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# Alumni Newsletter

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

*Asfaw Kumssa, Coordinator, UNCRD Africa Office*

### Introduction

UNCRD, in collaboration with Vietnam National University Ho Chi Minh City and Ho Chi Minh City University of Technology, organized a senior policy seminar titled "Towards a Green Economy: The Effects of Climate Change on Food Security and Earth Resources" in Ho Chi Minh City, Vietnam from 21-24 September 2011. The main objective of the seminar was to discuss and make recommendations on the effects of climate change on food security and earth resources in Africa and Asia, and to critically examine some of the policy options available to African and Asian countries to promote food security and create resilience to the impacts of climate change. It also aimed at promoting a new green agriculture, one of the two themes of Rio+20.

The seminar brought together about seventy distinguished scholars, policymakers and representatives of the civil society from Africa (Botswana, Ghana, Kenya, Namibia, Seychelles, Tanzania and Uganda) and Asia

(Bangladesh, Japan, Thailand, Malaysia, Myanmar and Vietnam). The participants highlighted the link between climate change and food security and examined innovative techniques for coping with climate change. They came up with several concrete recommendations.

### Focus of the policy seminar

The discussion focused on the effects of climate change, with special emphasis on the link between climate change and food security and earth resources. The participants

*(Cont'd on p. 3)*



*Some of the participants of the Policy Seminar*

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# Letters to the Editor

## **Christopher Papa Kojo Conduah (Ghana)**

In June 2012, another important event occurred across the continent of Africa, which added to the quality and numbers of a new crop of urban planners who will move their respective countries into the 21<sup>st</sup> Century; influencing modernisation of their society, infrastructure and to a large extent, change the face of urban planning. Under the auspices of the United Nations Centre for Regional Development (UNCRD) and the Government of Singapore, a two-week training programme was put together to enable African planners to participate in a capacity building programme in Singapore, which was run by the world accredited Management Development Institute of Singapore (MDIS). As intensive as it was, participants had a new view of urban planning with respect to the well integrated transportation, housing, industry, commercial and heritage systems that are working synergistically in Singapore. Indeed, for us in Ghana, a major policy direction as captured in the National Medium-Term Development Policy Framework is to integrate land use planning and other infrastructural development planning and service provision. The training programme could not have come at a better time. The Singapore training experience has taught us how to get it done.

We therefore convey our utmost gratitude to UNCRD and the Government of Singapore for their initiative and support, which in our view will go a long way to impact on our approach to development. Besides learning about the 'whole of government approach to development', we are of the conviction that given the enabling environment in Ghana, the sky will be the limit for the beginning of greater achievements. My colleague, Richard Tweneboah-Kodua, and I would like to extend our profound appreciation to UNCRD, the Ministry of Foreign Affairs of Singapore and MDIS for their support. We hope that this initiative will continue to nurture transformational experts across the continent of Africa.

## **Iye Moakofi and Molapisi Morapedi (Botswana)**

We would like to express our appreciation to the UNCRD, the Government of Singapore and the MDIS team for a training programme that was interactive, informative and comprehensive. The overview of urban planning and development in Singapore; the Singapore redevelopment schemes, planning for housing; Singapore land transport system and industrial parks provided lessons that should be emulated and replicated in Botswana.

The lessons learnt from the course include:

- The government should play a major role in the development of the human resource;
- The government employees earn competitive salaries compared to those in the private sector. As a result, the government is able to retain the best and talented staff;
- Employment in the public sector is based on integrity, impartiality and meritocracy, and employees do not just work for salaries but work to produce results. The government is a major player in the provision of transport as well as housing;
- Planning is integrated and is based on results;

- All projects and activities planned are implemented;
- Every citizen is important and should be taken care of; and
- Everybody has to participate in developing the country.

We acquired immense knowledge from the Singapore experience and recommend that this training facility be availed to other African planners. Botswana local authorities should replicate the Singapore planning system, which has been proven to be one of the best in the world. The Botswana Government should also train many planners through this course so that they can develop the capacity to integrate the Singapore planning system to transform the country into a vibrant economy.

## **Sindikubwabo Edouard (Rwanda)**

I write to express my appreciation for your assistance and support through the training on "Urban and Regional Development Planning and Management" organized by UNCRD and the Government of Singapore, which was held at the Management Institute of Singapore from 4 to 15 June 2012. I benefited from the training by learning how to use policies to make towns and cities more efficient, and to make better use of the potential local resources from Singapore's experience in designing effective, socially acceptable and sustainable urban and regional development policies and programmers. I thank you for your support and cooperation.

## **Mukesi Robert (Uganda)**

I write to thank the Singapore Government, in conjunction with the United Nations Centre for Regional Development (UNCRD) Africa Office, for facilitating a training course on urban and regional development planning and management, which took place at MDIS from 4 to 15 June 2012.

Many thanks go to the Singapore Government for demonstrating cooperation with the rest of the world, particularly with Africa. I also wish to thank the staff of the Management Development Institute of Singapore for organizing lectures, which were tailored towards equipping us with best practices and experiences of the Singapore development process, which transformed the once poor nation, without natural resources, into an admirable economic giant!

Africa, with her abundant resources, could emulate the resourcefulness of the Singaporeans, and African leaders need to learn from the Asian Tiger to redirect issues and achieve faster development by sticking to the basics: good governance, elimination of corruption and investing in human resource development. I admired the level of cleanliness in this country, and I believe that Singapore is one of the best places to live in the world. There are many lessons for Africa to learn from Singapore that could be applied to attain targeted human development indices. These include;

- Good governance (free from corruption) and stability;
- A well planned road transport network, railway and air;
- Strict traffic controls;
- Efficient resource use;

- Population control measures;
- Waste management practices through recycling; and
- Preservation of the environment.

I liked the basic principle of "integrity, impartiality and meritocracy" in managing the affairs of society. Finally, I thank the management of Hotel Rendezvous for the hospitality extended to me during my stay and the timely services rendered. I also thank Dr. A. Kumssa and Ms. Francesca Odero of the UNCRD Africa Office for tirelessly coordinating the course. I conclude by summarizing my experience in the words of an African saying: "Unless you travel, you may think your mother is the best cook."

## **Ebeneza Mlinga (12<sup>th</sup> ATC, Tanzania)**

I am writing to express my heartfelt and sincere appreciation to the organizers of the 12<sup>th</sup> Africa Training Course (ATC), which took place in Nairobi in 2007, and the Urban and Regional Planning course, which took place in Singapore in 2008. The training has been very useful to me and my country at large. It sharpened my knowledge and skills in various areas such as environment, urban planning and budgets for local government authorities, and monitoring and evaluation of different projects implemented in rural areas. In addition, I have been promoted to a senior position in my organization and tasked to participate in training sessions as a trainer in a course titled "Participatory Planning in Tanzania — Opportunities and Obstacles to Development." The ATC moulded my focus and vision towards rural areas where more than 80 per cent of the population are poor. This inclined my mind towards pursuing a Masters Degree programme in rural development. The training gave me a very strong foundation towards helping poor people living in unplanned settlements in rural areas, and in planning for future urbanized areas.

