

Institution Building and Capacity Development Cases for Reflection and Cross-fertilization

Seminar

**Establishing the Urban Management Center at the Institute of
Management in Kerala, India
15 October 2020**

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Content

- ▶ 1. The Capacity Building Process
- ▶ 2. **Developing capacities and institutions: the process towards UTI – Urban Training Institute of Egypt**
- ▶ 3. UN-Habitat Capacity Building Strategy and Experience
- ▶ 4. **Strengthening Training Institutions**
- ▶ 5. Conclusions



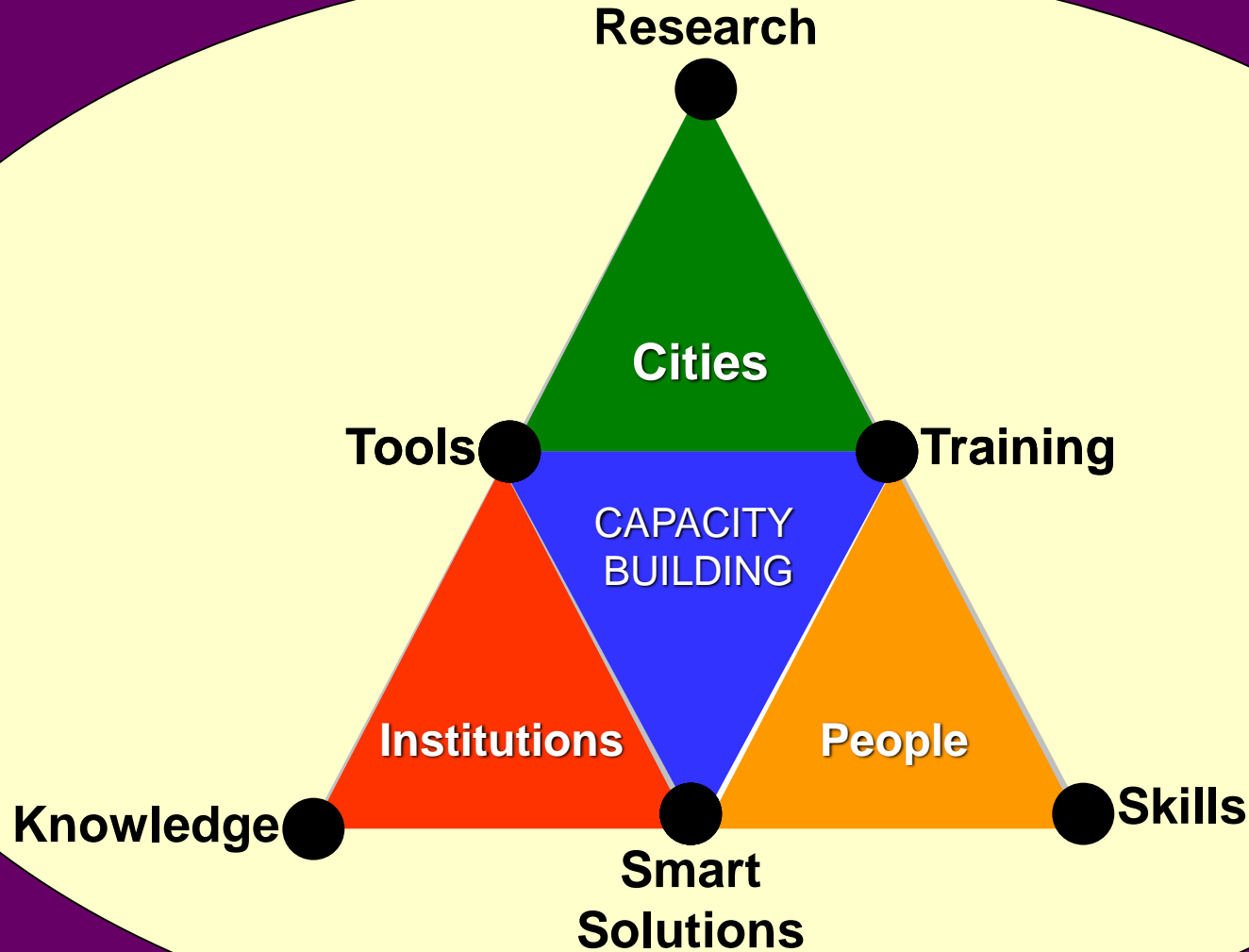
1.

