

Progress Report on Training Activities under TRHUD¹

Period December 1997 – November 1998

1. Objectives of TRHUD

TRHUD is a joint initiative of the governments of Egypt and the Netherlands. Its long-term goal is to develop institutional capacity in housing and urban development planning and management at the central and local levels of the government – and their partners from the private and community sectors – through implementation of training and human resources development activities. One of its target is to build capacity within HBRC for offering tailor made training to professionals from Egypt and the Arab region meaning that the establishment of training center of excellence is the expected final result of this project. TRHUD responds to the present decentralization policy of the Egyptian Government, which aims at strengthening the capacity of local governments to implement urban development programs.

2. The Urban Problems in Egypt and the role of Training

Egyptian cities are confronted with an increasing demand for housing and urban services that places additional burden on the existing built-up environment. High density developments and informal roof top constructions are common and informal land subdivision on agricultural land has been the usual way of human settlement. In some cases informal urbanization is accountable to nearly 90% of urban growth. Poverty, environmental degradation, inadequate infrastructure and overcrowding are common features in the informal settlements. The problem is worsened by the weak capacity of local governments that do not have the sufficient means, resources, autonomy and adequate policy, planning and management instruments to cope with these problems adequately. Thus, training must tackle two different dimensions: the local government organization itself and the human resources capacity. In order to make a difference, the institutional, organizational and policy environments through which cities are planned and managed must be made crystal-clear so that shortcomings, institutional barriers and responsiveness can be subject to problem-solving analysis. The means and instruments currently in use should also be brought to the training field so that approaches to overcome deficiencies at this level can also be developed. These are some of the issues that the TRHUD project addresses through training and applied research.

3. Components of TRHUD: research and training

The project has two main streams of activities. Both training and research are interconnected. Rather than academic research, TRHUD carries out a series of case study and issue-focused research that aims at the development of training support materials based on Egyptian experiences. Research is geared to institutional analysis and government policy implementation assessment. By this way, urban and housing policy bottlenecks, problems of different natures in different levels and dimensions, solutions and institutional arrangements undertaken by Egyptian cities are properly documented and directly integrated into training. This allows examples of good as well as bad practices to be documented and analyzed within an interactive learning environment.

¹ Note prepared by Claudio Acioly Jr. for the TRHUD Steering Committee Meeting of 8/11/98, based on an article written for the IHS Newsletter Sep 98. C. Acioly is a senior professional staff of IHS, currently training advisor and deputy project leader at TRHUD

4. Case Study Research

The main objective is to document the entire cycle of a particular urban development project/program/experience e.g. upgrading project implementation, land management, local government performance, institutional and financial dimensions of urban management, donor assisted projects, decision making process and participatory planning, just to name a few. Table 1 summarizes the activities undertaken by TRHUD.

The careful documentation of the cases allows the course participants to get acquainted with the experience and provide them with the opportunity to elaborate on solutions to overcome the bottlenecks, to build on the success or failure of the approach, all within the institutional, legal and policy environments of Egypt. Case study research is geared but not limited to the local context of Egypt. At the end, coordinators will be stimulated to produce a TRHUD working paper on the individual cases in order to disseminate the knowledge and experiences to a wider audience.

5. Implementation of Training

In the implementation of TRHUD, the HBRC staff works in close cooperation with IHS staff. The assistance from IHS takes place through the work of the resident team in Cairo (currently Michel Chretien as project leader since July 1998 and Claudio Acioly Jr. as training advisor since January 1997) and also through short-term missions that visit Cairo on a regular basis. IHS staff undertake short term missions to the project under a specified TOR-Terms of Reference which guide their work prior, during and after the mission. Short-term missions are linked to on-going processes of training development and are focused on very specific fields and substance matters. They also provide additional on-the-job training to TRHUD project staff during their stay in Cairo. The IHS resident team plays an important role in the provision of on-site continuous assistance in different stages of the process of training development as well as in monitoring and supervision of the works. Monitoring and supervision is also done in close cooperation with the other members of the Project Management Team-PMT, Dr. Mostafa Madbouly and Eng. Tarek El-Sheikh.

