

The Phase I of the TRHUD Project: A brief retrospective review. Paper prepared for the SAIL Project Bureau

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1. Introduction

This paper briefly presents a retrospect of project implementation during phase 1 (1995-1999) and the inception period of phase 2 (2000-2004) of the TRHUD-Training and Research in Housing and Urban Development Project, implemented by IHS in co-operation with the Housing Building and Research Center-HBRC of Egypt. It highlights the main aspects of project implementation.

The main purpose is to clarify the main issues, targets and results achieved by TRHUD I and to give light on how the remaining resources from TRHUD I were actually used to ensure the transition from phase I to phase II and to finance the investments required for TRHUD II. This is not a final report for phase I of the TRHUD Project but a recollection of key facts, activities, outputs and results accomplished by the project. This will provide the reader with an overview of project development and project outputs.

This note was a request made by SAIL in order to settle the last financial disbursement requested by IHS on TRHUD I budget.

2. The Start-up Phase

The TRHUD project faced severe institutional and procedural bottlenecks within the government channels of both Egypt and The Netherlands. The IHS already had signed a contract with DGIS for the implementation of the project (Nov/1995) but requirements by the Egyptian Government caused serious delays in project implementation. The need to have a so-called (1) Letter of Commitment signed by the Dutch Government and an (2) Administrative Arrangement binding the two governments prevented the project to start its planned activities. Consequently this hindered the full involvement and the settlement of the long-term IHS staff in Cairo, the establishment of the project office and the actual start of development works. It also prevented the official assignment of counterpart staff to work in the project.

The founding of SAIL also meant the need to establish a formal framework for responsibilities and accountability for project implementation with DGIS/Netherlands Embassy in Cairo since the project was set-up as a bilateral project and was now becoming a SAIL project. A side letter and tripartite agreement was signed between IHS, DGIS/Embassy and endorsed by SAIL. However, for the Egyptian Government nothing changed institutionally and administratively speaking.

It was only one year after the DGIS-IHS contract was signed that the Letter of Commitment was signed by DGIS/Embassy and delivered to the Egyptian Government. And it took another year to finalise the Administrative Arrangement.

IHS long-term staff (team leader and deputy team leader) settled in Cairo in November 1996 and January 1997 respectively but actual project activities and the official assignment of counterpart staff only took place at the end of 1997. In July 1997, the Memorandum of Agreement-MoA

between IHS and HBRC could finally be signed but there still remained problems that prevented official designation and appointment of project staff (course co-ordinators and case study co-ordinators). There was also some strain within the Egyptian project management team that created additional obstacles in project operations. At the end of that year HBRC replaced the Egyptian management team paving the way for a constructive and more dynamic working environment for counterpart involvement in project activities.

Although a TOT course for counterpart staff had taken place in The Netherlands and in Cairo and some IHS short-term missions had visited the project during 1997, it was only in November of that year that a training event addressed to the Egyptian public took place. Only then one can consider the actual involvement of counterpart staff in development work in a consistent manner. Altogether we can state that the project faced a delay of nearly 2 years since its approval and contractual settlement which had a direct effect in planning and implementation, project targets and in the levels and pace of disbursement.

The recollection of all these events and procedures are important to understand the subsequent planning and implementation of project activities and the level of disbursement held by the project during the phase I.

3. Activities and Achievements

In order to overcome one year of limbo in which IHS long-term staff could only count on limited involvement of counterpart staff in project activities – not being officially assigned to work in the project by HBRC - an “incremental training development strategy” was formulated and implemented. It comprised of a series of orientation workshops (o maximum of 1 week) through which IHS staff took the lead in curriculum development; training needs assessment, session design and marketing of the project and its courses. These courses were tested and offered to a wide public who applied to attend these events conducted in English and free of charges. The strategy was to give opportunities for the counterpart staff to actually learn by doing how a course was designed, prepared, marketed, implemented and evaluated. It was also meant to expose the project and give visibility to its capacity building platform.

The courses of ‘Urban Management and Land Development’ and ‘Planning and Management of Informal Settlement Upgrading Projects’ were actually designed through this strategy with the counterpart staff increasingly getting involved and taking over the leading position of IHS staff. IHS short-term missions complemented the work developed on-site by the IHS training advisor not only for these courses but actually for all main project activities.

In order to overcome the gap and loss of time it was necessary to implement an intensive process of on-the-job assistance and staff development program (developing training skills, subject knowledge, training and presentation techniques, etc.) that could guarantee the quality and quantity of the outputs outlined in the project document.

3.1 The courses (see Annex 2)

Originally, the project was expected to develop the full curriculum and content of 4 national courses on different themes (Environment, Urban Management, Informal Housing, Local Economic Development) and regional courses.

The project actually developed the curriculum and training manuals and delivered one regional course and the following national courses:

1. Planning and Management of Informal Settlement Upgrading Projects-UPGR
2. Urban Management and Land Development -UM
3. Participatory Environmental Management-PEM
4. Urban Infrastructure Management and Finance-UIMF

The project assigned one Egyptian counterpart staff as course co-ordinator. It was often the case that two co-ordinators were assigned to co-ordinate the entire process of course development and implementation. They were entirely responsible for content-wise and operational matters. IHS training advisor and IHS short-term missions provided additional on-site support in development, implementation and post-evaluation.

The courses were designed in a format of 2 intensive weeks and attended by a group ranging from 20 to a maximum of 25 participants. By the end of phase one some attempts were made to offer 3-week courses but the appraisal made by IHS-TRHUD staff and by participants attending these courses indicated that a 2-week model is more desirable.

These courses were developed, improved and some modules were designed out from their curriculum. The courses were conducted several times and training was given in Arabic or with simultaneous translation and double power point presentations (English and Arabic) in case IHS staff conducted a session. Training materials, key articles and background materials were all translated into Arabic creating a unique course handbooks and readers not available elsewhere in the Arabic language.

Courses 1 and 2 were conducted for the first time during the first half of 1998 and were implemented more 4 times till the end of 1999. Course 3 was developed during the second half of 1998 and offered for the first time in February 1999. It was implemented for 3 times more after that. Course 4 was the last one to be developed. It started during the first half of 1999 and was offered for the first time in the first half of 2000 and it was so well received that it was repeated a few times after that.

Nearly 300 professionals from public, private and community sectors as well as universities were trained during the phase I of TRHUD Project.

A regional course entitled "Strategic Planning and Land Development" was designed and implemented during the first half of 1999. The course was designed in a format that mixed formal training sessions and a professional seminar in which participants presented a workshop paper focusing on their country/city. This was a pre-condition in the selection procedure. In fact nearly 50 participants applied for the course. It was attended by 20 participants from 7 different countries and was honoured with the support and presence of the Minister of Housing Utilities and Urban Communities. The course was highly appreciated. All courses were systematically evaluated via oral and written formats and this provided valuable feedback for the further improvement of curriculum, focus and subjects.

The project carried out a training needs assessment-TNA in a number of occasions and made efforts in institutional assessment via working visits to Governorates, analysis of personnel background, etc. Before the end of phase I the project sponsored a comprehensive TNA carried out by external consultants (one local and one foreign) in order to unveil not only the needs in terms of subject matters but to actually measure the size of the target groups of the project and UTI.

Summary extracted from Progress Report 8 (January – June 1999)

NATIONAL COURSE 6: *Urban Management and Land Development*

Core Program of 2 weeks

Period: 02 – 13 May 1999

Applications: 13 candidates

Attendance: 07 participants

Specialised Module of 1 week (urban development finance)

Period: 16 – 20 May 1999

Applications: 10 candidates

Attendance: 08 participants

Course Program of 3 weeks

Attendance: 1 only participant (attended continuously the 3-week programme)

Conducted in Arabic and English

Co-ordinators: Dr. Ashraf Kamal and Claudio Acioly Jr.

Course staff: Kamal, Acioly, Dr. Azza Sirry, Dr. Mike Rodell.

NATIONAL COURSE 7: Planning & Managing Informal Settlements Upgrading

Core Program (2 weeks)

Applicants: 28 candidates

Attendance: 23 participants

Specialised Module (institutionalising city-wide informal settlements upgrading programs)

Applicants: 18 candidates

Attendance: 14 participants

Period: 16 may – 3 July

Conducted in Arabic and English.

Co-ordinators: Dr. Mostafa Madbouly and Claudio Acioly Jr. (IHS)

Course staff: Madbouly, Acioly (IHS), Tarek El-Sheikh, Ashraf Kamal, Mike Rodell (IHS).

