions in key sectors of the national economy.

Initiatives for achieving policy objectives

In an environment of increasingly scarce resources, it is crucial that priorities are clearly identified and actively pursued by all the relevant stakeholders. In this regard, a number of policy initiatives are needed to achieve these objectives. These include:

- Providing clear legal and regulatory framework to facilitate effective implementation of policy objectives and the proposed actions;
- Improving land development and land use control mechanisms to facilitate adequate provision of land for urban development;
- Improving urban service and infrastructure by upgrading and developing both production-oriented (e.g. roads, energy, information, communication, technology) infrastructure as well as welfare-oriented infrastructure (access to social services such as health, education, water and sanitation);
- Establishing a hierarchy of urban centres for specific purposes as new growth points to reduce urban primacy; reduce travel distance between service centres and their hinterlands, and to promote the location and development of agro-based industries so as to transform the rural economy;
- Promoting urban safety and security through the adoption of good urban planning and management practices as well as appropriate investment in infrastructure and services as a means of addressing the challenges of the vulnerability of urban communities; and
- Mobilizing funds for urban development as a response to the current inadequate and limited funds for urban infrastructure development and services delivery at both the national and local government levels.

Conclusion

A continuous implementation of a National Urban Policy is vital to the health of the national economy, and to meeting the needs of the rising urban population. However, the vision and programmes aimed at meeting the urban development challenges outlined in this policy document will have to be reviewed from time to time, and adjusted to allow for lessons learnt and new priorities that may emerge.

Sustainable urban development requires partnership among all the stakeholders: the private sector, representative communities and government, all working towards the goal of integrated, habitable and efficient urban areas that will serve the needs of this generation, as well as those of generations to come. □

Training of Trainers (TOT) Workshop on Regional Development Policy and Practices in Namibia: Phase IV

Astfaw Kumssa, Coordinator, UNCRD Africa Office



Group exercise

Background

UNCRD Africa Office held a Training of Trainers (TOT) Workshop on Regional Development Policy and Practices in Namibia: Phase IV. Thirty-one participants attended the workshop, which was held from 22 February to 6 March 2010 in Keetmanshoop, Karas region. The workshop is the fourth in a series of similar workshops held since 2006 when the second phase of UNCRD's technical assistance to the Government of Namibia began. UNCRD Africa Office jointly organized the workshops in collaboration with the Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD), and the Finnish Government.

The initial phases

The first phase of UNCRD's technical assistance programme was jointly implemented in collaboration with the National Planning Commission of Namibia, Friedrich Ebert Stiftung (FES) and UNICEF Namibia from 1993 to 1998. The goal of this programme was to enhance the human and institutional capacity of the Ministry of Regional and Local Government, Housing and Rural Development to effectively implement the decentralization policy as well as local and regional development programmes.

The programme had two key outputs. First, the capacity of planners and development managers to conduct regional field surveys and to prepare regional development plans was enhanced. Second, trained planners applied the knowledge and skills they acquired to prepare a "Regional Development Plan for Hardap Region, Namibia", which was published in 1998 as *UNCRD Textbook Series No.7*.

The second phase of the technical assistance programme seeks to build on the first phase and focuses on supporting effective regional development policy and practices. This phase followed the Government of Namibia's launch of vision 2030 in June 2004. The vision is the country's long-term development strategy to strengthen

the role of regional councils in decentralized development planning and implementation. The programme of the second phase is therefore designed, and modules of the training workshops formulated, to build the institutional capacity of regional councils and sectoral departments to enable them to play a more decisive role in the implementation of the tenets of the vision at the regional level.

So far, UNCRD has organized and implemented four training of trainers (TOT) workshops on regional development policy and practices (in 2006, 2007, 2008, and in February 2010). A hundred-and-three participants drawn from the various regions of Namibia and line ministries have been trained.

Objectives

The overall objective of the workshop is to train Namibian planners and policymakers in effective regional development policy formulation and implementation by equipping participants with skills and knowledge to enable them to perform their tasks competently.



Ms. Regina Ndopu-Lubinda discussing the programme with Professor Ayele, one of the resource persons

The workshop achieved the following specific objectives: (1) the trained planners in regional development planning and policy were equipped with skills for guiding and co-coordinating the decentralization process; (2) the participants were introduced to sectoral planning and policies; (3) the capacity of the planners in project planning and management was enhanced; (4) the participants were equipped with techniques of data collection and analysis for plan preparation; (5) the participants were trained on training of trainers (TOT) methodologies and enhanced their capacity for organizing and implementing effective training programmes; (6) the planning capacity at regional and national levels was enhanced; and (7) their capacity for effective resource utilization, environmental management, and planning and implementation of poverty alleviation was enhanced.