The IHS training advisor is involved in the entire cycle of training design and implementation, including the development of training techniques and strategies, training needs assessment and fine-tuning of the course structure and its final delivery. He works in close cooperation with the HBRC course coordinators. In the past, many HBRC staff has followed short courses (3 to 5 months) conducted in Rotterdam. This makes IHS-HBRC staff cooperation more efficient. Furthermore, TRHUD sponsored the training of a group of HBRC staff at IHS/Netherlands where they followed a short course focusing on themes particularly important for the development of TRHUD in Cairo. They followed courses focusing on Environmental Management and Planning; Project Management and Housing Delivery Systems; Urban Management and Planning; Training of Trainers; and Urban Management and Human Resources Development. This training in Rotterdam provide the HBRC staff with the opportunity to get acquainted with updated methods, techniques, experiences and knowledge in broad fields of urban development. Four HBRC staff followed 3 months courses in Rotterdam in the period 1995-98, and other 12 staff followed a TOT-Training of Trainers course in May-June 1997. From the present core group of TRHUD staff, only one has not attended a short course in the Netherlands.

TABLE 1: SUMMARY OF CASE STUDY RESEARCH

Case Study	Focus	Present Status
<p>Managing Urban Extensions of Middle sized cities in Egypt – case study Belbeis</p> <p>Coordinated by Dr. Azza Sirry</p>	<p>This case study discloses the institutional, legal, organizational and financial environments through which land is supplied and infrastructure delivered in Belbeis. The study focus on the process of land development and assess the factors affecting decision making on this field; it also makes an analysis of the organizational structure and the particular aspects that hinder urban development in Belbeis.</p>	<p>A first progress report focusing on planning attempts and land delivery has been produced and delivered to TRHUD management. Several sessions focusing on Belbeis were prepared for the Urban Management Course. Two field trips were organized for the participants of the course. Linkage TRHUD-Belbeis government has been forged. Current study focusing on elements of urban management: government structure, staffin, finance, institutional and financial environment and infrastructure. This is expected to end by December.</p>
<p>Community Participation in Informal Settlements Upgrading Projects</p> <p>Coordinated by Dr. Raouf Farag</p>	<p>The case study focuses on key aspects of community participation within the framework of upgrading projects. It analyses the experiences of Helwan Upgrading Project, Nasriya Upgrading Project (Aswan), Muqattam Zabbaleen Community Upgrading Projects, Ezbet El-Nakhl Garbage Collectors Settlement. It draws conclusions on the effectiveness of community participation and its impacts on community development, project effectiveness and leadership enhancement. It assesses the role of key actors in local development and the key elements required to make community participation a successful approach in Egypt.</p>	<p>Four comprehensive reports have been produced on each case study. Project staff as well as community members have been trained on participatory rapid appraisal methods (PRA). Training sessions were developed in the upgrading course from this case study. Currently, analytical and comparative analyses are being carried out. A matrix with key features and dimensions of community participation are being developed as well. The case is expected to be completed within one month when a final report is to be issued.</p>
<p>Governance, Planning and the Institutionalization of Settlement Upgrading Policies in Egypt</p> <p>Coordinated by Eng. Tarek El-Sheikh</p>	<p>The case study focuses on the experience of Nasriya Project. It analyses the impacts of this project within the local government structure and functions as well as its attitude and policies towards informal settlements. It assesses the degree to which an individual project was capable to cause positive impacts within the public and community sectors in terms of capacity building, responsiveness to local needs, citizenship, institution building and project replicability.</p>	<p>A first phase report has been produced. It describes and further analyses the process of project implementation and the peculiar institutional and organizational arrangements that were forged in order to carry out a participatory approach in Aswan. Several training sessions have been developed for both courses on Upgrading and Urban Management. The current phase focuses on the relationship between key actors, changes occurred within the local government structure and the planning and management responses.</p>
<p>Impact Assessment of Town Extension Projects: case study in Ismailia focusing on Hai El Salam Project Extension</p> <p>Coordinated by Dr. Mohamed Khairy</p>	<p>The case study originally intended to document the extension of Hai El Salam sites & services scheme and its further extension, with particular emphais on its impact on land and housing markets. As it developed, the study started to focus more on land market assessment and the process of land development policy making and implementation (and land auction) that was established as a result of Hai El Salam.</p>	<p>The activity faced difficulties because of the departure of its first coordinator. A first report was produced with preliminary analysis of the data collected. A training session was developed out of this. The results were not as expected and TRHUD project management decided to cancel the continuation of this study.</p>