Capacity Building Process:

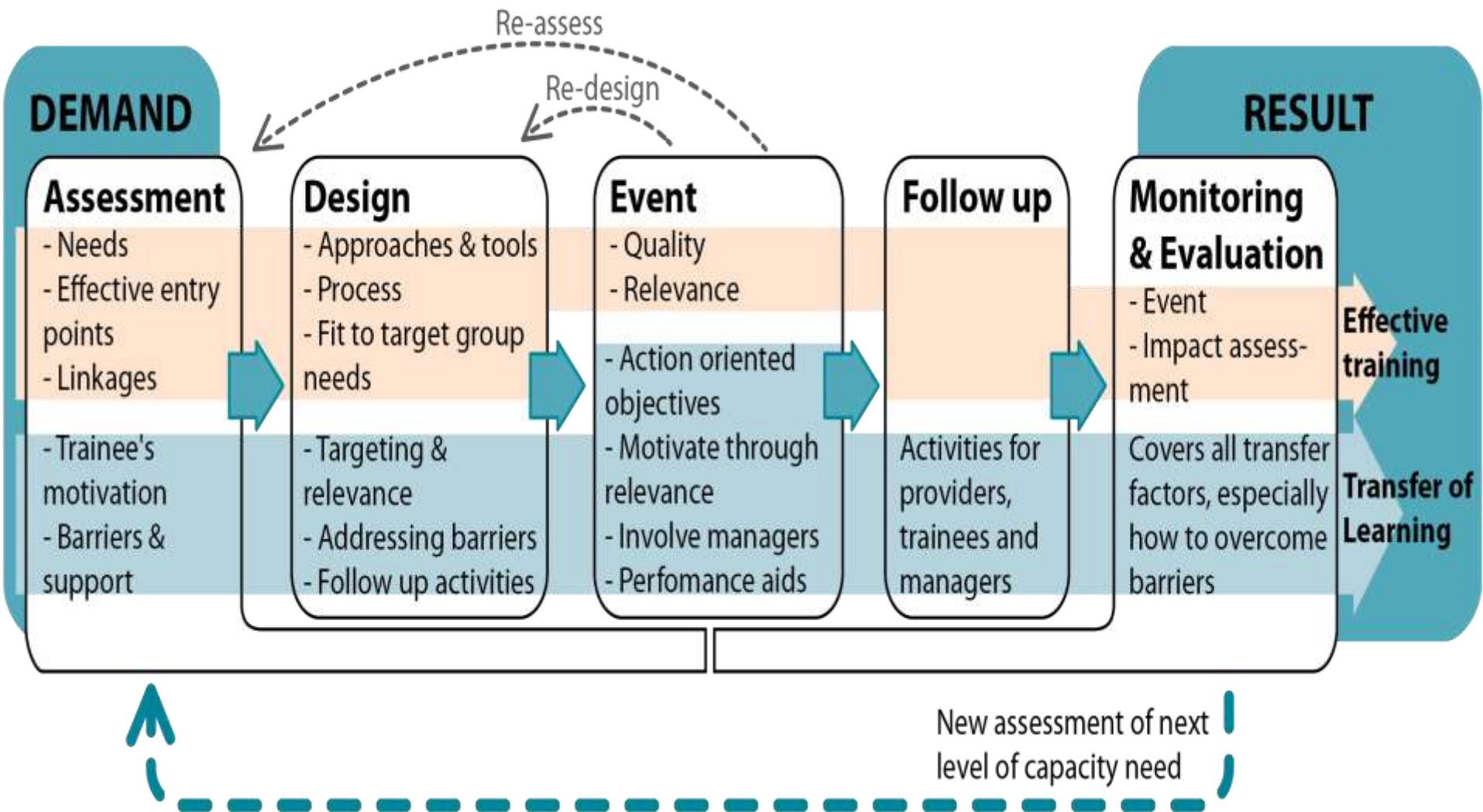
More than just a training and skill development.



