



UNCRD

Alumni

Newsletter



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UNCRD-SINGAPORE-JICA Training Course on Urban and Regional Development Planning and Management

Asfaw Kumssa, Coordinator, UNCRD Africa Office

Introduction

The United Nations Centre for Regional Development (UNCRD), the Ministry of Foreign Affairs (MFA) of Singapore and Japan International Cooperation Agency (JICA), in collaboration with the Civil Service College (CSC) of Singapore, organized a training course on “Urban and Regional Development Planning and Management” in Singapore from 4 - 15 April 2011. The training course is the fourth phase of a technical cooperation programme initiated by UNCRD, MFA, Singapore and JICA to support African planners and urban managers to learn and draw relevant lessons from Singapore’s successful experience in urban and regional development planning and management experiences.

The opening session was attended by Mr. Jimmy Chua, Senior Deputy Director, Technical Cooperation Directorate, Ministry of Foreign Affairs, Mr. Takaaki Oiwa, JICA Resident Representative in Singapore, Mr. Asfaw Kumssa, the Coordinator of UNCRD Africa Office and other invited guests from MFA, JICA and CSC, Singapore. Speaking at the opening programme, Mr. Chua noted that the course is very important and timely as rapid urbanization is one of the key development issues facing African countries. On his part, Mr. Takaaki Oiwa noted that globalization and regional integration have increased urbanization and the challenges of urban planning. Therefore, he observed, the training course was both important and timely. Mr. Asfaw Kumssa delivered the opening remarks on behalf of UNCRD’s Acting Director, Ms. Chikako Takase and thanked the Governments of Singapore and Japan for their commitment to support Africa’s capacity development. He expressed



Certificates awarding ceremony

hope that the participants would draw important and relevant lessons from Singapore’s successful urban development experiences.

Objectives

The main objective of the course is to improve the participants’ skills and knowledge in urban and regional

development planning. It focuses on the successful urban development experiences of Singapore; and aims to assist African regional development planners and urban managers to acquire the necessary skills and competences required to design and implement effective and sustainable regional

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Letters to the Editor

Appreciating the Singapore Training Course: Lessons and Experiences from the Alumni

The Singapore Training Course on Urban and Regional Development Planning and Management has continued to elicit passion and profound excitement from African participants. The training course is hosted by the Civil Service College of Singapore while the training staff comprise of a highly resourceful team of scholars and practitioners from universities and various government institutions.

The enlightening experience, the skills and lessons drawn from this course, which focuses on Singapore's urban and regional development planning and management experiences is of immense value and relevant to challenges facing the African countries in their development endeavours. Some of the experiences and highlights of lessons learned are expressed in the proceeding articles. The level of appreciation of the course is explicit as it is also impressive.

I would like to express my sincere thanks and appreciation to all organizers who made the Urban and Regional Planning and Management Training Course (2011) a success. My appreciation goes to the Government of Singapore, the United Nations Centre for Regional Development (UNCRD), Japan International Cooperation Agency (JICA), Civil Service College of Singapore, all the lecturers, Dr. Kumssa, and all those who contributed to the success of the training programme. I must say that the training has enlightened me on issues concerning infrastructure development and planning. Now I have got the confidence to site Singapore as a case in point whenever the Infrastructure Committee of my commission meets to discuss infrastructure plans. Soon after the training I had the privilege to meet a high-powered delegation from Singapore, and the Chairman of my Commission to discuss how to improve Ghana's infrastructure. The meeting was very fruitful. The course is very useful and meets the expectations of participants; it deserves recommendation.

William Dokyi Asare (Ghana)

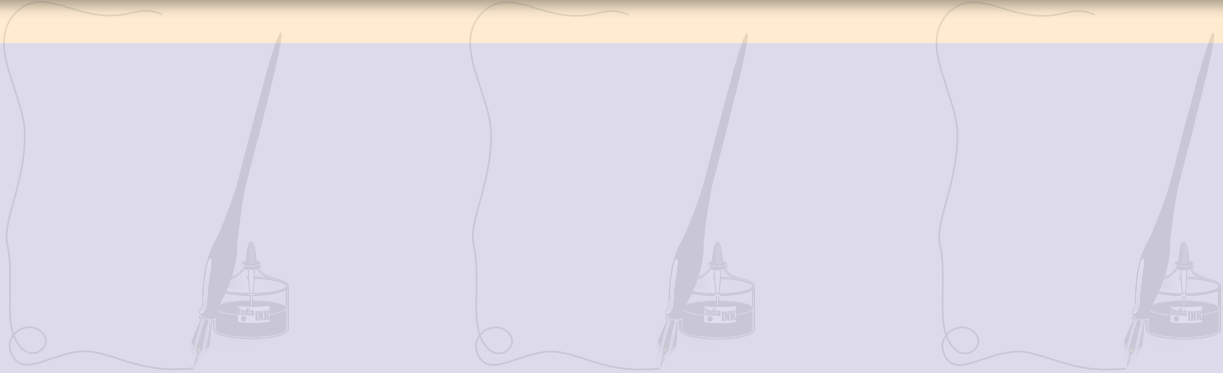
I wish to express my sincere appreciation to the organizers of Singapore-UNCRD-JICA Joint Training Programme in Urban and Regional Development Planning and Management Course conducted in Civil Service College of Singapore in 2011. I appreciate the Government of Singapore, through its Ministry of Foreign Affairs, for the

commitment in planning and in hosting the training at the Civil Service College. I commend the CSC for managing the training in a very efficient manner. The staff were warm and very friendly, while the trainers were able to successfully deliver the course contents, through an interactive and sometimes very humorous manner. In addition, I extend my gratitude to the Government of Japan, through JICA, for her passion to equip African planners with the much-needed planning skills. This course would not have been a success without UNCRD, especially through the enormous effort of the Coordinator, Africa Office, Dr. Asfaw Kumssa. Planners in Africa, including Kenya, are faced with a myriad of challenges in rural and urban planning, which demands realistic strategies and more commitment from the governments in order to realize sustainable development in Africa. In this regard, I congratulate Singapore for succeeding in urban development planning and management. What challenged me most was the efficient public transportation system and also public housing development. I cannot forget to mention that since I attended UNCRD's Africa Training Course in 2006, I have been equipped with valuable skills and knowledge in Urban and Regional Development Planning and Management. Since then, I have been promoted severally; from the position of Senior to Chief and Principal Physical Planner, and recently (one year ago), to an Assistant Director of Physical Planning. I am sure that the course has contributed significantly to my career progression in the civil service.

There are many issues I would review from the course, but I would prefer to commit to submitting a detailed paper on lessons learnt from Singapore's experience, very soon. I will never forget Singapore! My experience there was beyond my expectations and my knowledge of Singapore through the internet. Thank you very much for the opportunity to stay and learn in Singapore!

Ann Mary Muthoni Mugo, (11th ATC, Kenya)

I would like to express my sincere thanks to the Singapore Ministry of foreign affairs, Japan International Cooperation Agency (JICA), and the United Nations centre for regional development (UNCRD) for organizing, funding and making the training course on urban and regional planning and management possible. It has been a great opportunity to me on behalf of my country to participate in the urban and regional development planning and management course where I gained a lot of knowledge and understanding on both Singapore and African urban planning experiences. I have just started applying some of the knowledge and skills I acquired, especially the concept of integrated land use planning that is being practiced in Singapore. This concept has promoted integration and efficient lives within Singapore communities and hopefully it will make a difference in my country. Singapore is a beautiful country in which to live, work and play; no country would, by choice, miss sharing this experience. Hopefully the friendships and bonds we have built



throughout this programme will lead to hosting the alumni seminar in one of the African countries where we can exchange ideas on *before* and *after* Singapore.

Rapelang Martha Tshabalala (Lesotho)

UNCRD trainings have made me more useful to Africa in general and Ghana in particular. I wish to thank Dr. Kumssa, the Coordinator of UNCRD Africa Office for the two opportunities given me to train at the 6th ATC and the subsequent exit training in Singapore. The experience gained during these courses has sharpened my skills and knowledge in the field of sustainable development planning and management. After undergoing the training, I have occupied various meaningful positions. I can confidently vouch that the knowledge I gained from the teachings at UNCRD enabled me to stand the test and challenges that confronted me, where I excelled as a product of UNCRD. Greetings to all my mates at the 6th ATC, and the resource persons who took us through the course.

