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Visit by the Under-Secretary General for the UNDESA, Mr. Wu Hongbo to UNCRD Africa Office

Asfaw Kumssa, Coordinator, UNCRD Africa Office

While attending the Governing Council of UNEP in Nairobi in February 2013, the Under-Secretary General for the UN Department of Economic Social Affairs, Mr. Wu Hongbo used the opportunity to pay a visit to UNCRD Africa Office on February 20, 2013 and exchanged ideas with the staff on the current and future programmes of UNCRD Africa Office. Nikhil Seth, Director for the Division for Sustainable Development, UNDESA, accompanied Mr. Wu.

During the meeting, Dr. Asfaw Kumssa, the Coordinator of UNCRD Africa Office, briefed them about the current programmes of UNCRD Africa Office, which include research, training and technical assistance to African countries to assist in the building of their capacity and enable them to achieve sustainable development. Dr. Kumssa said that the visit indicated the USGs strong commitment to African development in general, and support to UNCRD Africa Office in particular. He further noted that although Africa has made tremendous progress in economic growth in the past decade, it is still facing many socioeconomic problems. Therefore, the support of the international



The USG for UNDESA, Mr. Wu Hongbo, making remarks

community to help Africa build the requisite capacity to increase its resilience against various economic, social and environmental threats is very important.

Mr. Wu in his remarks said that he was pleased with the programmes and activities of UNCRD Africa Office, which have been undertaken with limited human and financial resources, and encouraged the staff to align their future programmes with Rio +20 outcomes. He also mentioned that his office

would support UNCRD in its effort to promote effective regional development programmes in Africa. Mr. Seth on his part thanked the staff of UNCRD for their diligence and hard work and urged them to focus their future activities on urban issues and problems, since Africa is one of the rapidly urbanizing regions of the world. □



Group photo with Mr. Wu Hongbo

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Letters to the Editor

I wish to once again extend my heartfelt gratitude to UNCRD in partnership with AICAD and UNDP Kenya for the opportunity to attend the Africa Training Course held in 2013 in AICAD, Juja, Kenya. I wish to thank UNCRD for the good organization of this training course. Everything was well-coordinated right from the start, particularly the excellent selection of knowledgeable resource persons from remarkable institutions within Kenya. I was particularly able to acquire the requisite knowledge and skills in relation to local and regional development planning and management, share experiences and also appreciate how different countries have been able to incorporate this in their daily planning practices.

Together with my two colleagues, Samuel Kiyangi and Juliet Kyokuhair, we attended the Africa Training Course (ATC) on Local and Regional Development Planning and Management from 17 to 29 June 2013 at AICAD in Juja, Kenya. The training course was organized by UNCRD, African Institute for Capacity Development (AICAD) and UNDP Kenya. The course was very relevant to my schedule of duties, which include planning, reviewing development policies, strategies, projects and programmes prepared at the sectoral level, reviewing local government documents and ensuring value for money, determining the level of resources allocated to each sector within macro limits, ensuring consistency of appraisal methods across government and providing overall coordination of the development budget.

This training course has enabled me to achieve greater and immeasurable skills in regards to project planning, management and execution, formulation and implementation of effective decentralization policies in a bid to empower local communities and so many uncountable others, which will enable me to effectively handle my tasks.

The training course was a good learning experience. I must testify that in addition to sharing experiences and establishing institutional linkages with the participants in attendance, my understanding of the word "regional development" has been broadened. I got exposed to so much current and

emerging regional development issues in Africa as well as understanding its social dimension. In addition, the presentation of our country case study helped me link Uganda's development issues with the practical implementation of regional development.

Under the module of Re-entry Planning and TOT Techniques, my team was able to propose and prepare a draft action plan for an in-country training here in Uganda. My team proposed an action plan with an objective to build the capacity of mid-career planners in developing and implementing effective regional plans to address development constraints in Uganda, which include high unemployment rates and unplanned urbanization, environmental degradation, production of primary products and poor infrastructure among others. The document is awaiting the approval of top management.

Esther Ayebare
Uganda (2013 ATC)

It was really a great pleasure to participate in the Africa Training Course (ATC) on Local and Regional Development Planning and Management in June 2013, in Juja, Kenya. The training was exciting and very informative; it was also an eye-opener into regional development planning issues in Africa. I therefore have the honour to take a moment to acknowledge, with thanks, UNCRD and AICAD for their support, and the training opportunity, which I will truly cherish for a long time during my future career advancement and for the betterment of my role in the organization.

Jacqueline Mwendwa
Tanzania (2013 ATC)

I write to let you know how much we appreciated your work and for the training course in Singapore (April 2011). We also thank you for choosing the Civil Service College in Singapore for the training. We appreciated the lectures and the exposure visits, which were provided to us during the training on urban planning and regional development. We would like to appreciate all those who delivered the lectures. Their innovative ideas have helped me in the course of my work. I would like to appreciate

your contribution, your commitment and honesty right from day one to the end.

To be honest I had never believed I would fly one day in my life owing to the fact that I come from a very humble background. For you at UNCRD to have made it possible for me, I say thank you very much, I am humbled by your work. I pray for your continued existence to enable you to help more nations to appreciate planning and development. I would like to appreciate the contributions by the partners who made it possible for UNCRD to organize this training, the Ministry of Foreign Affairs, Singapore and JICA. They did everything possible to make our stay in Singapore as comfortable as possible, we felt at home away from home.

The course made a big difference in my professional life and I thank UNCRD for this opportunity. I hope that more mid-career planners from Africa will continue to benefit from such a wonderful opportunity as the one I was given. I was enriched by the notion: look at every challenge as an opportunity to make a difference (biblically, it is better to light the candle than to curse the darkness). We can find solutions to our problems using homegrown solutions. I have also benefited immensely from the friendships that resulted from the training; in fact I now share plans with other colleagues from other countries. This has enriched my planning and implementation work.

Later in the same year I had an opportunity from our Ministry of Local Government (Uganda) to travel to India on rural development. During that trip, I was able to compare and understand with ease what I had learnt in Singapore.

I would like to specifically thank Francesca for the great job she did; I do appreciate her professional human relation skills. She kept on calling even when I had no passport. Please keep it up. To Dr. Kumssa, thank you very much for your leadership and the mentorship you provided throughout the training. May God bless UNCRD and all her partners.

