

In Pursuit of Sustainable Development — Thirty-First International Training Course in Regional Development

The International Training Course in Regional Development (ITC) — this year marking the thirty-first course — was held in Nagoya from 15 May to 25 June 2003. The course was attended by ten mid-level professionals from central and local governments in nine countries (Colombia, Georgia (the first ITC participant from this country), Indonesia, Japan, Kenya, Nepal, Pakistan, Sri Lanka, and Thailand) with support from the Regional Network of Local Authorities for the Management of Human Settlements (CITYNET), Nagoya City Government, and Nagoya Port Authority. The goal of the training course was to contribute to capacity-building for regional development, with a special focus on the ability to deal with environmental and human security issues. To achieve this goal, the course objectives were: (a) to create an opportunity for sharing and learning from each other's experience; (b) to maximize the learning potential gained by being situated in Japan; and (c) to increase awareness on environmental and human security issues.

The course has been continually updated and redesigned to reflect contemporary issues and problems as well as training needs in developing countries. This year, under the theme "Sustainable Regional Development," the course was structured around the following eight modules: (a) Overview; (b) Community-driven Development; (c) Living Environment; (d) Information and Communication Technologies (ICTs) and Development; (e) Environmental Management; (f) Disaster Mitigation; (g) Human Security; and (h) Synthesis. The participants had an opportunity to present their country cases in the context of the respective relevant module. Each presentation constituted important input and was regarded as an integral part of each module programme. As resource persons, not only UNCRD staff but also scholars, experts from local governments, and NGO representatives as well as the participants themselves actively participated and exchanged ideas and experiences for the benefit of all. In addition, with kind support from UNCRD vol-



Observation in Hachiman Town, Gifu Prefecture

unteers, a cultural exchange programme and Japanese language class were offered during the course.

Through a compact six-week programme replete with lectures, case study sessions, and discussion, as well as field visits to learn firsthand from the development experiences of Japan, the following outcomes were achieved. In Module 1, initiated by the Director's session

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Eighth Africa Training Course Successfully Completed

Twenty-four mid-career planners and development managers from eleven African countries attended the Eighth Africa Training Course on Local and Regional Development Planning and Management (ATC) which was held from 19 February to 22 March 2003 at the African Institute for Capacity Development (AICAD) in Juja, outside Nairobi. Kazunobu Onogawa, UNCRD Director, attended the opening programme and delivered opening remarks. The Minister of Lands and Settlement in Kenya, Amos Kimunya; Tom Nita the Deputy Resident Representative, Japan International Cooperation Agency (JICA) Kenya; AICAD Deputy Executive Secretary J. Mwatela; module coordinators; and other invited guests also attended the opening programme.

Director Onogawa outlined the important role played by the ATC in enhancing the capacity of African countries' ownership of their own development. He noted that the UNCRD training course is assisting African countries to achieve rapid progress by building human and institutional capacity for planning. He pointed out that progress can be realized by cooperat-

ing with other international and local development organizations.

The course was organized along slightly different lines to previous courses in terms of timing, organization, and content. The timing of the course differed from previous years — when it had been held during October-November — due to unexpected budget constraints and new institutional arrangements. The UNCRD Africa Office and AICAD jointly organized the course in collaboration with the United Nations Development Programme (UNDP) Kenya and JICA Kenya. This is the first time the UNCRD Africa Office has collaborated with the newly launched AICAD in organizing and holding the course.

These changes did not affect the quality of the training course, which was further improved in both content and delivery mechanism. A new lecture session on concepts and approaches to regional development planning in Africa was included in module 2. Module 3 was reorganized into thematic issues and approaches to regional development in order to address the training needs of the participants and as a result of previous requests by ATC participants to receive



UNCRD Director Onogawa makes opening remarks. Next to the Director is Amos Kimunya, Minister of Lands and Settlement, Government of Kenya

training on thematic issues and problems influencing development in Africa.

In addition, new course materials were prepared and delivered during panel discussions on urban planning and infrastructure management; and on environmental planning and management in Module 3. A new panel discussion on cooperatives and NGOs was included in module 4 to impart training on the role of institutions in the mobilization of resources for de-

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8th ATC

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velopment in African countries. Module 6 contained one additional lecture topic on cost-benefit analysis and other appraisal techniques while new materials were prepared and delivered during the panel discussion on project planning and management. These changes improved the relevance of the course since it covered themes such as gender mainstreaming, conflict management, remote sensing, geographic information system (GIS) and computer applications which are critical knowledge and skill areas needed by planners and development managers in African countries as the region enters the 21st century.