Lessons learnt

Each participant prepared a re-entry plan that contained the activities that they were to take back to their work stations, mainly in sectoral departments and regional councils. These activities were identified using knowledge and skills in policy formulation, natural resource analysis and environmental protection, project planning and implementation as well as data collection and analysis and TOT methodology, which participants acquired during the workshop.

Activities in each of the thirty-one participants' re-entry plans consist of issues and problems the participants wanted to be addressed by their respective sectoral and line ministries. □



A field trip to a date farm

Training Workshop on District and Regional Development Planning and Management for the Oromia Regional Government of Ethiopia

Isaac Mwangi, National Expert, UNCRD Africa Office

Background

From 10 May to 5 June 2010 in Adama (Nazareth), UNCRD Africa office and the Oromia Regional Government in Ethiopia, in partnership with UNICEF Ethiopia, organized a Training workshop on District and Regional Development Planning and Management for Oromia Regional Government of Ethiopia. The workshop focused on project planning and management, and data collection and analysis.

Thirty participants drawn from the various districts and line ministries attended the training workshop, which is designed to build institutional capacity in project planning and implementation and data management for effective district and local development in the Oromia region.

Objectives and outputs

The overall objective of the training programme in the Oromia Regional State is to strengthen the capacity of planners on effective district and local development planning and implementation by ensuring the availability of skilled and competent manpower at the



Opening programme

district and lower levels. The following six outcomes were achieved during the training workshop: (1) the institutional capacity of OBFED for effective project planning and management; and data collection and analysis was strengthened; (2) the capacity of the planning staff at the district level to provide technical advice and guidance in project planning and management, and in data collection and



Field trip group photo



Some of the participants with resource persons

analysis was enhanced; (3) the capacity for development planning and implementation of projects by planners with requisite skills and knowledge in project planning and management was reinforced; (4) practical skills to enable the participants to gather the necessary data and to prepare proposals for projects at the grassroots level were acquired; (5) participants were introduced to methods and techniques of data collection and information management, as well as to PRA methods; and (6) participants' capacity to use field survey tools and instruments, and to apply these in gathering accurate data in planning was enhanced.

Lessons learnt

Each step of the output-oriented participatory training methodology used during the training workshop offered participants an appropriate opportunity to learn and acquire knowledge and skills in project planning and management; participatory rural appraisal (PRA), as well as in data collection and analysis techniques. Lecture sessions therefore served to introduce the participants to basic concepts and issues of project management and data collection and analysis tools.

Similarly, group exercises and discussion sessions provided participants with an opportunity to internalize the concepts and issues, as well as the skills they learnt by way of exchanging information and experiences in planning, and during the implementation of development projects. At the end of the training programme, re-entry plans that participants prepared contained strategies on how they would share the newly-acquired knowledge and skills in project planning and management, data collection and analysis, when they returned to their work stations. □



Closing programme

Climate Change and Drought Management: Issues and Approaches



Charles Otieno Konyango (3rd ATC, Kenya)

Introduction

Drought is a natural shortfall of precipitation and water resources to levels that do not meet the uses established for normal conditions. The problem of drought management is therefore a problem of water and moisture management. The effects of drought however go beyond water resources to affect society and its living conditions and the environment. It is in this regard that a holistic and interdisciplinary approach is necessary to address drought effects.

Drought management approaches

Managing drought means managing the biophysical environment, moisture and water resources and how they impact on livelihoods. Most drought management practices however tend to handle drought issues at the crisis level. The practice is to declare an emergency, which creates a lot of awareness and motivation to address the problem; after emergency is gone, funds are mobilized for response. The momentum created by these episodes however peters out once the crisis is over and water resources are back to their normal levels.

Reactive management

The current drought management practice in Africa is characterized by a reactive approach in which response is initiated after the declaration of a crisis, which is usually a rapid short-term response. This approach is inadequate and cannot handle the drought phenomenon due to its shortcomings, which include *ad-hoc* coordination and short-term mobilization of funds, which in the end is not sustainable.