6. Training Strategy

A broad training strategy is behind the philosophy of the TRHUD project. The primary objective is to enhance skill and effectiveness of individuals - professionals and practitioners from governmental and non-governmental organizations, and educational institutions – who are directly involved in planning, design, implementation and management of urban development programs and projects. At this stage of the TRHUD project, the focus is on individual skill enhancement. In spite of that, institutional and organizational performance of governmental institutions is dealt with during the training program but have no effect on the organizations itself. It is expected that at later stage, in another future phase of TRHUD, it will become possible to address organizational performance and institutional responsiveness through the design of tailor-made programs that can address more effectively the needs of specific local organizations and their staff. This means in practice the linkage between training, on-the-job technical assistance and institutional/organizational restructuring. Only then, the impact of training on institutional reform and organizational performance can be properly assessed. This is the challenge ahead of TRHUD.

7. First achievement of the TRHUD Project

In December 1997, a first training event was conducted within the framework of TRHUD. An orientation workshop focusing on project planning and project management of informal settlements upgrading projects was held in the TRHUD Training Center and attracted an overwhelming amount of applicants from government and non-government institutions, private sector and academic institutions. A series of other orientation workshops followed and were used as a tool to incrementally develop and design the national courses (primary targets of TRHUD). In total, 4 orientation workshops were implemented before the national courses were conducted in May-June 1998. The workshops focused on themes directly related to the curriculum of the national courses. They focus on planning and managing informal settlement projects, urban environmental management and planning, tools and techniques applied to community-based action planning, and urban management. All these events were systematically assessed. The opinions of the participants were taken in written and verbal forms in course evaluation sessions. The participants have expressed high degree of satisfaction with these events and their assessment helped the course coordinators to further develop particular aspects and themes of courses such as land development, infrastructure provision, institutionalization of upgrading policies and urban finance. Routinely, courses are carefully monitored and the results assessed by the participants in oral and written forms. This provides concrete evidences about the relevance of the topics; the validity of the training approach; the performance of trainers and guest-lecturers, and the relationship-applicability of the topics/tools in relation to the participants job.

8. Orientation Workshop Series

The orientation workshop series is one of the pillars of the incremental training development strategy pursued by TRHUD. It provides a framework for the development and implementation of a series of tailor-made, issue-focused, time-intensive (maximum of one week) and compact workshops addressed to Egyptian practitioners and professionals from the public and private sectors, government and non-government organizations and internationally funded projects. The workshops are practical and problem solving oriented. They are conducted in English and offer opportunities to exchange experiences, develop very specific knowledge and skills, and get acquainted with international experiences and recent developments in the fields of urban development planning and management. The

workshops are announced through the local media. Also folders are distributed to a network of professionals and institutions. Applicants are selected in a competitive manner, based on the strength of their application and CV. They pay a nominal fee to attend the workshops meaning that TRHUD is able to earn a modest income with these events. The established application procedure helps TRHUD to assess the training needs, marketability of the program, test the local market and the Egyptian audience for this type of specialized training. It also helps HBRC and IHS staff to get acquainted with specific project experiences in which participants are directly involved.