George Kwame Ofosu (6th ATC, Ghana)

I would like to extend my solemn appreciation to the Japan International Corporation Agency, the Ministry of Foreign Affairs, Singapore and the United Nations Centre for Regional Development for organizing the training in Urban and Regional Development Planning and Management. As a participant in the training programme, I have to acknowledge

the fact that the course, in terms of its content, was tailor-made to adequately address the very issues we are grappling with as a country. The precision with which the course was delivered to the participants further underscores its significance. The course has broadened my sphere of knowledge and has put me in a better position to influence policy issues within my area of jurisdiction. The way the infrastructure in Singapore is structured will always remain a learning example to most developing countries. I would like to encourage the Japan International Corporation Agency, the Ministry of Foreign Affairs, Singapore and the United Nations Centre for Regional Development to continue offering the programme in order to develop a pool of professionals who would be able to change the face of developing countries. To the organizations which made this program a reality, I say thank you.

Silas Okeyo Oure (Kenya)

I attended the Africa Training Course on Urban and Regional Development Planning and Management in Singapore, held in 2011. My Singapore experience is something that will never be erased or forgotten. I am extremely grateful for the opportunity to have attended the training course and to have benefited by improving my knowledge and skills through the Singapore experience. The lectures and most importantly the excursions to the various authorities have made a great impact in my learning. As developing African countries, it is encouraging to learn how Singapore has managed to become such a

great nation; from almost nothing some few decades ago. For me, it gave me so much insight into how a nation can achieve anything as long as there is visionary leadership and well-designed strategies. Singapore's greatest success is its visionary leadership; a leadership that even in the face of daunting challenges made all the right decisions in order to make Singapore what it is today. Another admirable story about Singapore is the importance they place in investing in human capital, which I believe many African countries can learn from and build their own human capital rather than relying so much on consultancies. In my view, Singapore is a city-state of distinction, a beautiful hard-working nation, highly developed, yet still aiming higher and higher. The training has offered me a true learning experience that is, and will be, useful in my field of work. I would fail in my duty if I do not acknowledge and thank the Coordinator of the UNCRD Africa Office, Dr. Asfaw Kumssa for making this possible to many African planners. I would also like to acknowledge and show my gratitude to all the organizers and sponsors, more specifically the Civil Service College for a job well done; rest assured that your efforts are not in vain. I am now enriched with so much knowledge that would greatly benefit my beautiful region Erongo, my country Namibia, and Africa as a whole. Finally, I believe that Africa can make a positive change; we only have to start making that change now. We have to dream and at the same time live our dreams.

Christella W. Guriras (8th ATC, Namibia)

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and urban development policies and strategies. The course is implemented within the context of South-South cooperation so as to enhance development cooperation between Asian and African countries through the exchange of experiences in urban development planning at both local and regional levels.

Participants

Nineteen mid-career urban and regional planners drawn from ten African countries (Botswana, Ethiopia, Ghana, Kenya, Lesotho, Namibia, Tanzania, Uganda, Zambia and Zimbabwe) participated in the course. The participants are involved in actual urban and regional planning and are expected to share with their colleagues the knowledge gained and experiences acquired during the training course.

Training method

The course utilized a combination of training techniques, including in-class lectures, country case presentations, and field visits to government departments and statutory boards, including the Housing and Development Board, Urban Redevelopment Authority, Ministry of Environment, and the like. The series of lectures delivered by the resource persons and the field visits helped the participants to link theoretical issues with practical implementation of urban and regional planning and management; and enabled them to draw important policy lessons from Singapore's urban development



Field trip

policies and programmes

During the last two days of the training course, the participants presented their own country case studies on urban and regional development and management experiences. The objective of the country case studies was to generate healthy and productive discussions to enrich the sharing of country experiences. The country profiles focused on innovative policies and programmes for design and delivery of urban and regional development projects.

Summary and lessons learnt

The training provided unique opportunities for the participants to interact with resource persons from Singapore and learn from the successful urban development policies of this unique city-state. The participants also benefitted from networking and sharing

experiences with their fellow planners who came from different parts of Africa. Overall, some of the key lessons include;

- The role of long-term and integrated urban planning and provision of public housing;
- The importance of committed leaders with a long-term vision; and incorporation of public participation in the planning process;
- The importance of integrating environmental issues in the planning process;
- The importance of coordination and harmonization of urban policies and programmes;
- The importance of transparent and accountable public bureaucracy; and
- The importance of identifying one's comparative advantage and capitalizing on it to achieve the set development objectives and goals. □

Applying Singapore's Planning Model in Wakiso District, Uganda

Kasumba Stephen Robert (12th ATC, Uganda)

Introduction

Wakiso District is one of the 112 districts in Uganda. It is situated in the central region of Uganda and surrounds the capital city of Uganda (Kampala), and covers a total area of 2,705km². From this, 1,711km² comprise the land area, while 994km² is covered with forest, water and swamps. The significance of Wakiso District and Kampala to the country is derived from their contribution to GDP, which approximates 50 per cent. Being the capital region of Uganda, it has a lot to learn from Singapore's urban and regional development planning framework. Singapore has been effectively transformed into a modern society with very efficient integrated planning. In Singapore, transport plans take into consideration residential, industrial, and commercial and recreation services. At

Jurong East there is a commercial centre, light industries, bus services and community services, whose planning and design needs to be emulated by all developing countries. We were exposed to modern computerized systems and efficient, user friendly developments that cater for the physically challenged and other customers' eccentricities. The main challenge in Singapore's planning is scarcity of land.

The challenges facing Wakiso and Kampala include congestion, which is one of the fundamental issues affecting planning, and includes traffic congestion, housing congestion, population congestion, economic activity congestion, lack of trade order, among others. Environmental degradation is also manifested in wetland destruction, and poor waste disposal. The issue is compounded by location of the



region in a highly ecologically sensitive environment situated at the shores of Lake Victoria. Others include unplanned development, weak governance, poor planning and coordination, as well as financing of the core activities of the local governments

Knowledge gained

We gained immense knowledge and information on current best practices that can be used to facilitate formulation of policies and developing strategies for an integrated planning in our country. We were exposed to new insights for using our resources to create better environments for the benefit of our communities. Through promotions to portray Singapore as a safe haven for living and as the best place to "live-work-play", it not only revitalizes Singaporean's present lifestyle, but helps in attracting local talents to stay and foreign talents to come.

Decentralization policy

In Wakiso District we have made attempts to attract foreign and local talents through promotion of best practices. Wakiso District Council has received proposals from various stakeholders to improve service delivery under the decentralization policy framework. The efforts of the technocrats, politicians and civil society to select priorities have propelled the district to the forefront of providing quality services. The decentralization policy aims at shifting responsibilities for development to local authorities, improving local democracy, accountability, efficiency, equity, effectiveness and sustainable development and provision of services.

The experience of "bottom-up" and "planning based on participation" has been enhanced, although there is always skepticism regarding the ability to carry through on commitments and objectives defined in policies and strategies for service delivery.

The Singaporean development philosophy is best captured in the budget speech of Prime Minister Lee Hsien Loong in 2005, and from which we draw important lessons; *"The Government must deliver services efficiently, but efficiency alone is not enough. The Government must ensure that its policies are effective – by implementing the right policies, and devoting resources to the right priorities. This means consulting widely on its policies, adopting the right regulatory approaches, and responding flexibly to new challenges."*

In Singapore, beyond providing services to customers, the Public Service also engages citizens in policy formulation and



Group photo



During in-class lecture

implementation. This strategic capacity allows public officers to go beyond informing on policies, to consulting, as well as engaging their citizens in policy formulation. Over the years, decentralization in Singapore has allowed for greater responsiveness. Nonetheless, ongoing efforts strive to bind public officers together in heart and mind, anchored in the core Public Service values of Integrity, Service and Excellence.

The main challenge decision-makers face in Wakiso includes rapid urbanization and high population growth. Over the last five years, more resources have been invested in fixed assets, roads, the design and construction of rural growth centres and piped water supply. This has resulted in better living conditions for the residents in Wakiso.