The training course utilized an output-oriented approach which was evolved and developed by UNCRD from long experience in implementing capacity development and technical assistance programmes in local and regional development. The method entails a three-way dialogue, which is used in the delivery of the training materials by resource persons during lecture sessions and panel discussions. The participants also discuss their practical experiences using their respective country case studies. They identify issues which are further discussed and analysed during group workshops, which provide them with the opportunities to suggest alternative solutions. The participants present their suggestions during synthesis sessions attended by the resource persons and

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on "development and sustainability," participants discussed their knowledge, insight, and experience on how sustainable development is being interpreted, implemented, and integrated in their respective countries. The participants also gained useful exposure to local governments' efforts to promote sustainable regional development from Aichi Prefectural and Nagoya City Governments. In Module 2, "community-driven development," participants came to a consensus on the importance of planning and implementation with the active participation of the community. They studied Japan's participatory *Machi-Zukuri* cases of Arimatsu and Higashiyama Forest, Nagoya City in comparison with each country's community development. In Module 3, they analysed "living environment" via three study cases in Japan, viz., Kohoku New Town in Yokohama City, Sumida City in Tokyo, and Hachiman Town in Gifu Prefecture from the perspectives of safety, health, convenience, amenity, and sustainability. Module 4 introduced ideas and practical uses of "information and communication technologies (ICTs)" in local development with useful examples from developing countries as well as Japan. Module 5 dealt with "environmental management" with a special focus on sustainable production and consumption. The participants obtained practical insights from the initiatives and measures taken by Nagoya City and an NGO for solid waste management as well as Toyota Motor Corporation for cleaner production.

Module 6, "disaster mitigation," the participants visited Hyogo Disaster Management Center, Kobe City's post-quake reconstruction project sites, and the Disaster Reduction and Human Renovation Institution to learn from the experiences and lessons of the 1995 Great Hanshin-Awaji Earthquake. Module 7 introduced the concept of "human security" and its application in regional development planning and implementation. In the group exercise, the participants learned to identify people at risk in their respective jurisdictions through vulnerability analysis. Through lectures, case studies, and group exercises, they were able to appreciate the importance of addressing human security concerns for sustainable



Discussion with students from Maiko High School, Kobe City

experts, who discuss the issues and offer suggestions. This enables them to identify the solutions to development problems in their respective countries. Most importantly, participants prepare reentry plan packages which they take home to utilize in their workplaces and share with other planners.

This participatory approach in capacity-building for local and regional development planning is in line with the need to embed decentralized institutions and local governance in African development. Moreover, the approach is in line with the initiative of the New Partnership for Africa Development (NEPAD). NEPAD is a comprehensive development strategy that is built on the principles of African ownership and partnership to alleviate poverty and accelerate economic growth. The NEPAD initiative aims to energize the process of change and transformation in African countries in terms of responsible governance and effective democratic practices in public administration and in the ownership of the development process among others. In this regard, UNCRD's methodology utilized during the training course provided the participants not only with a forum to acquire the requisite planning skills, but also exposed them to important tenets of participatory democracy to achieve sustainable development.

Staff Involved: Asfaw Kumssa, Isaac K. Mwangi, Tetsuji Goto, and Toshihiro Shimizu. ■

development and peace. Finally in Module 8, as a major output of the course, the participants formulated and made presentations on their individual action plans to be absorbed into their professional activities for effective implementation to solve development issues in their respective countries.

The overall evaluation questionnaire found that the course objectives were largely attained and the participants evaluated the programme and content of the course highly, in particular, the close linkage between lectures, field visits, and discussions. However, the success of the course should be measured also by the extent to which participants will be able to apply and disseminate what they learned. In that sense, it is an important mandate for UNCRD to follow up and to continue to support the participants and implementation of their action plans. ■

Comments from ITC 31 Participants

Ngamjitr Norsamae (Thailand), Department of Policy and Planning, Bangkok Metropolitan Administration: The course was a memorable experience for me. In particular, when human security was addressed it attracted attention from all participants. All the participants directly or indirectly incorporated the human security concept in their action plans. Knowledge and experiences gained from the lectures, field visits and discussions also helped strengthen our capacity to better address our countries' development problems.

Mikheil Tushishvili (Georgia), Ministry of the Environment and Natural Resources Protection: Through lectures and field visits I learned a lot about sustainable regional development in particular about community-driven development in connection with *Machi-Zukuri*, living environment and land readjustment projects, environmental management with regard to sustainable production and consumption, disaster mitigation and the lessons learned after the Great Hanshin-Awaji Earthquake in Kobe, human security relating to vulnerabilities concerns. It was also very significant to link these cases with experiences from our respective countries. In addition, the most exciting field visit was the visit to Maiko High School.

JICA/UNCRD Viet Nam Training Course

The fourth in a series of five training courses organized in collaboration with the Japan International Cooperation Agency (JICA), entitled the “JICA/UNCRD Training Course in Planning and Management of Urban Development for the Socialist Republic of Viet Nam” was held from 2 February to 9 March 2003 in Nagoya, with the participation of seven local government officials engaged in urban development. The course focused on preservation and improvement of the living environment in consideration of rapid urbanization in Viet Nam with the additional perspective of sustainability to complement the existing perspectives of living environment improvement — safety, health, convenience, and amenity.

Through lectures focusing on case studies, field visits, and group discussions, participants examined and analysed the measures for living environment improvement in Japan and other Asian countries undergoing rapid urbanization. As a conclusion, they prepared individual action plans in relation to the issues they are handling in their respective workplaces. Through such activities, the participants’ capacity for analysis, planning, and coordination in regional development planning and management was improved.

Field visit sites included Kamakura City (participatory community development), Sumida City in Tokyo (improvement of a dense residential area), and Kawakami-mura in Nara Prefecture (depopulation measures and tourism development). The participants took particular interest in the case of Kozoji New Town development in Kasugai City, Aichi Prefecture —



Observation in Kozoji New Town, Kasugai City

new town development being an issue in Viet Nam, they were able to closely observe the Japanese case including the processes of land selection and planning as well as the importance of consideration for human activities.