The training was formidable, exemplary, well-organized and educative; it formed a mark in my mind which will never be erased throughout my life. Some of the lessons learnt include;

- Urban planning concepts in Singapore are worth being implemented in developing African countries.
- The Government of Singapore's commitment to urban planning, people's development, enforcement and implementation of the country's master plan needs to be replicated in African countries, which are very good in planning but poor in enforcing and implementing the plans.
- Effective and efficient use of the few available and imported resources, implementation of the principle of comparative advantage and investing in areas which give quick results and high productivity such as harbours and the tourism sector are aspects which, if well implemented in developing nations, would speed the pace of development.

I was very impressed with the slogan used by the people of Singapore; "think globally and act locally". This means that they are not bound by the capitalist ties attached to donor aid. African countries need to learn from Singapore and desist from bending to aid conditionalities that do not suit their country. □





The Director of UNCRD, Ms. Chikako Takase, giving her opening remarks

also discussed and deliberated on innovative techniques for coping with climate change, especially on how to increase climate change resilience among rural and urban communities. They also discussed best practices in climate change adaptation and how to achieve food security in the two continents by focusing on the following specific themes:

- Climate change and food security;
- Green economy and sustainable agriculture; and
- Climate change and earth resources.

### Key Achievements

Participants drew important lessons on:

- The impact of climate change on food security and earth resources in Africa and Asian countries;
- Effective adaptation and mitigation policies for rural development and agricultural sector;
- Strategies and methods of incorporating the principles of a green economy in agriculture; and
- The importance of mainstreaming climate change and food security issues into national, regional and local development policies and plans such as poverty reduction strategies (PRS) of African and Asian countries. □

## Experiences from Singapore Training Course

*Kugonza Felicia Betty (Uganda)*

I travelled to Singapore in June for two weeks to attend a training course on urban planning and regional development organized by UNCRD and the Government of Singapore. My colleague, Mr. Robert Mukesi of Pallisa District Local Government and I represented Uganda. The course was also attended by representatives from nine other African countries. The objective of the course was to equip participants with urban and regional development planning skills, and to practically show them how Singapore has benchmarked and customized them to their local conditions to rapidly develop within 35 years. I was happy to interact and compare notes with other participants on the challenges and progress of economic growth and development in other developing African countries. For instance, rapid urban growth amidst poor planning and the rural urban migration is a shared challenge.



Felicia thanking one of the facilitators for a well and enriching presentation in Singapore

At the training course, we learnt how Singapore and, to a large extent the other Asian Tigers, have been able to transform their countries from third world to first world economies in less than four decades. Uganda and Africa indeed have a lot to learn from these countries.

Some of the sub-Saharan African challenges to sustainable economic development have been lack of peace and security in some areas, bureaucracy, environment abuse and grand corruption, to mention but a few, which have negatively impacted on development.

For instance, I was impressed by the degree of commitment and professionalism exhibited by the policemen and women of Singapore. Compare this to the police in East Africa, for example, who are routinely accused of taking bribes and other malpractices. Such conduct is unheard of in Singapore to the extent that during our briefing, we were advised not to approach policemen as if pleading for help but rather to state our need directly and it would be the duty of the police officers to address our concerns without persuasion on our part. In Singapore, service from a public officer is a right of the people. If only the civil service back home could demonstrate half of this kind of commitment, then perhaps we could achieve the social economic transformation we yearn for.

Singapore is a city-state with a high population density, but it has, amazingly, managed to maintain the cleanliness, freshness and adopted a green environment that makes it ambient and desirable to live in. The people of Singapore are disciplined, and each takes responsibility to keep their surrounding clean and orderly. In contrast, Kampala, my capital city, is characterized by blocked drainage systems and incessant traffic jams that are caused by indiscipline driving.

My observation is that Africa still has a lot to learn and borrow from the Asian Tigers who have managed to transform their societies without losing their culture and social fabric. There is need to maintain peace and security of the people, guarantee human rights, health and education, as well as environmental discipline, if Africa is to achieve sustainable social-economic transformation.

We thank the organizers of the training course (UNCRD and the Government of Singapore) for granting us the opportunity to learn how other countries have been able to do it; it is our humble request that we will be afforded more opportunities in future through similar training forums coupled with in-country training programmes. □

# UNCRD-Singapore Training Course on Urban and Regional Development Planning and Management

*Asfaw Kumssa, Coordinator, UNCRD Africa Office*



*Ms. Belinda Tay, Deputy Director, Technical Cooperation Directorate, giving opening remarks*

## Introduction

The United Nations Centre for Regional Development (UNCRD) and the Ministry of Foreign Affairs (MFA) of Singapore, in collaboration with the Management Development Institute of Singapore (MDIS), organized a training course on urban and regional development planning and management. The opening programme of the course was attended by Ms. Belinda Tay, Deputy Director, Technical Cooperation Directorate, Ministry of Foreign Affairs; Ms. Chikako Takase, the Director of UNCRD; Professor Eric Kuan, the President of MDIS; and Dr. Asfaw Kumssa, the Coordinator of UNCRD Africa Office among other invited guests from MFA and MDIS.

The main objective of the training course is to enable African planners to acquire the necessary skills and competency required to

design and implement effective and sustainable regional and urban development policies and strategies by learning from the successful urban development planning experiences of Singapore. The course was offered to 20 mid-career urban and regional planners from Botswana, Ethiopia, Ghana, Kenya, Namibia, Nigeria, Rwanda, Tanzania, South Africa and Uganda.

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, Land Transport Authority and the like. The participants also presented their own country case studies to share country experiences. This training methodology helped the participants to link theoretical issues with practical implementation of urban and regional planning and management; and enabled them to draw important lessons from Singapore's urban development policies and programmes.

## Achievements

- Twenty urban and regional planners from ten African countries were trained in urban and regional development policies and programmes;
- The participants' knowledge and

understanding of the challenges of urban development was broadened;

- African planners managed to draw important lessons from the effective urban management experiences of Singapore; and
- Exchange of experiences and institutional linkages were established between African and Singaporean planners.

The course provided unique opportunities for African planners to learn from the successful urban and regional planning experiences of Singapore. Some of the lessons learnt included:

- The role of leadership and effective management that is based on three important principles:
  - Integrity
  - Impartiality
  - Meritocracy
- Promoting an economy that is based on the following four pillars:
  - Efficiency
  - Effectiveness
  - Integration
  - Equity (social justice)
- Appropriate legislation and enforcement of laws and plans.

