

TRHUD - EGYPT

DRAFT Project Briefing

Project name:	Training and Research in Housing and Urban Development in Egypt and the Arab Region, TRHUD II (Phase II)
Project number:	IHS/EGY/001
Location:	Cairo (Egypt)
Benefiting region:	Egypt and the Middle East
Implementing institutes:	Housing, Building and Research Centre, HBRC, Ministry of Housing Public Utilities and Urban Communities Urban Training and Studies Institute, UTI (phase II) Institute of Housing and Urban Development Studies, IHS, The Netherlands
Counterpart institutes (phase II):	General Organisation for Physical Planning, GOPP International Institute for Aerospace Survey and Earth Sciences, ITC, The Netherlands
Contract period:	Phase I: 01/10/1996 – 01/06/2000 Phase II: 01/06/2000 – 31/05/2004
Egyptian Gov. contribution:	NLG 3,541,800.00 (phase II)
Netherlands Gov. contribution:	NLG 4,800,000.00 (phase I) and NLG 4,399,385.00 (phase II)
Contribution by beneficiaries:	by contracts, service provision, tuition fees.
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1. Profile Egyptian Implementing Institute

The Housing, Building and Research Centre (HBRC) is an independent governmental research institution affiliated to the Egyptian Ministry of Housing, Public Utilities and Urban Communities. Its mandate is to undertake technical and applied research in the fields of housing, building construction and physical planning. It provides technical advisory services, field inspection, experimental testing to the construction industry, governorates and local authorities. It has a direct supervisory role over various levels of planning and development agencies within local authorities and is currently developing its function in training addressed to a wide range of practitioners. The Urban Training and Studies Institute (UTI) is a quasi-autonomous organisation officially founded in December 1999 as a special unit affiliated to HBRC. It has its own management, financial and institutional structure governed by an executive team supervised by board of directors. The board of directors is formed by members of the public and private sector. UTI is one of the direct results of the phase I of the TRHUD Project. The mission of UTI is to develop and strengthen institutional and human resources capacities that can contribute to the improvement of the urban and environmental conditions and quality of life in cities of Egypt and the Middle East.

2. Profile Netherlands Implementing Institute

The Institute for Housing and Urban Development Studies (IHS) is an independent foundation established in 1958 under the name of Bouwcentrum International Education. It is one of the five international education institutes of The Netherlands. Its mission is to strengthen local capacities in

housing and urban development with the overall objective to improve the urban quality of life and reduce urban poverty globally. In pursuit of its mission IHS works in four different but complementary dimensions namely post-graduate education and mid career training, advisory services, institution building support and research. IHS focuses on the development of broad conceptual and practical knowledge in the fields of housing, urban management and urban environmental management in full co-operation with its overseas counterparts addressing current problems identified in Asia, Africa, Central and Eastern Europe and Latin America. For the last four decades IHS has been continuously involved in supporting the development of capacity building institutions in India, Colombia, Thailand, Sri Lanka, Egypt, Tanzania, Romania, Poland, Brazil, Ghana, Hungary, Belarus, Peru and Indonesia: advising on re-orientations, re-organisations, new roles, responsibilities, and on processes to bring about institutional changes and policy reforms. This activity has built up a large body of experience in analysing needs and options for staff training; in the setting up and implementation of training; and in organising policy-relevant research programs. The Institute's tradition and policy is to carefully balance its training activities in The Netherlands with institutional development and advisory services abroad. This strategy of combining practice and training serves to regularly synchronise its educational programmes with new policy and project innovations. IHS has a multi-disciplinary and international staff of 40 experts from a large number of backgrounds: economists, planners, engineers, architects, sociologists, geographers, and human resources development expertise. IHS experts are assigned to training, advisory and technical assistance missions and research in The Netherlands and abroad. In this way they are constantly confronted with the practical implications of their work. This mix of professionalism and practice is a key strength of the IHS and leads to an entrepreneurial, result-driven attitude. More than 120 participants study annually in post-graduate diploma courses and are drawn from a range of between 50 and 60 developing and transitional countries. These courses are complemented by other, more "client-specific" special training programmes. IHS courses are designed as mid-career training for professionals from governmental bodies, sectoral organisations, universities, NGO's and private sector from all countries. Every year new courses are developed and existing courses are updated based on the latest insights, experiences and needs. IHS Training aims to create understanding of the urban development processes of today, to present cases, knowledge, analyses, approaches and tools to create viable solutions and change.

Preamble

In 1995 both the Netherlands and Egyptian governments agreed to develop a capacity building and institutional development project within the framework of the development co-operation between the two countries. The Institute for Housing and Urban Development Studies-IHS, a non-profit independent foundation based in Rotterdam, was commissioned to execute the project having as direct beneficiary and local counterpart the Housing Building Research Center-HBRC, a public sector agency affiliated to the Ministry of Housing, Public Utilities and Urban Communities.