Participants prepared action plans based on their understanding of lectures and analyses of advantages and disadvantages in the case studies, incorporating relevant ideas from Japanese cases particularly measures against possible implementation problems. Many of the action plans are rational and excellent, however, they require some preparatory work related to funding, legislation, and other issues. It is also to be hoped that they will implement plans for improving the living environment in consideration of economic, environmental, and social sustainability, while at the same time incorporating citizens’ opinions.

Staff Involved: Katsuaki Takai, Eri Aoki, Minoru Oda, and Misa Matsuba. ■

Promotion of Community-Driven Development

From 9 February to 1 March 2003, UNCRD cooperated in implementing an international seminar on community-driven development organized by the Japan Bank for International Cooperation (JBIC) and the Japan International Cooperation Agency (JICA). Eighteen mid-level central and local government officials from twelve countries (Bangladesh, Bulgaria, India, Indonesia, Jamaica, Malaysia, Peru, Philippines, Romania, Sri Lanka, Thailand, and Viet Nam) participated in this seminar with the objective of sharing the concept of community-driven development and to learn the keys to success in planning, implementing, and managing community-driven development through Japanese experiences and the exchange of views and experiences among participants. Community-driven development in Japan is a policy instrument to promote development at grass-roots level with the participation of local people themselves.

The lecture components included JBIC’s strategies and experiences in the field of community-driven development, the concept and implications of community-driven development, urban housing policy based on the ena-

bling policy, the changing development paradigm in Japan, and the Japanese search for sustainable *Machi-Zukuri*. Field visits were emphasized as opportunities to gain firsthand insight from development experiences of Japan, in particular in the Chubu Region with its accumulated exemplary development achievements. This seminar included observation and discussion opportunities in such areas as the local revitalization of Asume Town in Aichi Prefecture, education-centred development activities of Namiai Village in Nagano Prefecture, utilization of local resources of Hachiman Town in Gifu Prefecture, and women’s empowerment through strengthening economic development activities. As a major output of the seminar, participants prepared and presented individual action plans to be integrated into their professional activities to help resolve outstanding development issues in their respective countries.

Staff Involved: Katsuaki Takai, Teruhiko Yoshimura, Minoru Oda, Mitsuru Iida, Nana Urakami, Mai Hasegawa, and Misa Matsuba. ■

Third CPC-UNCRD-JICA Training Course on Local Development Planning and Management

The Third In-country Training Course on Local Development Planning and Management was implemented in Attapeu Province, Lao PDR, from 17 to 28 February 2003 in collaboration with the Department of General Planning, Committee for Planning and Cooperation (DGP/CPC) of the Government of Lao PDR and the Japan International Cooperation Agency (JICA). This training course contributes to the Plan of Implementation from the World Summit on Sustainable Development (WSSD), Johannesburg, September 2002 by: (a) incorporating human security for the weakest groups into planning at the provincial and district levels and through strengthening of national and local programmes that reflect the priorities of the local communities, *Article 6 (c)*; (b) enhancing the capacity of a least developed country to benefit from community-based development, *Article 45 (c)*; and (c) increasing institutional capacity in a transitional country by responding to the specific needs of the country for sustainable development, *Articles 118, 119, and 119.bis*.

The training targets provincial and district planning officials for improved planning and project management, poverty alleviation, and increased human security. Concerted efforts are made to address environmental and sociocultural concerns along with economic development in all training-related activities. This is in line with the policy of the Government of Lao PDR and the recommendations of the UN mission in the country.

In line with the Lao PDR Government’s decentralization policy, priority has been directed to capacity-building among administrators and planning personnel tasked to undertake development planning and management at the provincial and district levels.

The training course covered the specific training needs of the southern provinces of the country. A total of twenty-five participants were invited to the training course from six provinces (Attapeu, Champassack, Khammouane, Saravane, Savannakhet, and Sekong.), the prime minister’s office, and three line ministries (trade, industry and handicrafts, and information and culture) and DGP/CPC. From each province, three participants were selected — one from the provincial planning department and two from two different districts in each province.

The training course consisted of five modules which included lectures, discussions, participation paper presentations, a planning exercise on participatory project design and management for poverty reduction and local development, a field study visit to local development

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Training Workshop on Human Security and Urban Development

During 2002, UNCRD began a South-South Cooperation initiative between the Municipality of Phnom Penh (MPP), Cambodia and the cities of Makati and Naga in the Philippines with the aim of transferring the Philippine experience on decentralized governance and planning for human security to MPP. As a follow-up to these activities, a training workshop was conducted on Human Security and Urban Development in Phnom Penh from 10 to 14 February 2003 with the objective of creating capacity in MPP and local governments at the district and commune levels in the metropolitan area for planning for human security by addressing the needs of the weakest socioeconomic groups.

Thirty-four participants attended the training workshop from the various divisions of MPP concerned with urban poverty alleviation, slum upgrading, and relocation, seven municipal districts, thirteen communes within the municipal districts, and selected line agencies concerned with service delivery and social development. Among the specific objectives accomplished by the training were: (a) creation of awareness as to the role played by decentralization in achieving human security; (b) study of problems and solutions related to upgrading and relocation of slum settlements in urban areas through interactions between Cambodian officials and Philippine resource persons; (c) transfer of best practice experience from the Philippines to Cambodia on community organization, micro-credit, and alternative livelihood generation; and (d) study of participatory methods for identifying vulnerable groups and addressing their needs in local development planning.