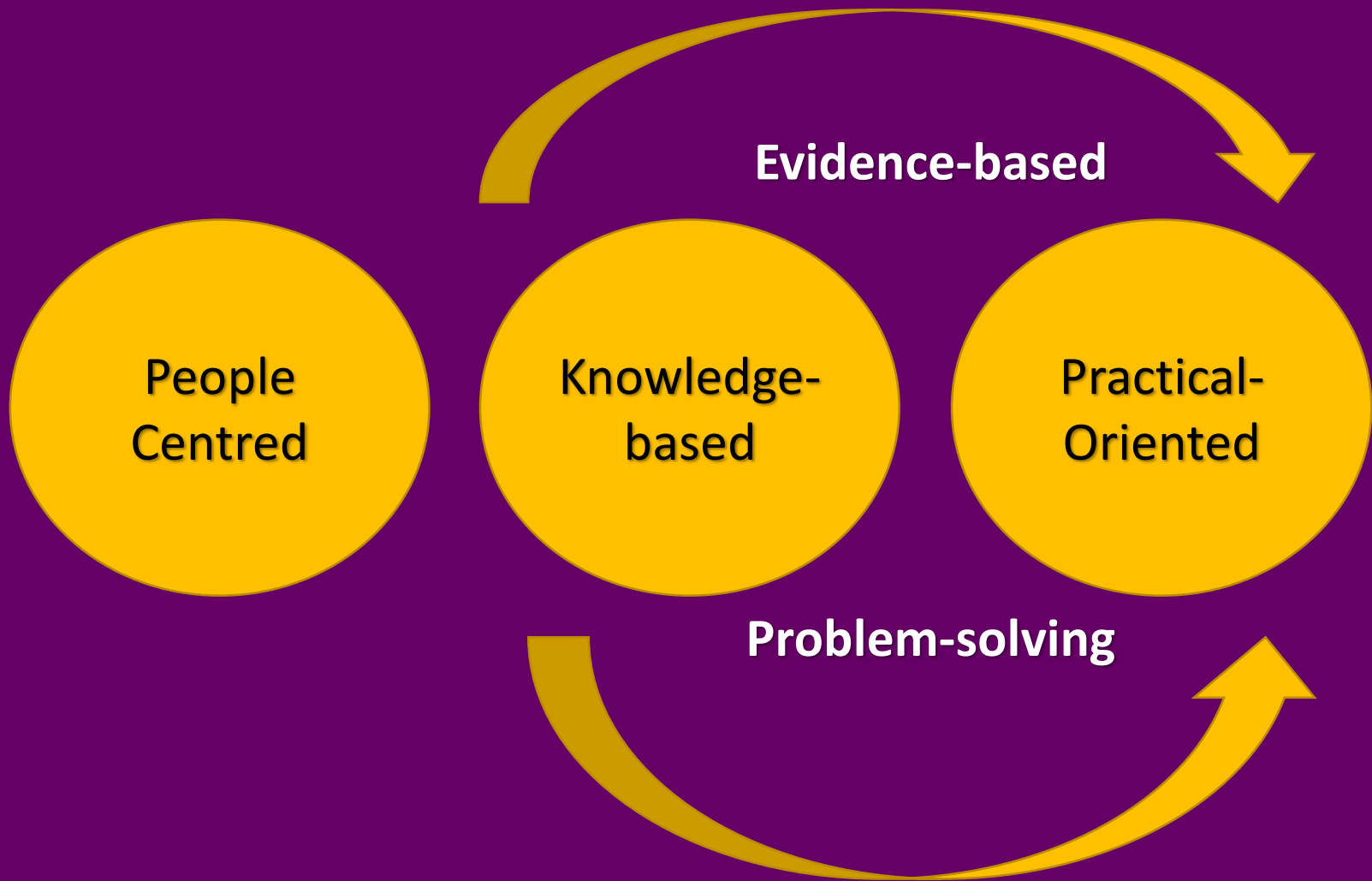
Principles and Approaches



Best Practice Training Cycle