The project was named Training and Research in Housing and Urban Development Studies hereafter referred to as TRHUD project. The long-term objective of the project was to develop and strengthen the capacities of local governments, professionals and institutions in the housing and urban development sectors by means of post-graduate tailor-made training, applied research and policy studies. The execution of the project was "de facto" initiated in the end of 1996.

The first phase of the TRHUD project centred on the development and strengthening of the capacities of counterpart staff of HBRC, training of trainers and in the design of core training programmes focusing on informal settlement upgrading, urban management, urban environmental management and infrastructure development and finance. The first phase of the project ended successfully in the year 1999. A transition phase was facilitated by the Dutch funding agency extending the duration of the phase I of the project until 2000. A project proposal was prepared and presented to the Netherlands government that was subsequently approved under certain conditions. The project is planned to end its activity in May 2004.

As a pre-condition for the approval of the second phase proposal of the TRHUD project, the Netherlands funding agency required HBRC to pursue all actions geared to the establishment of an institution that would carry out the mission of the project. The sustainability and continuation of the project as well as the widening of project impact were the main concern of the Netherlands Government. An independent institution was seen as the best way to establish an enabling environment for the project to broaden its impact in Egypt's urban sector. In the year 2000 the Urban Training Institute – UTI was established as a legal entity in the form of a “special unit” affiliated to HBRC holding a relative degree of management autonomy, its own bank account, its own accounting system, a board of directors and an executive team. All requirements and preconditions established by the Netherlands funding agency were met by the Egyptian counterpart organisation e.g. design and approval of UTI statute, UTI bylaws and official establishment of UTI as organisation, government decree, staffing and salary positions, etc.

The project has been monitored on a regular basis and has gone through several evaluation and assessment sponsored by the Dutch funding agency

3. Long-term objectives of the TRHUD II Project

- The central objective of TRHUD II is to establish a sustainable Urban Training and Studies Institute – UTI and to nurture its training and research capabilities to become a training institution of excellence in Egypt and the Middle East Region.
- To establish the institutional, organisational, managerial, financial and human resources basis for UTI to perform its mission;
- To design and further enhance programmes geared to human resources development in the urban sector.

4. Immediate project objectives of TRHUD II

- To develop specialised post graduate training programs in the fields of housing, urban management and planning, and environmental management and planning with incorporated modules supported by Geographical Information Systems (GIS);
- To contribute to the introduction of innovative policy approaches in the urban sector at local level in support to decentralisation and urban governance, urban poverty alleviation, neighbourhood upgrading, local economic development, gender issues and environmental management.
- To undertake applied research in these fields and to document Egyptian and regional experiences and to disseminate these practices via problem-solving oriented workshops, policy seminars, publications, and expert group meetings.

SOME OF THE RELEVANT PROBLEMS ADDRESSED BY THE PROJECT

Project Motive & Policy Starting Points

Project motives remain up to date regarding Egypt's remarkable process of urbanisation and its adverse effects on the environment, land management, economic and human development, and on the overall quality of life in cities. The government continues to tackle the problem via policies of deconcentration of population and economic activities from Great Cairo and the Delta Region where the greatest bulk of arable land is situated. Informal housing and informal land development processes continue at a pace that does not match the capacity of local governments to cope with. Local capacities to implement and manage complex projects and urban operations of these kind continue to be a bottleneck.

The national upgrading policy - launched in 1993 – targeting the improvement in more than 450 settlements gained more impulse during the last years. More empirical evidences were made public about the opportunity costs for not tackling the problem of informal real estate properties and inappropriate land registration. The urban poor continues to be excluded from

formal markets in all aspects. Their properties do not have a full legal registration status and therefore it can neither be used as collateral in any type of banking transaction or loan agreements nor be sold for a real market price in “informal” commercial transactions. Security of land tenure in informal settlements has gained attention in recent government’s statements. TRHUD has been instrumental in mobilising these ideas via its training, an international seminar on this topic and via UTI representation in a government committee to draft recommendations and actions for the government. It is expected that this will generate other policies and guidelines for urban intervention that will ultimately benefit the urban poor.

The process of decentralisation undertaken by the Egyptian government has not gained a substantial shift in pace and scope. Local governments and local authorities still remain with a limited political and financial autonomy, weak administrative capacity and inadequate human resources. However, privatisation has gained a real momentum as a result of the liberalisation of the Egyptian economy and the push factor related to the process of globalisation. Several laws and regulations that stimulate private sector participation in vital development sectors have been enacted. National and international bidding has taken place during the previous and current report period. Private sector agents have gained the opportunity to get involved in large-scale infrastructure projects, water supply systems, solid waste management, etc. BOT and BOOT models have been widely applied in many schemes. Several courses address these issues.