These training events triggered the development and attuning of the curriculum of the national courses and provided HBRC staff with the unique opportunity to work in close liaison with the IHS staff in the design, preparation, marketing and implementation of a training course. In practice, this helps strengthening the capacities of HBRC staff working in the project

9. The National Courses: accomplishment of first targets

In May and June, THRUD offered the first national courses designed in a format of 2 weeks with 3 sessions of 1½ hours a day with intervals in-between each session during 5 days a week plus one additional day for field visit. The courses were announced in national newspaper and announcements were disseminated to a database of institutional contacts of the project. The applicants varied in terms of background, responsibilities and place of work. The majority was from local governments. The national courses are the first official targets that were achieved by TRHUD as stated in the project document. Originally, the courses were supposed to have a duration of 4 weeks and they were designed as such but evidences collected by TRHUD lead to the conclusion that it would not be possible to have participants away from their job for that period. The national courses incorporate the assessments, lessons, conclusions and developments achieved through the orientation workshops. The national courses are the first products developed by TRHUD which enhanced curriculum development, course design and session development from scratch. The courses were conducted in Arabic and English (with simultaneous Arabic translation). They were attended by two groups of 20 professionals from different local governments and academic institutions. The first one focussed on Planning and Management of Informal Settlements Upgrading Projects and the second on Urban Land Development Management and City Expansion. In October and November 1998, the courses are being conducted for the second time with improvements in the curriculum and changes introduced on the basis of previous evaluations.

10. Assessment and Evaluation of Training Programs

The results accomplished were systematically evaluated by the participants and by the course coordinators by various means. This has been registered and analyzed by the staff directly involved in training. The overall result is positive and appoints to meaningful directions regarding the impact of training on individual performance. This needs to be followed-up by TRHUD in order to assess in which extent participants do have the opportunity to apply the new skills and tools within their current job. It is also important to assess whether there is any noticeable change or positive impact at the individual performance of participants within their organization/projects and whether there is any sign of institutional changes. For tailor-made training this is particularly important.

The experience with training activities carried out by the TRHUD project shows that training can make a difference in knowledge building and forging networking, and exchange of

experience. For example, an in-depth look at international experiences in comparison with local practices allowed the participants not only to broaden their views and knowledge but actually to detect bottlenecks within their own contexts, and find similar ways to overcome them. The participants had strong interest for institution building strategies and participatory approaches used by different projects and several local government authorities in Egypt, Brazil, Colombia, Indonesia, Pakistan, Zambia and The Netherlands. These experiences were covered by the courses within a very interactive learning environment. Since the participants came from different organizations and parts of the country, the training event also helped them to get acquainted with specific projects, situations and approaches used within their own country-Egypt. The training events helped to strengthen relationships and exchange of experience among the participants.

These elements are essential to build the required capacities to cope with the scope, scale and pace of increasing urban problems in Egypt. It is not easy to tackle urban poverty, institutional deficiencies, environmental deterioration and inadequate infrastructure services through training. That is exactly the challenge of the TRHUD project. The results accomplished by the series of orientation workshops conducted earlier this year and the successful implementation of the national training programs provide us with concrete evidences that TRHUD is on the right track.