Principles and Approaches





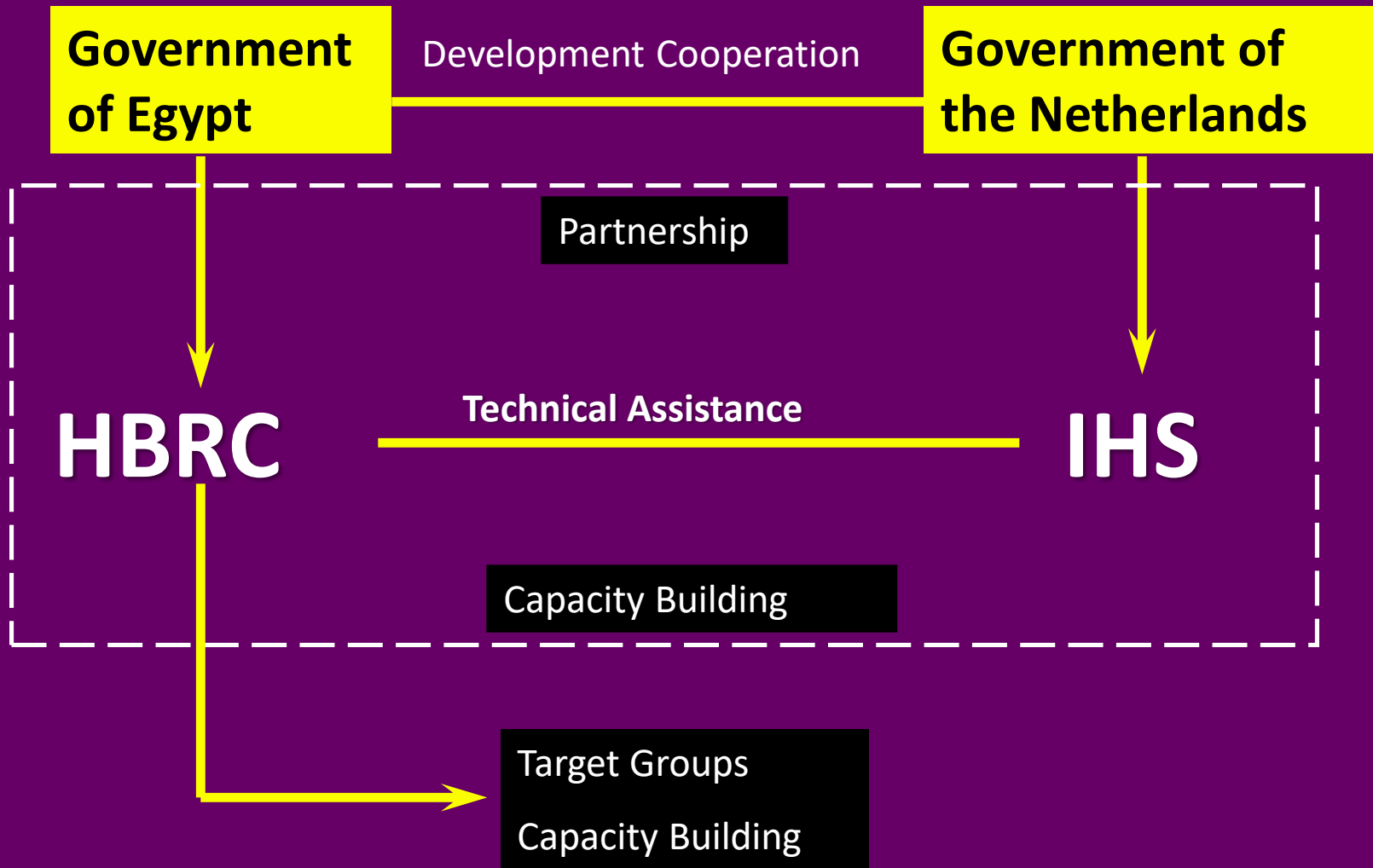
2.