NATIONAL COURSE 5: Participatory Environmental Management and Planning – PEM course

Core Program: 2 weeks

Applicants: 42

Attendance: 25 participants.

Period: 14 – 28 February 1999.

Conducted in Arabic and English.

Co-ordinators: Eng. Doaa El-Sherif, Eng. Ayman Hefnawy; Paul Procee, Ed Frank, Claudio Acioly (IHS).

Course staff: El-Sherif, Hefnawy, Frank, Acioly, Huysman.

Guest lecturers: Marijk Huysman, Dr. Sawa Gomaa, Waleed Gamal El Din.

NATIONAL COURSE 8

Participatory Environmental Management and Planning-PEM (second round)

Applicants: 35

Attendance: 25 participants.

Period: 5 – 17 June

Duration: 2 weeks

Conducted in Arabic and English.

Co-ordinators: Eng. Doaa El-Sherif, Eng. Ayman Hefnawy; with assistance from Claudio Acioly (IHS).

Course staff: El-Sherif and Hefnawy; Acioly, Ogenis Brillhante (IHS).

Guest lecturers: Dr. Sawa Gomaa,

REGIONAL COURSE for the Arab Region

Strategic Planning for Land Development

Applicants: 49

Attendance: 22 (maximum)

Period: 20 June – 1 July

Conducted in English and Arabic.

Duration: 2 weeks

Morning Program: training sessions

Afternoon Program: case study presentation

Co-ordinators: Tarek El-Sheikh and Claudio Acioly

Course staff: El-Sheikh, Acioly and Dennis Baharoglu (IHS short-term expert)

Guest lecturers: Ashraf Kamal

Guest case study presentators: Mostafa Madbouly, Azza Sirry, Ayman Hefnawi (TRHUD staff)

Summary extracted from Progress Report 10 (January – June 2000)

- *3rd round of Participatory Environmental Management Course from 16th January till 27th January 2000*

- 1st round of Environmental Impact Assessment Course from 30th January till 3rd February 2000
- 4th round of Planning & Managing Informal Settlements Upgrading from 13th February till 24th February 2000
- 4th round of Urban Management Course with a title of “ Local Government Role in Urban Development” from 26th March till 5th April 2000
- 1st round of Urban Infrastructure Management and Finance Course from 14th May till 1st June 2000

3.2 Case Studies Research (see Annex 1)

For every theme focused by a course or training programme there was an equivalent case study research being developed. This mobilised counterpart staff involvement and external assistance. Each course had at least one major case study research designed to produce training support materials and to document first-hand experiences in Egypt to be used in its curriculum. In total a set of 15 different case studies (some comprehensive and others less ambitious) were developed during TRHUD I. Several sessions and draft case study publications were produced. Despite the wide use of the knowledge and experience depicted by these case studies researches in the training programmes (an in some seminar articles/papers) the final editing and dissemination of these reports in a publishable format did not take place during TRHUD I.

The new cases that have started during the period January-June 2000

1. *Environmental Profile for Peripheral Lands, the Case of Al-Munib area in Giza, a joint case study between UM and PEM courses.*
2. *Cost Recovery of Informal Settlements Upgrading Projects in Egypt*
3. *Relocation as a Tool for Upgrading, the Evaluation of Relocation of Mit- Oqba Settlement in Giza.*
4. *Evaluation of Community Development Projects in Poor Areas, Evaluating the Efforts of Non-Governmental Organizations in Egypt – the Case of the Coptic Evangelic Organisation for Social Services (CEOSS). This case’s cost is mutually shared by UTI, precisely UPG course and CEOSS itself as a new approach of partnership with NGOs in Egypt and to minimise the research cost in UTI budget*
5. *Environmental Improvement and RiverBank Preservation in Matahra, Menia – Upper Egypt. This case has been financed by CEOSS as a tailor-made activity that has been carried out according to the request of CEOSS to prepare and action plan with community involvement for the environmental improvement of Matahra, a small urbanised village in Menia, Upper Egypt.*

3.3 Training of Trainers and Counterpart Staff Development: capacity building

The first effort of IHS was to develop core competence and local capacity within HBRC. The project was placed within the Department of Architecture and Planning (resulted from the merging of the Department of Planning and the Department of Housing). TRHUD focused its capacity building efforts on the staff working in this department.

The initial step was to conduct a Training of Trainers Workshop that was attended by 12 counterpart staff in Cairo (one week) and The Netherlands (one-month).

On-site technical assistance performed mainly by IHS training advisor provided continuity and consistency in the development of a training development methodology, lecturing skills, training needs assessment and course & curriculum development. This was supported by short-term IHS missions and resulted into the project staff developing and presenting a cohesive presentation style and session formats supported by computer aided presentations and Power Point slides.

TRHUD also sponsored the training of six different counterpart staff at IHS. They attended different types of short courses on Human Resources Development and Urban Management,

Environmental Planning and Management, Inner City Revitalisation and Land Management, Housing and Project Management, and Urban Infrastructure Development and Finance.

Several counterpart visits were scheduled and implemented jointly by counterpart staff and IHS staff to Palestine, Jordan, Yemen, and Arab Emirates. This was designed to strengthen relations and assess training needs and work opportunities at the regional level.

A working visit to a developing country (Brazil) was also sponsored by TRHUD. It provided the opportunity for four counterpart staff accompanied by IHS deputy project leader to meet with high officials, mayors, heads of departments, project staff, public-private development agencies and citizens of 5 different cities (Rio de Janeiro, Nova Iguaçu, Curitiba, São Paulo and Santo Andre). Several lectures and case materials were developed from this successful visit.

The head of the IHS Finance Department paid a visit to the project in 1997 and trained the current TRHUD financial officer in handling financial statements and financial management as per SAIL and DGIS formats and procedures.

By the end of phase I the project personnel was consisted of 12 professional/academic staff, 3 administrative staff (including finance) and 4 supporting staff (including drivers). From the 12 academic staff, seven of them have followed a short course (3/5 months) at IHS.

3.4 Institution Building: establishment of project office and training facilities

In the beginning the project was functioning in a one-room office situated in the fourth floor of the annex building of HBRC (Training Center Building) where both project leader and deputy/training advisor worked and shared office space.

Later on during 1997 HBRC allocated office space for TRHUD summing up half of an entire floor situated in the second floor of the Training Center Building. This building had been completed some years before and remained unoccupied for a reasonable amount of time. The department of Architecture and Planning was functioning on the fourth floor of this building.

The office space had (and still has) its own entrance and at first contained 2 classrooms, 6 office rooms linked by a corridor, a toilet and space used for library and copy machine. By the end of phase I (transition from phase 1 to phase II) the office space had increased substantially to accommodate the Urban Training Institute-UTI. It actually took over the entire floor adding the following spaces: library room, a 3rd classroom, a UTI board/meeting room, a computer lab for 15 computers, 7 extra office rooms, an additional toilet for ladies and a tinny kitchen space.

HBRC took care of the refurbishment process in order to prepare the space for housing the project. It provided the partitions, doors, glass divisions, internal telephone lines, some air condition equipment, renovated toilets, double glass for the classrooms, false ceilings, lighting and linoleum floors. It also funded the purchase of a data show projector, scanner, printer and a few computers.

The investment required to furnish the office of the project was provided by TRHUD. The project sponsored a substantial furnishing of the office space and classrooms. It sponsored the purchase of four project vehicles; tables and chairs for office room and classrooms; cupboards and filing furniture, the majority of air conditioning equipment, carpeting, etc. It also included slide and overhead projectors, TV & video set, a digital camera, pull-down screens, the external telephone lines and central PBX as well as fax machine, carpets, etc. It also included the entire hardware and software for the GIS computer lab that included computers, printers, peripherals, scanners, plotters, software, network cabling, computer lab, server, etc.

The first bulk of investment was made during the inception period in order to allow the immediate start of project activities and allocate decent office rooms for the counterpart staff. The second

bulk of investment took place during the transition from phase I to phase II after a neutral budget reallocation and the second phase was approved by SAIL. At the end of TRHUD I and during the start-up period of TRHUD II the project sponsored the remaining furnishing and purchasing of equipment required for the newly created entity – UTI-Urban Training Institute – to function and to develop GIS-related activities. The resources to finance these investments did not come from the budget of TRHUD II but from the remaining and reallocated budget of TRHUD I (see financial explanation).

The most important result in terms of institution building was the institutional and legal creation and the physical establishment of UTI-Urban Training Institute as a special unit affiliated to HBRC, with core competencies, equipment and office space to address the challenges of capacity building in the urban sector in Egypt.