Course	Objective & Topics	General Assessment
<p><i>Planning & Managing Informal Settlements Upgrading Projects</i></p> <p>ORIENTATION WORKSHOP 1</p> <p>Applicants : 50 candidates Attendance: 19 participants Period: December 1997 Duration: 5 days Conducted in English.</p> <p>Coordinators: Dr. Mostafa Madbouly & Claudio Acioly Jr.</p>	<p>It was addressed to practitioners and professionals from the public and private sectors, government and non-government organizations and staff actually working in internationally funded projects. It focused on the international experiences with upgrading policies and the needed skills and approaches in project planning and project management. Participatory strategies and institutionalization of upgrading practices were important topics dealt with in the workshops. The workshop present different case studies from different countries which demonstrated the institutional, organizational and managerial ways that policies were implemented in the forms of projects.</p>	<p>From 0 to 10, nearly half the participants graded the workshop with a 9, as follows: 5 (5%), 6 (5%), 7 (23%), 8 (36%) and 9 (41%). One third of the participants (32%) assessed the workshop as EXCELLENT and 68% as GOOD. Practical exercise scored very high in the preferences. Participants were exactly divided regarding the length of the course. Participants had a solid educational and professional background and experience. Interactive learning environment proved to be extremely useful to explore participants' own views and experience. Comparison between international experiences and Egyptian projects was highly appreciated. The degree of satisfaction of the participants was very high. Sessions on strategic planning and action planning were positively assessed as well as the applicability of the tools and methodologies to design and implement an upgrading project.</p>
<p><i>Introduction to Environmental Planning and Management</i></p> <p>ORIENTATION WORKSHOP 2</p> <p>Tailor-made course designed to the task force of the Giza Environmental Profile Project Target Group: heads of department of GIZA Governorate Attendance: 17 participants Period: February 1998 Duration: 3 days</p>	<p>To expose the participants to Urban Environmental Management and Planning (EPM) tools with a particular emphasis to practical approaches and participatory planning. It provided an opportunity for the participants to get acquainted with the approach developed and utilized by the sustainable cities program-SCP in several cities of the world. It did highlight the process of elaboration of an urban environmental profile and demonstrated its crucial role in the</p>	<p>The sessions and debates revealed that there is a high need to establish more close collaboration within the various departments of the GIZA Governorate. Participatory approaches were not seen equally by all participants and there was not a unanimity about stakeholder participation in environmental planning and management. The workshop served to trigger more interaction between the heads of departments. It also served to stress the interconnected character of the environment sector and its multi sectoral</p>