Lecture sessions addressed issues such as planning for human security in the context of decentralization in Cambodia; human security and urban development; and relocation of slum settlements in urban areas including provision of alternative livelihoods and community organizing. Sharing of experiences from Naga and Makati cities demonstrated the importance of people's participation in poverty alleviation, where the voices of the poor need to be heard. The poor in Cambodia have few survival mechanisms because of heavy dependence on relief assistance offered by the government and NGOs following the civil war.

If development programmes specifically address practical and functional activities of the poor, then the focus must be on short-term and long-term solutions — the short-term programmes/projects should emphasize access to clean water supply, food security, and income-generating activities beyond mere basic needs; and the long-term emphasis should be on community organization, education for children and their parents to build mutual understanding and self-reliant development, as well as the provision of affordable health-care facilities.

During interviews with residents at two relocation sites in Sen Sok and Samakkhi, participants were able to apply the method for vulnerability analysis learned from the lecture session. Documentation of vulnerabilities included social and environmental threats along with economic constraints. The coping strategies of the people to help themselves were also documented. During the group work sessions, this information was used to generate strategies for these two sites using the solutions learned from the Philippine experience. A strengths-weaknesses-opportunities-threats (SWOT) analysis was also conducted to determine whether solutions from the Philippines might be applied in the Cambodian context.

Over 80 per cent of the participants found the training satisfactory and recommended the same for other local officials in similar positions. Participants agreed that the sessions had a profound effect on their personal attitudes towards their responsibilities and helped them to better understand the importance of integrating human security in their ongoing duties.

Naga and Makati cities have reconfirmed their commitment to this South-South collaboration process and have generously offered to host staff from MPP at their organizations for a month-long training course on slum upgrading.

Future training activities must include the participation of NGOs and community-based organizations (CBOs) to better comprehend the complexities of participatory and partnership-based approaches to urban poverty alleviation. Lecture contents must provide substantial material on community organization and leadership, areas in which Cambodian local governments are weak, following the civil war. In addition, the training activities should be integrated with the ongoing planning process and become output-oriented where the outputs would include joint strategies and identification of teams to undertake specific tasks related to urban poverty alleviation. The importance of team-building within local governments needs to be further emphasized.

Staff involved: Devyani Mani, B.M. Koroma, and Makiko Uchida. ■



3rd CPC-UNCRD-JICA Training

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project sites, and action planning designed to enable each participant to reflect on what he/she learned from the training course and define actions he or she could initiate upon return to his/her office. Lecturers and training facilitators included CPC staff, JICA staff, provincial planning personnel, a retired UNCRD expert (now

professor at Nagoya Sangyo University), and UNCRD staff. It should be noted that nearly all of the Lao resource persons were alumni of former training courses held by UNCRD and JICA.

Participants declared that the Training Course was successful in achieving its objectives and acknowledged that it had largely met the needs of their respective jobs and organizations. Despite the fact that some of the subject matter covered by the lectures was new to many participants, they were generally confident in applying the ideas and knowledge acquired from the training to their respective jobs. It is also encouraging to find that most participants were prepared to share the experience gained from the course with their colleagues.

The CPC's current training programme in local development planning and management will continue to be implemented up to 2005 under the JICA In-country Training Programme with technical advisory services from UNCRD.

A meeting with DGP/CPC was held on 3 March 2003 to discuss ways of improving the effectiveness of future training courses.

Among the recommendations were the following: (a) the planning exercise needs to be made more interactive and must match with the methods listed by UNDP in its manual for provincial and district planning; (b) greater emphasis needs to be laid on participatory rural appraisal (PRA) methodology; (c) more practitioners from the provincial levels should be used as resource persons for the training to be more comprehensibly disseminated; and (d) the action plans must include an on-the-job component of experience sharing. The importance of team-building at provincial and district levels needs to be reemphasized at this stage.

Staff involved: Devyani Mani and Mai Hasegawa. ■

International Workshop on an Earthquake-Safer World in the 21st Century — People, Community, and Disasters

The UNCRD Hyogo office is currently concerned about the sustainability of community-based disaster management in developing countries. By focusing on the sustainability of community initiatives, disaster issues can be brought into the purview of everyday problems, and can represent a road map for prioritizing disaster initiatives at the individual level. Six countries in Asia are being studied to this end. The goal is to find ways to disseminate best practice examples in different areas, and devise ways to draw up a framework of action at the community level.

Reconstruction of Afghanistan is an area which is receiving significant attention from throughout the world. Afghanistan needs to develop its human resources and in this regard, the Hyogo Office is trying to develop a human resource development programme focusing on training and capacity-building at the community level for earthquake safer construction practices, as Afghanistan is in one of the most earthquake-prone regions of the world. In this context, the International Workshop on "People, Communities and Disasters: Roles and Responsibilities" held in Kobe aimed to throw light on disaster issues at the individual and community level, and sought to examine how

people's needs and priorities could be integrated into disaster reduction initiatives. The earlier experiences of the Great Hanshin-Awaji Earthquake of 1995 have much to offer.