Shortcomings of the current approach

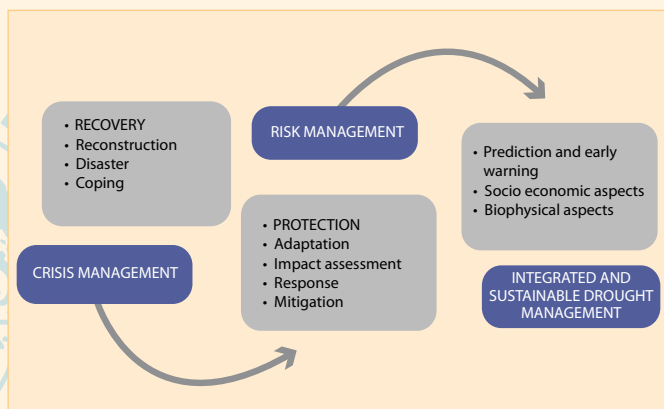
The current approach therefore has a number of challenges, namely;

- Lack of long-term specific drought-related action plans or contingency plans;
- Lack of specific legal provisions for drought preparedness, including early warning systems; and
- Lack of long-term budgetary provisions and risk-sharing mechanisms (e.g. insurance).

Drought mitigation

Mitigation planning that deals with long-term efforts to prevent the occurrence of drought from developing into a full-fledged situation is therefore long overdue. This is the most effective way to reduce the impact of droughts when they occur.

Such mitigation measures can be structural or non-structural, and they are usually the most cost-effective methods of reducing the negative impact of droughts. There is a need therefore for a shift from a reactive to a proactive approach, and to focus on mitigation rather than on crisis management.



Best practice approach

The best practice approach to drought management is certainly one that would be characterized by: (1) clear and timely prediction and anticipating incidence costs and effects; (2) a national regional and local policy with a credible implementation framework, and an elaborate scope that covers sectoral geographical levels; (3) an inbuilt mechanism for research and development; and (4) an ex-post evaluation and remediation and alleviation plans, as well as integration of socio-cultural and traditional approaches. The best practice approach is one that has moved from crisis management activities through risk management activities, to sustainable drought

management activities as indicated in the diagram below. Currently, most developing countries are either in level one of crisis management, or at level two of risk management activities.

Kenya's example

Kenya has dealt with the drought phenomena from a crisis management perspective; from a reactive rather than proactive approach. This approach is characterized by short-lived stop-gap measures that are largely ineffective in mitigating both short-term and long-term impacts of drought. There is need therefore to establish a continuing commitment at the national and local levels with proper response planning mechanisms, institutional management of incidences, sufficient funds and efficient funds disbursement.

Recommendation

The ideal system for Kenya to adopt is one that has a multilevel institutionalized drought monitoring mechanism that has an early warning system during normal and drought years; a system that does impact analysis for future guidance, and which constitutes the basis for process-based management.

It should also have proper weather forecasts at national and regional levels, and long-term monitoring and evaluation of ground water resources and their potential for drought mitigation. □

Rationale for Water Service Management in Tanzania

Mr. Albinus Bandio Mugonya (10th ATC, Tanzania)



Introduction

Water resource management is an important agenda in improving the quality of life. All economic and social activities depend greatly on the availability of clean and safe water, both for domestic and economic activities. It is therefore necessary for all countries to manage their water services so as to make it sustainable. Water is a basic natural resource, which sustains life and services various social and economic needs.

The UN committee on Economic, Social and Cultural rights asserts that "the human right to water is indispensable for leading a life of human dignity. It is a prerequisite for the realization of other human rights". The Africa water vision, which seeks a 75 per cent reduction in the proportion of people without access to water, has taken various initiatives to meet these strategies.

Water services management

Water services management refers to the adaptation and management of strategies to influence water demand and usage; ensure

economic efficiency, social development, social equity, environment protection, sustainability of supply services and political acceptability. It involves distribution management systems, structures, pipes, valves and pumps. Therefore, water services management is about managing the demand and supply of water for various uses, and conservation and protection of water resources.

The system of provision of water services

The organization of a water system depends on the institutional frameworks of a country; how it defines rights, roles and obligations of the government, the private sector, and the community agencies in achieving targets regarding access to clean and safe water.

The systems of water service provision are often split between different government ministries, non-government organizations, the civil society and the private sector. As economic and social activities increase, the government is unable to meet the growing demand for water without assistance.

The agencies involved

A number of agencies are involved in the implementation of water services at different levels. The government focuses on regulating, facilitating and co-ordinating, hence giving an opportunity to the private sector and agencies to deliver the services. Non-governmental organizations, being nonprofit-making, and mostly donor funded, are involved in the provision of water services, especially to the marginal communities.