UNCRD will evaluate the course to assess the impact on the alumni and the institutions where they work and determine the way forward. □



*Participants of the course with some of the guests and resource persons*

# The Role of Social Intelligence Reporting in the Implementation of the Kenya Vision 2030

*Silas Okeyo Oure (Kenya)*

## Introduction

The Kenya Vision 2030 is a new dawn for Kenya. It is the country's long-term development blueprint that aims at creating a globally competitive and prosperous country with a high quality of life for all its citizens. It aspires to transform Kenya into a newly industrialized middle income country by the year 2030. Vision 2030 will also foster the achievement of the Millennium Development Goals (MDGs).

The Vision is anchored on three pillars:

- Economic;
- Social; and
- Political pillars.

Kenya has made considerable progress in its effort to meet the Vision 2030 development targets. For instance, several flagship projects in the economic pillar have either been implemented or are in the process of implementation. However, a lot still remains to be done.

In the political pillar, the promulgation of the country's new constitution in 2010 has remained one of the most important achievements so far. This has, however, brought with it several changes in the political arena including the reforms in the judicial system and others. Government investment in social sectors such as education and training; health; water and sanitation; environment and housing; gender, youth, and vulnerable groups; and social equity and poverty reduction, has increased considerably in the last few years.

The changes so far achieved in the economic, social and political pillars are meant to improve the living standards of the people and their overall well-being. To this end, the government should devise a mechanism to enable receiving feedback on the change that the development efforts/activities implemented so far has brought about in the lives of the people.

This underscores the concept of Social Intelligence Reporting (SIR), an initiative that is currently being piloted in a few districts in the country, and which is being pioneered by the Ministry of State for Planning, National Development and Vision 2030, with support from UNICEF.

## Social Intelligence Reporting (SIR)

The SIR is a key step towards ensuring more equitable social development through the engagement of citizens (claim-holders) as well as state officers (duty-bearers) and increasing levels of citizen participation and shared accountability. It aims to speed up the realization of socio-economic rights by creating an accountability mechanism to engage, review and demand rights fulfilment in a transparent and inclusive manner. SIR is not a survey or data gathering exercise but a mechanism that facilitates community involvement and engagement. It focuses on problem identification and problem solving through assigning of roles to various stakeholders/duty-bearers and ensuring that such assignments are done within the agreed timelines.

Social Intelligence Reporting gives communities, civil society organizations and local leaders an opportunity to participate in, and contribute to, development programmes in their areas. Communities and those charged with providing services are able to identify problems affecting the area and to come up with cost-effective solutions. SIR engages with stakeholders, especially the communities where it is being undertaken to deliver development on the basis of participatory and shared accountability. SIR targets social sectors such as education, health, nutrition, water and sanitation, and social protection.

The immediate value of SIR so far is in timeliness, depth of engagement, credibility of evidence, understanding of the issues and articulation of responsibilities and accountabilities. A valuable SIR should promote consensus on time-bound,



remedial actions to be undertaken by relevant stakeholders/duty-bearers at community, facility (health, water, schools) and sectoral (national and sub-national) levels.

## Participants in Social Intelligence Reporting

SIR brings together relevant social sectors heads of departments such as those representing children, education, water and sanitation, health and social services. The team is under the leadership of the District Development Officer. In its interaction at the facility level, SIR engages community representatives, facility heads, facility management committees and representatives of civil society organizations.

## Recommendations

1. Roll out SIR to all districts in the country. Presently, SIR has only been piloted in a few districts.
2. Ensure timely follow-up of agreed actions.
3. Matching of budgetary provision/support to address the issues raised.
4. Sensitization of other development actors on the importance of SIR.

## Conclusion

The process of SIR has demonstrated that communities will derive development benefits from their increased participation in development planning and implementation and follow up of actions to resolve identified challenges. The SIR process is beginning to play a crucial role in promoting the rights of the people, particularly children and women who are more vulnerable to unfavourable social and economic inequalities. SIR will therefore play a significant role in ensuring that the benefits of the Kenya Vision 2030 accrue to all Kenyans. □



# Stakeholders' Training Workshop on an Integrated Regional Development Planning and Plan Preparation for Tana and Athi River Basins

*Asfaw Kumssa, Coordinator, UNCRD Africa Office*

## Introduction

UNCRD Africa Office launched a technical assistance programme in 2011 to assist Tana and Athi River Development Authority (TARDA) to build its institutional capacity for effective integrated regional development and plan preparation, as well as smooth implementation of national policies in Tana and Athi Rivers' basin. TARDA is the oldest of the six regional development authorities established by the Government of Kenya under the Ministry of Regional Development Authorities.

The technical assistance of UNCRD will be implemented through a series of training workshops, in-house seminars and regional plan preparation working sessions. The programme will be implemented in collaboration with the Ministry of Lands, the Ministry of Planning and National Development and Vision 2030, and the University of Nairobi. UNCRD Africa Office organized the first training workshop on stakeholders' consultation on regional development planning and plan preparation for TARDA from 11 to 13 April 2012 in Masinga Dam,



*Discussion session*

governments, the private sector, civil society organizations and local communities attended the workshop.

## Achievements and Lessons Learnt

The workshop used a participatory and interactive training methodology where the participants shared their experiences and freely interacted with the resource persons. The programme included problem identification and stakeholders' analysis, the rationale for a regional approach to river basin development; participatory methodologies for effective regional development planning; regional development potential and challenges facing TARDA. Key achievements of the workshop include:

- Stakeholders were sensitized on a regional approach to an integrated river basin development planning.
- Existing and possible regional development situations and future scenarios were assessed.
- Regional development problems and stakeholders' analysis was conducted.
- Regional planners and development managers were trained on emerging concepts and issues of an integrated regional development planning and methodology.
- A network of planners and policymakers was established.

In the coming years, UNCRD will continue providing technical assistance to TARDA towards building its institutional capacity and plan preparation endeavours for the basin. □



*Lecture session*

Kenya. The overall objective of the workshop was to sensitize policymakers, civil society organizations and grassroots community leaders on a regional approach to economic development and to train participants on their respective roles in the process of preparing an integrated regional development plan.

Sixty participants, among them policymakers and planners from relevant ministries, representatives of regional counties and local

# Rural Urban Migration and Challenges of Town Planning: Case of Informal Settlements in Namibia's Local Authorities

Julia Kakwambi (11<sup>th</sup> ATC, Namibia)

This article looks at the challenges faced by local authorities in Namibia regarding urban and town planning and focuses on the rise of informal settlements. Despite the implementation of the decentralization policy, which seeks to bring government services closer to the people, the Namibian rural population has continued to migrate into towns and the city in search of greener pastures and better living conditions. Namibia has one of the highest growth rates in Africa. Many people migrating to towns end up in poverty-stricken informal settlements in the city, towns and villages. The settlements are created through a process of unassisted self-help endeavours using temporary building materials and in most cases, corrugated iron sheets. The settlements are illegal and are occupied by very poor people.