Robert Mangusho
District Planner, Kween District Local Government, Uganda □

Africa Training Course on Local and Regional Development Planning and Management

Michael Kinyanjui, Project Officer, UNCRD Africa Office

Introduction

A large number of African countries are moving from centralized to decentralized government administration and regional development strategies. This has led to increased demand for trained local and regional development planners and managers. However, in most of these countries, there is a severe lack of trained manpower in the area of local and regional development planning and management, oftentimes leading to hiring of personnel who lack the necessary skills and expertise. In responding to this challenge, UNCRD, in collaboration with the Africa Institute for Capacity Development (AICAD), organized the Africa Training Course (ATC) on Local and Regional Development Planning and Management from 17- 29 June 2013 at AICAD in Juja, Kenya. The course brought together nineteen mid-career planners (13 men and 6 women) from seven African countries (Burundi, Ethiopia, Kenya, Rwanda, South Sudan, Tanzania and Uganda). Mr. Wallace Nyakundi, Senior Director of Education, Ministry of Higher Education, Science and Technology officially opened the training course. Also present during the official opening of the course were UNDP Kenya Country Director's representative,

Ms. Caroline Averbeck; Prof. Andrew Gidamis, Executive Director, AICAD; and Dr. Asfaw Kumssa, Coordinator UNCRD Africa Office.

Objectives

The principal objective of the ATC is to provide mid-career planners with requisite knowledge and analytical skills in formulating and implementing effective regional development policies and plans. Building on the progress and experiences gained through previous capacity building programmes supported by UNCRD, the training aimed at increasing the target African countries' capacities to reduce poverty, promote good governance, and achieve sustainable development.

Focus of the training

The ATC was structured around eight modules covering the domains of theory, analysis and synthesis of regional development and planning. The sequence of modules relates to the practical process of planning, linking knowledge to action and theory to practice.

The participants were first introduced to the concepts, theories and recent approaches and experiences of regional development

planning and management in Africa, which gave way to planning for strategic sectors including industrial, agricultural human settlements and environmental management. To equip them with requisite knowledge in formulating and implementing effective decentralization policies that can empower local communities, the planners were introduced to decentralization and local governance, a module which also examined the relationship between decentralization and sustainable regional development planning, as well as the role of local governance in the democratization process. The social dimensions of regional development, including human security, conflict, social integration, gender mainstreaming and poverty and regional development were thoroughly covered.

To link government policy and peoples' needs through project identification, and implementation, participants were taken through project planning, management and evaluation. The importance of research design in the planning process as well as the techniques of data collection and analysis, including the use of computers in data processing, storage and presentation, was also included in the course module.



Group photo during the opening ceremony of ATC



Group presentation session

To expose participants to practical experience in analyzing real-life situations, a field study to Del Monte Kenya Limited was organized. This offered the participants a hands-on opportunity to collect data and information on the project; evaluate it and prepare reports on their findings and suggest proposals for its improvement. The process was quite exciting to the course participants.

Participants were also taken through Re-entry Planning and TOT Techniques. This was aimed at training them on how to organize

and conduct in-country training programmes on relevant topics in their countries. The initial steps to actualize this was the preparation and presentation of action plans on how country groups will utilize lessons learnt during the course upon return to their workstations, including in-country training within their respective countries.

Throughout the course, a participatory and output-oriented training methodology based on a three-way dialogue was used. This involved dialogue from the resource

persons to the participants, and from the participants to the resource persons and colleagues during plenary sessions, and from resource persons to the participants as comments and clarifications. Participants were able to discuss and exchange experiences from respective African countries, hence learning not only from the lecturers, but also from fellow participants.

The training outputs

The participants' capability to apply relevant tools for effective planning and formulation of technically sound plans, programmes and projects for regional development was improved:

- Capacity of the planners in preparation and delivery of similar training courses to increase its multiplier effects was enhanced.
- A forum for African planners to exchange views and experiences and learn from each other was created.

Course evaluation

To ascertain if the course achieved its stated objectives, an evaluation was undertaken at the end of the training. Overall the participants rated the course as *very good*.

Beyond meeting their expectations, the course also explored ways and means of solving Africa's regional development challenges. Participants noted that both the course content and the training materials were *very well tailored* to local and regional development planning and management and were presented by *very knowledgeable* resource persons. The participants rated the course as *practical and applicable* to their day-to-day work. Project planning, management and evaluation and research design, data collection and analysis were singled out as the most practical modules, while Re-entry planning and TOT techniques provided a unique opportunity to share knowledge gained during the training. However, the evaluation highlighted that the two weeks allocated to the course were not enough, considering its intensity. Group activities and discussions were highly appreciated as a means of understanding, internalizing and providing feedback on the lectures and sharing country experiences. □



Some of the ATC participants with UNCRD and AICAD staff

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

Asfaw Kumssa, Coordinator, UNCRD Africa Office



Participants of the Namibia training workshop

Introduction

UNCRD Africa Office organized a Training of Trainers (TOT) Workshop on Regional Development Policy and Practices in Namibia from 25 March to 6 April 2013. The training workshop was held at the Altebrucke Conference Centre in Swakopmund, Namibia. UNCRD Africa Office and the Ministry of Regional and Local Government, Housing and Rural Development, Government of Namibia, jointly organized the training workshop. Forty-six planners drawn from the thirteen regions of Namibia and other line ministries attended the training workshop.

His Worship Juuso Kambweshe, the Mayor of Swakopmund City, officially opened the training workshop. The Mayor in his brief remarks thanked UNCRD for the technical support provided over time and mentioned that the programme has enhanced the skills and knowledge of Namibian planners and contributed to the trained pool of planners. The Director of Decentralization Coordination, Mr. Godwin K. Sikabongo, for his part, thanked UNCRD for the support the Centre has provided to the Government of Namibia and underscored the importance of the in-country training programme. He also noted that the programme has improved capacity in Namibia, both at individual and institutional levels.

Workshop objectives

The main objective of the training workshop was to train Namibian planners on effective 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 when they return to their respective workstations. More specifically, the workshop aimed at:

- (1) training planners in regional development planning so as to enable them to establish a mechanism for guiding and co-ordinating the decentralization process; and enhancing the capacity of the planners in project planning and management;
- (2) training the participants in data collection and analysis; techniques and methodologies of undertaking effective training programmes; and enhancing planning capacity at regional and national levels to promote effective resource utilization and environmental management, proper planning and implementation to alleviate poverty and spur economic growth.