Incorporating partnerships in development

In the last five years, the Government has released over 5 billion Shillings under periodic maintenance; labour based routine maintenance, rehabilitation, culvert installation, spot improvement and re-gravelling of roads in Wakiso. This has greatly improved the transport system, thus promoting trade. Nevertheless, there is need for more funding for road construction and maintenance. The private sector must be brought into project implementation and service delivery through contracts and partnerships with local government. The agreement should provide for the sharing arrangement, especially on the infrastructure that have been constructed. The private partner's fundamental drive for economic gain yields is an incentive to continually improve its performance, thereby cutting overall project costs.

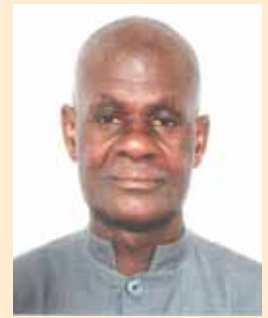
Market linkages and service upgrade

The district recognizes the linkage between markets, agro-processing and a good transport system; consequently, it has invested over Ugandan Shillings 350 million in the establishment of Namulonge Agro-processing Factory with the prime objective of ensuring that farmers add value to their produce. Reviewing the transport system should be high on our priorities. There is need for a comprehensive transport system to address different aspects of the service chain: planning, implementation and asset management. In planning service delivery, the cost for managing assets throughout their life span should be considered.

In summary, the implementation of service chain should address a range of issues including road safety, traffic management and regulation of service providers as experienced in Singapore. □

Achieving the Millennium Development Goals Through Cross Sectoral Planning Approach in Ghana

Adjei-Fosu Kwaku, (11th ATC) Ghana



Introduction

This article looks at the Millennium Development Goals (MDGs) with emphasis on health and intersectoral collaboration as a development issue, potential outcomes of intersectoral collaboration, and gender related MDGs.

Millennium Development Goals and Intersectoral Collaboration

The MDGs are long-term universally accepted time-bound global goals with 21 targets and 60 indicators, which aim at significantly improving human development by 2015. They were derived from the Millennium Declaration, signed in September 2000 by 189 countries, including 147 heads of state and government, and further agreed upon by member states at the 2005 World Summit. The health related MDGs are geared towards reducing child deaths, improving maternal health and combating HIV and AIDS, malaria and other diseases. These goals can only be achieved through a well-functioning health system. However, the health sector does not have the necessary inputs to address these goals. They are domiciled in other sectors which the health sector has no control. For instance, a clean and healthy environment is associated with local governance and environment sectors yet it contributes immensely to combating malaria. It is therefore clear that achieving the MDGs requires Intersectoral Collaboration.

The term *Intersectoral Collaboration* may be understood as collective actions involving more than one specialized sector performing different roles for a common purpose. Synonymous to the parlance of the World Health

Organization (WHO) with respect to health, intersectoral action refers to a recognized relationship between part or parts of the health sector with parts of another sector, which has been formed to take action on an issue to achieve health outcomes (or intermediate health outcomes) in a way that is more effective, efficient or sustainable than could be achieved by the health sector acting alone. Collaboration may be considered to be straight forward; as simple as participating and sharing ideas and information or as complex as the development of joint interventions, programmes or strategic frameworks which may be jointly funded.

Intersectoral collaboration is a shared responsibility in which goals to be achieved are clearly defined, mutually valued and shared. Thus, with respect to the health related MDGs, the goals are already set. Also, as a shared responsibility, all partners mutually agreed on intersectoral actions needed to achieve the goals. Other consideration of intersectoral collaboration include planning agreed actions, defining and developing relationships for the enabling action, understanding the role of each agency by all agencies involved, making available sufficient and appropriate resources such as organizational capacity, skilled personnel and coordinating leadership.

Intersectoral Collaboration as a development issue

In Ghana, Intersectoral Collaboration is recognized as a development issue and has been mainstreamed and emphasized in the national development policy framework known as the Ghana Shared Growth and Development Agenda (GSGDA). The corresponding policy objective is to improve governance and strengthen efficiency and effectiveness in health service delivery, while the strategy to be used to achieve the

objective include strengthening intra- and inter-sectoral processes for policy dialogue, review, collaboration, coordination, planning and accountability.

Potential outcomes

Although intersectoral collaboration approach is criticized as being time-consuming, having high transaction costs, and difficult in attribution of outcomes, it may however lead to the following outcomes:

- Enhanced flexibilities relating to pooled budgets, joint posts and integrated MDG services.
- Possible inter-sectoral synergy, symbiosis, peer review, and efficiency (by avoiding effort duplication and wastage in the health related MDGs service delivery).
- A new range of outcomes that would not have emerged without the intersectoral collaboration.
- Enhanced capacity of collaborating agencies by acquiring new skills in planning and implementing non-core initiatives, while the capacity of the lead agency (health sector) to deliver may be transformed positively.
- A better understanding of each partner's constraints through cross-sectoral information sharing.

Cross-sectoral planning group for health and gender related MDGs

Intersectoral collaboration is driven by an institution with representations, which collaborates to plan, organize and synergize collective actions needed to achieve the common goal. It is in this direction that in Ghana, the Cross Sectoral

Planning Group (CSPG) for health and gender related MDGs has been established.

It is expected that the immediate assignment of the CSPG for the health and gender related MDGs will be reviewing district and sector medium-term development plans, identify gaps with respect to health and gender related MDGs, and propose interventions in collaboration with the District Authorities and sectors so as to inform the 2012 national budget.

Legal framework for CSPG

Section 15 of the National Development Planning Commission (NDPC) Act 479, 1994 provides for the establishment of CSPG. Section 15 (1)-(3) enjoins the NDPC to establish CSPGs which shall integrate and co-ordinate the planning and development activities of such sectors of the economy as it may determine. It is to be composed of representatives of the National Development Planning Commission, relevant sector Ministries, appropriate public sector institutions, private sector organizations and such individuals selected for their knowledge and experience as the Commission may determine.

Conclusion

To ensure proper coordination and leadership, the National Development Planning System (NDPS) Act 1994 was passed by Parliament and made NDPC the national co-coordinating body of the decentralized national development planning system. The decentralized planning system comprises the District Planning Authorities at the district level, Regional Coordinating Councils at the regional level and Ministries, sector agencies, and the NDPC at the national level.

It is clear that the health sector cannot achieve the health related MDGs alone. It needs to collaborate with the relevant sectors. It is in this respect that the CSPG for health and gender related MDGs has been established by the NDPC in accordance with the law. □

Urban Development Planning and Management in Tanzania Local Government Authorities: Lessons from Singapore



Albinus Bandio Mugonya (10th ATC, Tanzania)

He attended the Africa Training Course on Urban and Regional Development Planning and Management in Singapore in early 2010. During a field visit to Jurong Town Council, a participant from Ghana, Jonathan Azasoo (Our Chairperson) remarked: *"In Africa we don't have integrated human settlements like these. Our Settlements have no socio-economic linkage with development process."*

He was reflecting the real situation of our regional and local development initiatives. The Singaporean experience highlighted why multi-sectoral approach of urban planning is necessary for the integrated human settlement. Human settlements are not simply housing or merely the physical structure of a city, town or village but an integrated combination of all human activities; which include comfortable habitats, work place, education, health, culture, leisure, as well as the physical structures that support them.

Integrated human settlements

In real terms, the development of human settlements in Tanzania has not been sustainable mainly because it has not combined socio-economic development with environmental conservation and protection, and thereby aggravating urban and rural poverty. Urbanization trends in Tanzania, like in many Sub-Sahara African countries, has resulted in sprawling housing settlements, a huge backlog in

urban housing supply, and a prevalence of un-serviced, overcrowded and dysfunctional urban settlements. Recent statistics show that between 60 and 79 per cent of the over 20 million people are living in housing areas which have been built without regard to the urban land use planning standards, regulations and norms. Out of the 800, 000 housing units in Dar es Salaam, about 80 per cent are in informal settlements. In the major urban centres such as Mwanza and Arusha cities, the situation is worse, with between 70 and 65 per cent of the residential land comprising informal housing, which lack functional spatial structure, adequate basic services such as potable water, sanitation, accessibility and storm water drains.