## Town planning in Namibia's Local Authorities

The Ministry of Regional and Local Government, Housing and Rural Development has continued to proclaim many settlement areas affected by population increase as village and town councils. Once a settlement area has been proclaimed a village or town council, the local authority is mandated to provide housing, government services and development facilities such as financial institutions, social amenities and business infrastructure. However, the process of planning the newly proclaimed local authorities is delayed since it takes too long to obtain planning approvals for the town layout. This is attributed to the existence of outdated planning laws, in particular the Town Planning Ordinance of 1954 and the amending Town Planning Act of 1993. Town planning for land delivery is centralized, and the board members serving in the committee are permanent secretaries and other senior officials from different ministries that are relevant to land use planning.

The land delivery process starts with the township development committee determining the need and demand for land. The town council approves the need and desirability reports, layouts, plans and

budgets for service delivery. On approval, the council submits the documents to the Namibia Planning Advisory Board (NAMPAB). NAMPAB submits the plans to the Minister for Regional and Local Government, Housing and Rural Development who approves and issues a registration certificate for proclamation of town planning schemes. After the minister's approval, a survey is conducted and general township plans and diagrams prepared. The general plan is approved by the Ministry of Lands and Resettlement. Thereafter, deeds are registered, township registers opened, transfer of title deeds effected and title diagrams for the proclaimed towns are incorporated into the existing towns. This demonstrates the long, centralized process; a challenge that is faced by more than fifty local authorities in Namibia whenever they have a need to make township extensions.

## The challenge of informal settlements

The long land delivery process has contributed to mushrooming of informal and illegal settlements in Namibia, which are characterized by poor sanitation, congestion, and inaccessibility. Local authorities are unable to provide services due to their inaccessibility and illegality. The planning and upgrading of informal settlements has been neglected in favour of formalization and expansion of services in the proclaimed areas, yet the price of serviced land in towns and the city is prohibitive and unaffordable to people living in informal settlements.

## Opportunities for local authorities

Local authorities have not been able to meet the demand for formal land and housing at an affordable price for migrants. As a result, quickened implementation of the decentralization policy is the solution to eradication of informal settlements in towns and the city. To mitigate the problem of delayed approvals, local authorities need to designate planned land as "reception areas" for the rural immigrants. Town planning should also be decentralized and the process shortened in order for Namibia's local authorities to make land delivery accessible to all. □



# Housing and Economic Development: Lessons from Japan and Singapore



Beatrice Olwa (12<sup>th</sup> ATC, Kenya)

Several theories surround economic development. A country is said to gain economic development when it experiences economic growth or increased production capacity while at the same time undergoing major economic changes such as a shift from dependence on agricultural production to industrialization. From a social perspective, development is not merely increasing the national income but also reducing poverty, inequality, unemployment and providing adequate housing to the citizenry.

Article 43 of the Constitution of Kenya bestows, among others, the right to accessible and adequate housing, and to reasonable standards of sanitation. This is a major shift from regarding shelter as a human need to upholding decent housing as a human right. Kenya's Vision 2030 aims to provide the country's population with adequate and decent housing in a sustainable environment. The Kenya government's baseline survey shows that the quality of low income housing is better in rural areas than in low income urban areas. Informal settlements in urban areas are characterized by crowding, squalor, pollution, lack of sanitation facilities and housing related environmental and health hazards, hence posing a serious challenge to the socio-economic development of the country.

Housing is not just mere shelter or living space, but a source of employment and an economic stimulant that influences consumption, savings, investment, security, national income per capita, balance of trade, health and environmental sustainability, among others.

The current annual demand for new housing units in urban areas stand at 150,000; only 23 per cent of this demand is met. The wide gap of 77 per cent requires urgent government intervention and investment in housing provision. To increase the stock of adequate housing, Kenya needs to learn from the experiences of Singapore and Japan. The two economies focused on rapid development in housing, targeting middle and low income earners. On increasing housing delivery, the Kenya government would need to put in place a fair and just allocation mechanism, ensuring equity and ethnic representation. □

# Building Capacity to Mainstream Sustainable Development Principles in National Policy in Post-Conflict Countries

*Asfaw Kumssa, Coordinator, UNCRD Africa Office*

## Introduction

In the last few decades, conflicts and their effects on development in Africa have taken an important place in social, political and economic development of the continent. Relations between countries, and among communities within a country, are increasingly afflicted by conflicts. Access to resources is one of the major causes of conflicts. Water, pasture for livestock, land for subsistence farming and other earth-based resources such as minerals are some of the resources that generate conflict among countries and communities. Often, competition for political power is also a major source of conflict. Competing regional or ethnic groups, especially during elections, fuel conflicts as each group seeks to obtain power and authority while excluding others, hence resulting in conflict.



*Participants taking notes*

UNCRD Africa Office, Emerging Issues Branch of DSD/DESA and the United Nations Development Programme (UNDP) organized a regional workshop from 14 to 15 December 2011 to provide support to countries emerging from conflict in integrating sustainable development principles into their national policies and development plans. The main objectives of the workshop are to:

- Increase the capacity to utilize sustainable development principles in policy-making in countries emerging from conflict by creating guidelines for conflict-sensitive NSDS and testing them in pilot/selected countries; and
- Produce methodologies (scalable toolkit) that explain and illustrate ways to integrate sustainable development principles into national development strategies as part of peace-building processes.

## Key Achievements and Lessons Learnt

- The workshop was attended by 20 government officials from Ethiopia, Kenya, Liberia, Rwanda, Sierra Leone, South Africa, Sudan,



*Workshop participants*

Southern Sudan, Uganda, Zimbabwe, and representatives of the civil society organizations and UN agencies. The participants:

- Were sensitized on the importance of including conflict-sensitive policies in their plans and strategies;
- Defined key challenges, limitations and political economy dimensions of sustainability in the post-conflict countries;
- Explored linkages between development progress and peace building;
- Identified conflict-sensitive development goals and challenges;
- Discussed current goals, objectives, steps and success indicators.
- Defined guidance and support needs to achieve plan implementation in each participating country.

UNCRD Africa Office will partner with DSD in piloting this project in Zimbabwe in 2013. □



*Discussion session*



# Ewaso Ng'iro North Development Authority Integrated Regional Development Plan, 2010-2040

*Asfaw Kumssa, Coordinator, UNCRD Africa Office*

## Introduction

Ewaso Ng'iro North Development Authority (ENNDA) is a regional development authority, which falls within arid-semi-arid lands (ASALs) ecological zones of Kenya. ENNDA is more than 200,000km<sup>2</sup> in size and covers a large area, including some parts of arid and semi-arid lands (ASALs) of Kenya. Due to its large size and its harsh climatic conditions, the region is facing daunting planning and development challenges. The communities who live in this region are mainly nomadic pastoralists with a diverse and rich culture and social structures. Their culture has evolved over many years and over time the communities have developed their own traditional resource use methods and indigenous mechanisms of coping with adverse environmental conditions such as prolonged drought as well as conflict management. However, these traditional systems of resource management and governance are gradually being eroded, due to the introduction of new and modern institutions.