3.5 Transition from Phase I to Phase II: period July – December 1999

During this period project activities focused on institutional strengthening and on the development of the basic regulatory environment for UTI to exist and to function as required by SAIL and the evaluation mission of TRHUD I that took place in June 1999. It became clear that there was still financial resources available under TRHUD I to continue project activities beyond the official end date of September 1999. A neutral budget reallocation proposal was prepared and presented to SAIL while the project document and budget for the second phase was being attuned as to respond to requirements, conditions and questions put forward by SAIL evaluation mission and SAIL project office. A number of key documents were developed and signed in view of preparing for the second phase of the project.

- Signature by HBRC project leader and IHS Housing Department head of a Memorandum of Agreement providing for respective obligations of IHS and HBRC during implementation of the second phase. (14 October 1999)
- Approval by the Minister of Housing, Utilities and Urban Communities (Decree 248) of general financial and administrative rules applicable to HBRC special units;
- Approval of the Bylaws of the “Housing Consultation and Research Unit and special units of HBRC” by HBRC Board on 23 May 1999, amended by HBRC Board on 2 June 1999.
- Creation of the Urban Training Institute (UTI) and adoption of its Bylaws by Decision of HBRC Chairperson (*November 1999*)
- Extension of Administrative Arrangements providing for no change in the status of Netherlands equipment and materials until June 1st, 2000. (Embassy letter dated 28 October 1999)
- Signature of the Protocol between HBRC and GOPP. The involvement of GOPP in the project will include several components:
 - (i) Two GOPP staff would be granted an 18-months scholarship to attend a Master’s course at ITC. Upon return, they will participate in teaching at UTI on a part time basis for two years;
 - (ii) Two GOPP staff will be granted fellowships to attend a 3-month course at IHS and a similar course at ITC;
 - (iii) UTI will freely provide GOPP staff with two GIS courses;
 - (iv) UTI will provide a number of specialised training courses to GOPP staff at a discounted “training fees” rate.
 - (v) GOPP will use the consulting services provided by UTI for three projects;
 - (vi) GOPP will provide UTI library with two copies of their research and technical works and up-to-date national urban information;
 - (vii) GOPP would facilitate the use by UTI of their regional premises for delivering training programs to municipalities;
 - (viii) Develop together an international conference about urban development issues.

3.6 The Technical Assistance provided by IHS

As said earlier in this paper, the cumbersome start of the project caused serious delays in the take-off of the project in Cairo forcing reallocation of IHS staff who were originally assigned to the project and delaying settlement of designated IHS project management in Cairo.

The following staff worked on steering the development of the project as member of the project management team:

- Ed Maan (start up phase 1995-96): a sociologist and urban management expert, project mentor and member of the project formulation mission sponsored by DGIS. He was the first project leader of TRHUD who carried out the first inception mission and project start-up mission. Mr. Maan finally left the project and IHS in 1996.
- Claudio Acioly (1995-99): architect and planner and a housing and urban management expert, teamed up with E. Maan in preparing the project, and was a member of the second project inception mission (October 1996). He worked throughout the phase I of TRHUD until 2nd August 1999 as deputy project leader, acting project leader and training advisor, and as 'backstopper' during the transition from TRHUD I to TRHUD II.
- Rashid Ahmad (1997-98): public policy and public management expert, joined IHS to work at TRHUD replacing E. Maan as project leader and was a member of the second project inception mission (October 1996). He left the project and IHS in 1998.
- Michel Chretien (1998-99): economist, former Head of Housing Department, visited the project during 1997 for backstopping and replaced R. Ahmad as project leader in August 1998. He was transferred from the project in 1999.
- Cor Dijkgraaf (1999-2000): architect and planner, former Director of IHS and interim Head of Housing Department, replaced M. Chretien as project leader during the transition from phase I to phase II and the start-up phase of TRHUD II. He was involved as IHS director in the contractual agreements with DGIS and HBRC in 1994-1995.
- Emiel Wegelin (1996-2000): economist, as IHS director joined the Steering Committee of TRHUD and provided additional institutional support during the entire phase I of the project; he was also a member of the second project inception mission (October 1996).

Apart from on-site technical assistance the development of competencies and local capacities in training and research within HBRC was further supported by a number of short-term missions staffed by various staff members of IHS, as follows:

Hans Teerlink: architect, urban management and human resources development expert, designed and co-ordinated the TOT courses and provided additional assistance in the development of the Urban Management course.

Pal Baross: development planner and land management specialist, trained counterpart staff in land management and land market assessment and provided additional support to the institutional development of the project during the inception phase.

Carley Pennink: urban management specialist provided assistance to the development of the urban management course and additional support to the development of presentation techniques and training skills.

Jack Krombeen: finance and accounting specialist, as IHS head of Finance provided on-the-job training to TRHUD financial officer in project financial administration and DGIS/SAIL reporting.

Forbes Davidson: planner and urban management expert, provided assistance to the internal strategic planning workshop and to the design and implementation of the urban management course.

Paul Rabe: urban management expert provided assistance in the development of land management components.

Ogenis Brillhante: engineer and environmental health impact specialist, provided assistance in course development on environmental management, urban infrastructure management, and environmental impact assessment.

Paul Procee: environment expert provided assistance to the design and development of the participatory environmental management course.

Ed Frank: sociologist and urban environmental management specialist provided assistance in the development and implementation of environmental management and planning courses.

Marijk Huysman: sociologist and solid waste management specialist provided assistance in the development and implementation of the environment courses.

Monique Peltenburg: social geographer and community participation expert provided additional assistance to the implementation of the settlement-upgrading course.

Mike Rodell: economist and urban & housing finance expert provided additional assistance in financing upgrading projects and urban finance.

Deniz Baharoglu: architect and planner with housing finance expertise provided assistance in financial aspects in the regional course.

Rolf Dauskardt: geographer and urban infrastructure finance expert, provided assistance in the development and implementation of the Urban Infrastructure Management and Finance.

4. SAIL Mid-term Project Review Mission (April 1998)

A mid-term evaluation mission sponsored by SAIL visited Cairo in April 1998. It was primarily undertaken in view of identifying new directions and changes that could improve project operations and management and increase chances of its sustainability.

In addition to requirements regarding internal management improvements, the broadening of the institutional base was considered as a strategic point to make necessary changes in order to provide the project with an accountable, transparent, and sustainable framework.

The mid-term evaluation mission has recommended a number of measures of collaboration between HBRC and other institutions, especially GOPP, as means to incrementally broaden the institutional base. The evaluation team helped reformulate a number of clauses of the Memorandum of Agreement (MOA) which provide operational mechanisms for putting the recommendations into effect. It also had the joint Project Management Team agree to have the reformulated MOA signed and take actions to apply the recommend measures. The recommendations and the reformulated provisions of MOA were to be implemented during the remaining period of the project.

5. SAIL Project Evaluation Mission and Appraisal of TRHUD II Prodoc

A SAIL evaluation/appraisal mission visited the project in June 1999 coinciding with the implementation of the PEM course and the final preparation stage for the first regional course. The mission made a positive analysis of the achievements to this date, identified management bottlenecks and recommended further attention to be given to internal communication and to marketing the courses.

In quantitative terms, it was found that TRHUD performed satisfactorily and in qualitative terms, the courses were found to be relevant. The mission suggested to develop additional specialised modules and to mobilise former participants to attend these new modules. The mission identified problems in research reporting as stated in earlier progress reports.

The mission concluded that "*the performance of TRHUD during the period September 1997-June 1999 constitutes the first step in creating an institution that is competent to contribute to enlarging Egypt's capacity to solve problems in urban areas*".

Sustainability was a great concern expressed by the mission. The mission indicated that the institutional embedding of the project into a special unit with the necessary autonomy to operate may establish an institutional and organisational basis for sustainability. Steps already made in the direction of the creation of UTI-Urban Training Institute were appreciated by the mission.

The mission appraised the project document for the second phase of TRHUD and affirms that there is a clear need for a second phase. Though, it identifies the key requirements for the second phase and the establishment of UTI such as:

- clearer organisational, institutional and regulatory basis of UTI;
- mechanisms for quality control;
- lines of communication;
- assignment of IHS staff;
- clearer IHS/ITC short-term inputs;
- marketing of course and generation of additional resources via consultancy works;
- Support to counterpart staff development in training & report writing.

The mission was a significant step toward new directions for preparing a second phase and ensuring better sustainability of UTI.

The mission further expresses that “*the contents of the project activities show considerable internal logic while directly contributing to implementing the project’s objectives*”. Yet the mission also identified issues and recommended measures to ensure sustainability in the future. The recommendations are of institutional and financial nature, aiming basically at achieving two objectives:

1. the broadening of the institutional base, and;
2. The improvement of management procedures to increase the income base.