The first two days of the workshop focused on the sustainability issues of community-based disaster management. Representatives of six countries presented their views and experiences of grass-roots projects for different types of hazards. The roles of various people were discussed based on the experiences of Bangladesh, Fiji, and Japan. It was agreed that education is the key element in disaster reduction initiatives. Maiko High School in Kobe, Japan, is the pioneering school in this regard, having initiated and conducted disaster and environment courses. Similar efforts are being initiated in Turkey and India, following the devastating earthquakes of 1999 and 2001, respectively. Lastly, the experiences of Japan, Taiwan Province of China, and India were discussed together with their implications for pre-disaster mitigation activities in other parts of the world.

The third day of the workshop focused on the recovery and reconstruction process in Afghanistan. Current problems were emphasized in speeches by the President of the Office for Disaster Preparedness (ODP) and the Deputy



Minister from the Ministry of Urban Development and Housing (MUDH). The gender issue is also a focus area in the reconstruction of the country. UNCRD, in collaboration with NGO groups from Kobe and Afghanistan, initiated a project on the safety and sustainability of human lives and livelihoods, emphasizing earthquake-safer nonengineered construction methods. These experiences were summarized during panel discussions which highlighted priority needs for the future.

In total, 450 people attended the workshop, including professionals, representatives of governments, NGOs, academic and international organizations from twelve countries, as well as students, teachers, and citizens of Hyogo Prefecture. Workshop proceedings, which detail the discussions over three days and highlight the major issues and concerns for effective disaster mitigation initiatives, were published and widely distributed. ■

Earthquake-Safer Construction Practices for Non-engineered Buildings: Enhancing Capacities in Afghanistan

A three-day workshop was conducted entitled "Earthquake Safer Construction Practices for Non-engineered Buildings" from 17 to 19 June at the Engineering Faculty Auditorium of Kabul University. The workshop was jointly organized by UNCRD and the Ministry of Urban Development and Housing (MUDH), in cooperation with Shelter for Life (SFL) and Citizens towards Overseas Disaster Emergency (CODE). The workshop was divided into two major parts: two days of technical sessions and a one-day open symposium.

The technical sessions aimed to: (a) raise awareness of policymakers as to the importance of incorporating disaster management aspects into the total rehabilitation programmes in Afghanistan; (b) provide proper construction techniques to local government engineers, local masons, and community leaders; and (c) disseminate safer construction practices to citizens of Kabul through the workshop. In his inaugural speech, Y. M. Pashtun, the Minister for UDH stressed the need for earthquake-safer construction practices and the timely intervention of UNCRD in producing the guidelines. Kenji Okazaki made welcome remarks and Rajib Shaw presented the workshop orientation. 150 people participated in the opening session

which was followed by the technical sessions, which discussed the guidelines and their effectiveness in the context of Afghanistan. The technical sessions were attended by eighty engineers and professionals from different sectors of government, nongovernment, academics, and UN agencies. One important aspect was that participants from the regional offices of the Ministry, the United Nations Assistance Mission in Afghanistan (UNAMA), and NGOs attended the workshop, which ensured the dissemination of the experiences to other regions of the country. Engineers and professionals took a keen interest in the contents of the UNCRD guidelines, which had five major parts: (a) earthquake-resistant design of buildings; (b) earthquake-resistant design, construction, and retrofitting of buildings in Afghanistan; (c) earthquake-resistant construction of stone buildings; (d) repair, restoration, and seismic retrofitting of masonry buildings; and (e) earthquake-resistant construction of earthen houses. Anand S. Arya of the Indian Institute of Technology (IIT) Roorkee, India was the key resource person, in addition to Bishnu Pandey of the National Society of Earthquake Technology (NSET)-Nepal.



Day 3 of the workshop was an open symposium, which was attended by 200 participants, including students of the engineering faculty. A Japanese embassy official delivered a speech, outlining experiences from the Great Hanshin-Awaji Earthquake of 1995 and a shake table demonstration test was conducted by NSET-Nepal. Two 1:10 size models were constructed by Afghani masons, with supervision from a mason from Nepal (see photo). One of the models used conventional methods of construction, while the other used an improved construction technique. These were tested in the presence of participants using a locally fabricated shake table.

The closing session was jointly chaired by Y. M. Pashtun and H. E. Ambassador of India, Vivek Katju. A parallel session was conducted, displaying posters showing damage from different major earthquakes around the world. The posters also exhibited major UNCRD Hyogo Office projects focusing on community-based disaster management, which attracted significant attention. ■

Fifth Training Course in Oromia, Ethiopia

UNCRD Africa Office, in collaboration with Oromia Bureau of Finance and Economic Development (OBFED) and UNICEF Ethiopia, organized a training course on project planning and management and data collection and analysis from 7 to 29 April 2003 in Adama (Nazareth), Ethiopia. Twenty-nine planners from various zones and *woredas* (districts) of the Oromia regional government attended the training course and underwent training on various regional development and decentralization issues, including the implementation of *woreda*-level development programmes, administrative restructuring, local economic development, and the overall impact of decentralization policy of the Federal Government of Oromia Region. However, the main emphasis of the training course was on the challenges of designing, implementing, and managing effective development projects; and issues related to the problems of data collection and analysis.