The capacity building programme that UNCRD has initiated is designed to address some of these challenges and assist ENNDA to achieve sustainable economic development. The capacity building programme focuses on two areas:

- On training planners and development managers in emerging concepts and techniques of regional development, including data collection and management, environmental management and efficient utilization of natural resources, ecological protection in watershed regions etc. Policymakers, including local politicians and community leaders are sensitized on a regional approach to development and river basin resource as well as environmental management.
- On assisting the planners and development managers of ENNDA to



*Opening programme*

prepare a sustainable and long term regional plan for the region. The policy makers from the region are also involved in the plan preparation process by making comments and contributing their inputs to the draft regional plan during the various training workshops.

The overall goal of the regional plan is to achieve equitable and balanced regional economic development through sustainable utilisation of resources and the promotion of resource-based development in the region for the benefit of all communities.

## Achievements

The objectives and vision of the Regional Plan are in line with the various declarations and policy statements of the major international conferences as well as the goals and objectives of Kenya's Vision 2030. The Plan was launched on 28 June 2012 and UNCRD Africa Office will closely work with ENNDA to assist the Authority and the local communities in implementing the projects and programmes identified in the Plan so as to achieve sustainable regional development in the basin.



*Arrival of the Honorable Ministers Fred Gumo, Minister for Regional Development Authorities and James Orengo, Minister for Lands*

# Urbanization and Industrial Development in Namibia: Challenges and Opportunities

*Asfaw Kumssa, Coordinator, UNCRD Africa Office*

## Introduction

UNCRD Africa Office and the Ministry of Industry, the Government of Namibia, organized the first training course on “Urbanization and Industrial Development in Namibia: Challenges and Opportunities from 21 to 26 May 2012 in Otjiwarongo, Namibia. The course brought together 37 mid-career planners drawn from Hardap and Karas regions, and other relevant line ministries. The participants were trained on the process of data collection and analysis for plan preparation on urbanization and industrial development for the two pilot regions. The participants constitute the core task force that will conduct research and data collection as well as analysis for a plan preparation exercise under the guidance of international resource persons.

The rationale for this project is that urban and industrial development can be better promoted with sustainability if the development strategy is supported by an effective plan that properly identifies the resource potential and challenges of each region to create proper urban-rural linkages for sustainable economic growth.



*Some of the resource persons*

## Achievements

- The capacity of 37 Namibian planners in the field of resource mapping was improved ;
- Namibian planners were trained on techniques of data collection and analysis for regional plan preparation;
- Thirty-seven planners were trained on the role of resource-based development;
- The planners’ skills in urban-rural linkages and regional development planning and management were enhanced; and
- The institutional capacity of local authorities to undertake urban and

regional development planning and co-ordination, regional policy analysis, project planning, implementation, monitoring and evaluation was boosted.

The next workshop on data collection and analysis was organized by UNCRD and the Ministry of Trade and Industry from 5–12 August 2012 in Hardap region. One resource person from Botswana joined the task force members and assisted them in data collection and analysis exercise. □



*Participants of the training course*





# Regional Planning and Pastoralist Sedentarization in Semi Arid areas

Charles Otieno Konyango (3<sup>rd</sup> ATC, Kenya)



Rangeland use is increasingly becoming a challenge to development planners and policy makers. Traditionally, rangeland inhabitants have always had a spatial pattern of land use defined by seasonal grazing, with wet and dry grazing zones and temporal settlements. The effects of climate change, coupled with population growth in both human and livestock and changes in social life, has however greatly eroded the traditional patterns of rangeland use to the extent that sustainability of livelihoods is uncertain, and perpetual poverty seems to be defining the new landscape in pastoral lands. One of the reactive ways to sustain themselves has been sedentism; whereby new settlements are created, especially around water points, areas with longevity of pasture retention, relief distribution points and along the spines of major transport routes. This development, which represents a systematic change from pure pastoralism to pastoralism, however comes with its own challenges, as inhabitants of these new settlements keep livestock permanently around the new settlements, hence creating a new phenomenon of permanent grazing islands in previously open rangelands.

The impact of this is diminished rangeland ability to cope with emerging demands. How pastoralists relate to space within the context of emerging settlements system, and how these settlements impact on rangeland environment, begs for research. It is worth noting that the growth of human settlements and sedentism of rangeland communities is a new phenomenon that not only involves pastoralists but also attracts sedentary communities for two reasons: that of wanting to exploit the emerging business opportunities within the new settlements, and because the high potential areas are reaching their thresholds in terms of land availability for urban settlement expansion. Rangelands are therefore the new frontiers for settlement development.

## The development challenge

The main challenge here is that pastoral livelihood systems are increasingly coming under threat from climate change and their traditional adaptation and coping mechanisms may not be sustainable; yet sedentarization as a response mechanism may not be the panacea. Whether they need to completely abandon pastoralism for

sedentism, or if there should be a combination of both, is a matter that begs further investigation. From a policy perspective, development programmes and plans for rangelands should aim to assist communities to increase their resilience and productivity. This requires planning systems to be dynamic and re-define the concept of space and land use with regard to rangelands, and hence the right to space and space allocations to competing users. Viewed from the perspective of sedentism as being a people's spontaneous adaptive response to the impact of climate change, rangeland space is no longer a free, open, roaming space, but rather a field of continuously competing users, which require equity interventions and distributive justice to bring a balance and achieve congruence and sustainability.

## Appropriate modalities for planning pastoral settlements

The current planning approaches have not developed modalities to deal with pastoralists' sedentism as a norm rather than an exception in rangeland development management. Yet, judging from its increasing significance in the rangeland economy, pastoral sedentism cannot be wished away or seen as a temporal phenomenon. As sedentism takes root and curves its niche in rangeland space, there is growing concern among planners, development managers and policymakers that the phenomenon is likely to degrade the rangeland environment, deplete resources and impoverish the people. The question is, how will planners address this new phenomenon, and how will they integrate sedentism into rangeland economy in a manner that generates wealth and sustainable livelihoods rather than causing degradation and impoverishing the people.

To former pastoralists, settled life does not necessarily constitute a social change, but a mechanism for survival in an increasingly hostile environment. Acceptability of a sedentary lifestyle is therefore not so much as a way of social change or of improving the pastoral production, but because it offers new economic opportunities, such as trading and small-scale enterprises that help to mitigate the harsh realities of loss of traditional livelihoods due to climate change effects.