Outputs of the training workshop

- Forty-six Namibian planners were trained in the field of regional development so that they could steer the decentralization process.
- The participants were equipped with practical skills on project planning and management, techniques of data

collection and analysis.

- Namibian planners were trained on TOT techniques and re-entry planning.
- Institutional capacity of Regional and Local Authorities for undertaking regional development planning and co-ordination, environmental management, and regional policy analysis for poverty alleviation and sustainable economic growth was enhanced.

Training methodology

The training workshop utilized UNCRD's *output-oriented participatory* training methodology that was developed by UNCRD Africa Office and used in its other training programmes. Under this training methodology, resource persons delivered the lectures, followed by group work and case study analysis. During group work sessions, participants were divided into five groups, each of which examined relevant case studies and solved practical problems. Results from the group work were presented at the plenary sessions where resource persons and other participants commented and provided feedback. This training methodology enabled the participants to properly internalize concepts and issues raised and discussed during the training course. At the end of the course, the participants prepared a checklist of new tasks and initiatives for their re-entry planning or action plans. The re-entry plans are useful

course outputs that participants use to train more planners when they return to their respective workstations. In this regard, the training course has a multiplier effect through the training of trainers (TOT) methodology that enables the participants to train more planners in their respective workstations.

Evaluation of the training workshop

To assess the impact of the training course, UNCRD Africa Office prepared and distributed evaluation questionnaires to the participants, who assessed the training course in terms of its overall achievements and its impact on the skills and knowledge of the participants. The participants also evaluated the course in terms of its training method and materials, specific topics covered, and course administration and organization.

In their evaluation report, the participants indicated that the training workshop had improved their skills and knowledge in the field of regional planning, sectoral planning, project planning and management, and data collection and analysis. They underscored the importance of the training course in building their capacity to effectively implement regional development policies and the decentralization programme. They also mentioned that the training course introduced them to the TOT techniques and enhanced their knowledge for carrying out effective training programmes in their respective regions and line ministries. The results of the evaluation indicated that, overall, the participants highly rated the training course, its training methods, training materials and the guidance provided by the resource persons. They also rated very highly individual topics covered in terms of degree of importance, selection of topics and level of attainment of module objectives. They were particularly impressed with the module on project planning and management and the resource persons for this particular module.

Ninety-two per cent of the participants rated the training course as *very good* while 8 per cent said the course is *good*. The training methodology used during the training course was rated *very good* by 85 per cent and *good* by 15 per cent of the participants. The participants appreciated UNCRD's *output-oriented participatory training methodology* that provided them with an opportunity to learn from their colleagues 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 with fellow participants and sharpened their analytical as well as presentation skills.



Group photo

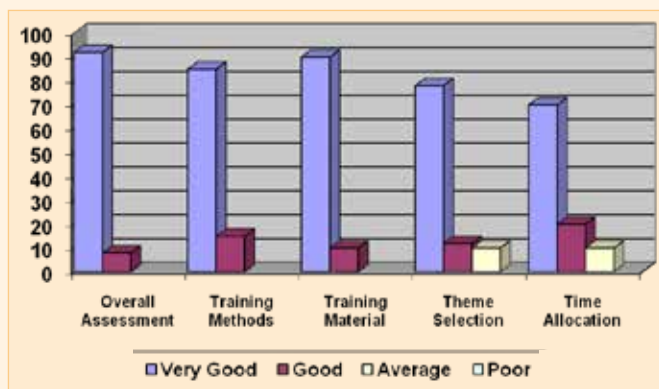


Figure 1: Evaluation of the Training Course by the Participants

The participants also highlighted the importance and quality of the training materials prepared by the resource persons and distributed during the training workshop. Again, 90 per cent of the participants said that the training materials were *very good* while 10 per cent said they were *good*. The evaluation report indicates that the participants strongly felt that the time allocated for the training course was very short. Some of them indicated that the duration of the course should have been extended to three weeks.

Conclusion

The series of lectures delivered by a UNCRD expert, the international as well as local resource persons, and the group discussions held during the training workshop enabled the participants to link theoretical issues with practical implementation of regional development and planning, project planning and management as well as data collection and analysis. A field visit, which was organized as part of the training course, provided the participants with an opportunity to see the practical realities of planning, implementation and management of projects. Through the experiences they gained from the field visit, the participants appreciated the usefulness of the knowledge and skills of regional development policy analysis, project planning, implementation, monitoring and evaluation and management.

The fieldwork also exposed the participants to the challenges of practical implementation of project planning and management and data collection and analysis. The participants examined the problems and challenges of regional development, project planning and management as well as data collection and analysis in Namibia, and managed to learn from the experiences of each other. The trained planners also indicated that they would utilize the skills and knowledge they had acquired from the course in their day-to-day activities upon return to their workstations.

Lessons learnt

The participants identified several current regional development problems and challenges facing Namibia, key among them being regional and social inequality in the country, and a high unemployment rate, both at the national and regional levels. Other issues raised included lack of co-ordination and harmonization of regional and local development plans with sectoral and national plans, and lack of trained regional planners with requisite knowledge and skills in regional development planning and management. The participants felt that UNCRD's training workshop would help in addressing some of these challenges and consequently put the country on a sustainable footing. ▢

The Challenges for Research and Development Knowledge Transfer for Industrial Development in Tanzania

Jacqueline G. Mwendwa (2013 ATC, Tanzania)



Introduction

Industrial Research" aims at generating knowledge that will help create or improve a product; process or service; while "Development" converts research findings or other knowledge into a new product, process or service. Thus, research and development (R & D) institutions have an important role to play towards the industrial development and production of consumer goods within the nation.

Small and Medium Enterprises (SMEs) and Small Scale Industries (SSIs) are well placed to benefit from the process of technology transfer from public funded R&D institutions. The interface between the public funded R & D institutions and SMEs/SSIs, however, need to be strengthened for mutual benefit. At the moment, there is no linkage between the public-funded R & D institutions and industries/SMEs with regard to technology development and outcomes transfer for commercialization.

The challenges facing R & sD institutions

Tanzania has for many years been undertaking significant scientific research, especially in medical, agricultural and industrial areas. However, these research results have not been translated into tangible products, processes and services for development purposes of the country. Such critical bottlenecks towards dissemination of research outcomes in the R&D institutions need to be addressed so as to improve the vital role of R & D activities within the country.