<p>Conducted in Arabic and English. Workshop was a contracted assignment paid by the Environmental Profile Project.</p> <p>Coordinators: Dr. Mostafa Madbouly, Eng. Tarek El-Sheikh and Claudio Acioly Jr.</p>	<p>planning process carried by the SCP as well as its practical value in urban management in Egypt. The workshop intended to be an eye opener in order to help the implementation of the GIZA environmental profile project within the Governorate.</p>	<p>dimension. There was an overall satisfaction and high level of discussion due to seniority of participants. Though they rated the workshop as STANDARD (36%), GOOD (45%) and EXCELLENT (18%). There was a request from the participants to repeat another course. The training approach should have been more interactive and less lecturing according to the oral evaluation. It was the first experience with synchronization English-Arabic in course implementation and several lessons were learned.</p>
<p><i>Tools & Techniques in Community-based Action Planning</i></p> <p>ORIENTATION WORKSHOP 3</p> <p>Attendance: 22 participants Period: 22-26 March 1998 Duration: 5 days Conducted in English.</p> <p>Coordinators: Dr. Mostafa Madbouly and Claudio Acioly Jr.</p>	<p>It was designed to practitioners, professionals and community builders from various academic backgrounds who are actually involved in community-based programs and projects. It developed specific methods and tools to assist in project planning within a participatory environment. It had an international character be conducted in English for which a working knowledge of the language is required. It stressed the role of professionals and strategies to deal effectively with participatory planning and community empowerment. Participants were able to discuss key problems and bottlenecks in community-based project planning and implementation in different contexts, and particularly in Egypt.</p>	<p>From 0 to 10, participants rated the workshop 7 (35%) and 8 (60%), with 5% providing no answer. Participants assessed the workshop as STANDARD (10%), GOOD (30%) and EXCELLENT (60%).</p> <p>Participants considered the length of the workshop as sufficient while 20% considered it short. Half of them think that such a workshop should have an international orientation but other 95% think that a balanced format (national-foreign experiences) is the best solution. The practical character of the workshop and the training tools utilized were highly appreciated. Interaction between IHS-HBRC staff was considerably better. Exercises helped the participants to think through the problems and come up with interesting solutions.</p>
<p><i>Urban Management</i></p> <p>ORIENTATION WORKSHOP 4</p> <p>Attendance: 17 participants Period: 17-19 March 1998 Duration: 3 days Conducted in English.</p> <p>Coordinators: Dr. Ashraf Kamal, Claudio Acioly Jr. and Carley Pennink</p> <p>Sessions on Belbeis by Dr. Azza Sirry</p>	<p>The workshop was designed to urban managers and professionals from various academic backgrounds who are involved in different levels of city planning and in the planning and management of urban development projects. It had an introductory character aiming to expose participants to the meaning and scope of urban management. It developed a common understanding about the institutional and organizational aspects of governance that were reinforced by the presentation of some case studies from other countries in order to present different approaches in planning and financing infrastructure and land development for comparison to the Egyptian context.</p>	<p>From 0 to 10, nearly half of the participants graded the workshop 7, as follows: 7 (41%), 8 (35%) and NO ANSWER (24%). Nearly three quarters of the participants assessed it GOOD (71%); STANDARD (18%) and EXCELLENT (12%). Participants appreciated the focus on land development and delivery system given by the workshop. Insufficient preparation affected the implementation of sessions carried out by course staff and this was pointed out by some participants. Though, the overall result was positive and participants managed to get a clear overview about urban management and its needs. Participatory Urban Management Tools, Urban Environmental Management and Planning, and Land Policies and Land Markets were marked by the participants as the most desirable themes to further explore in workshops of this nature.</p>
<p><i>Planning and Managing Informal Settlement Upgrading Projects</i></p> <p><u>NATIONAL COURSE 1</u></p> <p>Attendance: 23 participants Period: 24 May – 5 June 1998 Duration: 2 weeks Conducted in Arabic and English.</p> <p>Coordinators: Dr. Mostafa Madbouly and Claudio Acioly Jr.</p>	<p>In order to deal effectively with the problem of informal settlements, professionals from government and non-governmental organizations are required to have a clear understanding about the logic of informal settlement formation and consolidation. They are also expected to dispose of specific tools and techniques that enable them to intervene positively in this process and maximize the existing resources</p>	<p>From 0 to 10, nearly 40% of the participants graded the course equal or above 8, as follows: 10 (10%), 9 (5%), 8 (24%), 7 (33%) and NO ANSWER (24%). Almost 90% of the participants graded the content of the program as Good or excellent, as follows: EXCELLENT (24%), GOOD (62%), STANDARD (5%), BAD (5%) and VERY BAD (5%).</p>

Course staff: Madbouly, Acioly, Tarek El-Sheikh.

Guest lecturers: Forbes Davidson (IHS), Tarek El-Sheikh and Raouf Farag (HBRC), Hanna El Gohary, Suzanne Badr, Samah El Shazly, Maysa Abdel Aziz.

and potentials. The design and implementation of informal settlement upgrading projects require non-conventional planning and management tools and require intersectoral co-ordination and the participation of the major stakeholders from the public, private and community sectors. The course is problem solving oriented and tackles these key issues through lectures, practical exercises, team work and presentation of relevant case studies and experiences. The practical exercise was done on Ezbet El-Nakhl garbage collectors settlement which included a site visit and a debate with inhabitants and an NGO assisting the residents.

In general, the participants found the duration of the course as adequate but questioned the time in the year it was conducted (universities in final exams). Housing Policy Evaluation and Community-based Action Planning were two themes which the participants appointed as desirable to be further developed into a course. Poverty alleviation programs also received a significant preference. The practical exercise were highly appreciated by the participants as well as the site/field visit to the garbage collectors' settlement. The learning environment was very exciting and there was lots of exchange of experiences.

Management of Urban Development Projects and City Expansion

NATIONAL COURSE 2

Attendance: 17 participants

Period: 7 – 18 June 1998

Duration: 2 weeks

Conducted in Arabic and English.

Coordinators: Dr. Ashraf Kamal and Claudio Acioly Jr and Dr. Sahar Attia.

Course staff: Kamal, Acioly, Dr. Azza Sirry, Eng. Mohamed Fathy, Hans Teerlink and Forbes Davidson (IHS).