The training course is the fifth in a series of courses organized as part of UNCRD's in-country technical assistance programme aimed at capacity-building among planners and development managers in Oromia Region. The overall goal is to provide an opportunity for planners and managers to acquire skills and knowledge on project planning and implementation in local and regional development. A total of 113 participants have attended the four courses (1999-2002) prior to the fifth training course.

Improvements in delivery of the fifth training course were based on experience gained from the previous courses. The course was di-

vided into two modules: (a) project planning and management; and (b) data collection and analysis. These modules introduced the participants to the techniques and tools of effective project planning and management as well as data collection and analysis. During the first module, the participants underwent training on concepts of project planning, identification, appraisal and monitoring. They were also trained in methods of project preparation and evaluation. The training sessions included both lectures and group discussions as well as field trips to relevant locations.

During the field trips, the participants visited ongoing projects and interacted with field officers implementing the projects and the beneficiaries from the local community. The field trips provided the participants with the opportunity to learn from practical experiences, witness actual project implementation, and also appreciate the community's inputs and expectations. Participants discussed their findings in three groups which were synthesized before being presented at plenary sessions.

The module on data collection and analysis introduced participants to techniques of data collection, sampling and questionnaire design, measurement techniques in data processing and analysis. Participants were also trained on preparing effective questionnaires for data collection. The module included a significant component of hands-on computer training which equipped the participants with skills on using statistical packages for social sciences (SPSS) to organize and analyse data. Participants car-



Participants and resource persons during a field trip

ried out field surveys and undertook a practical exercise on preparing questionnaires and interviewing people in the field. They also collected primary and secondary data which were analysed using SPSS in groups, and later presented their findings during the plenary.

The course has managed to train the critical mass required to meet the demand for skilled personnel in the area of project planning and management and data collection and analysis. However, Oromia Region still has unmet demands for planners trained in the subjects mentioned above and other related courses. The region's large area demands considerable institutional capacity, which has made the training efforts, so far, less than satisfactory. This poses challenges not only for UNCRD and OBFED, but also indicates the pressing need for continuing the technical assistance and cooperation programme.

Staff Involved: Asfaw Kumssa and Isaac K. Mwangi. ■

UNCRD Conducts Needs Assessment Mission in Africa and Asia

UNCRD Africa Office undertook a needs assessment mission in June and July 2003 to several African and Asian countries to identify issues, problems, and challenges in local governance as well as to explore possible areas of collaboration. The specific objectives of the mission were to identify target groups for capacity development in local governance; identify training and research needs; devise a draft capacity-building training programme and course curricula; and prepare a comprehensive project document to be discussed during an international workshop on capacity development in local governance, held in Nairobi.

The capacity development in local governance project aims to assist participating countries in enhancing their democratic practices in governance in areas of accountability, transparency, and participatory policy formulation and implementation.

Six African countries, Ethiopia, Ghana, Kenya, Namibia, Tanzania, and Uganda, which are implementing decentralization and institutional reform programmes, will be part of the project. The participating countries in Asia are Bangladesh, China, Republic of Korea, Malay-

sia, Singapore, and Thailand. The mission visited Ethiopia, Kenya, Namibia, Tanzania, Uganda in Africa, and Malaysia, Singapore, and Thailand in Asia to collect the necessary information while a literature review will be conducted to obtain the general facts and insights pertaining to local governance in the countries not visited. Institutions including the United Nations Centre for Human Settlements (UNCHS-Habitat) and country offices of the World Bank, European Union, Japan International Cooperation Agency (JICA), and UNDP were visited and discussions were held with their representatives to learn from their ongoing activities/projects in local governance. This will enable UNCRD Africa Office to avoid duplicating the efforts of the other agencies and institutions.

The output of the needs assessment mission will be a comprehensive project support document to be presented and discussed during an international workshop held from 28 to 29 August 2003 in Nairobi.

The capacity development in local governance project was initiated by UNCRD and TCDC/UNDESA to deal with the role of gov-

ernment, civil society, NGOs and other non-government bodies at the local level. The focus will be on decentralization and local governance issues.

This project aims to strengthen the national capacity of the participating African and Asian countries to enable them to achieve good governance at the local level in order to achieve sustainable development and will provide local officials, administrators, and planners with requisite knowledge and skills in formulating and implementing effective decentralization and local development policies and programmes. Furthermore, the project will foster greater interaction between African and Asian scholars, policymakers, and practitioners to promote greater Africa-Asia cooperation and exchange of experiences on local governance. It will build on the experience gained from Asia-Africa cooperation during the Africa Training Course for Local and Regional Development Planning and Management (ATC) that was also supported by UNDP's SU/TCDC.

Staff Involved: Asfaw Kumssa and UNCRD Consultants (W. Oyugi and J. Edralin). ■

Building Institutional Capacity for the Future of Bogotá-Cundinamarca: Second Training Course

UNCRD supports the Bogotá-Cundinamarca Regional Planning Board (RPB) — established in February 2001 — as its technical secretariat in the implementation of the project on “Building Institutional Capacity for the Integrated Regional Development of Bogotá-Cundinamarca” (B-C), the main objective of which is institutional and technical capacity-building among the wide diversity of jurisdictions and stakeholders acting in the study area for collaborative management, while co-operating in the economic, social, and environmental development of their territory. Bogotá, the capital city, has 7 million people while the State of Cundinamarca, comprising 116 municipalities, has about 2 million. All are territorial entities with jurisdictional and administrative autonomy; there are no existing regional authorities responsible for managing cross-jurisdictional and cross-sectoral issues.