Urbanization challenges

Among the challenges that the country faces are rapid urbanization, which is not commensurate with urban management capacity, and proliferation of unplanned settlements in the urban areas; and the mushrooming of unplanned minor settlements throughout the country. Among the most critical challenges that require urgent action include inadequate urban governance processes, especially ineffective urban land use planning practice that include a failure to regulate informal housing, land development, and the need to provide gradual improvement of basic infrastructure services.

Strengthening physical planning

In order to curb the problems related to urban and regional development planning and management in Tanzania, the Prime Minister's Office, the Regional Administration and the Local Government solicited ideas from various stakeholders on how to strengthen physical planning in Local Government Authorities. By tapping knowledge from Singapore, it was easy to convince the management, hence the establishment of the Urban Development Division in July, 2011. The objective of the division is to provide services and technical advice on fundamental principles of land use and guide urban planning and land development. The division will perform the following functions: (1) coordinate, advice, supervise and monitor the implementation of an urban development policy; (2) provide technical backstopping and advise Urban Councils on urban land use planning and monitor their implementation; (3) put in place and operationalize a mechanism for protecting public infrastructure; (4) oversee the establishment and implementation of disaster management and preparedness plans in all urban councils; (5) coordinate and facilitate capacity building on relevant skills and expertise in urban development; and (6) provide input for reviewing urban development policies.

Urban planning and land use management section

The Section will perform the following principle activities, among others:

- Prepare and coordinate the implementation of master plans, interim land use plans, redevelopment and regularization schemes;
- Coordinate and facilitate land management and administration in Urban Councils and in other administrative areas (land acquisition, demarcation/survey, land use and conflict resolutions,

valuation of properties and titling);

- Coordinate policy adherence by Urban Councils in relation to different land uses such as industries, open space/ public recreations grounds, advertisements etc.;
- Coordinate, rationalize and disseminate policies to Urban Councils in collaboration with the Ministry of Lands, Housing and Human Settlements Development; National Environment Management Council (NEMC), National Land Use Planning Commission, Sector Ministries, and other stakeholders; and
- Identify, coordinate and facilitate capacity building on technical skills and expertise in urban development.

Urban development control and housing infrastructure section

This Section will perform the following activities:

- Control urban development in Urban Councils;
- Oversee and coordinate policy adherence on management of antiquities;
- Guide and administer emerging towns/settlements and urbanization process;
- Create public awareness on maintaining public infrastructure;
- Sensitize the public on participating in community policing and justice delivery at the ward level;
- Coordinate and support Urban Councils to enhance environmental management issues through environment impact assessment research on the effects of environmental

degradation, global warming and climate change in urban and rural areas;

- Advise and coordinate, oversee and evaluate the planning and implementation of housing infrastructure, maintenance and development in Urban Councils;
- Prepare and disseminate operational guidelines and methodologies on management and implementation of housing and sustainable land use; and
- Advise and coordinate use of affordable building materials and technology.

Conclusion

Improving housing conditions, especially for the poor, is the most critical agenda policymakers, researchers, technocrats and local communities in general have to address if the urban future has to meet the increasing demand for new housing that arises from the rapidly growing urban populations in African states, especially those located south of the Sahara. UNCRD Africa Office and its partners are highly commended for their commitment in imparting knowledge to mid-career planners responsible for carrying out the continent's development agenda. □



Gains for Spatial Planning in the Kenya Constitution 2010

Timothy W. Mwangi (3rd ATC, Kenya)

On 27 August 2010, Kenya promulgated a new constitution. This ushered in a new dawn in governance and national affairs. Unlike the old constitution, the current one explicitly recognizes the role of planning not only in guiding development generally, but as a tool to address social and economic disparities among regions (counties).

Various provisions in the constitution amplify the importance of spatial planning in national development, but there are legislative reforms that must be effected in order to ensure that the planning regime in Kenya remains relevant to the aspirations of the people under the current constitutional dispensation.

The common heritage

The People of Kenya declared that the environment is a common heritage, which should be sustained for the benefit of future generations. It is only through proper planning that the ecological integrity of the environment can be guaranteed, especially the issue of re-generation of the ecosystem to ensure that future generations benefit from the environment long after the current generation.

Article 2 (6) provides that treaties and conventions ratified by Kenya shall form part of the ordinary legislation of the county. Hence, international treaties on environment, urbanization and planning must be domesticated into local legislation. This will ensure that the country benchmarks with internationally established standards.

Clean and healthy environment

Under the Bill of Rights, a clean and healthy environment is a human right. In addition, accessible and adequate housing should be provided by the state. Article 56 (e) provides that the State shall ensure affirmative action to ensure that minorities and marginalized groups have reasonable access to water, health services and infrastructure. Planning is therefore a human right.

Land and environment

Article 260 defines land to include the surface of the earth and the sub-surface rock, any body of water on or under the surface; marine waters in the territorial sea and the exclusive economic zone; natural reserves completely contained on or under the surface; and the air space above the surface.

The Constitution in Article 60 (1) provides that land should be held, used and managed in a sustainable manner. Furthermore, Article 61 provides for regulation of the use of any land, meaning that whether land is public, community or private; the owners must use it in such a way that it does not negatively affect the rest of Kenya. In the old order, land under freehold was difficult to place under the span of development control; however, this is no longer the case. In the new dispensation, Kenyans are saying: even though you may have a freehold title to land it belongs to all of us, you are just a steward. This will ensure effectiveness of development control. Article 67 (1) established the National Land Committee. One of the roles of the Committee is to monitor and have oversight responsibilities over land use planning throughout a County.



Dispute resolution

The Constitution provides for the establishment of courts with the status of the High Court to determine disputes on the environment and the use and occupation of land. This special consideration means that planning is so key that the drafters of the Constitution in their wisdom provided for establishment of counties to deal with matters of land use.

Government responsibility for land use planning

Item 21 of Part 1 provides that the national government shall be responsible for providing general principles of land planning and the coordination of planning in the counties; while Item 8 of Part 2 provides that county governments shall bear the responsibility of planning at the county level. Under Article 6, the two levels of government must cooperate: none is subordinate to the other. The two levels must therefore consult continuously. Planning is therefore a concurrent function of both levels of government.

Conclusion

Kenyans voted for a devolved government system since the old centralized system marginalized certain areas. Planning at both levels should ensure equity in developing all parts of the country. In the devolved system, the county is a unit of planning just below the national level. The challenge is for the planning profession to provide leadership in guiding national development. □

IMPORTANCE OF HUMAN SECURITY THE DEVELOPMENT OF

Isaac K. Mwangi, U



The researchers with Professors James Herbert Williams and Isaac Mbeche

Professor James Herbert Williams, Dean of Graduate School of Social Work at the University of Denver also attended the book launch ceremony. Other participants in attendance included researchers and experts of the project from UNCRD Africa Office and the University of Nairobi, as well as scholars, students and administrators from the University.

Capacity building

Between the months of July and September 2011, the partners organized three community workshops, and one integrated workshop, to build the capacity of training of trainers (TOTs) from the three case study districts in conflict resolution and livelihoods creation.

Two-day community workshops were held in each of the three case study districts to provide an appropriate forum for the

Introduction

UNCRD Africa Office and the Graduate School of Social Work (GSSW) of the University of Denver, in collaboration with the University of Nairobi, jointly organized four capacity building workshops to implement a three-year project entitled: *“Human Security and Conflict Resolution in Northern Kenya: Assessment, Capacity Building and Operational Tools to Promote Sustainable Livelihoods and Conflict Management”*. The overall objectives of the project were (i) to conduct action research on human security, conflict and livelihood creation during the first phase; (ii) to conduct workshops to build the capacity of communities in case study districts of Garissa, Marsabit and Laikipia in conflict resolution and livelihoods creation during the second phase; and (iii) to disseminate research findings as well as lessons learnt and experiences acquired during the third phase.

Research: book launch

The research findings were published in a book titled: *“Conflict and Human Security in Africa: Kenya in Perspective.”* Professor Isaac Mbeche, Deputy Vice-Chancellor (Student

Affairs), University of Nairobi, officially launched the book on behalf of the Chief Guest, the Vice-Chancellor of the University of Nairobi, Professor George Magoha.