The recommended actions can be summarised as follows:

(a) Legal, administrative and institutional framework should be implemented through:

- The timely production of UTI bye laws
- The signing of a new MoU between IHS and HBRC, including its preliminary clearance with the Government of Egypt;
- An unambiguous legal status for foreign permanent experts and tax benefits;
- The signing (and translation) of the Protocol between GOPP and HBRC;
- A statement concerning the relationship between UTI’s Board and Project steering Committee;
- An agreement of IHS and HBRC regarding the appointment of both Project Leaders;

(b) The financial balance of the project at the end of the second phase period should be ensured through:

- A limitation of the number of courses to be delivered , in view of having UTI staff devote more time to consultancies/advisory services and other cost-recovery activities;
- The improvement of the decision-making process and the appointment of a market-oriented managing director.

6. Deviations from Planning and Specifications of the Project Document

The TRHUD project was conceived with a strong “process approach view” that is unequivocally expressed in the project document for phase I. This proved to be adequate to face the institutional, legal and regulatory environments of Egypt. It allowed the project to evolve gradually and adapt to emerging conditions and changes taking place in the external environment.

In terms of thematic focus for courses and case study researches the project did not address Issues such as gender local economic development and poverty alleviation as indicated in the project document. The latter was actually addressed by the upgrading courses but it was not addressed as a fully developed course. Some attempts were made to develop a gender module but the project did not succeed to keep the staff originally appointed to develop the subject.

The time required to develop and establish competencies within HBRC coupled with bottlenecks faced by the project during the start-up phase obliged the election of priority themes in relation to the urban problems identified in Egypt. Consequently, some issues were dropped and others

brought into the agenda of the project e.g. land. IHS basically focused on quality rather than on quantity and redirected technical assistance efforts towards:

- (1) the capacity strengthening of a limited number of staff;
- (2) the improvement of course content and quality of training, and;
- (3) The establishment of basic management procedures and working methods to prepare for the future.

Only one regional course was developed and implemented when in fact the project document indicated that during the second and third years of the project regional training programmes were to be organised. The regional course proved to be a complex endeavour requiring a comprehensive marketing, networking and contacting at the regional level. This was partly compensated by regional visits carried out to Morocco, Tunisia, Jordan, Palestine, Dubai and Yemen. Agreements and protocol of intentions were designed with some organisations based in these countries.

The project document indicates a length of courses up to 4 weeks. The Training Needs Assessment-TNA conducted by the project and the experience with the national courses showed that this is not realistic. Participants argued that they could not be released from their work for this period of time. This was voiced to the SAIL project review and project evaluation missions that insisted that the length of courses had to be increased in view of accomplishing desirable quality and impacts. In response to that, the project experimented with the design of complementary and specialised modules to increase the length of courses from 2 to 3 weeks. The first week would become core modules that would be complemented by specialised modules at a later stage so that the participants would not necessarily be away from their duties for a continuous period of 3 weeks. This formula also proved to be difficult to be implemented but remains as a target for TRHUD II.

The Training of Trainers Course – TOT was originally designed for a longer period and for a smaller group of staff. In response to a demand expressed by HBRC the course was designed in two modules (one-week in Cairo and 4-weeks at IHS/Rotterdam) that was attended by 12 counterpart staff.

The bottlenecks faced by the project during the start-up phase caused the redesign of the training development strategy and the institution building process. Orientation workshops and expert group meetings (in English language) became vehicles of training development that transformed the process of design and implementation of courses and training programmes. Originally this had not been foreseen in the project document. Since the courses gradually moved out from English to Arabic this implied that lots of time and resources were used in translation to Arabic. Sessions, course materials, textbooks, exercises, etc. were all translated into the Arabic language producing a valuable asset to the project and to UTI. This was not foreseen in the project document.

The delays faced during the start-up phase – as mentioned before – implied that the project could not keep up with the level of disbursement and output as indicated in the project document. Consequently the project moved in to its final stage still with a reasonable amount of resources and some targets to be met. However, the evolving environment in which TRHUD was inserted provoked the re-design of some strategies e.g. the establishment of a semi-autonomous legal entity as a special unit affiliated to HBRC; the design of tailor-made programmes; broadening the institutional basis of the project; management and institutional development assistance, etc.

7. Finance and Budget Reallocation

Despite acceleration in the rhythm of implementation this effort could not make up for the delays faced during the first years. The reasons for under-spending have been explained in reports prepared by previous IHS Project leaders.

As per 30 September 1999 the remaining balance in the Project budget was about 940,000 NLG. The under-spending in the budget was not evenly distributed between categories. The initial budget was prepared in 1994 a fact that could not avoid having some expenses overestimated whereas others underestimated. The under-spending was noticeable in the subcategories linked to the volume of operations like:

- courses (number of courses delivered);
- development materials (counterpart staff time);
- National seminars and regional visits.

In view of the institutional problems faced by the project during the start-up phase the approach adopted by IHS and the project management was basically to focus on quality rather than on quantity. This was translated into the reinforcement of the capacity of limited staff and course content and the building up of basic management procedures and working methods to prepare for the future.

The overspending applied essentially to the subcategories:

- staff time in the Netherlands (illness of IHS project leader-Rashid Ahmad);
- House rent levels (increased since 1994);
- Training in Rotterdam and local personnel costs.

As a consequence, IHS presented SAIL with two requests:

- An extension of the end-date of TRHUD from September 30, 1999 until May 31, 2000, and;
- Clearance for making some transfers of funds between budget categories, without increasing the total volume of the existing budget.

An amended budget – neutral budget reallocation – including the two constraints above was prepared on October 15, 1999 and later approved by SAIL.

According to the Project document (18 November 1994) the starting date of the project is set to 1st September 1995 and the end date to 31st August 1998. The planning for disbursements was as follows:

	Year 1 (95-96)	Year 2 (96-97)	Year 3 (97-98)	Total
Annual disbursement	1,653,000	1,634,000	1,459,000	4,746,000
Cumulative	1,653,000	3,287,000	4,746,000	4,746,000

The Inception Report (January 1997) set the starting date of TRHUD at 1st October 1996 and end date at 31st September 1999.

	Values @ NLG 1,000					
	Year 0 1995	Year 1 1996 (3mths)	Year 2 1997	Year 3 1998	Year 4 1999 (9 mths.)	Total
Annual disbursement	174	432	1687	1517	1053	4863
Cumulative	174	606	2293	3810	4863	

Despite acceleration in the rhythm of disbursement reflecting the increase of project activities, this could not make up for the delays faced by the project during its start-up phase as explained earlier in this note. Fortunately this provided an opportunity for the project to continue its activities and 'normal' operations during the transition from phase I to phase II when a series of conditions and requirements established by SAIL Project Office and SAIL Evaluation Mission had to be met.

As mentioned before – under item 5 of this paper – a series of legal and institutional steps had to be pursued prior to the final approval for the start of TRHUD II. At the same time the project had to guarantee the presence of its administrative and financial personnel and simultaneously prepare an annual plan of activities consistent with the objectives set for Phase II. In that way a smooth transition from one phase to the other would be secured. The availability of resources was fundamental for this purpose.

Let's look at the total financial situation of the project.

In actual terms, since 1995, the disbursements for the project have been as follows:

	Values @ NLG 1,000					
	Year 0 (1995)	Year 1 (1996)	Year 2 (1997)	Year 3 (1998)	Year 4 1999 (9 m)	Total
Actual disbursements	119	197	1129	1188	1291	3924
Annual increase		66%	627%	5%	45% (*)	
Cumulative disbursement	119	316	1445	2633	3924	
% of disbursement: actual/ planned	68%	52%	63%	69%	81%	81%
(*) adjusted according to duration of each period						

In order to guarantee a smooth transition from one phase to the other, the project management team pursued the following steps:

The first step was the preparation of a neutral budget reallocation proposal and to prolong the end date of TRHUD I.

The second step was to assess the needs of investment for the second phase vis-à-vis the requirements of the GIS-related components and the demands for the establishment of UTI- Urban Training Institute as a semi-autonomous organisation.

The third step was to verify the budget of TRHUD II and indicate with zero investments the categories to be covered by resources coming from TRHUD I.

A fourth step was to have the embassy endorsing a prolongation of TRHUD I under the Administrative Arrangement between the two countries so that goods (particularly the vehicles) could be purchased under TRHUD I enjoying the immunities in tax and importing procedures.