The overall goal of the project is enabling and supporting the organization, participation, training, and technical assistance of key governmental and private sector stakeholders, so they can jointly identify common issues, problems, and develop action plans culminating in a set of activities and priorities through which the different entities will be coordinated.

The project has three phases. Phase 2, almost complete, incorporates the initiation of the local/provincial participation component of the project, promoting active participation of the general public and private stakeholders. Between April and June 2003, twenty workshops were held in Bogotá (five localities) and Cundinamarca (fifteen provinces). Around 1,100 participants attended these workshops. The overall training package involves four training courses on regional development management, strategic planning workshops, study tours, and an information dissemination and interactive programme via a website; and a series of technical support activities related to priority themes identified by the RPB. The project is fully funded by the RPB entities.

The first training course was conducted from 15 to 27 April 2002 with the participation of around seventy public officials, and focused on collaborative and integrated regional development management. Phase 1 of the project, initiated with this first training course, concluded at the end of 2002. Phase 2 of the project, initiated at the beginning of 2003, aims to build a shared vision of the future of the region, identifying a common action agenda, and defining concerted guidelines to formulate a strategic regional plan. The second training course on regional development management, the launching of phase 2 of the project, was held from 27 January to 7 February 2003. It had the participation of around 110 public officials from the RPB entities, and representatives from the private sector and the provincial and local lev-



els, who underwent training on the methodology to be used by the working teams in phase 2. The five-module course was designed as a highly participatory and results-oriented activity, whose dynamics were primarily based on the participants' knowledge and experience. Among other things, it aimed to acquaint participants with the findings and conclusions of phase 1 of the project (referential scenarios analysis, critical topics and projects), set up an exchange of knowledge, ideas, and information, and provide the required inputs and information for the development of the activities and workshops scheduled/programmed for phase 2 of the project.

The course was undertaken by UNCRD Director Onogawa, the Governor of the State of Cundinamarca, the deputy directors of the RPB, and the coordinator of the UNCRD Latin America Office. Case presentations included contributions by resource persons from Colombia, Chile, the US, Japan, and included experts from the University of California, Berkeley, the World Bank, and UNCRD. Workshop sessions addressed the following issues: Present situation — Where are we?; Probable future — Where are we heading?; Possible future — Which other alternatives do we have for the future?; Desirable future — Where do we want to go?; and Strategies — How can we contribute from now to build the future we wish for?

To evaluate the course, a questionnaire survey was used. Feedback received from the results of the questionnaire has been very satisfactory, with higher percentages (around 80 per cent) ranging from “very good/very satisfactory” to “excellent” in each aspect of the course.

Staff involved: Claudia Hoshino, Maria Helena Rodriguez, and Catherine Piza (LAC Office), and Kazunobu Onogawa and Devyani Mani (Nagoya Office). ■



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New UNCRD Staff

International Expert

Choudhury Rudra Charan MOHANTY

Choudhury Rudra Charan Mohanty (India) joined UNCRD in April 2003 as the Environment Programme Officer/Coordinator.

Prior to arrival at the Centre, he worked at the United Nations Environment Programme/Regional Resource Centre for Asia and the Pacific (UNEP RRC.AP), Thailand, for ten years (1993-2003) as Senior Programme Officer/Head of Environment Assessment and Reporting. Prior to this he worked as an engineer in the area of land and water resource development for the Command Area Development Authority/Ministry of Water Resources in the State Government of Orissa, India, from 1988 to 1991. He obtained his B.Sc. (Hons) in Agricultural Engineering and Technology from Orissa University of Agriculture and Technology, India, and a Master's degree in Water Engineering and Management from the School of Civil Engineering/Asian Institute of Technology (AIT), Thailand.

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First UNCRD Study Camp, “Sustainable Development for a Sustainable Future”



With the support of the UNCRD Cooperation Association, the Centre's External Affairs Office (EAO) organized the First UNCRD Study Camp between 7 and 9 March 2003. Under the theme “Sustainable Development for a Sustainable Future – People, Communities, Nations, the World, The Earth” sixteen selected participants together with a group of well-qualified resource persons assembled at Higashiura-Cho, near Nagoya, for intensive day-night discussions on a variety of themes. Unique in its concept, the purpose was to create and intensify awareness on issues of sustainable development, from local to global levels. The mutual exchange constituted an enriching experience for all involved. A report was later published containing participants' essays giving personal accounts of what was gained from the event. ■