Book launching ceremony

PEACE AND CONFLICT RESOLUTION IN NORTHERN KENYA

INCRD Africa Office

participants to apply TOT skills in peace building and conflict resolution, and alternative livelihoods creation, which they acquired during district capacity building workshops. TOTs were conducted in Laikipia, Garissa and Marsabit districts. The themes for the TOT workshops in each district were: "Community Workshop in Peace Building and Conflict Resolution"; and "Community Workshop in Capacity Building in Alternative Livelihoods for Long-Term Development"

In order to provide TOT participants with opportunity to share experiences, an appropriate forum was organized with on the theme: "Integrated Workshop on Capacity Building for Three Case Study Districts of Garissa, Laikipia and Marsabit". The workshop, which was held in Nanyuki, Laikipia district was attended by twenty-four participants



Dr. Asfaw Kumssa, Professors James Herbert Williams, Isaac Mbeche and Enos Njeru at the book launch

The then District Commissioner for Laikipia West gave the keynote address and officially opened the workshop. He noted that the

Government of Kenya was spending a large percentage of her development budget for Northern Kenya to resolve conflicts and peace building between communities and among clans. He urged the participants to utilize skills and the knowledge they acquired from the workshop to build peace, resolve conflict and support the creation of alternative livelihoods among communities in their respective districts.

Lessons learnt

The following important lessons emerged from the workshop: that conflicts, scarce resource and weak livelihoods base are the major cause of underdevelopment in Garissa, Marsabit and Laikipia districts of Northern Kenya, and that appropriate policy, effective planning and implementation are necessary to guide investments in the development of the three districts. It also emerged that sustainable human security requires deepened peace building and a conflict resolution culture as well as a strong and diversified livelihood base among communities. □



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

Asfaw Kumssa, Coordinator, UNCRD Africa Office

Background

Ethiopia is one of the least developed countries where decentralization and regional development strategies are still evolving. Having changed from a monarchy to a central socialist economy, in 1991 the country adopted a federal and regional development system of governance after holding multi-party elections. The Constitution that was adopted in 1995 laid the groundwork for a democratic system of government where everyone could freely participate in political, social and economic affairs.

The level of devolution of power and effective regional development policies is however limited, and has only been achieved at the federal level, mainly due to capacity constraints. At the regional and district levels, the degree of citizens' participation in articulating and designing their own development initiatives has so far been negligible due to resource constraints, including lack of qualified experts and planners at the regional and local levels.

The technical assistance programme of UNCRD in Ethiopia is designed to fill this gap and assist the Regional State of Oromia in its human resource development programmes by ensuring the availability of skilled planners in district and regional development planning and management, laying particular emphasis on project planning and management; and data collection and analysis.

The training workshop emphasized on project planning and management; and data collection and analysis. It had three distinct but mutually complimentary modules that include: (1) district and regional development planning and management; (2) project planning and management; (3) data collection and analysis, which incorporates participatory rural appraisal (PRA) methods. Thirty-two



Opening programme

mid-career planners from the various districts of the Oromia Regional Government and from different sectoral ministries attended the training.

During Module One, the participants were introduced to the techniques of designing and implementing effective district and regional development plans and programmes. They were also trained on effective use of tools of project planning and management as well as on methods of

managing problems that are associated with completing projects on time and on budget. In Module Two (data collection and analysis), the participants were introduced to the techniques and challenges of data collection and analysis, including the techniques of using computer and information technologies in data processing, storage and presentation.

A combination of training techniques that included lectures, group discussions, and case

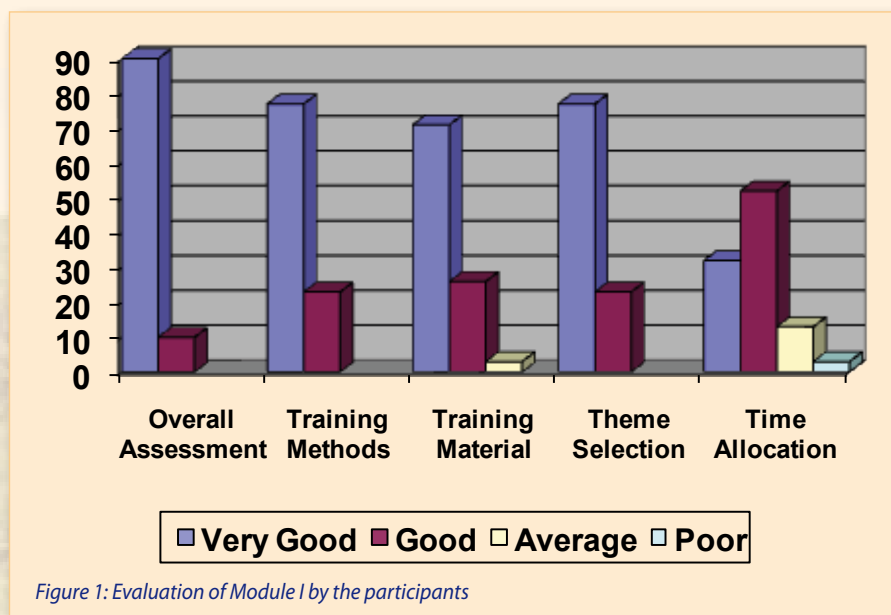


Figure 1: Evaluation of Module I by the participants

analysis were employed during the training course. In addition, a field visit was organized to enable the participants to link theoretical issues with practical implementation of projects so that they could learn from the actual project design and appreciate inherent implementation challenges and problems.

Objective

The broad objective of the training programme is to strengthen the capacity of the Regional State of Oromia for effective district and regional development planning and implementation by ensuring the availability of skilled and competent manpower in the region.

Evaluation of the Training Course

The two training modules were favourably evaluated by the participants as shown in Figures 1 and 2. Seventy-eight per cent of the participants rated Module 1 *very good*, while twenty-two per cent said it was *good*. Ninety-one per cent of the participants rated the training methods in Module One *very good*, while nine per cent said it was *good*. The training materials, as well as theme selection for Module One were also rated highly. However, on time allocation, some participants felt the time was short and that more time should be allocated to sessions on the project planning matrix, project cycle management and field visits.

Module 2 was also very well received. Ninety per cent of the participants said the module was *very good* while ten per cent termed it *good*. Seventy-seven per cent of the participants rated the training methods *very good* while twenty-three per cent said it was *good*. As indicated in figure 2, again the participants felt that the time allocated to the training course, particularly Module 2 was not enough.

Lessons learnt and the way forward

Apart from knowledge and skills acquired, the participants learnt from each other through sharing and exchange of work experiences accumulated during their working life in different parts of Oromia Region. Combining lecture sessions, group

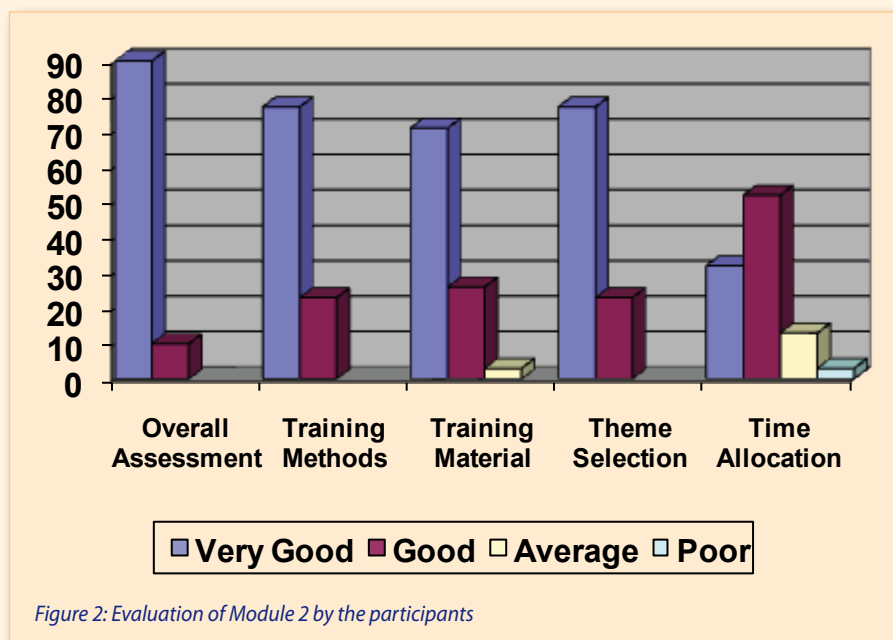


Figure 2: Evaluation of Module 2 by the participants

discussions and field visits enhanced the internalization of knowledge and participants' skills. The training course has become very popular among participants, many of whom have expressed readiness to utilize the knowledge and skills they acquired by preparing project proposals and sharing their newly acquired knowledge and skills with their colleagues upon return to their workstations.