Private investors partner with government in the provision of water services, such as in training the water sector employees, implementation of water programmes, and conducting research.

Community organizations on the other hand ensure beneficiary participation. The concept of involving beneficiaries in various activities, such as in site selection, installation, and maintenance of water supply confers a sense of ownership and responsibility.

Principles for effective water service management

In order to ensure that the demand for water supply for current and future uses is met, Tanzania has adopted the following principles to guide effective water resource management:

As a social and economic good — water is a basic need and a right for all human beings. Efficient management of water should be promoted in the supply and sanitation services as a social good. Water must also be treated as an economic good because it is linked to the economy, and value increases with economic demand. It should be recognized that water resource contributes to economic productivity and therefore has an economic value in all its competing uses, and should be recognized as an economic good.

Regulation — water provision should not be left unregulated since it is pivotal in social and economic development. The government should formulate policies that maintain its quality, quantity and sustainability for current and future generations. The water services management should focus on poverty alleviation by meeting the needs and rights of the poor. Policies, strategies and the framework of water services should focus on alleviating poverty.

Decentralized management systems — governments have to decentralize the provision of water services to public utilities, private firms, water user associations, and communities. This frees the government to focus on facilitation, regulation and coordination of water services.

Ensure equitable access to water — equitable access and equal ability to pay for water services should be ensured for all.

Cost-efficiency, cost-effectiveness — water services programmes should enhance cost-efficiency and cost-effectiveness; that is, they should use appropriate low cost technologies.

Work as multidisciplinary teams — the water service management requires a truly integrated ecosystem approach which involves the establishment of interdisciplinary teams that include hydrologists, water engineers, biologists, physicists, soil scientists, planners, human

and animal health experts, ecologists, sociologists, demographers, legal experts, and agro-foresters. Indeed, the ecosystem management accepts that no individual or agency can cover all the different aspects involved. The various agencies should collaborate on all aspects of planning and implementation of projects, including problem analysis, project design, data collection, analysis and modeling, policy development, management and enforcement, monitoring and evaluation.

Importance of water services management for social and economic development — Water is a fundamental resource for the socio-economic development of a nation. Water services management is of crucial importance to the following social and economic sectors:

Health management — Water supply is very crucial in health management. Clean safe drinking water and proper sanitation reduce contraction of diseases such as worms, cholera, and blindness.

Livestock — Livestock keeping is a water intensive economic activity. The water services management will facilitate access and sustainability of water for the livestock sector. This will in turn increase the availability of dairy products, and also result in high incomes as these products are exported to other countries. In the year 2000, livestock contributed about 13.3 per cent of the Agriculture Gross Domestic Product in Tanzania.

Agriculture — Agriculture contributes to a country's economic growth, especially countries that mainly depend on agricultural products. For instance, in 2002, Tanzania's agricultural sector contributed about 48.2 per cent of the Gross Domestic Product (GDP). Water services management is therefore very important in making sure that water is available for agricultural purposes when and where needed.

Energy — If managed well, water as a source of hydro-electric power will ensure availability and sustainability of its provision. For instance, Tanzania uses Mtera Dam and Kidatu as sources of hydro-electric power for industry and domestic uses. □

If there is one thing that is rapidly changing the mindset, the attitudes and the struggles of planners in Africa, it is the Africa Training Course, which is organized by the United Nations Centre for Regional Development, Africa Office; and if there is one single case example that has had a profound influence on the minds of the African development planner, it is Singapore's success story. As the number of Alumni grows to a critical mass, the African development transformation is perhaps just a question of time, and will become a reality in the not-too-distant future. The cases cited in this section tell it all.

Tholang Nokotjoa (Lesotho)

From the exposure I gained in Singapore, I have become an experienced economic planner, one who brings enthusiasm and unique concepts into a group environment that ensures unfailing results. I have achieved measurable progress in my office and in the area of knowledge retention, which is so important in development projects. I know that I can meet and exceed expectations. For instance, since I came from Singapore, my district started implementing the urban roads development project; and shortly after I was appointed the Chairperson of the Tender Panel.



Priscilla Lyakwata (12th ATC, Namibia)

I developed the desire to work in the field of development when I was in university because I believed it is a field that brings change and provides solutions to problems facing the citizenry. I was employed at Khomas Regional Council as an Economic Planner in 2006. I was responsible for multi-faceted and multi-sectoral development activities at the regional level. My time in employment coincided with the in-country training organized by UNCRD in 2006. The two weeks training covered regional development planning issues. It also made reference to the policy issues of the Namibian government.