Guest lecturers: Dr. Hisham Aref, Eng. Mohamed Fathy, Dr. Mohamed Khairy, Dr. Maysa Abdel Aziz, Dr. Samah El Shazely.

The course was designed in such a way as to provide the participants with an interactive learning environment in which they are expected to play an active role during the sessions. It was practical & problem solving oriented and participants developed skills, methods and techniques in problem analysis, strategy formulation and implementation regarding land development schemes. The course introduced new forms of urban management and strategic planning as well as action planning techniques that are immediately applied in practical exercises carried out on selected localities in Egypt.

A field visit to Belbeis confronted participants with the current situation and first hand experience found in this city. They also get acquainted with international and local experiences - case studies – that were presented throughout the training program focusing on particular aspects of land delivery systems, infrastructure provision, community participation & public-private partnerships.

Two thirds of the participants assessed the program of the course from GOOD (21%) to EXCELLENT (71%). The overall assessment of the training was exactly the same. The level of satisfaction of the group with the training methods, supporting materials and so on was very high. Regarding the length of the course, the participants were divided among those who wanted longer and those who found it just sufficient. This course counted on the assistance from 3 experienced senior IHS staff who brought their own experiences from different countries which enriched the course program and allowed the participants to share different views and approaches on similar problems but in different contexts, including Egyptian experience. Mr. Davidson's experience with Ismailia demonstration project provided first hand experience with institutionalization and capacity building. The ratio between HBRC staff input and external inputs was not balanced. Nevertheless, the synchronization Arabic-English allowed and important process of apprehension and the strengthening of training capabilities of HBRC staff to take place. When asked about themes which participants were eager to further develop in a course, the following themes were highlighted: Housing Finance and Economic Aspects of Housing Policies, Environmental Planning and Management, and Strategic Planning.

Urban Management and Land Development

NATIONAL COURSE 3

Attendance: 20 participants

Period: 18 – 29 October 1998

Duration: 2 weeks

Conducted in Arabic and English.

Coordinators: Dr. Ashraf Kamal and Claudio Acioly Jr.

Course staff: Kamal, Acioly, Dr. Azza Sirry, Eng. Mohamed Fathy.

This course draws from the experience of the previous one. It fine tunes some sessions and puts more weight on land development and finance of infrastructure. It was practical & problem solving oriented and participants developed skills, methods and techniques in problem analysis, strategy formulation and implementation regarding land development schemes. The course made an in-depth look at urban management and strategic planning in particular. Land issues as well as the

Guest lecturers: Dr. Azza Sirry, Eng.
Mohamed Fathy, Dr. Michel Chretien,
Dr. Samah El Shazely.

provision of basic infrastructure was brought forward in a comparative analysis with cases from Pakistan, Brazil, India and Thailand. Presentations on Belbeis as well as the field visit to the sites confronted participants with the current situation and first hand experience found in this city. The course developed some aspects of land delivery systems, infrastructure provision, community participation & public-private partnerships.

Course – Objective - Assessment

Summary of workshops, course, participants, evaluation

Bottlenecks

New course: urban environment (target)

Possible assistance from the Steering Committee

Giza, Sadaka, GOPP

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Photo 1

Group attending the first Orientation workshop “Planning and Managing Informal Settlements Upgrading Projects”, Dez 1997.

Photo 2

The Group of participants in the TRHUD national course in Egypt “Urban Land Development Management & City Expansion”, with coordinators of the course: on the left Hans Teerlink and Claudio Acioly from IHS, and Ashraf Kamal and Sahar Attia from HBRC on the right.

Photo 3

Group of participants attending the TRHUD national course "Planning and Managing Informal Settlements Upgrading Projects."

Photo 4

Teams working out the practical exercise in the National Course on Informal Settlements Upgrading Projects, an action plan for the garbage collectors settlement in Ezbet El-Nakhl.

Photo 5

Presentation of the preliminary results of the practical exercise with land management.