Among the major challenges which R & D institutions are facing are: ineffective

mechanism for setting up priority research areas that have direct benefits to national economic growth, societal and human welfare, and ineffective mechanism for ensuring that research results and developed technologies are commercialized and disseminated. They also include low funding of research activities, and inadequate collaboration among researchers from different disciplines/ institutions and the private sector so as to optimize the use of resources and increase efficiency.

Development planning and management of the R & D system in Tanzania

The appropriate development planning and management regarding the R & D system should mainly emphasize on: (1) creating a policy framework for setting up and periodically reviewing research priority areas and identifying strategic research areas that are important to national industrial development and economic growth, and aligning research planning, implementation, monitoring and evaluation, as well as reporting, to the national development agenda; (2) establishing effective mechanisms that will ensure the identification and translation of innovative research results into products, processes and services, and an efficient management system for dissemination and ultimate commercialization of innovative research results; (3) ensuring that R & D institutions collaborate with local industries (including small and medium enterprises) in up-scaling the local technologies and skills in order to produce quality products and services, and ensure that adequate funds are allocated by the government for industrial research and development activities; and (4) motivating the private sector/industry, development

partners and individuals to contribute to research funding.

Conclusion

The country needs to have a clear national research & development policy, which will guide the stakeholders on effective and efficient resources utilization, strengthening and improvement of research activity, addressing the quality and relevance of research & development activities that result in providing goods and services needed by the consumer society. Also, a focused national R & D policy will strengthen the country's research capability and capacity, and this will enhance national competitiveness in terms of technology transfer, hence industrial development. □

Capacity Building Programme for Somali Refugees

Michael Kinyanjui, Project Coordinator



Some of the resource persons

Introduction

UNCRD Africa Office has implemented this project for one year with the objective of **improving refugee Capabilities for Self-Reliance and to help them Return to their Country to engage in Economic Activities**. The project targets Somali refugees and members of the host community in Dadaab. The project works by improving the technical skills of the refugees and the host community, and enhances their socioeconomic conditions and self-reliance, as well as supplementary humanitarian assistance. The project also encourages exchange of information, promotion of knowledge and building of skills for improved livelihoods, and conflict management in a sustainable manner. It therefore goes beyond humanitarian assistance to impart new skills for alternative livelihood creation and supporting alternative economic activities that boost self-reliance.

Capacity building initiatives

Capacity building initiatives have been at the core of the Somali Refugees Project. UNCRD Africa Office has organized and undertaken several capacity building workshops for both refugees and the host community members. The trainings were organized concurrently with other activities that support alternative livelihood. Key among the capacity building activities includes:



Some of the resource persons and participants

Training Workshop on Peace Building, Conflict Prevention and Management for Refugees and the Host Community in Dadaab. This was held from 12–17 November 2012. It focused on conflict issues and how they negatively affect self-reliance and engagement in productive livelihood activities. Key topics covered included conflict over resources, role of different actors in conflict prevention, role of diversified livelihoods in conflict management, and tools and strategies for conflict prevention and management. The workshop enabled the participants to understand the causes and impacts of conflict as well as conflict prevention and management skills. In total, 51 participants (13 women and 38 men) drawn from refugee and host communities took part in the training workshop.

UNCRD Training Workshop on Enhanced Knowledge in Small Business Skills and Conflict Management for Women was organized from 21–23 January 2013. Refugee and host community women were trained on essentials of business start-up, management and expansion. The training enabled the women to appreciate the need for adopting small businesses such as tailoring as an alternative livelihood support initiative. Twenty-seven participants (21 refugees and 6 host community members) took part in the workshop.



Group exercise

Capacity Building on Enhanced Knowledge in Small Computer Business Skills and Conflict Management was held from 24 – 26 January 2013. Twenty-six participants (22 men and 4 women) from both the refugee and host communities took part in the training. Of the 26 participants, 16 were refugees while 10 were from the host community. The workshop targeted the youth and focused on essentials of business start-up, management and expansion. Business recording and financial management skills were also shared. The participants were also trained on practical basic computer operation and hardware maintenance skills.

Teachers and Management Training for Quality Education Delivery. This training workshop held from 27–28 March 2013 aimed at enhancing and improving the quality of education. Conducted in partnership with UNICEF, the training workshop was to improve understanding and working relationships between stakeholders

Refugees and the Host Community in Dadaab, Kenya

Officer, UNCRD Africa Office

towards up-scaling enrollment, retention and performance in schools. The training brought together 27 participants.

Training on Environmental Management and Conservation for School Age Children. This was held on 29–30 March 2013 and targeted school age children to help them appreciate the human environment and its importance in life sustenance. In total 29 participants (25 students and 4 environment club teachers) participated in the training course.

Livelihoods improvement support

This programme aimed at providing support to livelihood initiatives. Key among these are:

Provision of Energy Saving Stoves: This was done in partnership with the World Food Programme. Three thousand energy saving stoves were procured and distributed to refugees and the host community. The aim was to reduce conflict between refugees and the host community, which usually revolve around resource use (demand for firewood), resulting in environmental degradation.



Group work

Business Support to Youth and Women Groups: UNCRD procured 100 computers, 100 computer tables and 100 computer chairs toward supporting the youth groups' cyber café business initiatives. In addition, procurement of 90 sewing machines, 90 sewing chairs and sewing machine accessories has been done for the women groups. The sewing machines have helped the women to expand their businesses; hence improve the livelihoods of their families.

Shelter Improvement: In partnership with the International Organization for Migration (IOM), UNCRD has constructed 320 emergency transitional shelters and trained 110 members of the refugee and host communities in shelter production. This has provided short-term employment to approximately 100 members of the host and refugee communities, as well as business opportunities to local suppliers and contractors, contributing significantly to the economic wellbeing of the Dadaab area. In partnership with UNHCR,



Shelter built by UNCRD, in collaboration with IOM, for the refugees

798 family tents accommodating 4,000 refugees have been bought and distributed to refugees in Dadaab.

Challenges and lessons learnt

Key challenges include insecurity in Dadaab, language barriers and management of diverse partnership with different interests slowing down the implementation of the project. Despite the evident conflict between refugees and the host community, increased awareness arising from its impact on their livelihoods has greatly enhanced understanding and adoption of effective conflict resolution mechanisms between the two groups. Key concerns on how to avoid or manage it were a clear indication of the willingness of both groups to address conflict in Dadaab.