UNCRD Calendar of Activities

July-December 2003

- ◆ **16-18 July, Bogotá**
Forum and Expert Workshop on Distance Learning for Human Security and Regional Development
- ◆ **28 July-30 July, Bangkok**
United Nations University (UNU)/UNCRD Joint Regional Workshop on Catastrophic Flood Risk Assessment (in cooperation with the Asian Institute of Technology)
- ◆ **28 July-1 August, Havana, Cuba**
Cuba/Chile/UNCRD International Training Course on Social Housing and Urban Planning for Latin America and the Caribbean
- ◆ **25 August-5 September, Bogotá-Cundinamarca Region**
Third Training Course on Regional Development Management: Building Capacity for the Formulation and Implementation of Interinstitutional Projects
- ◆ **28-29 August, Bogotá**
International Forum on Institutional Mechanisms for City-Region Bogotá-Cundinamarca
- ◆ **28-29 August, Nairobi**
International Workshop on Capacity-Development in Local Governance: Africa-Asia Cooperation
- ◆ **4-7 September, Aqaba, Jordan**
Asia-Pacific Coalition for the Environment (ACE)/UNCRD/West Bank Environmental Clean Up Project-Israel (WECUP-Israel) Training of Trainers (ToT) Workshop on "Solid Waste Management and its Related Health Problem"
- ◆ **21 September-2 November, Nagoya**
Fifth JICA/UNCRD Training Course on Strategic Management of Urban Systems and Metropolitanization for the Republic of Chile
- ◆ **2-3 October, Nyandarua, Kenya**
Workshop for Launching and Handing-over the Nyandarua Regional Development Plan
- ◆ **October, Lao PDR**
4th CPC-UNCRD-JICA Training Course on Local Development Planning and Management
- ◆ **November, Latin America**
Launching Workshop/Forum on Horizontal/South-South Cooperation Programme for Integrated Regional Development Management
- ◆ **November-December, Lao PDR**
Workshops on Community-based Disaster Management in Bangladesh, Viet Nam, and the Philippines
- ◆ **2 December - 26 December, Nagoya**
Japan International Cooperation Agency (JICA)/UNCRD Training Course on Capacity-Building of Regional Development Management for Indonesia

New UNCRD Staff

(Continued from page 7)

Researchers

Eiko NARITA

Eiko Narita (Japan) joined UNCRD in January 2003 as a Researcher. She holds a B.Sc. degree from Cornell University in City and Regional Planning and a Master's degree from Harvard University in Urban Planning specializing in community development. Prior to working at UNCRD, her previous experience includes working for the Division of Capital Asset Management of the State of Massachusetts as a planning consultant and as an Assistant Planning Director in Needham's Town Planning Department. Her interests lie in community design and development, and local governance.

Ken SHIMIZU

Ken Shimizu (Japan) began work at UNCRD in April 2003 as a Researcher in the Environment Group. Prior to joining the Centre, he worked as a Research Officer for the Embassy of Japan in Jamaica and as a Programme Officer for the Environment in the United Nations Development Programme (UNDP) offices in Jamaica and East Timor. He holds a B.A. degree in Law (Waseda University), and a Master's degree in Regional Planning with a concentration in environmental planning (Cornell University).

Associate Experts

Masatoshi KAWAMURA

Masatoshi Kawamura (Japan) began work at UNCRD in April 2003 as an Associate Expert, on secondment from the International Affairs Office, Mie Prefectural Government, where he was assigned to the Agricultural Infrastructure Improvement Team. At UNCRD, he is involved in the activities of the Training Office. He holds a B.A. degree from the Faculty of Integrated Arts and Sciences (Hiroshima University).

Tokubun YAMAHIDA

Tokubun Yamahida (Japan) joined UNCRD in April 2003 as an Associate Expert. He is on secondment from the Department of Planning and Promotion, Aichi Prefectural Government, where he has been engaged in the promotion of the Aichi Prefecture Regional Plan. He has also been involved in the construction process of the Central Japan (Chubu) International Airport. He has a B.A. degree in Law from Aichi University. At UNCRD, he is involved in the Training Office activities.

Hiromi YAMAMOTO

Hiromi Yamamoto (Japan) joined UNCRD as an Associate Expert in April 2003. She is on secondment from the International Affairs Division, Gifu Prefectural Government where she has been engaged in the promotion of industry and the regional economy throughout the prefecture. She holds a B.A. degree in Literature from Waseda University. At UNCRD she is involved in the activities of the Human Security Group.

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United Nations Centre for Regional Development (UNCRD), Nagono 1-47-1, Nakamura-ku, Nagoya 450-0001, Japan (tel: (+81-52) 561-9377; fax: (+81-52) 561-9375; e-mail: rep@uncrd.or.jp; homepage: <http://www.uncrd.or.jp>).

UNCRD Disaster Management Planning Hyogo Office, Hito-Mirai-Kan 5th Floor, 1-5-2 Wakihama-kaigan-dori, Chuo-ku, Kobe 651-0073, Japan (tel: (+81-78) 262-5560; fax: (+81-78) 262-5568; e-mail: rep@hyogo.uncrd.or.jp; homepage: <http://www.hyogo.uncrd.or.jp>).

UNCRD Africa Office, UN Complex, Gigiri, Block A-125, P.O. Box 30218, Nairobi, Kenya (tel: (+254-2) 624374/624375; fax: (+254-2) 624480; e-mail: uncrd.admin@uncrd.unon.org).

UNCRD Project Office for Latin America and the Caribbean, Calle 114 No. 9-45, Edificio Teleport Business Park, Torre B, Of. 1001, Bogotá, Colombia (tel: (+57-1) 629-2808/2819; fax: (+57-1) 629-2785; e-mail: uncrdla@cable.net.co).