Once all this was agreed by SAIL, the project actually started preparing for the purchase of the required computers, peripherals, cabling and equipment for the GIS computer lab as specified by ITC, as well as the two additional project vehicles, office furniture, software, etc. All these were purchased with funds originated from TRHUD I and actually meant for TRHUD II.

Most of these assets were purchased during the second half of 2000. The second trench of the computer lab was actually done in January 2001 when ITC staff officially received the computer lab, hardware and software and the work done by the firm contracted by the project.

Previous financial statements presented to SAIL showed the following elements:

Investments made after 30th of June 2000 used for the TRHUD II programme:

	<u>Funded by TRHUD I</u>	<u>Funded by TRHUD II</u>	<u>Total</u>
Computers; laptops	27.994,00		27.994,00
Computers GIS-lab	61.893,89	58.800,00	120.693,89
2 project cars	75.834,10		75.834,10
Total	165.721,99	58.800,00	224.521,99

As mentioned before in this paper there was no provision in the budget of TRHUD II to finance the large investments in IT that were required for the GIS lab in support to the GIS-related project activities. Preliminary budgeting and price quotations took place in 1999 and by the time the items were purchased – end of 2000 and first half of 2001 – there were significant differences and price increases which explains the use of nearly NLG 60,000.00 from the budget of TRHUD II.

ANNEX 1: SUMMARY OF CASE STUDY RESEARCH (1997-1999)

Case Study	Focus	Present Status
<p>1 Managing Urban Extensions of Middle sized cities in Egypt – case study Belbeis</p> <p>Co-ordinated by Dr. Azza Sirry Assistance from: Eng. Mohamed Fathy Arch. Mona Mahrous Arch. Tarek Saed</p>	<p>This case study discloses the institutional, legal, organisational and financial environments through which land is supplied and infrastructure delivered in Belbeis. The study focuses on the process of land development, particularly the alternatives for city extension given the peculiar location of the city e.g. surrounded by agricultural land on one side and by desert on the other. The study assesses the factors affecting decision making in this field; it also makes an analysis of the organisational structure and the particular aspects that hinder urban development in Belbeis. The study further analyses local government responses to the problems of squatting, illegal subdivision and housing shortage, and discloses several aspects of urban finance, municipal budget and local expenditures. A number of conclusions and recommendations are drawn from the study. The study gained a new title: “Local Practices in Urban Management in a Secondary City: a case study of Belbeis”.</p>	<p>A first progress report focusing on planning attempts and land delivery has been produced and delivered to TRHUD management. Several training sessions on PowerPoint based on Belbeis were prepared for the Urban Management Course and practical exercises were carried out based on the materials of the research and used by the UM course. Another practical exercise on citywide informal settlement upgrading was prepared for the Upgrading course. A video film (25') has been prepared by the co-ordinator as additional training support material. Two field trips were organised for the participants of the Urban Management course. There is a close linkage TRHUD-Belbeis government as a result of this study. Several staff from the local government and elected council has attended the three TRHUD courses. Currently, a final draft report has been reviewed by IHS training advisor, discussed with the co-ordinator and is currently being processed. More emphasis has been given to the analysis of urban management elements: government structure, staffing, finance, institutional and financial environment and infrastructure provision. It is expected that a final edited version will be ready by the end of June.</p>
<p>2 Community Participation in Informal Settlements Upgrading Projects</p> <p>Co-ordinated by Dr. Raouf Farag Assistance from: Arch. Ibrahim El-Karnashawy Arch. Raafat Shemais Arch. Mona Mahrous Arch. Doaa El-Sherif Samer El Karnashawy (Anthropologist, external consultant) Baheeg Tadros Boulos (researcher and field surveyor, external consultant)</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. The study tries to look at the role of foreign donors and their influence in policy making and local development processes, as well as in decision making process internally to the community. It draws conclusions on the effectiveness of community participation and its impacts on community development project effectiveness and leadership enhancement. It defines key factors to be assessed in three different phases: start-up, implementation and project impacts. It discusses in detail and in comparative manner issues such as project management and co-ordination, implementation</p>	<p>Four comprehensive reports have been produced on each case. A literature survey on the subject has been done and also resulted in a brief report on international experiences. Project staff as well as community members have been trained on participatory rapid appraisal methods (PRA) by an external consultant with solid experience in PRA who was hired by TRHUD. TRHUD staff and selected community members were trained while carrying out surveys in Mokattam, Cairo and in Nasriya, Aswan. This has been a lengthy exercise. Training sessions were developed in the upgrading course from this case study. Currently, a final draft report (not edited) has been made (30th May). Upon suggestion of the IHS training advisor, it focuses on the analytical and comparative analyses between three cases. The case of Ezbet El-Nakhl has been dropped because it does not have any upgrading activity or project initiative involved. A matrix with key features and dimensions affecting community participation and project implementation</p>

	strategy, capacity building, project dialogue, accessibility, land tenure, home improvement, etc.	were developed in order to facilitate comparison.
<p>3 Governance, Planning and the Institutionalisation of Settlement Upgrading Policies in Egypt</p> <p>Co-ordinated by Arch. Tarek El-Sheikh Assistance from: Arch. Mona Mahrous Arch. Hala Shoukry</p>	<p>The case study focuses on the experience of Nasriya Project, financed by GTZ in the city of Aswan. It analyses the impacts of this project within the local government structure. It looks at how it has influenced local government functioning 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. The study looks at how national policies towards upgrading are formulated, the actors involved and their respective roles in the process. It analyses more in depth the local context of Aswan and the project impact. Issues such as partnerships, capacity strengthening and participatory planning are analysed as factors in changes in governance. Lessons learned are raised in the end of the report. The need to change the institutional and regulatory frameworks is stressed in the conclusion of the case.</p>	<p>A first phase report was produced and a final draft report has been delivered to the PMT. It describes and further analyses the process of project implementation and the peculiar institutional and organisational arrangements that were forged in order to carry out a participatory approach in Aswan. Several training sessions have been developed in Power Point and were used in all three national courses: Upgrading, UM and Environment. Field surveys, interviews, analysis of documents and internal decisions were made; staff from Aswan city government have attended TRHUD courses and strengthened the relationship with the land management unit. It is expected that a follow-up survey will be needed in order to accurately identify decisions, procedures and arrangements that have been made as a result of project implementation, particularly when it is considered that GTZ is actually phasing out its support. Currently, some upgrading initiatives and a sites & services project have been developed on the basis of the experience accumulated with the Nasriya project. TRHUD has been approached by DANIDA to further pursue a special training and advisory service to support the design and implementation of these new projects.</p>
<p>4 The TORA Relocation Approach to Improve Solid Waste Management in Cairo: an analysis of experience.</p> <p>Co-ordinator: Arch. Doaa El-Sherif Assistance: Eng. Mounir Bushra (external consultant from TCOE/EEAA).</p>	<p>The case study was exclusively designed as a rapid appraisal exercise to assemble data and analyse the experience of the TORA project, carried out by an NGO called "Association for the Protection of the Environment-APE". This experience was awarded as a best practice by the United Nations Center for Human Settlements-UNCHS/HABITAT. The main purpose of the study was to provide background training materials for the course "Participatory Urban Environment –PEM", co-ordinated by the same case study co-ordinator. At first, the report identifies the key elements of a Solid Waste Management System-SWM. It identifies key actors, the phases and bottlenecks and their intrinsic environmental impacts. It brings some examples from other parts of Egypt and focuses further on the pilot experience of TORA.</p>	<p>During the development of the TOR for the case, there was a continuous assistance given by IHS staff that involved an external consultant with solid experience in SWM. A first draft report was produced and delivered to the PMT prior to the implementation of the first round of the PEM course (Feb 99). It has received comments from IHS visiting staff working in the PEM course; discussions between the co-ordinator and IHS training advisor brought out a number of recommendations that will be incorporated in the last version expected to be completed in July. A complete training session has been fully developed in PowerPoint and conducted within the framework of the PEM course.</p>