It was further realized that both groups have a lot of unutilized potential, which may need to be harnessed towards improved livelihoods. More training and support is needed to help them realize their full potential. Despite slowing down the process, involving diverse stakeholders in the implementation has greatly led to the success of the project. □



Lecture session

Launching of Kwale District and Mombasa Mainland South Integrated Regional Development Plan

Asfaw Kumssa, Coordinator, UNCRD Africa Office

Introduction

The Kwale District and Mombasa Mainland South Regional Physical Development Plan, 2004 – 2034 was launched on 6 – 7 September 2012 in Diani, Kwale District. The launching workshop was attended by over 80 community and political leaders from the area, Members of Parliament, representatives of various NGOs and CBOs and scholars from various universities in Kenya. It was officially opened by the former Minister for Lands, Hon. James Orengo, and by Hon. Chirau Ali Mwakwere, the then Minister for Transport.

Background

Since 2004, UNCRD Africa 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. UNCRD Africa Office and the Physical Planning Department, Ministry of Lands, embarked on this project because they felt that in Kenya, especially in the Coast region, there is a lack of an integrated framework for regional development policy formulation and implementation.

District development planning system

The District development plans, which are used as a tool for decentralized planning and development, lack an integrated approach to development and do not provide an effective framework for project design and implementation. This is largely due to two main reasons. First, the district development planning process focuses more on sectoral strategies and programmes. Second, preparation of district development plans lack consultation and participation of key stakeholders, including local NGOs, CBOs and local civic leaders in regional plan preparation process. Most importantly, district regional development plans are prepared without adequate provision of relevant framework for implementation.

The strategies, programmes and projects proposed in district regional plans lack vital components such as a regional plan matrix that outlines the roles and responsibilities of various organizations and agencies responsible for implementing projects and programmes identified in the plan. Prioritization of programmes and projects that indicates short, medium and long-term phases of implementation are also not included in the district development plans. This has led to haphazard implementation of regional plans and inefficient use of available human and financial resources. To ameliorate these problems, the Government of Kenya initiated reforms to make the planning process more effective and participatory.

In line with the new national reform policies, UNCRD has been providing technical assistance to the Physical Planning Department, Ministry of Lands, in building the capacity of its planners and preparation of a long-term and integrated regional plan.

The regional physical development plan

The regional plan attempts to highlight the existing resources and potential, 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 in order to achieve the desired objectives.

The plan is a long-term development document that addresses the socio-economic and environmental problems of the region with the objective of improving the standard of living 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 problem of rural and urban development, including agriculture, mining and industry, infrastructure and human settlement, eco-tourism, and sustainable environmental management.



During the Plan launch workshop

The plan policy orientation

The objectives and vision of the regional 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 recommendations and Plan of Action adopted at all these summits underscored the importance of building an African capacity to effectively plan and utilize resources to reduce poverty and achieve sustainable development.

The preparation process

The plan was prepared through consultative and participatory process that involved the community and various stakeholders at all stages of the plan preparation. The regional plan is a product of a long participatory process and 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 purpose

The plan will assist the counties of Kwale and Mombasa in their endeavor to implement the current devolution policy of the government and the related regional development projects in the area. The plan will also serve as a reference document for all development agencies, international as well as NGOs, involved in the development of the region. □



Mitigation of Security Risk in Urban Planning and Development

Baker Akantambira (6th ATC, Uganda)



Strategic planners and managers assume that death is far from the people, and only in unavoidable cases are cautionary provisions put in place. With the emergence of fluid security threats across our borders, most terror groups target innocent people and indiscriminately kill to prove their might. Therefore, as planners and managers, it is critical that we face the reality and re-orient our planning and management strategies and techniques to counter these effects.

Terrorists target urban centres and public facilities such as schools, churches, markets, trains and buses, clubs and discotheques. As such, structural planners and architects should when designing structures, put in place provisions and services that could save lives. The following are some of the mitigation measures planners and managers should take into consideration.

Security check points/screens

Most people regard walking through such gadgets as inconveniences; but our planning should embrace this development and train our people to appreciate their use.

Mandatory firefighting equipment/tools in all public places

It may be expensive to install, but the alternative can be much more expensive. As a matter of policy, all public places must have some minimum firefighting equipment, and planning must include fire-fighting, fire escape and fire assembly. In Uganda, many schools and markets have succumbed to fires that would otherwise have been controlled if such planning were in place.

Firefighting brigades (police) companies

Government at all levels must secure and facilitate the police based firefighting brigades and units to enable them to provide emergency services and backup support in case of fire outbreaks. The private sector has recently joined this sector, but governments must not shirk from their role in this area.

Water access to buildings and other public places

As part of the design, it must be emphasized that all public facilities must have access to water hydrants.

Regular sensitization and training programmers

It is apparent that the public needs regular awareness campaigns and training so as to sensitize them on the environment and risks to individual and corporate safety. Perhaps this should be incorporated in our schools curricular.

Integrated Security planning and alert systems

We have seen the police and other security forces respond to terror and fire attacks with limited success. To mitigate this, we should aggressively and strategically plan ahead, but coordinating this research remains a big challenge. There should be a link between the national and the planning systems.

Compliance

Ideas can be great and promising, laws and regulations to enforce such ideas may be in place; but the main challenge is the actual enforcement of such great ideas. It is therefore paramount that, other factors notwithstanding, we the alumni of ATC take a stand in our various positions of governance and ensure that compliance is enhanced. Certainly, all stakeholders must partner and cooperate in this. These should include: Government Ministries & Agencies, Local Governments, churches, mosques, schools, the private sector, community organizations, and the general public. □

Training Workshop on Integrated Regional Development Planning and Plan Preparation for Tana and Athi Rivers Basin

Asfaw Kumssa, Coordinator, UNCRD Africa Office

Introduction

UNCRD Africa Office organized a workshop on stakeholders' consultation in regional development planning and plan preparation for TARDA from 11 – 13 April 2012 in Masinga Dam, Kenya. Sixty participants (policymakers and planners from relevant ministries, representatives of regional counties, local governments, the private sector, civil society organizations and local communities) attended the workshop. This workshop was meant to assist TARDA and its stakeholders in mainstreaming the Kenya national policies and strategies in its development plans.