UNCRD in collaboration with Oromia Regional State and UNICEF Ethiopia should undertake a comprehensive evaluation of

the training course to find out how the former trainees are utilizing the skills and knowledge they acquired during past events, and also to get feedback on their current status.

Since a critical mass of planners have already been trained, UNCRD should consider assisting the Regional Government of Oromia in preparing an integrated regional development plan to identify resources and opportunities available in the region, and in designing policy strategies to effectively utilize these resources. □



Data analysis exercise

The Role of the Constituency Development Fund in Urban and Rural Development: A case of Kenya



Silas Okeyo Oure (Kenya)

Background to the Constituency Development Fund

At independence, Kenya intended to mobilize its resources to attain a rapid rate of economic growth for the benefit of its people so as to eradicate extreme poverty, disease and hunger among its people. During colonialism, the nation's natural resources were organized and developed mainly for the benefit of non-Africans; and the nation's human capital remained largely uneducated, untrained, inexperienced, and did not benefit from the growth of the economy.

In order to achieve social justice, human dignity and economic welfare for all, Kenya has employed different strategies in its effort to address these societal ills (poverty, disease and lack of education). Since independence in 1963, the Kenya Government has formulated an array of decentralization programmes in order to address the problem of equity and to effectively address these societal ills. The programmes include the District Development Grant Program (1966), the Special Rural Development Program (1969/1970), District Development Planning (1971), the District Focus for Rural Development (1983-1984) and the Rural Trade and Production Centre (1987-1989), among others. These decentralization programmes have however not been successful, partly because of inadequate funding and excessive bureaucracy.

It is from this background that the Constituency Development Fund (CDF) was introduced in Kenya in the year 2003 through an Act of parliament.

Objectives of the Constituency Development Fund

The Constituency Development Fund is devoted to constituencies for purposes of development, in particular in the fight against poverty at the constituency level, through the implementation of community based projects with long term effects of improving the peoples' economic well being.

Institutional structure of the Constituency Development Fund

The Fund is managed by four committees as identified in the CDF Act. Two of these committees are at the national level while the remaining two are at the constituency/district level. These committees include the Constituency Fund Committee (CFC), the Constituency Development Fund Board (CDFB), the District Project Committee (DPC) and the Constituency Development Fund Committees (CDFC).

The Constituency Fund Committee (CFC) functions include determination of allocation and distribution of funds to every constituency; overseeing the policy framework and legislative matters that may arise in relation to the Fund, and to consider and recommend to parliament any matter requiring action by the National Assembly.

The Constituency Development Fund Board (CDFB) is composed of representatives of relevant central government ministries and has the responsibility of ensuring timely and efficient disbursement of funds to every constituency; efficient management of the fund; receives and discusses annual reports and returns from constituencies; compilation of proper records, returns and reports from constituencies and receives and addresses complaints and disputes and takes appropriate action where necessary.

The District Project Committee (DPC) coordinates the implementation of projects financed through the Fund and ensures that there is no duplication of projects, particularly where it is prudent to combine efforts on projects designed to benefit a large section or a sector of a community traversing several constituencies in a district. The Constituency Development Fund Committee (CDFC) is responsible for the allocation of funds for various projects in each constituency. This is however done within the provision of the Act. In addition, it has an institutional role of management, operation and monitoring of the implementation of projects under the Fund.

Utilization and absorptive capacity of the Fund

The CDF program comprises of an annual budget allocation equivalent to 2.5 per cent of the total Government ordinary revenue collected in every financial year. This is in addition to any money accruing to or received by the Board from any other source. 75 per cent of the fund is allocated equally among all 210 constituencies while the remaining 25 per cent is allocated based on constituency poverty index levels. Each constituency is required to set aside 5 per cent as an emergency reserve. The 68 per cent of the annual allocation is subject to communities identifying, prioritizing, implementing and managing projects in education, health, water, agriculture, roads/bridges and security.

Identification of CDF projects

At least once every two years, the Constituency Development Fund Committee (CDFC) should convene location meetings in the constituency to deliberate on development matters in the location, the constituency and in the district. The steps to be followed include; (1) Sub-location/ward/location identifying priority projects and submits to CDFC; (2) CDFC liaising with the government to confirm the cost and viability; (3) CDFC prioritizes projects; and (4) CDFC submits projects proposals to the Board for approval.

Successes of the Constituency Development Fund

The Constituency Development Fund has revolutionized development in the country. Some parts of the country which never used to benefit from normal government development projects are currently benefiting in tandem with the rest of the country. The distribution formula has also inculcated some form of affirmative action for those constituencies with higher poverty indices. This is because a quarter of the total funds set aside for disbursement each

financial year is allocated on the basis of the poverty index in each constituency.

For the first four years since the inception of the CDF, a total of 35,027 projects had been implemented countrywide, with the majority of the projects (55 per cent) being in the education sector. Water and health sectors have accounted for 11 per cent and 10 per cent of projects respectively.

Challenges of the Fund

For the past few years that the Fund has been in operation, it has been plagued by a myriad of challenges. These have stymied its full potential. The main challenges include:

- Poor quality of projects;
- Low utilization rate of the completed CDF projects/facilities;
- Time and cost overruns;
- Presence of incomplete projects leading to protracted court battles;
- Political patronage in the appointment of the CDFC and PMC members;
- Corruption and misappropriation of CDF money; and
- Deliberate effort to sabotage the operations of the District Project Committee (DPC).
- Recommendations
- Depoliticize the appointment of the Constituency Development Fund Committees and Project Management Committees members through an amendment to the current CDF Act;
- Strengthen the District Project Committees;
- Fully integrate the technical officers in the entire project cycle. This will enhance quality of the projects; and
- Capacity building of the Project Management Committee members.

Conclusion

The Constituency Development Fund has brought a lot of transformation in the development of the country. Development has reached every part of the country. From the success of this model of development, Kenya recently promulgated a new constitutional dispensation which has entrenched a superior form of decentralization. □

Land Use Planning Strategies for Arid and Semi-Arid Lands in Kenya

Charles O. Konyango (3rd ATC, Kenya)

Introduction

Arid and semi-arid land resource management is increasingly becoming a challenge to development planners and policy makers; yet, with the high potential areas reaching their threshold for settlement and development, arid and semi-arid areas offer the next frontier for development in Kenya. The effects of climate change, together with the recent leap in population, have however brought a new dimension and challenges to the arid land resource management. This means that there is need to look into new strategies for land use and existing linkages between pastoralists and space. How rangeland communities develop coping and adaptive mechanisms in this new phenomenon in order to sustain their livelihood is one big question planners have to grapple with. One of the response mechanisms has been partial sedentism; whereby new settlements are created, especially around water points and regions with longevity in terms of pasture retention. These human settlements and sedentism of rangeland communities however comes with its own challenge that begs for better planning designs and strategies.

Development plans should aim to assist the pastoral communities and the rangeland resources to increase their resilience and productivity. This requires that planning systems re-define the concept of space and land use with regard to rangelands and hence define new standards of application. Past planning systems have not developed practical modalities to deal with this phenomenon of nomadic pastoralists' sedentism. As sedentism takes root and becomes a permanent phenomenon in rangeland space, there is growing concern among planners, development managers and policy makers that the phenomenon is



likely to degrade the rangeland environment, deplete resources and impoverish the people.

The consequences of increased sedentism are progressively becoming a cause for development concern, and planning systems need to urgently provide for its management. The unprecedented expansion of settlements has had profound negative impact on the environment; hence the pastoral livelihood is greatly compromised. Livestock rearing through nomadism is seriously undermined by threats from the numerous unplanned settlements; and this will soon create new dimensions of resource based conflict.