Settlement formation is therefore fast becoming a defining phenomenon in rangeland use, and is a major structural phenomenon that is certainly here to stay. How bad or how good the developments turn out for the entire population and their environment will depend on how spatial planning is applied to handle the problems and the inherent dynamic economic potential of the emerging settlements and new population composition.

Currently there is neither a structured framework for the development of these settlements, nor any spatial plans to guide their formation. They are spontaneous, and even where deliberately created, are done without prescriptive standards or any regard to their impact on the environment, land use and livelihoods.

The seriousness of this fact becomes apparent when one considers the fact that most of these new settlements are emerging around rangeland critical resources such as water points, spine roads and areas with longevity on pasture retention. While pastoral communities have always used traditional institutions to manage their common resources, they may no longer provide adequate mechanisms to co-ordinate the emerging set-up, hence the need for guiding framework in the form of plans and strategies.

## The causes of sedentarization

The causes of increased sedentism in rangelands has not been fully appreciated, neither has spatial planning systems provided for their formation and management as a new phenomenon. The unprecedented expansion of these settlements is causing significant negative impacts on the environment; hence the pastoral livelihood is greatly compromised. The open land, which traditionally defined rangeland space, is increasingly getting dotted with sedentary settlements, especially along spine roads and critical resources like water points. Rangelands are therefore increasingly losing their niche and are undergoing rapid functional transformation as sedentism becomes an inevitable phenomenon, eroding the traditional ideology of rangeland as an open, roaming space. The new land use system in rangelands therefore requires research and



development of new strategies to achieve balance and congruence between emerging competing users.

The new settlements are expanding without effective development planning, while infrastructure and services remain inadequate and poor. Populations in the settlements are also increasing without sufficient economic development policies at the local level to create jobs for alternative livelihoods, manage the environment, and provide new services.

The human settlement planning policy currently in force is limited in scope and cannot be applied to guide settlement formation in rangelands, and is also not sufficient to act as a tool for development control. Whereas any attempts to halt this process rest on ground zero, there is also no comprehensive data on the effects of these settlements on the lives of both the pastoralists and the environment on which they live and obtain their livelihoods.

### Appropriate planning and development strategies for arid lands

With appropriate planning strategies, land use conflicts and attendant degradation can be halted, while decisions on land use allocation and utilization can be made on the basis of appropriately designed spatial plans that assign land the most compatible use, from an ecological and spatial point of view. There is need therefore to research land use planning and management strategies that balance the ecological and spatial dimensions of rangeland. In view of the foregoing, and due to the uniqueness of the region, this research aims to investigate the current planning practices applied to the region, its strengths and shortcomings in handling the emerging phenomena and what appropriate strategies can be applied to adequately address the situation.

With climate change impacts, pastoralist sedentarization is certain to be inevitable, and new land use systems are needed to combine the needs of a partly sedentarized community with the need to maintain great spatial mobility. Therefore, there is an urgent need for planners and policymakers to concern themselves with the factors that influence pastoralist sedentarization and its impact on rangeland use. This means that the main environment interactive system will form the unit of study in this research. To the extent that this can lead to the development of alternative strategies for future land use, such a study will herald a major achievement. □

## Kwale District and Mombasa Mainland South Integrated Regional Development Plan

*Asfaw Kumssa, Coordinator, UNCRD Africa Office*

### Introduction

Since 2004, UNCRD Africa Office has been supporting the coast region of Kenya by providing technical assistance to Kwale District and Mombasa Mainland South to build its capacity in regional development planning and plan preparation. Through a series of training workshops, seminars and consultative meetings, UNCRD Africa Office, in partnership with the University of Nairobi; the Ministry of Lands; and the Ministry of National Development Planning and Vision 2030 assisted Kwale District and Mombasa Mainland South to prepare an integrated regional development plan. The Plan is a long-term development document that addresses the socio-economic and environmental problems of the region to improve the living standard of the people through employment creation, reduction of poverty and creation of wealth. In this regard, the Plan provides comprehensive strategies and policy guidelines to solve the problems of rural and urban development, including agriculture, mining and industry, infrastructure and human settlement, eco-tourism; and sustainable environmental management.

The objectives and vision of the Plan are in line with the various declarations and policy statements of the major international conferences, such as the World Summit on Sustainable Development held in Johannesburg in 2002, the Millennium Assembly held in September 2000 in New York and the World Summit for Social Development, held in Copenhagen in 1995. The regional plan meets the needs and aspirations of Kenyans, which are entrenched in the Constitution of Kenya 2010 through devolving power to regional authorities by establishing 47 counties.



*Discussion session*

The Plan was prepared through a consultative and participatory process that involved the community and various stakeholders at all stages of the plan preparation and is a product of a partnership between the Physical Planning Department, Ministry of Lands; the United Nations Centre for Regional Development (UNCRD) Africa Office; University of Nairobi; Kwale County Council; Ministry of Planning and National Development; and other stakeholders in the region.

The Regional Plan attempts to demonstrate the existing resources and potentials as well as the problems and challenges facing the region. Based on these analyses, the Plan proposes several strategies and policy prescriptions to be implemented to achieve the desired objectives.

The Plan was launched on 6th and 7th September 2012 in Diani, Kwale County. Following the launch of the Plan, UNCRD and the Ministry of Lands will work together in implementing the projects and programmes identified in the Plan to bring about sustainable development to Kwale District and Mombasa Mainland South. □

# Training of Trainers (TOT) Workshop on Sustainable Regional Development Policy and Practices in Namibia

*Asfaw Kumssa, Coordinator, UNCRD Africa Office*

## Introduction

UNCRD Africa Office has been providing technical assistance to the Government of Namibia to enhance the human and institutional capacity of the Ministry of Regional and Local Government, and Housing and Rural Development to effectively implement the decentralization policy as well as regional development programmes. In this regard, UNCRD Africa Office and the Ministry of Regional and Local Government conducted a training course on "Training of Trainers (TOT) Workshop on Sustainable Regional Development Policy and Practices in Namibia" from 17 to 29 October 2011 in Rundu, Okavango Region of Namibia. The main objective of the training workshop was to train the Namibian planners on sustainable regional development policies and practices. The course also aimed at

equipping the participants with the techniques of conducting effective training programmes so that they can train more planners upon return to their respective workstations.

## Achievements

The key outputs of the training workshop include:

- Capacity of 30 Namibian planners in the field of regional development policy and programmes to steer the decentralization process was improved;
- Thirty Namibian planners were trained in practical skills for project planning and management;
- Namibian planners were trained on techniques of data collection and analysis for effective regional plan preparation;
- Increased capacity of the planners to provide effective training and technical

support for local and regional authorities in regional development and the decentralization policy;

- Enhanced skills in environmental management and sustainable regional development; and
- The institutional capacity of Regional and Local Authorities for undertaking regional development planning and co-ordination, regional policy analysis, project planning, implementation, monitoring and evaluation was enhanced.