Tana and Athi Rivers Development Authority (TARDA) was formed in 1974. It covers 15 counties with a total area of 138,000 km² and its mandate includes: (1) environmental protection; (2) natural resource management; and (3) promoting economic development through sound investment programmes and infrastructural development projects.

In order to effectively carry out its mandate, TARDA undertakes the following functions: (1) advises the Government of Kenya and the various line ministries on all matters affecting development of Tana and Athi Rivers basin; (2) co-ordination and monitoring of development programmes and projects; (3) liaising with the government, the private sector and international development agencies to support development efforts in the basin; (4) assisting institutions operating in the region to access credit and funds to finance their programmes and projects; and (5) preparing short and long-term development plans for the region as well as updating the plans from time to time.



Consultation among TARDA staff

The region covered by the basin is important in Kenya's natural resource management and economic development. The two rivers form a hydrological system with the largest water resources in the country. In the 1960s, these water resources attracted massive investments in hydroelectric power generation.



Group exercise session

The upper catchment of the basin lies within the highlands of Kenya, which is the most productive agricultural area in the country. Over the years, fast population growth and rapid urbanization in upper and middle zones of the basin have brought with them the new challenges of effective environmental management, natural resource utilization and sustainable economic development. Productive agricultural land and natural forest areas have been cleared for urban development and the growing rural settlements.

The middle and lower zones of the basin have arid and semi-arid climatic conditions with higher daily temperatures and low annual rainfall that is poorly distributed in space and time. Communities who live downstream rely entirely on water from the two rivers for their economic survival. Livestock rearing and subsistence farming are the main economic activities in the area. The potential for irrigation-based crop production (e.g. rice) and cash crops (e.g. sugarcane and cotton) are enormous. However, lack of farming skills by the subsistence farmers and the high cost of irrigation technology rules out this type of agriculture. Consequently, pastoral livestock production is the most widespread means of subsistence in the basin.

The national regional development policy

The Kenyan Government has pursued a local and regional development policy since 1970 as a vehicle to promote effective resource utilization, environmental conservation and regional economic development. This strategy is aimed at enhancing effective natural resource utilization, bring about sustainable economic development so as to reduce poverty, and improve the people's standards of living.

In 2004 and 2007, the government formulated a corporate strategic plan and national regional development policy respectively. These were to provide a better policy framework for the operations of TARDA and other regional development authorities. In 2008, the government of Kenya also launched Vision 2030, which has identified

the need for an integrated framework for regional development at the regional and national levels.

To successfully implement these regional and national policies, TARDA requested UNCRD Africa Office for technical assistance to design and implement a training programme and build its institutional capacity for integrated regional development and plan preparation, as well as effectively implement national policies in the basin. Towards this goal, UNCRD Africa Office organized a series of training workshops, in-house seminars and regional plan preparation working sessions jointly with TARDA and in collaboration with the Ministry of Lands, the Ministry of Planning and National Development & Vision 2030, and the University of Nairobi.

The main objective of the workshop was to sensitize policymakers, civil society organizations and grassroots community leaders on a regional approach to economic development aimed at training participants on their respective roles in plan preparation and implementation. The specific objectives were to: (1) sensitize stakeholders, community leaders and potential partners on a regional approach to river basin development planning and plan preparation; (2) train the participants on techniques of identifying regional development problems; (3) sensitize the participants on emerging concepts and issues of regional planning methodologies; and (4) train regional planners and development managers on stakeholders and regional development problem analysis.

Outputs of the workshop

The workshop realized the following tangible outputs:

- Sixty participants were sensitized on a regional approach to integrated river basin development planning.
- 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. □

Sustainability and sustainable development in the National Development Agenda

Charles O. Konyango (3rd ATC, Kenya)



Introduction

Sustainable development has gained increasing recognition worldwide as a conceptual framework for development that recognizes the interdependency between economic growth, social equity and environmental integrity. Although definitions vary, an internationally accepted definition emphasizes the need for a long-term planning horizon, and the adoption of a development path that improves the quality of life for current generations, while leaving future generations with at least the same capacity and options for development; the importance of enhancing horizontal linkages and promoting co-ordination across sectors, and in particular for recognizing synergies and tensions across sectors; the importance of vertical spatial linkages, so that local, provincial, national and global development efforts and governance are mutually supportive; and the role of partnership between government, business, non-government and community and voluntary organizations. Kofi Annan, the UN Secretary General once remarked: "Our biggest challenge in this new century is to take an idea that seems abstract and turn it into a reality for the entire world's people."

The sustainable concept

While the concept of sustainable development has been on the international agenda since the UN Conference on the Human Environment in Stockholm in 1972, the terms sustainability and sustainable development have been used and interpreted in widely different ways. In developing a strategy for sustainable development, it is critical to have a clear statement of the meaning of the term in the Kenyan context. A sustainable society should be seen as the overall goal of the NSP, while *sustainable development* is the process by which we move towards that goal.

The preparation of the NSP should therefore move from vision to programmes, and from

programmes to action. The NSP process should therefore incorporate:

(1) analysis of long-term economic, social and environmental trends and related policy initiatives; (2) formulation of a strategy and action plan for the plan period to facilitate the implementation of the vision, goals and strategic priorities as outlined; and (3) implementation framework accompanied by continuous monitoring and evaluation of progress towards a sustainable society, which also then provides feedback for a system of adaptive management.

Overall, the National Spatial Framework is a valuable step in defining key sustainable development principles for the country while being mindful of global challenges and growth ideals. Due to the complex development considerations that include the worrying increase in the regional inequality gap between the rich and poor populations in the country, there is need for an approach that accepts social, economic and ecosystem factors of governance that underpin development.

This is a systems approach to sustainability where the economic system, socio-political system and ecosystem are embedded within each other, and then integrated through the governance system that holds all the other systems together in a legitimate regulatory framework. Sustainability implies the continuous and mutually compatible integration of these systems over time; sustainable development means making sure that these systems remain mutually compatible as the key development challenges are met through specific actions and interventions aimed at eradicating poverty and severe inequalities.

Re-thinking national strategy for sustainable development in the new constitutional dispensation

Kenya is an emerging economy, and while significant progress has been made over the past 10 years, there are still significant

development challenges that need to be addressed in a sustainable development manner. These include: high levels of poverty, inequality and unemployment, informal settlements, access to potable water and sanitation, and increasing maternal deaths.