The new land use systems in rangelands must combine the needs of partly sedentarized communities with that of maintaining spatial mobility of the livestock. The rangeland communities keep livestock permanently around the new settlements, hence exerting more pressure on previously open roaming lands. There is need to plan for infrastructure, schools, health centres, shops, etc. so as to cater for the new settlements; but it should be borne in mind that the rangeland has a low resilience capacity and could soon be degraded.

The planning approach

Planning for rangeland development should therefore address the constraints that limit the biological productivity of the marginal lands. More attention should focus on socio-economic and socio-cultural aspects of land use. This means choosing as a unit research the man space interactive system. This will lead to the development of strategies for future land use based on the concept of multiple use of an area. □

Training of Trainers (TOT) Workshop on Regional Development Policy and Practice in Namibia

Isaac K Mwangi, UNCRD Africa Office

Introduction

UNCRD Africa Office together with the Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD), the Government of Namibia, in collaboration with the Finnish Government, organized a "Training of Trainers (TOT) Workshop on Regional Development Policy and Practices: Phase V" from 25 October to 6 November 2010 in Swakopmund, Erongo Region. The Governor of Erongo Region officially opened the training course. Forty-two participants attended the training course. The broad objective of the training is to build human resource and the institutional capacity of Namibia for effective formulation of regional development policy and implementation.



Lecture session

Objectives

The specific objectives of the course is: (i) to strengthen the capacity of institutions in regional planning and implementation; (ii) to support the on-going policy reforms; (iii) to accelerate economic growth and reduce existing socio-economic and regional development disparities; (iv) to alleviate poverty; and (v) to promote sustainable development.

The course was organized in the following four modules: (i) regional development and planning; (ii) project planning and monitoring; (iii) computer applications and data processing; and (iv) TOT and re-entry plans.

Training methodology

The courses utilized an output-oriented training methodology, which entails a combination of techniques that are delivered in three broad steps. In the first step, resource persons prepare training materials and deliver lectures during lecture sessions. Participants record issues and questions raised during the lecture session.

In the second step, participants form groups and discuss the issues and questions. They also share experiences from the field during group discussions. In addition, participants exchange information acquired from case study analysis and field visits to on-going development programmes and projects sites. The purpose of field visits is to learn and compare concepts/ theories discussed during lecture sessions with the practical lessons from the programmes and projects they visit.

In the third step, the groups present their findings during the plenary session. Further discussion takes place at the plenary sessions and resource persons clarify issues and answer questions raised. At the end of the training, the participants acquire requisite knowledge and skills in designing and implementing effective decentralization and regional development policies and programmes.

Outputs

Participants acquired knowledge on emerging concepts and theories of regional development, relevance of project planning and management, and data collection and analysis; skills that are relevant in effective regional development planning. At the end of the training course, each participant prepared a re-entry plan to assist them in organizing similar training courses and utilize TOT skills they acquired upon return to their respective workstations.

The workshop provided the participants with an opportunity to learn about emerging issues on concepts and theories of regional development and planning. Policy makers and planners were sensitized on the need to collaborate and consult in policy formulation, and in programme and project implementation at the regional and local levels. □



Group report presentation

Training Workshop on District and Regional Development Planning and Management in Botswana

Asfaw Kumssa, Coordinator, UNCRD Africa Office

Introduction

Since independence in 1966, Botswana has made tremendous progress in economic growth and political stability. The country has been transformed from a least developed to an upper middle-income economy. The country has also made tremendous strides in the field of governance, infrastructure development, per capita income, and the like.

Despite these achievements, the country faces some challenges such as environmental degradation, high prevalence of HIV/AIDS, unemployment and lack of trained planners, etc. The major bottleneck is in the field of trained manpower, particularly in the area of project planning and management; data collection and analysis; and district and sectoral planning. There is need to improve the capacity of planners in these fields, especially in the area of project implementation and monitoring; result-based management; data collection and analysis for plan preparation and integration/harmonization of various plans.

Cognizant of this problem and the need to improve district development planning, implementation and monitoring, UNCRD Africa Office has been providing technical support to the Government of Botswana to train its planners and enhance their competency in district development planning and management. Towards this goal, UNCRD Africa Office, in partnership with UNDP Botswana, conducted a training course on "District and Regional Development Planning and Management in Botswana" from 8 to 24 September 2010 in Gaborone. Twenty-seven planning officers responsible for district development planning and project implementation and management attended the course.

Objectives

The overall objective of the training course is to train planners and government officials of Botswana in effective district development planning and project management towards supporting the decentralization programme of the country. Specifically, the course aimed at:

- Building the capacity of district planners and officials to design, implement district development plans and projects as well as effectively monitor and evaluate them;



Case study analysis



Closing programme

- Increasing the competency of district and regional planners in data collection and analysis for effective regional plan preparation;
- Training the participants to develop practical skills for facilitating effective community participation in project planning and management, implementation and management;
- Introducing the participants to the concept of result-based management (RBM) and monitoring and evaluation;
- Enhancing the participants' knowledge and understanding of the role of decentralization in empowering local communities and promoting effective participation; and
- Strengthening the capacity of development and project implementation agencies and institutions for effective coordination/harmonization of sectoral and regional plans.

Outputs

- Twenty-seven planners and officials trained in skills for effective plan preparation and implementation as well as monitoring and evaluation of projects;
- Improved capacity of the ministerial staff and planners for giving technical advice and guidance in district and local implementation of development plans and projects, including monitoring and evaluation;
- Capacity of local authorities and district planners enhance on project planning, implementation and management;
- Participants' capacity on participatory planning enhanced; and
- Participants introduced to the concept of Result-Based Management.

Training Methodology

The course utilized various training methods, including in-class lectures, group discussions and field visits. Lectures are delivered followed by group work and case study analysis. During the group work, participants were divided into three groups and were assigned group works to examine relevant case studies and solve practical exercises. Results of the group work were presented at the plenary sessions where resource persons and other participants provided feedback and comments on the presentations. UNCRD textbooks (*Project Planning, Implementation and Evaluation: A Training Manual*; and *Research Design, Data Collection and Analysis: A Training Manual*) were used as the main training materials.

Evaluation of the course

The participants evaluated the course to assess its impact on individual participants' competency and their skills in the field of district development planning and management. The results of the evaluation revealed that the course improved the skills and knowledge of the participants in designing and implementing effective district development plans and projects. It also enhanced their competency in collecting and analyzing data for effective plan preparation. Ninety-three percent of the participants rated the course as *very good* while seven percent said that the module is *good* (see figure 1). The training methodology used during the training course is rated *very good* by eighty-two percent and *good* by eighteen percent of the participants. Eighty-five percent of the participants rated the training materials as *very good* while fifteen percent said the training materials are *good*. The participants noted that the training course enabled them to acquire new skills and knowledge in district development planning; project planning and management; decentralization and local governance issues in Botswana and data collection and analysis. In this regard, the training has been successful in imparting new ideas, concepts and tools of district development planning and management to the participants. The participants suggested that in future more time should be allocated to project planning and management and Result-Based Management (RMB).