4. From TRHUD I (1997-2000) to TRHUD II (2000-2004)

The focus of attention of the project during its inception phase was to develop core competencies within HBRC and to prepare, design, implement and further enhance the curriculum of four different courses e.g. urban management and land development, managing and planning informal settlements upgrading projects, urban infrastructure management and finance, participatory urban environmental management. Counterpart staff followed specialised training in The Netherlands while tailor-made training of trainers programmes intensified human resources development and capacity building of HBRC staff assigned to work with the project. An incremental training development strategy provided both IHS and HBRC staff with the opportunity to get engaged in training needs assessment assignments and orientation workshops that attracted high level professionals from different organisations from public, private and higher educational sector. Several specialised modules were designed thereafter on the basis of this work. Nearly 350 professionals have been trained during the first phase of TRHUD. Egyptian staff attended courses at IHS, worked on assignments with IHS staff and paid working visits to other developing countries in the Arab region and outside of it. The office was furnished and equipped creating the necessary conditions for carrying out professional work. Several case study research resulted into a bulk of knowledge generated and immediately applied into the training courses helping project staff to develop an accurate knowledge of the institutional, operational, financial and economic contexts of projects and organisations in Egypt. Site visits and the documentation of Egyptian experiences helped to bring policy and practice very close. At the end of phase I, UTI was legally, administratively and institutionally established on which the phase II of the project would build its programme.

5. Main outputs of the Project up to date

Up to May 2003 the TRHUD project and UTI has trained 1,018 participants – senior and junior staff, heads of departments and managers – of from governorates, ministries, local governments, district offices, NGO’s, academic institutions and private sector companies. They followed more than 70 training programmes conducted by UTI staff – at times in close co-operation with Dutch experts or independently – focusing on different aspects of housing, urban management and planning, and urban environmental management. The TRHUD project enabled the establishment of a considerable office space where 15 academic staff and 10 supporting staff perform their duties; there are additional 3 classrooms, a computer lab fully equipped with GIS capabilities with all peripherals and server; the

project provides UTI with all the logistic supports and vehicles, and a specialised library where one finds key references and updated publications in English but also in Arab.

The project has provided training of trainers programmes in order to enhance capabilities of UTI staff and strengthen training skills and core competencies. Apart from that several counterparts followed specialised courses in the Netherlands at IHS which helped to lay down the basis for what UTI is today. 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.

The majority of the staff working in the project and at UTI have followed a training programme at IHS and during the second phase of the project 5 additional staff have followed GIS-related courses at ITC.

In managerial terms, IHS provides a continuous support and technical assistance to the management of UTI in developing and consolidating a corporate structure, a sound financial management and human resources development process and a well-functioning organisation. A business plan has been developed and a number of management instruments have been designed to support UTI top management team.

MAIN OUTPUTS:

- From November 1997 to May 2003, 1018 professionals were trained through the project and UTI, the majority coming from governorates, local authorities, NGO’s, central government agencies.
- More than 70 courses conducted mainly in Arabic on Planning, Managing Informal Settlements Upgrading Projects, Urban Management and Finance, Upgrading Deteriorated Urban Areas through land tenure regularisation and private sector participation, Local Government and its role in Planning and Managing Urban Land Development Projects and City Expansions, Urban Management, Urban Development Finance on the Local Level, Environmental Impact Assessment-EIA, Solid Waste Management-SWM, GIS Application for Urban Planning & Land Management, GIS Application in Urban Planning, Urban Infrastructure Management and Finance & Privatisation, Private Public Participation in Infrastructure Project by BOT Contracts, Urban Infrastructure Finance, Private Sector Participation in Infrastructure Projects by BOT,
- Two regional courses were designed focusing on “strategic planning and land development” and “housing policies and finance” that were attended by participants coming from more than 8 countries of the Arab Region.
- Several tailor-made courses were conducted “in-loco” in different governorates.

CASE STUDIES RESEARCH

The project facilitated and sponsored several case study research aiming at primarily develop training-support materials. This activity helped to document Egyptian experiences generating a type of knowledge that allowed the counterpart staff to implement a “situation auditing” that revealed first hand experiences, bottlenecks, solutions and approaches to local problems. Two publications were made on the basis of these case studies:

Environmental Impact Assessment, by Ayman Hefnawi, Doaa El-Sherif and Ogenis Brilhante (2002). Urban Management Practices in Secondary Cities in Egypt: the case of Belbeis”, by Azza Sirry and edited by Claudio Acioly and Sameh Wahba (2003).