I then attended the 12th ATC course in Nairobi Kenya in 2007. It was an enriching course which equipped me with vast skills that I could apply to my day-to-day functions. The course methodology consisted of fieldwork, practical lessons

Alumni Profiles

and country paper presentations. Interacting with other participants provided me with an opportunity to exchange ideas and experiences.

In 2010 I attended a training course in Urban and Regional Development Planning and Management in Singapore. When I returned from Singapore, I was promoted to the position of Chief Development Planner at Oshikoto Regional Council. I had accumulated vast skills and experience that enabled me to climb the ladder. This was an experience of a lifetime and truly memorable.

Chilala Mayanda Habasimbi (10th ATC, Zambia)

Chilala Mayanda Habasimbi works for the Government of the Republic of Zambia. Previously she worked in the Ministry of Tourism, Environment and Natural Resources. Currently she is on secondment to the Ministry of Foreign Affairs where she is serving as First Secretary (Tourism) at the Zambia High Commission in the United Kingdom. Prior to her secondment, she worked as a Tourism Development and Research Officer. She holds a Certificate in Local and Regional Development Planning and Management from the United Nations Centre for Regional Development (UNCRD), a Bachelor's Degree in Education and Arts from the University of Zambia and an International Masters of Science in Regional Development Planning and Management from the University of Dortmund in Germany and the University of Philippines in the Philippines.

Her graduate dissertation was on the realization of the potential of the tourism sector in local and regional development. The study sought to ascertain whether a decentralized system of governance provided an opportunity for planning and developing Community Based Tourism (CBT) that would improve the livelihoods of local communities. The study was done in Zamboanga del Sur Province in the Philippines.

Chilala promotes Zambian tourism and tourism investment opportunities to the United Kingdom, European and Scandinavian countries through participating at tourism fairs, undertaking road-shows, producing publications on Zambia, and hosting workshops with travel agencies. It is envisaged that through her current responsibilities, Zambia's tourism

industry will attract investments and increase tourist arrivals to Zambia.

Sylvanus Adzornu (4th ATC, Ghana)

Warm greetings from Ghana! This is to inform you that I have been promoted and posted to the head office at the Ministry of Local Government in Accra. I am currently involved in promoting urban development and monitoring and evaluating the ministry's projects and programmes.



With the support of other colleague planners in the ministry and other stakeholders, we are currently preparing an urban policy for Ghana. I am also the focal person for a project called Ghana Urban Management Pilot Project (GUMPP) funded by AFD. The objective of the project is to increase investment in infrastructure in the selected cities, promote proper land use planning, and application of IT and GIS to improve service delivery and to make the cities more functional. The project is being piloted in Kumasi, Sekondi-Takoradi, Tamale and Ho, and will be replicated in other cities after the pilot phase.

I wish to take this opportunity to thank you profusely for your support and the training opportunities UNCRD gave me. I am extremely happy to be in touch again.

Best regards



Christella W. Guriras (8th ATC) Namibia

I attended the 8th ATC in Kenya as well as the in-country training on Regional Development Policy and Practices in Namibia. The training

equipped me with valuable skills and knowledge in Regional Development Planning and Management. After the training, I was promoted to the position of Chief Development Planner, and I am currently acting as Deputy Director for Development Planning.

The training courses are very educative and have sharpened my skills and facilitated the attainment of my personal goals as well as the organizations' objectives. In my current position, I am applying the knowledge and skills that I have acquired during the training as they are directly relevant to my main duties and activities in the office. The skills

and knowledge gained have also strongly equipped me in the compilation of Regional Development Plans and the National Development Plan formulation process, not to mention the greater project management process. The training has also broadened my scope of understanding in regional planning & development. The valuable lessons learnt and experiences acquired throughout these training programmes will never be forgotten.

I can positively say that the training programmes strongly contribute to enhanced regional planning and development in our respective African countries.

Charles Otieno Konyango, (3rd ATC) Kenya

I have been recently promoted to the post of Deputy Director in charge of infrastructure and physical planning. I am currently in charge of planning of Northern Kenya and other arid lands, which in total comprise 80 per cent of Kenya's land space. It is indeed a daunting task given that this region has lagged behind in terms of development for the past 50 years. With Kenya's Vision 2030 target of regional equity in development, my task is to bridge the development divide and put this region on an accelerated development lane.