UNCRD Africa Office will organize one more training course in 2013 before wrapping up the project. The lessons learnt and experiences gained through this in-country training programme will be replicated in other African countries. □

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

*Asfaw Kumssa, Coordinator, UNCRD Africa Office*

## Introduction

UNCRD Africa Office has been conducting in-country training courses in Botswana to train regional and district planners. The training course targets district planning officers responsible for district development planning, district projects implementation and management, and officials responsible for the coordination of planning and implementation of development projects. The training programme is designed to assist the Government of Botswana in its endeavour to train a critical mass of regional planners at the district levels in order to improve district development planning, implementation and monitoring capacities

of planners and project managers from the various districts and other relevant line ministries. Under this programme, UNCRD Africa Office, in collaboration with the Ministry of Local Government and UNDP Botswana organized a "Training Workshop on Sustainable District and Regional Development Planning and Management" from 21 November to 5 December 2011 in Gaborone. Thirty planners and government officials from various districts and regional governments, as well as other line ministries, attended the training course.

## Achievements

Major achievements include:

- District and regional planners' capacity to

design and implement sustainable district and regional plans was improved;

- Participants were introduced to a project approach to district and regional development planning;
- The capacity of district planners and line ministry officials in data collection and analysis for regional plan preparation was enhanced; and
- Participants were sensitized on the advantages of the green economy and environmental management.

UNCRD Africa Office, in partnership with the Ministry of Local Government of Botswana, will organize the next training course in 2013, and will incorporate these issues in the curriculum for that training course. □

# Planning of industrial parks: The Singapore Experience

*Sunday I. OJO (5<sup>th</sup> ATC, Nigeria)*

## Introduction

Industrial parks can be defined as an area of land allocated for factory buildings. The buildings are then sold or leased for manufacturing purposes. The major objective of setting up industrial parks is to foster sustainable economic and regional development. The Singapore strategy in planning and designing industrial parks is a best practice worth emulating. In planning the industrial layout, environmental and clustering principles are adopted.

## Presentation of the Singapore case study

Singapore's planning and development from the 1960s to the 1990s shows that in the 1960s, it was labour-intensive, and skills-intensive in the 1970s, and capital-intensive during the 1980s, and became technology-intensive in the 1990s. Some of Singapore's Overseas Industrial Township Projects that can be highlighted include: the Batamindo Industrial Park in Indonesia, Bangalore Internal Tech Park in India, Wuxi-Singapore Industrial Park in China and Vietnam Singapore Industrial Park. As a result, 200,000 employment opportunities were created, and the population in these areas grew. With these developments, Singapore's ranking rose to be the most competitive economy in Asia, number one best labour force in the world, and the easiest place to do business in the world, among others.

## Land acquisition for industrial parks

In acquiring land, several steps are followed in the approval process as follows: identification of the location/site, deciding upon the type of industrial parks based on the available land and market study, pre-feasibility study, preparing the proposal and drawing up master plan, and lastly, application to State Government/Central Government/Board of Administration for planning permission and license.

## Issues for consideration in industrial park planning

Industrial analysis is also important since not all industries have the same profitability potential and analysing the industry structure helps to evaluate the attractiveness of the most competitive industry cluster for the developer. Issues and implication of planning and design of industrial parks are critical. Among these are the development strategy, existing socioeconomic conditions, land (price, location, ease of procurement, ownership, etc), operating environment, the human factor, and institutional support. In developing the strategy, some of the issues to consider are: the stage of development, its potential and what steps need to be implemented for the country to get from where it is today to where it can be in the future. Under existing socioeconomic conditions, it is important to put into consideration the level of human/skills development.

## Factors affecting industrialization

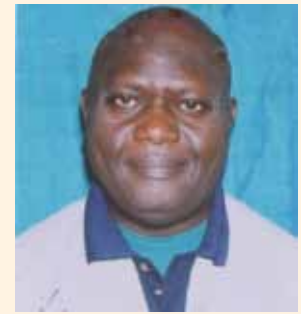
The factors that affect industrialization include the human resource and skills, natural resources/raw materials, land, transportation and infrastructure.

## Best practice from the Singapore experience

The success of industrial parks depends on government support: a one-stop nodal agency for industries, a clear and transparent industrial policy, strong government support in attracting investors, a national industrial strategic plan, marketing and infrastructure provision.

## Concept of IT & Business Park development

A Business Park is described as an area where high technology, high value-added, knowledge-intensive modern businesses are located within a fine environment. It is



globally well-connected through state-of-the-art data communication infrastructure, with a high concentration of high-tech players and industries. The core components of a Business Park are e-business, business incubation, multimedia, education as well as research and technology. The use of Business Parks can be classified as follows:

- Predominant use: This is associated with manufacturing of high technology products, test laboratory, research and development, product design and development, etc; and
- Ancillary use: This is associated with office, leisure, crèche, maintenance store and showroom.

In planning Business Parks, the following has to be put into consideration: location, design concept, land use zoning, supporting facilities, and admission criteria-permitted uses. Supporting facilities within the Business Park should include business malls, restaurants, cafeterias, cafes, wine bars, health bars, supermarkets, convenience stores, spas, gyms, banks and postal services. The infrastructure requirements of Business Parks include: telecoms, water supply, chilled water, reliable power supply and an efficient sewerage system.

The Business Park concept originated from the USA with the development of Silicon Valley in California in 1980, and its replication in UK, France, Japan, and Taiwan. The concept was adopted in Singapore in the mid-1980s. The first Business Park in Singapore was the International Business Park (IBP) located at Jurong, in the East; while the second was Changi Business Park.



# ALUMNI PROFILE

## Beatrice Olwa (12<sup>th</sup> ATC, Kenya)

When I attended the 12<sup>th</sup> ATC in 2007 at AICAD, I worked with the National Housing Corporation under the Ministry of Housing in Kenya in the position of Planning Officer I. I was mainly responsible for strategic planning, environmental impact assessment studies, and support activities of coordinating performance contracting, ISO Certification, corporate development projects, and liaisons with Local Authorities and other partners. In May/June 2008, I participated in the 36<sup>th</sup> ITC in Nagoya Japan and in November 2008, I secured a job with the Ministry of Water and Irrigation at the Lake Victoria South Water Services Board in Kisumu as a Chief Manager, Corporate Planning. My responsibilities are similar and I am glad to be at a decision-making level that promotes interaction, focus and regional development support. We are currently working on our 2013-2017 Strategic Plan in line with the second Medium Term Plan for Kenya's Vision 2030. We hope to achieve a performance that matches Singapore's level of efficiency, especially on reduction of Non Revenue Water (NRW), considering that NRW was one of the reasons that necessitated the water sector reforms. I believe that with commitment we will be able to guarantee the human right to water as vested in the Kenya Constitution. I am grateful to UNCRD and all the partners for their support, which provided me with a better lens for focusing on human security and regional development agenda.