Developing Capacities and Institutions in Egypt:

A research, training and institutional development Project – TRHUD leading to the founding of the Urban Training Institute - UTI



TRHUD Institutional Setup





TRHUD Objectives

1. Support policies of the Egyptian Government
2. To strengthen institutional capacities in housing and urban development at the central and local levels of governments through implementation of training and human resources development activities;
3. Improve capacities in local governments and their partners in the public, private and community sectors;
4. To strengthen HBRC capabilities;
5. To establish a basis for regional training in the urban sector

TRHUD Research Component

Capacity Building

Knowledge Building

CASE STUDY RESEARCH

APPLIED RESEARCH

ACADEMIC RESEARCH

Best Practice
Documentation
Systemic analysis
Genesis

Linkage with ongoing Project
Policy orientation
Pilots & evaluation

Assumptions
Pre-defined questions
Theory testing

Feeds Course Development

Feeds Project Preparation

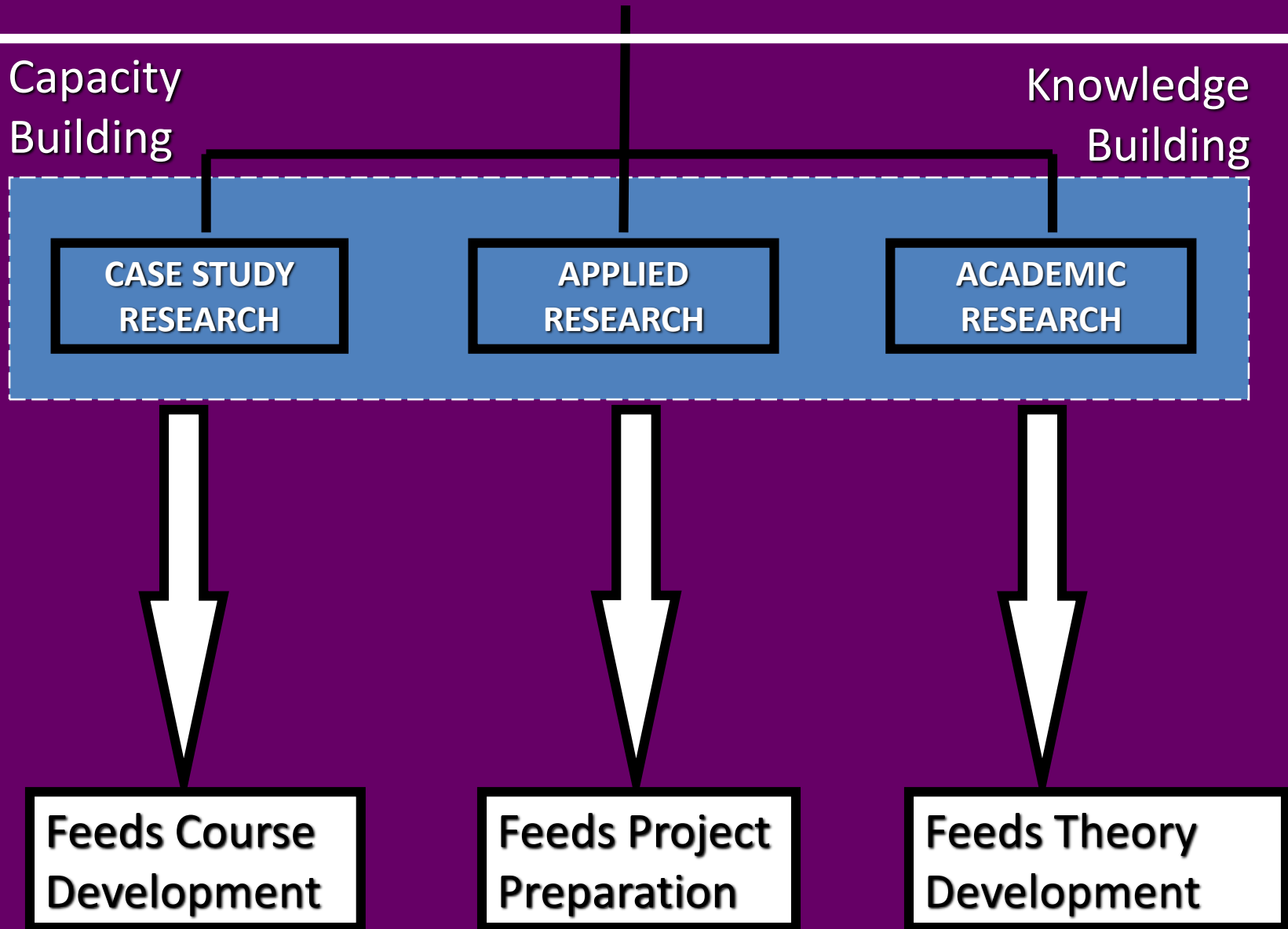
Feeds Theory Development

Publications

OUTPUTS

Dissemination

TRHUD Research Component



TRHUD PROGRAM APPROACH

Training Needs Assessment
Field visits
Meetings with local governments

Attuning the Training programs and the learning objectives

Policy Seminars
Expert Meetings
Case Study Research
Partnerships with capacity building institutions

OUTPUTS

Tailor-made training

Trained personnel & institution building

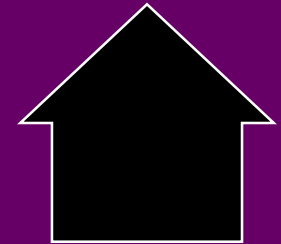
0 1 2 3 Years

4 5 6 ?

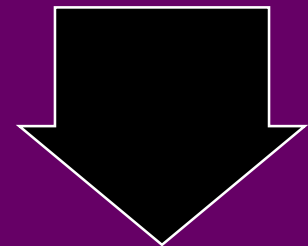
Can training address the urban challenges faced by Egyptian Cities ?

- a. Informal urbanization
- b. Threat to Agricultural LAND
- c. Environmental Deterioration
- d. Spatial decentralization - sprawling
- e. Densification & crowding
- f. Deregulation of housing + market distortions
- g. Inadequate infrastructure
- h. Legal bottlenecks
- i. Institutional bottlenecks
- j. Weak capacities (institutional + HR)