<p>5 Strategic Urban Development Approach in Fayoum: a rapid assessment</p> <p>Co-ordinator: Arch Ayman Hefnawi Assistance: Dr. Ihab Mahmoud Okba (external consultant from Cairo University, Fayoum branch).</p>	<p>The case study was exclusively designed as a rapid assessment of the experience with strategic and participatory planning in Fayoum governorate. The main purpose was to provide supporting training materials for the PEM course, co-ordinated by the same case study co-ordinator. The study makes an analysis of the strategic planning methodology and its particular use in Fayoum. It discloses the various phases of city consultation, the role of the governor and other actors and the process of defining urban development strategies. Particular attention is given to the environmental issues raised through the process of developing an environmental profile of Fayoum. A specific attention is given to the experience in Kahk village, the roles of the NGO's, the Social Fund for Development-SFD and the lessons learned.</p>	<p>The co-ordinator received assistance from IHS staff during the development of the TOR for the case. During the development of the study, an external consultant with solid experience in the governorate provided additional support. A first draft report was produced and delivered to the PMT prior to the implementation of the first round of the PEM course (Feb 99). It has received comments from IHS visiting staff working in the PEM course; discussions between the co-ordinator and IHS training advisor brought out a series of detailed comments that need to be incorporated in the last version of the report. This is expected to be delivered to the PMT in July. A complete training session has been fully developed in Power Point and conducted within the framework of the PEM.</p>
<p>6 Impact Assessment of Town Extension Projects: case study in Ismailia focusing on Hai El Salam Project Extension</p> <p>Co-ordinated by Dr. Suzette Michel and later by Mohamed Khairy</p>	<p>The case study was originally designed to document the extension of Hai El Salam sites & services scheme and its further extension. A particular emphasis was given to land and housing markets. As it developed, the study started to focus more on land market assessment and the process of land development policies, strategy formulation and land policy 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 co-ordinator and the difficulties faced by her replacement to continue with the activity. A first report was produced with preliminary analysis of the data collected. A training session was developed out of this. The results were below expectation and TRHUD project management decided to cancel the continuation of this study and resume the activities in Ismailia. This was done right after the mid-term evaluation mission.</p>
<p>7 Institutional and Financial Aspects of the National Upgrading in Egypt</p> <p>Co-ordinator: Mostafa Madbouly Researchers: Mohamed Fathy , Raafat Shemais</p>	<p>Conducted for Upgrading course</p>	<p>Arabic Sessions developed in PowerPoint in Arabic</p>
<p>8 Application of Laws and Regulations in Belbeis</p> <p>Co-ordinator: Ashraf Kamal Researcher: Raafat Shemais</p>	<p>Conducted for UM course</p>	<p>Arabic</p>

9 The Supply of Water & Sanitation in Great Cairo Region Co-ordinator: Ashraf Kamal Researcher: Eng. Mohamed Fathy	Conducted for UM course	Arabic
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TABLE 2: SUMMARY OF COURSES (1997-1999)

Course	Objective & Topics	General Assessment
<i>Planning & Managing Informal Settlements Upgrading Projects</i>	<p>It was addressed to practitioners and professionals from the public and private sectors, government and non-government organisations 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 institutionalisation of upgrading practices were important topics dealt with in the workshops. The workshop presented different case studies from different countries, which demonstrated the institutional, organisational and managerial ways that policies were implemented in the forms of projects.</p> <p>It was the first event of the project and was meant to trigger course development by means of session preparation, case study and lecture design and curriculum development. Announcement reached large number of public and resulted in greater acknowledgement about the existence of TRHUD.</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. Half states that time of one week was sufficient and the other half as not sufficient. 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>
ORIENTATION WORKSHOP 1		
<p>Applicants : 50 candidates Attendance: 19 participants Period: December 1997 Duration: 5 days Conducted in English.</p>		
<p>Co-ordinators: Dr. Mostafa Madbouly & Claudio Acioly Jr.</p>		
<i>Introduction to Environmental Planning and Management</i>	<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 utilised 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 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, financed by the Netherlands government. The seniority of the target group helped to steer the discussion to practical implications and usual practices within Giza Governorate. The heads of departments were pleased with the opportunity that helped</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. All participants did not see participatory approaches equally and there was not unanimity about stakeholder participation in environmental planning and management. The workshop served to trigger more interactions between the heads of departments. It also served to stress the interconnected character of the environment sector and its multi sector 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 during the final oral evaluation. The training approach should have been more interactive and less lecturing according to the oral evaluation. It was the first experience with synchronisation English-Arabic in course implementation and several lessons were learned. It was the first</p>
ORIENTATION WORKSHOP 2		
<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 Conducted in Arabic and English. Workshop was a contracted assignment paid by the Environmental Profile Project.</p>		

<p>Co-ordinators: Dr. Mostafa Madbouly, Eng. Tarek El-Sheikh and Claudio Acioly Jr.</p>	<p>them to get acquainted with the intrinsic difficulties of each unit of their organisation. A site visit to Ismailia Sustainable Project-ISP helped them to assess the potentials and constraints to implement an environmental profile and participatory planning approach.</p>	<p>experience of Egyptian counterpart staff in taking the lead in a training event conducted in Arabic. The result was positive. The governor kept calling some of his staff via the mobile telephones and this was a difficulty to manage full attention and engagement in course development. A positive result that should be followed up.</p>
<p>Tools & Techniques in Community-based Action Planning</p> <p>ORIENTATION WORKSHOP 3</p> <p>Attendance: 22 participants Period: 22-26 March 1998 Duration: 5 days Conducted in English.</p> <p>Co-ordinators: Dr. Mostafa Madbouly and Claudio Acioly Jr.</p>	<p>It was designed to practitioners, professionals and community builders from various academic backgrounds that 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. It was conducted in English for whom 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. The course was designed as part of the incremental training development strategy. It offered the opportunity to design exercises, attune curriculum, test the market and prepare additional materials for the national courses.</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 utilised 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. The practical exercise gained a more prominent position in the workshop program and this proved to be the best way to develop skills and change the way professionals are usually accustomed to think about planning problems.</p>
<p>Urban Management</p> <p>ORIENTATION WORKSHOP 4</p> <p>Attendance: 17 participants Period: 17-19 March 1998 Duration: 3 days Conducted in English.</p> <p>Co-ordinators: 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 organisational 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 some participants pointed this out. 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>Planning and Managing Informal Settlement Upgrading Projects-UPGR</p> <p>NATIONAL COURSE 1</p>	<p>In order to deal effectively with the problem of informal settlements, professionals from government and non-governmental organisations are required to have a clear understanding about the logic of informal settlement</p>	<p>The written evaluation revealed a positive result, even better than the previous course. 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%).</p>

<p>Applicants: 28 candidates Attendance: 23 participants Period: 24 May – 5 June 1998 Duration: 2 weeks Conducted in Arabic and English.</p> <p>Co-ordinators: Dr. Mostafa Madbouly and Claudio Acioly Jr.</p> <p>Course staff: Madbouly, Acioly, Tarek El-Sheikh.</p> <p>Guest lecturers: Forbes Davidson (IHS), Tarek El-Sheikh and Raouf Farag (HBRC), Hanna El Gohary, Suzanne Badr, Samah El Shazly, Maysa Abdel Aziz.</p>	<p>formation and consolidation. They are also expected to dispose of specific tools and techniques that enable them to intervene positively in this process and maximise the existing resources and potentials. The design and implementation of informal settlement upgrading projects require non-conventional planning and management tools and requires cross-sector 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 ECRED-Experimental Center for Recycling and Environmental Development, an NGO that provides social and economic development assistance to the residents. The participants were impressed with this site visit.</p>	<p>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%). The quality, content and teaching methods of the teaching staff were assessed positively. A good discussion about the content, approach and length of the course was carried out. The idea of developing specialised module was put for discussion and there was good reception for extending the course in this manner.</p> <p>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 exercises 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. Participants requested a follow-up of the course and questioned whether TRHUD could not assess later on how the course resulted into their practical work.</p>
<p><i>Management of Urban Development Projects and City Expansion – UDM</i></p> <p><u>NATIONAL COURSE 2</u> Attendance: 17 participants Period: 7 – 18 June 1998 Duration: 2 weeks Conducted in Arabic and English.</p> <p>Co-ordinators: Dr. Ashraf Kamal and Claudio Acioly Jr and Dr. Sahar Attia.</p> <p>Course staff: Kamal, Acioly, Dr. Azza Sirry, Eng. Mohamed Fathy, Hans Teerlink and Forbes Davidson (IHS).</p> <p>Guest lecturers: Dr. Hisham Aref, Eng. Mohamed Fathy, Dr. Mohamed Khairy, Dr. Maysa Abdel Aziz, Dr. Samah El Shazely.</p>	<p>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.</p> <p>A field visit to Belbeis confronted participants with the current situation and first hand experience found in this city. They also got 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.</p>	<p>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 institutionalisation and capacity building. The ratio between HBRC staff input and external inputs was not balanced. Nevertheless, the synchronisation 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</p>