1 Managing Urban Extensions of Middle sized cities in Egypt – case study Belbeis This resulted in the book “Urban Management Practices in Secondary Cities in Egypt: the case of Belbeis”, published in 2003.
2

Community Participation in Informal Settlements Upgrading Projects
This case study research compared four different projects carried out in Egypt: Nassirya, Helwan, Manshiet Nasser and Ezbet Nakhla.
3 Governance, Planning and the Institutionalisation of Settlement Upgrading Policies in Egypt
A study on the impacts of a donor-funded project in the city of Aswan.
4 The TORA Relocation Approach to Improve Solid Waste Management in Cairo: an analysis of experience.
A study on the Zabaleen community and the environmental management experience.
5 Strategic Urban Development Approach in Fayoum: a rapid assessment
6 Impact Assessment of Town Extension Projects: case study in Ismailia focusing on Hai El Salam Project Extension
7 Institutional and Financial Aspects of the National Upgrading in Egypt
8 Application of Laws and Regulations in Belbeis
9 The Supply of Water & Sanitation in Great Cairo Region

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.*

7. Solutions

While the phase I of the project focused on developing core competencies and expertise the phase II focuses on further strengthening these capabilities and on institution building of UTI through which a basis for the long-term sustainability of this newly created institution will be accomplished.

In order to get GOPP more actively involved in the project the project management team has undertaken continuous liaison with the leadership of both HBRC and GOPP to coin synergies between on-going planning initiatives with training and advisory support from the project.

Several management instruments have been introduced to increase efficiency in staff performance and inculcate private sector-like working procedures within UTI. The concept of task managers is now consolidated and staff performance assessment mechanisms, time budget, activity budget ceilings and the delegation of parts of the TRHUD budget are measures that will help to nurture self-reliance of UTI and its staff. Output-related incentives and rewarding as well as penalty systems are being gradually introduced which will all foster more staff initiatives and create more consciousness about the value of time and resources. Marketing for courses and training needs assessment continuous to be priority apart from brochures, clients' database, working visits, institutional co-operation agreements.

8. Sustainability of project activities

Most activities in training and research are carried out by a team of two staff meaning that in-house expertise and competencies are not so much individualised. This reduces the negative impacts on sustainability and continuity of the project outputs in case a staff member leaves UTI. The project offers a well-equipped office and a dynamic work environment with the necessary support services that enables the staff to perform with the best of their abilities.

- ◆ *the institutional sustainability*: the legal, institutional and statutory basis for UTI to function are all laid down. A function description and salary scale have been set up and endorsed by the Board of UTI. Frameworks for financial management, monitoring of staff performance and output have been established and are in process of improvement. This will help to assure continuation of UTI activities after the end of the project.
- ◆ *the educational sustainability*: the curriculum of 4 national courses have been fully developed with training support materials, session description, exercises, readers and background materials and a training manual. All that has been translated into Arabic. These courses may be accredited by the Government's human resources development programme currently under process of formulation.
- ◆ *the financial sustainability*: courses and overall activities of the project are governed by specific internal budgets (time and finance wise) and ceilings implanting a cost-revenue principle in UTI plan of activities. Time-based fees for staff time allocation and tuition fees are properly charged to activities. The delegated budget from IHS to UTI further nurtures its capability to manage the operation of project activities on self-reliance basis. Tuition fees and advisory services have generated additional resources to UTI helping to build the reserves of the institute. The business plan has spelled out targets and clarified the need to reach break-even points between the resources coming from TRHUD and from elsewhere in order to cover real costs of UTI.

9. Co-financing

There is no co-financing. Most of counterpart contribution is in-kind in the form of office space, facilities and detachment of academic staff.

10. Spin-off activities.

In the beginning of 2003, a training impact assessment was conducted covering a sample of nearly 100 alumni of the courses offered at UTI via the project. The results showed that there is a measurable impact of training both on individual performance and institutional performance related.

The project was instrumental in acquiring contracts and assignments with government agencies and projects sponsored by other donor agencies that were not included in the original work plan. Three tailor-made training programmes were carried out resulting in greater visibility for UTI and the project. Two executive tailor-made courses on 'privatisation of solid waste management' were developed and executed for high officials from Aswan and Giza Governorates. Another tailor-made course was designed to senior government officials on "infrastructure management and finance"

within the framework of the Government Privatisation Programme. Finally two assignments were carried out for the Boulak El-Dakroul Participatory Upgrading Programme to assist in the development and implementation of a participatory action plan for a selected area in the settlement and another one to undertake a survey of micro and mid-sized enterprises in this settlement. Another assignment aimed at the formulation of a report on Egypt's informal settlements. Finally, UTI has been invited to advise the government on its national upgrading programme and on its national capacity building and human resources development which may result in UTI being commissioned to design and conduct accredited training programmes linked to career development in the public sector.