Human
Resources



PROBLEM



Institutions

TRHUD Training Component

Training
Needs
Assessment

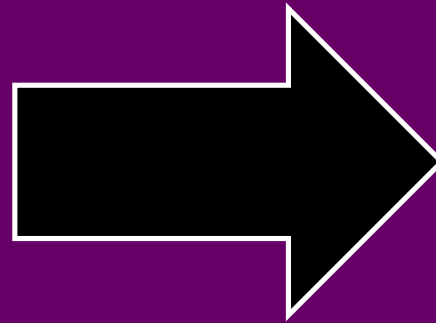
Orientation
Workshops

Technical
Visits to
Projects and
Sites

Urban
Policies
Review

Interviews
with key
Stakeholders

Urban Management;
Housing
Informal Settlements
Financing Infrastructure



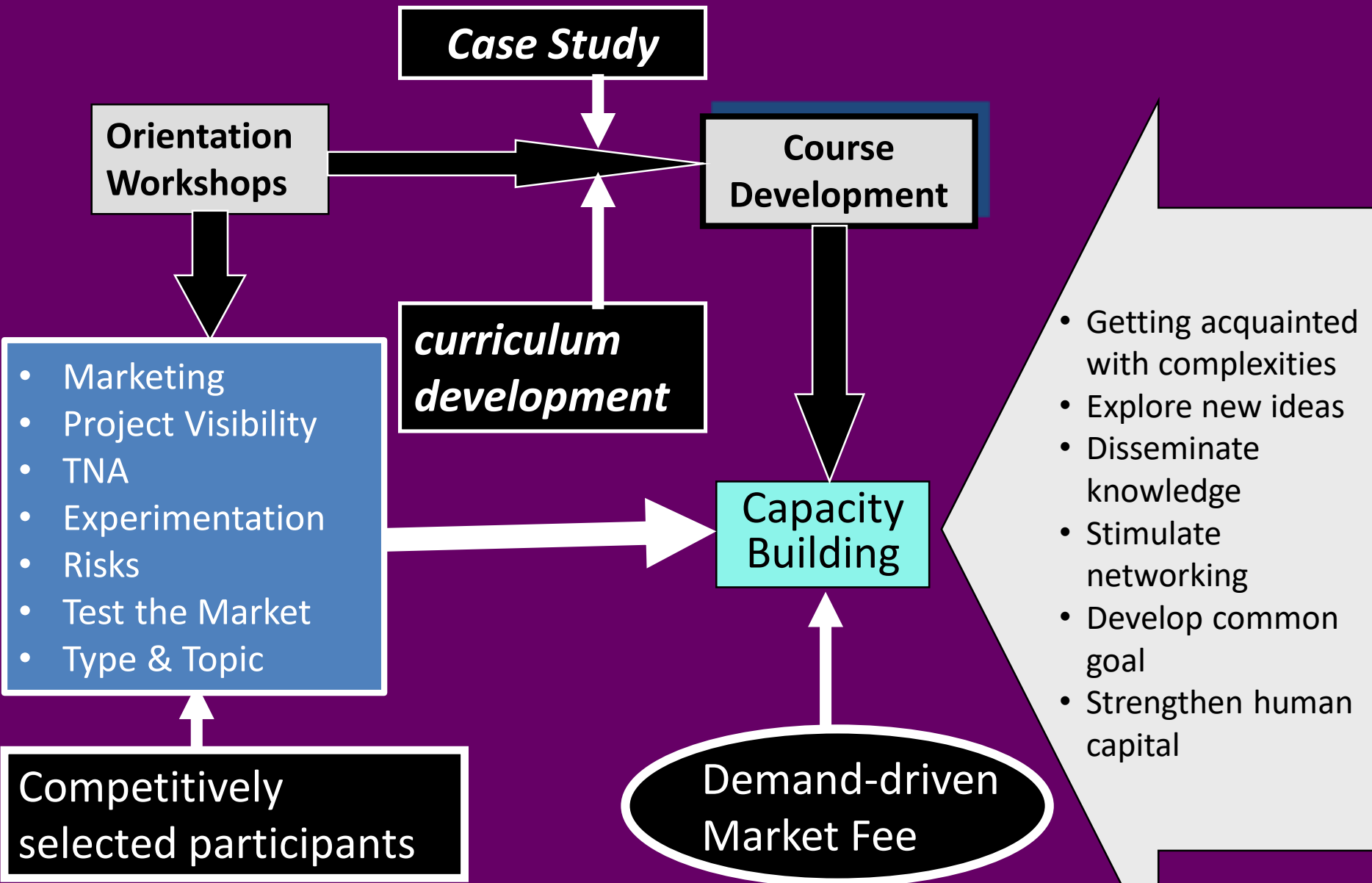
Priority
Setting for
Capacity
Building

Environmental Management
Solid Waste Management
Privatisation of Solid Waste
Environmental Impact Assessment





Incremental Training Development Strategy





Target Groups

1. Cadre from counterpart organization (HBRC): internal capacity building
2. Staff from Governorates (local governments)
3. Staff from universities, NGO's and private companies
4. Staff from international organizations and donor funded projects (development cooperation)



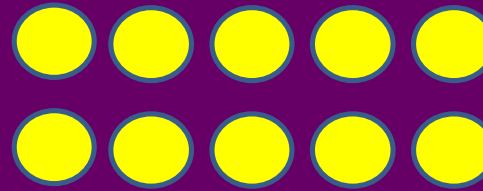
Curriculum

1. Duration of 2 to 3 weeks (10 to 15 days)
2. 3 sessions of 1.5 hour/day (45 to 67 hours)
3. Field visits to projects or agencies. Linked to a practical exercise, action planning, problem-solving, simulation – group/team assignment
4. Thematic sessions: key concepts and knowledge áreas
5. Case studies sessions: what, how, lessons learned
6. Guest lecturers (from government, universities, companies)
7. Reader: key materials translated into Arabic