		highlighted: Housing Finance and Economic Aspects of Housing Policies, Environmental Planning and Management, and Strategic Planning.
<p><i>Urban Management and Land Development – UDM</i></p> <p><u>NATIONAL COURSE 3</u> Attendance: 20 participants Period: 18 – 29 October 1998 Duration: 2 weeks Conducted in Arabic and English.</p> <p>Co-ordinators: Dr. Ashraf Kamal and Claudio Acioly Jr.</p> <p>Course staff: Kamal, Acioly, Dr. Azza Sirry, and Eng. Mohamed Fathy.</p> <p>Guest lecturers: Dr. Azza Sirry, Eng. Mohamed Fathy, Dr. Michel Chretien, Arch. Samah El Shazly.</p>	<p>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 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. More Egyptian references were brought into the course.</p>	<p>The oral evaluation during the last session of the course revealed that the participants were satisfied with the overall quality of the training program and with the results accomplished with the course. During the debate, an interesting idea emerged regarding the need to extend the course. Participants requested the implementation of an additional module or extension of the curriculum so that they could have an in-depth look at specific fields such as land development tools and finance of infrastructure in a more concentrated and intensive manner. The ratio of HBRC staff input has increased substantially and as a result there is more ownership of the course. It was agreed that in the future, more attention would be paid for session development by HBRC course co-ordinator. The written evaluation reveals a high degree of satisfaction by the participants. 85% states that the training can help them to improve their performance. 40% of the participants rated the program as EXCELLENT. Not less than 75% of the participants assessed the training materials as EXCELLENT. Exactly two thirds consider the length of the course as sufficient. The teaching methods, clarity and content of the presentations and the posture in class of the course co-ordinators were assessed very highly, not less than 70% as EXCELLENT. For the guest lecturers, this assessment is not confirmed unfortunately. According to the participants' assessment, some themes and topics that deserve further in-depth training. Significant votes for strategic planning, land management and action planning, and infrastructure provision. In the scoring of the first options, Housing & Land Policies and Delivery Systems scored 55% and Community-based Action Planning 45% of the preferences.</p>
<p><u>NATIONAL COURSE 4</u></p> <p><i>Planning and Managing Informal Settlement Upgrading Projects-UPGR</i></p> <p>Attendance: 22 participants Period: 8 – 19 November 1998</p>	<p>This course draws from the experience of implementing the orientation workshops and the previous national courses. It focuses on development of applied action planning tools and techniques to enable participants to intervene positively in settlement upgrading. In relation to the previous program, there is more emphasis given to community participation vis-à-vis local financing and</p>	<p>This course has received an increasing number of applicants but the limit of 25 has been defined as the maximum in order to accomplish good results with the practical exercises. Additional background papers have been produced for the reader (in Arabic). The practical exercise has been extended. IHS short-term expert visited Cairo to work with the course staff on</p>

Duration: 2 weeks
Conducted in Arabic and English.

Co-ordinators: Dr. Mostafa Madbouly and Claudio Acioly Jr.

Course staff: Madbouly, Acioly; Monique Peltenburg (IHS) and Tarek El-Sheikh.

Guest lecturers: Monique Peltenburg and Michel Chretien (IHS), Tarek El-Sheikh and Raouf Farag (HBRC).

poverty alleviation strategies. The design and implementation of informal settlement upgrading projects require non-conventional planning and management tools and cross-sector co-ordination and the participation of the major stakeholders from the public, private and community sectors. The course keeps its problem solving orientation by giving more weight to practical exercises, teamwork and presentation of relevant case studies and experiences. An area of Manshiet Nasser - where GTZ has started a polemic upgrading project – has been selected as the local situation on which the participants developed the practical exercise. A site visit and a debate with local leaders and project team were scheduled and the participants were overwhelming with the experience.

poverty alleviation aspects and community mortgage schemes. The evaluation of the course revealed that 89% of the participants believes that the training helps to improve their performance; 56% and 39% considered the program as GOOD and EXCELLENT respectively; 61% considered the teaching methods as EXCELLENT. A significant amount of participants appointed 'Community-based Action Planning' and 'Financial Aspects of Upgrading' as themes to be further developed into a more focused program. Regarding the duration of the course, there is no consensus among the participants; some found 2 weeks short while others found it adequate and sufficient. The teaching staff was assessed as GOOD and EXCELLENT.

NATIONAL COURSE 5

Participatory Environmental Management and Planning-PEM

Applicants: 42
Attendance: 25 participants.
Period: 14 – 28 February 1999.
Duration: 2 weeks
Conducted in Arabic and English.

Co-ordinators: Eng. Doaa El-Sherif, Eng. Ayman Hefnawy; Paul Procee, Ed Frank, Claudio Acioly (IHS).

Course staff: El-Sherif, Hefnawy, Frank, Acioly, Huisman.

Guest lecturers: Marijk Huisman, Dr. Sawa Gomaa, Waleed Gamal El Din.

The focus of this training is to develop specific skills to deal with urban environmental problems within a participatory setting.

Participants are introduced to key urban environmental management and planning tools and develops an analytical skill to perceive the cross-sector nature of environmental problems.

They work on problem analysis and identification of solutions as well as strategy development through practical exercises.

There is a particular attention given to solid waste management as a result of preliminary assessment of policy priorities and environmental problems identified by projects such as GIZA environmental profile project, GTZ sponsored Boulaq El-Dakroul project, and TRHUD visits to local governorates.

Two sites visits were carried out. One to a site in Old Cairo where pottery and limestone workshops create environmental impacts. The other one to Ezbet-El-Nakhl garbage collectors settlement where an intensive meeting with ECRED and local population created a very dynamic context for the participants.

As part of the preparatory work, an Expert Group Meeting was organised prior to the implementation of the course and attracted more than 60 professionals from whom 45 attended the event. Four keynote papers were presented and there was a very stimulating discussion about the key bottlenecks in the environmental sector in Egypt.

An operational plan to develop and implement the course was developed with intensive co-operation with IHS training advisor. TRHUD resources were allocated; IHS short-term missions were scheduled till June 1999 and the first mission visited Cairo in November 1998. A detailed working plan was coined jointly by IHS and HBRC staff involved in course development. IHS short-term expert visiting Cairo worked intensively with HBRC staff on course development. A training needs assessment was undertaken via a series of visits to key organisations and potential clients. A preliminary literature survey was made, the course structure was fine-tuned to the identified needs and the training skills and knowledge of HBRC staff involved in this course were significantly strengthened. On site support provided by IHS training advisor helped keep training development within high standards of achievements and the performance of the course co-ordinators was laudable considering that it was the first time they were involved in such an endeavour. The number of applicants exceeded the expectations and TRHUD opted to run the course with 25 participants coming from different governorates and even private sector organisations. The final written and oral evaluation by the participants revealed a high degree of appreciation for the training. 80% of the participants stated that the course adds to their knowledge and helps them to achieve better performance. In total, 92% rates the course as GOOD or EXCELLENT, from which 68% rates it as excellent, which is an outstanding performance. The co-ordinators' performance in terms of their teaching method, clarity and content of presentation and their posture in class was rated as EXCELLENT by not less than 50% of the participants. About the

length of the course, 60% considers the length of 2 weeks as SUFFICIENT. The participant's point out first and second option for themes that need further depth in a future courses. Environmental Impact Assessment-EIA earns 30% of the votes and Solid Waste Management-SWM 40%. Other topics such as Strategic Planning and EPM, score 44% and 48% respectively.

Urban Management and Land Development

NATIONAL COURSE 6

Core Program of 2 weeks
Period: 02 – 13 May 1999
Applications: 13 candidates
Attendance: 07 participants

Specialised Module of 1 week (urban development finance)
Period: 16 – 20 May 1999
Applications: 10 candidates
Attendance: 08 participants

Course Program of 3 weeks
Attendance: 1 only participant

Conducted in Arabic and English

Co-ordinators: Dr. Ashraf Kamal and Claudio Acioly Jr.

Course staff: Kamal, Acioly, Dr. Azza Sirry, Dr. Mike Rodell.