Kenya's current economic development path is based primarily on maximizing economic growth as measured by the gross domestic product (GDP), particularly through tourism and agricultural activities. The need to put in place new socio-economic objectives, particularly around issues of equity, is clearly central to the policies of the democratic government. More recently, there has been recognition of the need for a more radical redefinition of our development path expressed in the Constitution of Kenya 2010.

The new constitution will effectively transform the country's development path and its systems of governance. It has two distinct and inter-dependent forms of government: national and county. Institutions in devolved governance will be established in each of 47 counties, with oversight in each county being provided by a county executive and an elected governor, and a county legislature. The outcome of these, and the manner in which devolved institutions are established and supported, will have a major impact on the prospects for stability and development in the country.

The challenges for spatial planning

The goal of spatial planning is to create and maintain order, quality and congruence of development in Kenya. The challenge of spatial planning therefore is to spearhead change as society develops. The move from physical to spatial planning derives from the principles of sustainable development, which are based on conserving and developing the qualities of the local environment, as opposed to previous planning that was more oriented towards growth. Spatial planning is more policy-oriented and exalts the principle of sustainability in development. The content of plans evokes decisions on the best way to improve existing spatial qualities and

how to promote and protect the landscape and nature, while embracing growth.

In the new constitutional dispensation, planning should have a regime that is distinct from land administration. This is where Kenya went wrong in the past; by considering planning as a tool of land administration, thus landing the country into one big informal settlement. There should be a planning authority, which will then delegate responsibility to planning authorities in the counties and the municipal councils. The Planning regime should decentralize decision-making authority and promote public participation in the planning process based on the reformed planning legislation within the new constitutional framework. This is the practice in the countries that have devolved.

The planning legal framework

The planning legal framework should embrace a simple and clear spatial planning system that strongly decentralizes the delegation of responsibility. The municipal councils are responsible for comprehensive municipal planning, detailed local planning and permits for construction and changes in land use in rural zones. The 47 county governments being planning authorities are responsible for regional planning. The national government through the national planning authority may veto the planning of municipalities and county planning authorities to uphold national interests.

The planning regime should ensure that the overall planning synthesizes the interests of society with respect to land use and contribute to its sustainable development with respect to people's living conditions. In this regard, spatial planning should be based on the principle of framework management, in which plans must not contradict the planning decisions made at higher levels, which, if changed, planning at lower levels must be adapted accordingly.

Directing the development path towards sustainability

A key component of moving towards a sustainable society is therefore to change people's perceptions of what constitutes "well-being" and, based on this, to develop

new social goals. In support of this, efforts should also be made to increase awareness and understanding of the value of planning, ecosystems and natural resources management to human wellbeing.

Incorporating the sustainability criteria should begin from a sectoral planning level and build up to the national spatial plan, and into all planning based policies, legislation, strategies and action plans. There should be political will, adequate resources as well as management and technical capacity. There is, therefore, a need to establish an institutional framework that will ensure effective coordination and monitoring/evaluation of the implementation of the NSP.

In terms of capacity, initiatives need to be linked to clear institutional mandates for ensuring the incorporation of sustainability principles into policies, legislation, strategies and government action plans, including the need to ensure effective monitoring and evaluation of progress towards a sustainable future.

The contributions of the private sector and civil society to sustainable national development also need to be managed. To ensure this, the following strategic goals are proposed:

- To ensure effective integration and collaboration across all functions and sectors within government.
- To demonstrate commitment in changing the development focus to one based on sustainable programmes.
- To adopt a long-term view to development planning and implementation that takes cognizance of intergenerational equity.
- To adhere to and exercise principles of good and ethical governance.
- To monitor, evaluate and report performance and progress of sustainability goals. □



ALUMNI PROFILES

Sindikubwabo Edouard,
Director of Planning,
Monitoring and
Evaluation, Rwanda



I attended the Africa Training Course in Singapore in 2012 and greatly benefitted from it. Currently I work in Kamonyi District, situated in Southern Province as the Director of Planning, Monitoring and Evaluation. I was previously in charge of good governance in the same district and also worked as a consultant on contract with ASOFERWA in a sensitization campaign dubbed "Travaux d'Intérêt Général-TIG" in Kamonyi, Muhanga and Ngororero Districts. I also taught in a secondary school between 2002-2005 at Sainte-Marie Reine/Muhanga.

Esther Ayebare
Uganda (2013 ATC)



I am currently an Economist/Finance Officer in the Budget Policy & Evaluation

Department, Ministry of Finance, and Planning & Economic Development. I have a Bachelor's Degree in Economics and Mathematics from Kyambogo University and a Masters degree in Business Administration (Finance) from Makerere University. My work entails macroeconomic analysis and forecasting, economic policy design at the macro, sectoral and local government levels, appraisal and selection of projects to be financed from public sector resources, appointment of local government accounting officers, review of local government documents (performance contracts and quarterly budget performance progress reports) and ensuring value for money. This is the first UNCRD training I have attended and I look forward to attend more workshops in Malaysia and Singapore in the future to enable me learn and appreciate how such countries have transformed their economies within such a short time.

Jacqueline Mwendwa
Tanzania (2013 ATC)



I am working as a Research Officer in the Environment Division with the Tanzania Industrial Research and Development Organization (TIRDO). My responsibilities include providing technical

services on environmental issues & management advice/service to different stakeholders (e.g. large, medium and small manufacturing industries, chemical & processing industries, food industries, mining sector, etc.) Furthermore, I am a member of a group carrying out Environmental Impact Assessment (EIA) and Environmental Audits (EA), research and development activities, proposal writing and project planning, management and evaluation.

Following the completion of the training course, I have been able to acquire new skills/ knowledge and shared experiences regarding project planning, management and evaluation and research design, data collection and analysis. These skills are closely linked with my organization's regular work activities. I believe the knowledge and skills that I have gained from the training will contribute towards my organization's capabilities in providing quality consultancy and research services for the betterment of the country. Also, drawing from different participant's country case studies, the training course was very useful in terms of identifiable gaps and weaknesses in policies, laws and implementation on local and regional development planning and management.

Silas Okeyo Oure
Economic Planner,
Kenya



I will always be grateful to the United Nations Centre for Regional Development (UNCRD), Japan International Corporation Agency (JICA) and the Government of Singapore through its Ministry of Foreign Affairs for having taken me for the training in Urban and Regional Development Planning and Management in 2011 in Singapore.