## Patrick Hayombe (12<sup>th</sup> ATC, Kenya)

Dr. Patrick Hayombe is currently the acting Dean, School of Spatial Planning and Natural Resource Management, Bondo

University College. In the planning discipline, he has competencies in environmental planning and management, water planning, design and management, resource use planning, community and rural development planning. Dr. Hayombe holds a Doctor of Philosophy in environmental planning and management from Moi University. He participated in the 12<sup>th</sup> ATC in Nairobi, and the 2008 ATC course in Singapore organized by UNCRD and the Government of Singapore.

## Murana Justine (12<sup>th</sup> ATC, Uganda)

For over 20 years, I have had progressive experience in the Ugandan economic planning, monitoring and



evaluation, which have seen me work in the education and local government sectors. During this period, I have acquired immeasurable experience in the planning practice, management, monitoring and evaluation and team leadership. This experience has been largely gleaned from my participation in two training workshops offered by UNCRD: in Local and Regional Development Planning in Nairobi (2007); and on Urban and Regional Development Planning held at the Civil Service College in Singapore (2009). Both trainings were initiatives of UNCRD. I am currently working as a Planner with the Uganda National Examinations Board (UNEB), a body that is mandated to conduct examinations at Primary, Secondary, technical and other educational areas as deemed fit by government. Under this docket, I am responsible for monitoring and evaluating the implementation of UNEB Strategic Plan, advising the Board on the viability of projects, advising departments on initiation of key procurements, carrying out participatory planning and writing UNEB quarterly reports.



## Sem Tangeni Kalumbu, Economic Planner, Namibia

Mr Kalumbu works as an Economic Planner in Khomas Regional Council, Directorate of Planning and Development Services. His

work involves socio-economic planning, projects planning and monitoring, facilitating the process of identifying economic opportunities and challenges in the region, providing technical input to the formulation of regional economic development plans, and liaising with the Geographical Information System Analyst, the Town Planner and other stakeholders for effective implementation of projects and programmes.

Mr. Kalumbu attended the training on Urban and Regional Development Planning and Management in June 2012 that was jointly sponsored by the Government of Singapore and the United Nations Centre for Regional Development (UNCRD), and conducted by the Management Development Institute of Singapore (MDIS).

Mr Kalumbu has also completed a Training of Trainers Workshop on Regional Development Policy Management and Practices that was jointly conducted by the United Nations Centre for Regional Development (UNCRD) Africa Office and the Ministry of Regional and Local Government, Housing and Rural Development (MRLGHRD), Government of the Republic of Namibia.

## Gabriel Mueshihange Benjamin, Director, Khomas Regional Council, Namibia



Mr. Mueshihange Benjamin is the Director of Planning and Development Services at the Khomas Regional Council, Khomas Region, Government of the Republic of Namibia.

He attended the 5<sup>th</sup> ATC in Nairobi, Kenya. In addition, he attended training on Urban and Regional Development Planning and Management in Singapore, and various Training of Trainers' workshops on Regional Development Policy Management and Practices in Mariental and Windhoek, Namibia, in 1998 and 2007, respectively. He also attended UNCRD-sponsored training in Kuala Lumpur, Malaysia.

His current work includes overseeing overall regional planning and coordinating planning committees and other development partners in the area of development planning. He also provides advice to the Regional Council on matters pertaining to planning and development. Among many other high profile responsibilities, Benjamin also develops the Strategic and Operational Plan of the Directorate and oversees its implementation. He also assists in the formulation, implementation, monitoring and evaluation of the strategic plans.



## Franklin C. Chilinda, Chief Development Planner, Khomas Regional Council, Namibia

Mr Chilinda attended the workshop on Urban and Regional Development

Planning and Management in April 2009 in Singapore; and the Africa training course on Regional Development Planning and Management in Kenya in 2006.

Mr Chilinda is the head of the sub-division of Development Planning in the Directorate of Planning and Development Services at Khomas Regional Council in Namibia. Some of his responsibilities include overseeing the socio-economic planning and projects monitoring in Khomas Region; providing advice to the Khomas Regional Council; providing strategic guidance and leadership to the administration of the sub-division development planning; the development and delivery of portfolios of capital projects designed to uplift the socio-economy of communities in Khomas Region; and enhancing and strengthening regional partnerships.

# Calendar of Events

## Activities (July 2011 – June 2012)

### 11 – 12 July 2011

Community-level Workshop on Conflict and Human Security in Northern Kenya: Capacity Building for Marsabit District (Marsabit, Kenya)

### 12 – 13 July 2011

Community-level Workshop on Conflict and Human Security in Northern Kenya: Capacity Building for Laikipia District (Laikipia, Kenya)

### 15 – 16 July 2011

Community-level Workshop on Conflict and Human Security in Northern Kenya: Capacity Building for Garissa District (Garissa, Kenya)

### 29 – 31 August 2011

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

### 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 Sustainable Regional Development Policy and Practices in Namibia (Rundu Region, Namibia)

### 21 November – 5 December 2011

In-country Training Workshop on Sustainable District and Regional Development Planning and Management in Botswana (Gaborone, Botswana)

### 14 – 15 December 2011

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

### 11 – 13 April 2012

UNCRD-TARDA Stakeholders Workshop on Integrated Regional Development Planning and Plan Preparation for Tana and Athi Rivers Basin (Masinga, Kenya)

### 21 – 26 May 2012

Training Workshop on Urbanization and Industrial Development in Namibia: Challenges and Opportunities (Otjiwarongo, Namibia)

### 4 – 15 June 2012

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

### 28 June 2012

Launch Workshop of Ewaso Ng'iro North Development Authority (ENNDA) Integrated Regional Development Plan (Nairobi, Kenya)

## Forthcoming Activities (July 2012 – June 2013)

### 5 – 12 August 2012

Training Workshop on Data Collection Exercise for the Urbanization and Industrial Development Project (Hardap Region, Namibia)

### 6 – 7 September 2012

Launch Workshop of Kwale District and Mombasa Mainland South Integrated Regional Development Plan (Kwale, Kenya)

### 27 – 29 November 2012

TARDA Training Workshop on Data Collection, analysis and Presentation

### December 2012

Reconnaissance Mission to Botswana for the Human Security Project with Denver University, USA

### July – December 2012

Capacity Building Programme for Somali Refugees in Kenya Aimed at Improving their Capabilities for Self-Reliance and to help them Return to their Country to Engage in Economic Activities

### February 2013

In-country Training Workshop on Sustainable District and Regional Development Planning and Management in Botswana

### 25 February – 9 March 2013

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

### June 2013

Shanghai Training Manual

## 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.

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