Timothy Waiya Mwangi (3rd ATC, Kenya)

Mr. Mwangi was recently promoted to the position of deputy director of physical planning after excelling

in a rigorous interview. In the new planning dispensation heralded by Kenya's new constitution, Mwangi has the enviable challenge of crafting a new planning dispensation for a new Kenya.

Jeremiah Ayonga Nyabuti (8th ATC, Kenya)

Jeremiah has recently moved to the world of academia. He recently acquired his PhD and is now a lecturer at the University of Nairobi, Department of Urban and Regional Planning. □



Calendar of Events

Past Activities (July 2009 – June 2010)

8 – 10 July 2009

Workshop on Problem Identification, Project Implementation & Methodology: Human Security and Conflict in Northern Kenya (Nanyuki, Kenya)

7 – 23 September 2009

In-country Training Workshop on District and Regional Development Planning and Management Botswana: Phase II (Gaborone, Botswana)

18 – 19 November 2009

DSD Expert Group Workshop on Conflict and Post Conflict Peace Building (Nairobi, Kenya)

3 – 4 December 2009

Human Security and Conflict in Northern Kenya: Data and Problem Validation Workshop (Nyahururu, Kenya)

16-18 December 2009

Training Workshop on Stakeholders Consultation on Regional Development Plan Preparation for ENNDA Region (Nanyuki, Kenya)

8 – 9 February 2010

Human Security and Conflict in Northern Kenya: Report Launching Workshop and Consultative Meeting on Capacity Building Programme (Garissa, Kenya)

22 February – 6 March 2010

Training of Trainers (TOT) Workshop on Regional Development Policy and Practices in Namibia: Phase IV (Keetmanshoop, Karas Region, Namibia)

5 – 16 April 2010

Singapore-UNCRD-JICA Joint Training Programme: Africa Training Course on Urban and Regional Development Planning and Management: Phase III (Singapore)

10 May – 5 June 2010

Training Workshop on District and Regional Development Planning and Management for Oromia Regional Government of Ethiopia with emphasis on Project Planning and Management, and Data Collection and Analysis (Nazareth, Ethiopia)

28-30 June 2010

Conflict and Human Security in Northern Kenya: Capacity Building Programme for Laikipia District (Nanyuki, Kenya)

Forthcoming Activities (July 2010 – June 2011)

27 – 30 September 2010

In-house Seminar to Finalize ENNDA Regional Plan

8 – 24 September 2010

In-country Training Workshop on District and Regional Development Planning and Management Botswana: Phase III (Gaborone, Botswana)

25 October – 6 November 2010

Training of Trainers (TOT) Workshop on Regional Development Policy and Practices in Namibia: Phase V (Swakopmund, Erongo Region, Namibia)

30 November – 2 December 2010

Conflict and Human Security in Northern Kenya: Capacity Building Programme for Garissa District (Garissa, Kenya)

January 2011

Plan Launch Workshop of Kwale Regional Plan

January 2011

Stakeholders Consultative Workshop for ENNDA Regional Plan

January 2011

Publication of the book on *Climate Change and Sustainable Urban Development in Africa and Asia* by Springer Publishers

February 2011

Plan Launch Workshop of ENNDA Regional Plan

February 2011

Conflict and Human Security in Northern Kenya: Capacity Building Programme for Marsabit District (Marsabit, Kenya)

February 2011

Problem Identification and Stakeholders Consultation Workshop, Tana and Athi Rivers Development Authority (TARDA)

March – April 2011

Publication of the book on *Conflict and Human Security in Africa: Kenya in Perspective* by Palgrave Macmillan

About this Newsletter

UNCRD Africa Office publishes the *ATC Alumni Newsletter* annually. The newsletter contains news on recent and on-going development trends, research projects, and experiences in local and regional development planning and management by the alumni and the UNCRD Africa Office.

DISTRIBUTION

ATC Alumni Newsletter is distributed by UNCRD Africa Office and is available to all members, local and regional planners, planning agencies, as well as relevant research and training institutions with an interest in development planning and management.

Opinions expressed in this newsletter are those of the contributors and do not necessarily reflect those of the United Nations Secretariat or those of the UNCRD.

EDITOR

Charles Otieno Konyango
Chairman of ATC Alumni Association
c/o UNCRD Africa office
P.O. Box 30218
Nairobi, Kenya
Tel: (254-2-) 762 4372/4
Fax: (254-2-) 762 4480
E-mail: admin.uncrd@undp.org

Design and Layout: Jennifer Odallo • Printing: UNON Printshop – ISO 14001:2004-certified – Nairobi