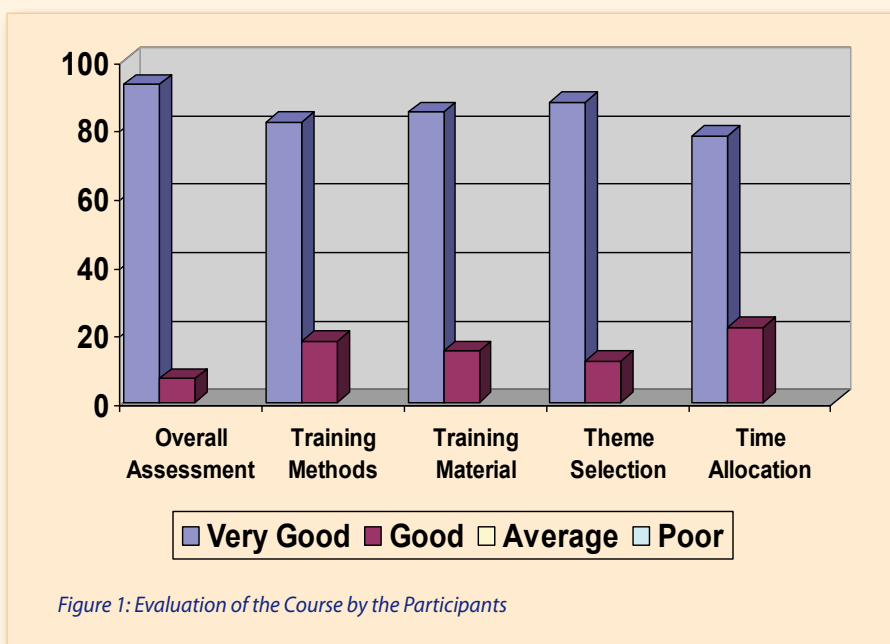


Figure 1: Evaluation of the Course by the Participants

Conclusion and Lessons Learnt

The training course has been effective in improving the participants' skills and enhancing the overall institutional capacity of the Government of Botswana in designing and implementing effective district development plans and projects and programmes. The course has also transformed the mindsets of the participants and enabled them to appreciate a district and regional approach to development and the role of data collection and analysis in the planning process. The participants appreciated UNCRD's *output-oriented participatory training methodology* that provided them with an opportunity to learn from each other through discussions and sharing of experiences. They also noted that UNCRD's training methodology enabled them to internalize the concepts and issues raised and discussed during the training course. They underscored the importance of group exercise, which provided them with an opportunity to share experiences and sharpened their analytical as well as presentation skills. Some of the important issues/challenges that the participants raised include lack of skilled manpower at the district level in the field of district development planning. They also mentioned the challenges of integrating and harmonizing district development plans with the national plan and vision 2016 of Botswana. The participants also suggested that in the future, UNCRD should include a subject on budgeting and financing for district development planning as this is an important subject area where the planners lack skills and capacity. The participants also indicated that the venue of the course should not be confined to Gaborone alone but must be rotated and the training should be held in various districts. □

Profile of Alumni



Adjei-Fosu Kwaku
(11th ATC, Ghana)

I will always be grateful to ATC for the knowledge and skills acquired from the 11th

ATC and Singapore which have enhanced my performance. I have been promoted to the rank of Deputy Director and the most senior officer of the Plan Coordination Division of the National Development Planning Commission (NDPC) of Ghana. The NDPC was created by Article 86 of the 1992 Republican Constitution of Ghana and established by the National Development Planning Commission Act, 1994 (Act 479). The planning functions of the NDPC are catered for by Article 87 of the Republican Constitution of Ghana and the National Development Planning System, Act 1994, to coordinate the decentralized national development planning system.

The Mission of the NDPC is to advise the President of the Republic of Ghana on national development planning policy and strategy by providing a national development policy framework, and ensuring that strategies, including consequential policies and programmes, are effectively carried out. The NDPC will also coordinate, monitor and evaluate development policies. As Deputy Director, I am responsible for drafting planning guidelines for the District Assemblies, Regional Coordinating Councils, Ministries and sector agencies; and facilitating development plan preparation by the Districts and Sectors.

Grace Muimi (9th ATC, Kenya)

I am a proud Alumnus of your training programme on urban and Regional

Development Planning and Management.

I attended the training at AICAD in 2004, and was again nominated for Singapore training in 2010. Through the two



Profile of Alumni

trainings, my planning skills were enhanced and I have become a better planner. I am using the concept of integrated planning, which I learned in Singapore, to improve district planning methodologies. I want to appreciate the trainings because in 2004, I was a planning Officer I; but today I am a principal planning officer; having been promoted four scales upwards. The certificates have assisted me in securing these promotions.

Thank you so much for giving me the opportunity to train in this important area.



Sylvanus Kofi Adzornu
(4th ATC, Ghana)

Climbing the ladder after the Singapore training

I have been promoted and posted to the Head Office, Ministry of Local Government, Accra. I am currently involved in promoting Urban Development and Monitoring and Evaluating the Ministry's projects and programmes. Currently we are preparing an Urban Policy for Ghana. I am also the focal person for a project called Ghana Urban Management Pilot Project (GUMPP), which is 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 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. I am extremely happy to be in touch again.

Priscilla Lyakwata (12th ATC, Namibia)

I had the desire to work in the field of development when I was at university. At that stage the road ahead seemed a bit uncertain. I had a passion for development



and public economics because it is a subject about processes of change for existing problems associated with the citizenry. I was employed in 2006 at Khomas Regional Council as an Economic Planner responsible for multi faced and multi sectoral development activities at the regional level. At the genesis of my employment period, I had no experience. I only had an endowment of crude theories from university. It was now time to apply the theoretical know-how to the real world. On the ground, things are very different from the classroom. I joined Khomas Regional Council at a very strategic time when crucial trainings were in the pipeline. These included the in-country training facilitated and organized by UNCRD in 2006. The two-week training covered regional development planning issues. It also made reference to the policy issues of the Namibian government.

I attended the 12th ATC course in Nairobi, Kenya, in 2007. It was an enriching course that equipped me with vast skills, which I could apply to my day-to-day functions. The scope of the course consisted of fieldwork, practical lessons and country paper presentations. The interaction with other participant was a catalyst for exchanging ideas and experiences. In 2010 I attended a training course in Urban and Regional Development Planning and Management in Singapore. This was an experience of a life time and truly memorable. One thing I like about Singapore is her committed and uncompromising leadership, which is geared towards improving the livelihood 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 for 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. That is undeniable; but we should have transformed our economies beyond the prevailing status. Some African countries have been independent for 50

years and yet continue to blame the long gone oppressors for 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. I have preserved the training materials from the in-country training, the 12th ATC and the training received in Singapore. I make reference to them now and then in the course of my work as they cover pertinent development issues. These opportunities were not in vain; 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 career ladder.



Julia Kakwambi-Nakale
(11th ATC, Namibia)

I was a Regional Development Planner for Omusati Regional Council at the time I attended the 11th ATC in Kenya. After attending the Africa Training Course on Urban and Regional Development Planning and Management in Singapore, I was promoted to a Local Economic Development Planner for Oshakati Town Council. Recently I was again promoted to Chief Executive Officer of Oshikuku Town Council in Omusati Region. As a Chief Executive Officer of a town, I am in charge of the overall administration of the town, from Town Planning, Finance, Human Resource and Environment and Community development. In my previous portfolio as a Regional Planner and in my current position, I would like to report that the ATC sharpened my skills, knowledge and approaches to local development planning and management. I keep referring to my handouts -- the books I got at the training. The experience from the training provides me with the necessary guidance to run the town.

Thank you again. □

Calendar of Events

Activities (July 2010 – June 2011)

3 – 5 August 2010

UNCRD-BIT Senior Policy Seminar on Climate Change and Poverty in Asia and Africa: Challenges and Initiatives (Bandung, Indonesia)

8 – 24 September 2010

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

27 – 30 September 2010

In-house Seminar to review the ENNDA Plan (Nanyuki, Kenya)

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 Nov – 2 December 2010

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

21 – 23 March 2011

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

4 – 15 April 2010

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

9 May – 4 June 2011

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)

27-30 June 2011

In-house Seminar on Regional Development Planning and Plan Preparation for ENNDA Region (Nanyuki, Kenya)

Forthcoming Activities (July 2010 – June 2012)

11 – 16 July 2011

Community-Level Human Security Workshops for the three Project Areas of Laikipia, Marsabit and Garissa Districts

29 – 31 August 2011

Integrated Workshop on Conflict and Human Security in Northern Kenya: Capacity Building for Laikipia, Marsabit and Garissa Districts

21 – 24 September 2011

Senior Policy Seminar: Towards a Green Economy: The Effects of Climate Change on Food Security and Earth Resources in Africa and Asia

17 – 29 October 2011

Training of Trainers (TOT) Workshop on Regional Development Policy and Practices in Namibia (Rundu Region, Namibia)

21 November – 5 December 2011

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

14 – 15 December 2011

Building Capacity to Mainstream Sustainable Development Principles in National Policy of Post-Conflict Africa (Nairobi, Kenya)

February 2012

Training Workshop on Shanghai Manual (Nairobi, Kenya)

January - March 2012

Research on Human Security and Social Policy and Planning in Botswana (Botswana)

April 2012

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

May 2012

Research on Urbanization and Industrial Development in Namibia: Challenges and Opportunities

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.

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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.

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