Guest lecturers:

The course draws from the experience of implementing the program twice in the last 10 months but the core program has been adjusted in view of extending the course duration to 3 weeks. Urban Management practices in Egypt were more illustrated via examples from Giza, Belbeis, Ismailia and Aswan, and Great Cairo Region. The application of land management tools in Egypt was also enhanced via land sharing cases from Belbeis, Nasr City. A video film about Belbeis helped to set the scenario for the practical exercises. A site visit to Great Cairo region provided the participants with the chance to check city expansion programs, the ring road development, investment plans in land and real estate properties in 6th of October City, and the housing discrepancies found in Nasr City. The practical exercises were also adjusted to give more emphasis to finance and link it to urban development processes. In the module on infrastructure provision provided more space for Egyptian experiences that enhanced a critical analysis made by the participants. The specialised module on urban development finance focuses on practical instruments and policy tools to link urban development and finance. Budgeting, taxation, financial improvement plans, local government finance, revenue generation and mechanisms of private sector participation gained prominence in the module. The practical exercise on land readjustment allowed participants to apply financial tools, land development and urban expansion projects. A specialised module focusing on urban finance was developed with the assistance from IHS short-term expert, which extended the length of the course to 3 weeks. The module on land development and finance of infrastructure was adjusted accordingly. The course made an in-depth look at land development policies with greater attention to Egyptian situations like Belbeis, Cairo Region, Nasr City and New towns such as 6th October. Cases from Pakistan, Brazil, India, Indonesia and Thailand enhanced the presentations of case studies as well.

Not sufficient attention was given to reaching out and marketing for this course by means of site visits meetings with organisations, etc. It relied more on sending brochures via organisations and alumni. This may explain why it did not manage to generate large number of applicants as all previous courses. This course received additional support in terms of case study development carried out by two TRHUD staff and co-ordinated by the course co-ordinator. This brief case study research assembled materials on finance and infrastructure provision in Great Cairo Region. A short-term IHS expert provided additional support in the development of the specialised module focusing on finance. Comparison between Indonesia and Egypt were made in terms of local government finance, budgeting, taxation and the regulatory system. The oral evaluation showed that participants would like to go more in depth in managing urban land but keeping a balance with the parts of infrastructure provision. It was argued that the course program could be sent to participants once their attendance is secured. It was noticed that development of intra-urban land is not covered by the course. Once more, there was clear request to give more attention to the different planning laws and their application in Egypt in order to allow the design of strategies to deal properly with these bottlenecks. The written evaluation shows that 57% and 29% of the participants assessed the course as VERY GOOD and EXCELLENT respectively. Regarding the length of the core program (2 weeks), 100% of the participants consider it as sufficient. International experiences were highly appreciated but it is the issue of land management that receives significant request for further in-depth coverage. As second option, Municipal Finance scores 43% of the preferences. The teaching staff receives a positive assessment by the participants. The specialised module was highly appreciated. From 0 to 10, 50% graded it with a 10 and 24% with a 9. Half of the participants assessed it as VERY GOOD and 38% as EXCELLENT. In general, half of the participants assessed the module as VERY GOOD. Regarding the length of the module, 63% found it sufficient while 37% as short. It was suggested that participants

should have time allocated to present their own experience showing their bottlenecks, their strategies and solutions. This would provide fruitful discussions. In terms of themes to be covered by an in-depth module, Housing Finance, Housing & Land Policies and Delivery Systems, and Land Markets and Housing Provision for the Urban Poor received all 38% of first preferences. As second options, Project Management and Strategic Planning score 25% of the preferences each.

Planning and Managing Informal Settlement Upgrading Projects-UPGR

NATIONAL COURSE 7

Core Program (2 weeks)
Applicants: 28 candidates
Attendance: 23 participants

Specialised Module (institutionalising city-wide informal settlements upgrading programs)
Applicants: 18 candidates
Attendance: 14 participants
Period: 16 May – 3 July

Conducted in Arabic and English.

Co-ordinators: Dr. Mostafa Madbouly and Claudio Acioly Jr.

Course staff: Madbouly, Acioly, Tarek El-Sheikh, Ashraf Kamal, Mike Rodell.

The course is conducted for the third time and its length is increased in one week to accommodate a specialised module. The curriculum draws from the previous courses and is adjusted according to pertinent suggestions and the assessment made by the co-ordinators. It keeps the focus on practical tools in action planning to enable participants to plan and manage an upgrading project. Additional emphasis is given to community participation in Egypt. The sessions dealing with the financial and institutional environment of upgrading in Egypt is considerably enlarged. Case studies from other countries are thoroughly analysed and compared to the problems and solutions found in Egypt. The course keeps its problem solving orientation by giving more weight to practical exercises, teamwork and presentation of relevant case studies and experiences.

The course programmed two sites visits after which the participants were divided in-groups to carry out a practical exercise. The visit to Boulak El-Dakrour allowed them to undertake a role playing exercise in which actors, approaches, problems and priorities as well as partnerships for solution can be forged. The GTZ project leader introduced the overall environment through which the participatory upgrading project is being implemented. Another site visit to an area of Manshiet Nasser – Ezbet Bekhit, where GTZ has started a polemic upgrading project – has been selected as the local situation on which the participants developed the action planning exercise. A site visit and a debate with local leaders and project team were scheduled and the participants were overwhelmed with the experience. An intensive discussion took place during the visit between the project leader and the local government employees attending the course regarding the best legal, institutional and informal approaches to get things done within public sector machinery.

This time TRHUD received a large group of 10 participants from Luxor Governorate who work in the executive council and the popular elected council, and who are directly involved with upgrading problems in the city. Two other participants from Port Said, Ismailia, Cairo, Giza and Sharkia provided the course with an interesting overview of local problems and solutions. Participants had the chance to present their own experiences and in the final oral evaluation it became clear that more time should be allocated for this type of exchange. The specialised module gave emphasis to design and implements a citywide governorate-upgrading program, dealing with institutional, financial and organisational aspects needed to implement such a program in an effective manner. Written evaluation is being processed!

NATIONAL COURSE 8

Participatory Environmental Management and Planning-PEM

Applicants: 35
 Attendance: 25 participants.
 Period: 5 – 17 June
 Duration: 2 weeks

Conducted in Arabic and English.

Co-ordinators: Eng. Doaa El-Sherif, Eng. Ayman Hefnawy; with assistance from Claudio Acioly (IHS).

Course staff: El-Sherif and Hefnawy; Acioly, Ogenis Brilhante (IHS).

Guest lecturers: Dr. Sawa Gomaa,

Originally, the course was planned to be implemented in three weeks but the time available to develop the specialised module on solid waste management was not enough vis-à-vis the experience of the co-ordinators. It was decided to keep the original program, to adapt it to recommendations risen during the final assessment of the previous course. The current curriculum draws from the original one. The practical exercise is now adapted to give an open action oriented planning approach instead of sector interventions. A visit to Ismailia stresses the application of the EPM and the UNCHS/UNDP/World Bank Sustainable Cities Program approaches in Egypt. It also allows the participants to assess the validity of EPM tools within and Egyptian context. The participation of an experienced IHS staff in risk analysis and EIA management allows this version of the course to devote more time to the application of these tools.

The preparation process was done in a very proper manner by the course co-ordinators. Site visits to governorates, the EEAA-Egypt's Environmental Agency, international projects, seminars, and so on helped to get the courses well known. This resulted in many applications reaching the project before the deadline. Participants coming from 8 different governorates and EEAA compose a very interesting mix of background and experience. The majority is senior staff. The process of course development, attuning the curriculum and preparing the training manual was managed well by both co-ordinators.

REGIONAL COURSE for the Arab Region

Strategic Planning for Land Development

Applicants: 46
 Attendance: 22 (maximum)
 Period: 20 June – 1 July

Conducted in English and Arabic.
 Duration: 2 weeks

Co-ordinators: Tarek El-Sheikh and Claudio Acioly
 Course staff: El-Sheikh, Acioly and Dennis Baharoglu (IHS short-term expert)

The course is designed to provide participants with skills in strategic planning as well as with tools and techniques that will assist them in the formulation and implementation of land development schemes. The program will also allow them to get acquainted with up-to-date management instruments required to deal with participatory urban development strategies. The program will also develop basic mechanisms for public and private delivery of infrastructure within the framework of urban management. The training program is focused on skill development but it will also expose the participants to a number of experiences and examples of good practices from the Arab region and developing countries. It combines formal training sessions with a professional seminar through which participants will have the opportunity to present their own experiences. Thematic issues and technical training sessions will be conducted

The course was announced via the internet. Research networks such as NAERUS, World Bank Knowledge Dissemination, METAP regional networks, IHS alumni and so on were vehicles to disseminate the course program. The response was overwhelming. TRHUD received applications from Palestine, Jordan, Lebanon, Yemen, Syria, Morocco, Tunisia. Interesting cases have been received and most of applicants are showing great interest to attend the event.

during the morning periods. During the afternoons, case study presentations and professional debate will allow an in depth analysis and discussions about specific themes and issues illustrated by participants' own experiences and presentations. This will also provide a good basis to make analytical comparison, assess the lessons learned and find a common ground of understanding. This will enhance the interactive learning process.