The skills that I acquired during the training have been of great help to me in my professional career. One of the most significant changes introduced to Kenya's national governance framework under the new constitutional dispensation is the introduction of County Governments. This has brought with it an increased need for development planning. To this end I spearheaded the preparation of the Garissa County Development Profile (CDP), which entails comprehensive baseline information on infrastructural and socio-economic

characteristics of the County. The CDP is also being used as a basis of development planning and other programming activities in the County.

Secondly, I am currently spearheading the preparation of the 5-year County Integrated Development Plan (CIDP) for the County. The Plan upon completion will guide the development agenda of the county. The training has further opened for me other opportunities. In November 2012, I attended training in Munich, Germany on "enhancing institutional capacity of local state administration". The training focused on local planning and budgeting as well as resource monitoring, accounting and impact-oriented monitoring. In April 2013, I attended the seventh International Conference on Community Based Adaptation (CBA) in Dhaka, Bangladesh, which was organized by the Bangladesh Centre for Advanced Studies (BCAS). The focus was on mainstreaming Community Based Adaptation into local and national development planning.

I would like to take this opportunity to thank profusely the organizers of the training for giving me such a great opportunity. May God bless you all!!!

Mr. Albinus B. Mugonya
Assistant
Administrative
Secretary, Tanzania



I was recently promoted to the position of Assistant Administrative Secretary at the Local Government Management Section in Rukwa Region, Tanzania.

UNCRD supported me to attend various international trainings and workshops. These include *Expert Consultation on Knowledge and Capacity Needs for Sustainable Development in Post-Rio +20 Era* that focused on empirical coverage in three thematic areas: *Water Management for Climate Change Adaptation, Energy Access for Poverty Eradication and Sustainable Agriculture for Food Security*. This was held in Incheon, South Korea in March 2013. Before that, UNCRD gave me a chance to attend the *Africa Training Course on Local and Regional Development Planning and Management in Singapore in 2010*. All these capacity building activities have contributed to enhance my skills and knowledge and have made me a better planner. □

Calendar of Events

ACTIVITIES (JULY 2012 – JUNE 2013)

5 – 12 August 2012

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

6 – 7 September 2012

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

12 – 14 November 2012

Somali Refugees Project: UNCRD-IOM Training Workshop on Peace Building, Conflict Prevention and Management for Host Community (Dadaab, Kenya)

15 – 17 November 2012

Somali Refugees Project: UNCRD-IOM Training Workshop on Peace Building, Conflict Prevention and Management for Refugees (Dadaab, Kenya)

27 – 29 November 2012

TARDA Training Workshop on Data Collection and Analysis for Integrated Regional Development Planning and Plan Preparation for Tana and Athi Rivers Basin (Masinga Dam, Kenya)

21 – 23 January 2013

Somali Refugees Project: UNCRD-IOM Training Workshop for Women on Enhanced Knowledge in Small Business Skills, Tailoring and Conflict Management (Dadaab, Kenya)

24 – 26 January 2013

Somali Refugees Project: UNCRD-IOM Training Workshop for Youth on Enhanced Knowledge in Computers and Small Businesses and Conflict Management (Dadaab, Kenya)

11 March 2013

Somali Refugees Project: Stakeholders Consultative Forum: Towards Local Ownership of the Project and Its Sustainability (Dadaab, Kenya)

13 – 14 March 2013

Somali Refugees Project: Workshop on Teachers and Management Training for Quality Education Delivery and Conflict Prevention (Dadaab, Kenya)

15 – 16 March 2013

Somali Refugees Project: Workshop on Environmental Protection for School-age Children and Capacity Building for Conflict Prevention (Dadaab, Kenya)

25 March – 6 April 2013

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

17 – 19 June 2013

Africa Training Course (ATC) on Local and Regional Development Planning and Management (Juja, Kenya)

ACTIVITIES (JULY 2013– JUNE 2014)

10 – 12 July 2013

Training Workshop on Data Analysis and Validation for an Integrated Regional Development Planning and Plan Preparation for Tana and Athi Rivers Basin (Masinga Dam, Kenya)

22 – 24 July 2013

Somali Refugees Project: Training Workshop on Environmental Protection, Management and Conservation (Dadaab, Kenya)

25 – 27 July 2013

Somali Refugees Project: Training Workshop on Environmental Protection and Conflict Prevention and Management (Dadaab, Kenya)

30 September – 2 October 2013

Somali Refugees Project: Training Workshop on Peace Building, Conflict Prevention and Management (Dadaab, Kenya)

3 – 5 October 2013

Somali Refugees Project: Training Workshop on Livelihoods Improvement, Conflict Prevention and Management in Dadaab (Dadaab, Kenya)

21 – 27 October 2013

Human Security Project in Selected African Countries: Reconnaissance Mission to Liberia

November 2013

TARDA Plan Preparation In-house Seminar on Data Analysis and Validation (Masinga Dam, Kenya)

November 2013

Implementation of Human Security Project: Data Validation Workshops with Multi-Stakeholders in Liberia, Rwanda and South Sudan

27 – 29 November 2013

Shanghai Training Manual: Forum for Mayors and Senior Urban Officials on Sustainable Urban Development and Management in Africa

December 2013

Evaluation Mission of Africa Training Course on Local and Regional Development Planning and Management

5 – 6 December 2013

ENNDA Plan Implementation Workshop (Nanyuki, Kenya)

12 – 14 December 2013

Somali Refugees Project: Stakeholders Forum

January 2014

Human Security Project in Selected African Countries: Reconnaissance Mission to Rwanda and South Sudan

January 2014

Evaluation of Somali Refugees Project

January 2014

Human Security Project in Botswana and University of Nairobi in collaboration with Denver University, USA: Project Launch Workshop (Gaborone, Botswana)

January – June 2014

Human Security Project in Kenya, Liberia, Rwanda and South Sudan: Implementation of Training Workshops

January – June 2014

Sourcing of Articles, Compilation, Editing and Publication of the next issue of the ATC Alumni Newsletter

January – June 2014

Integrated Regional Development Planning in Ghana and Kenya: Implementation of Project Activities

February – April 2014

Human Security Project in Botswana: Data Collection and Analysis Workshop (Botswana)

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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