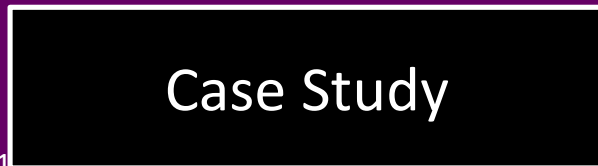
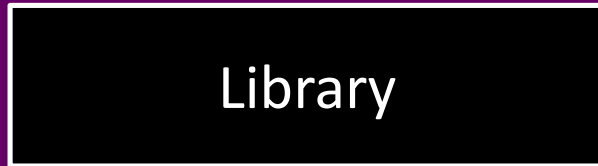
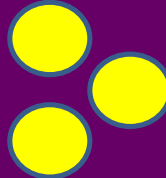




Staffing



Environment
Upgrading
UM
Infrastructure
GIS

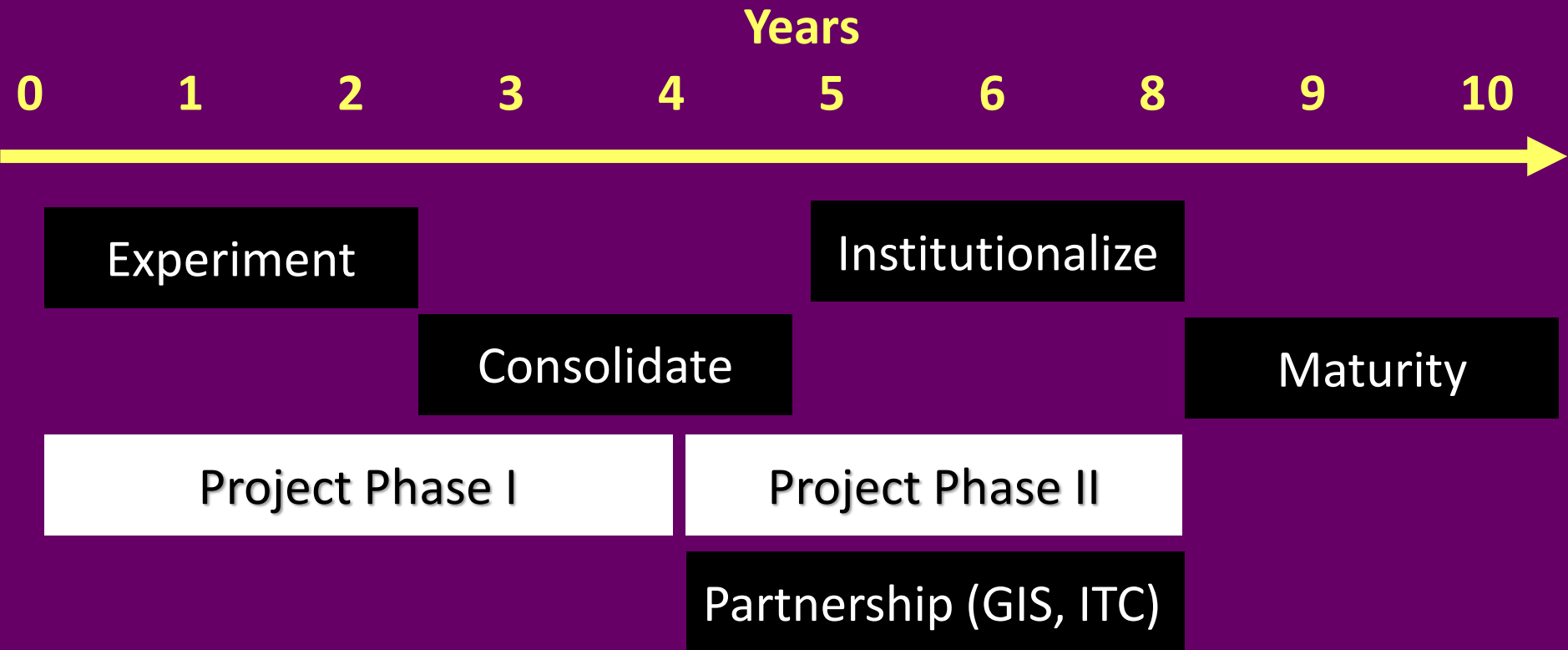


Adhoc on Demand

20

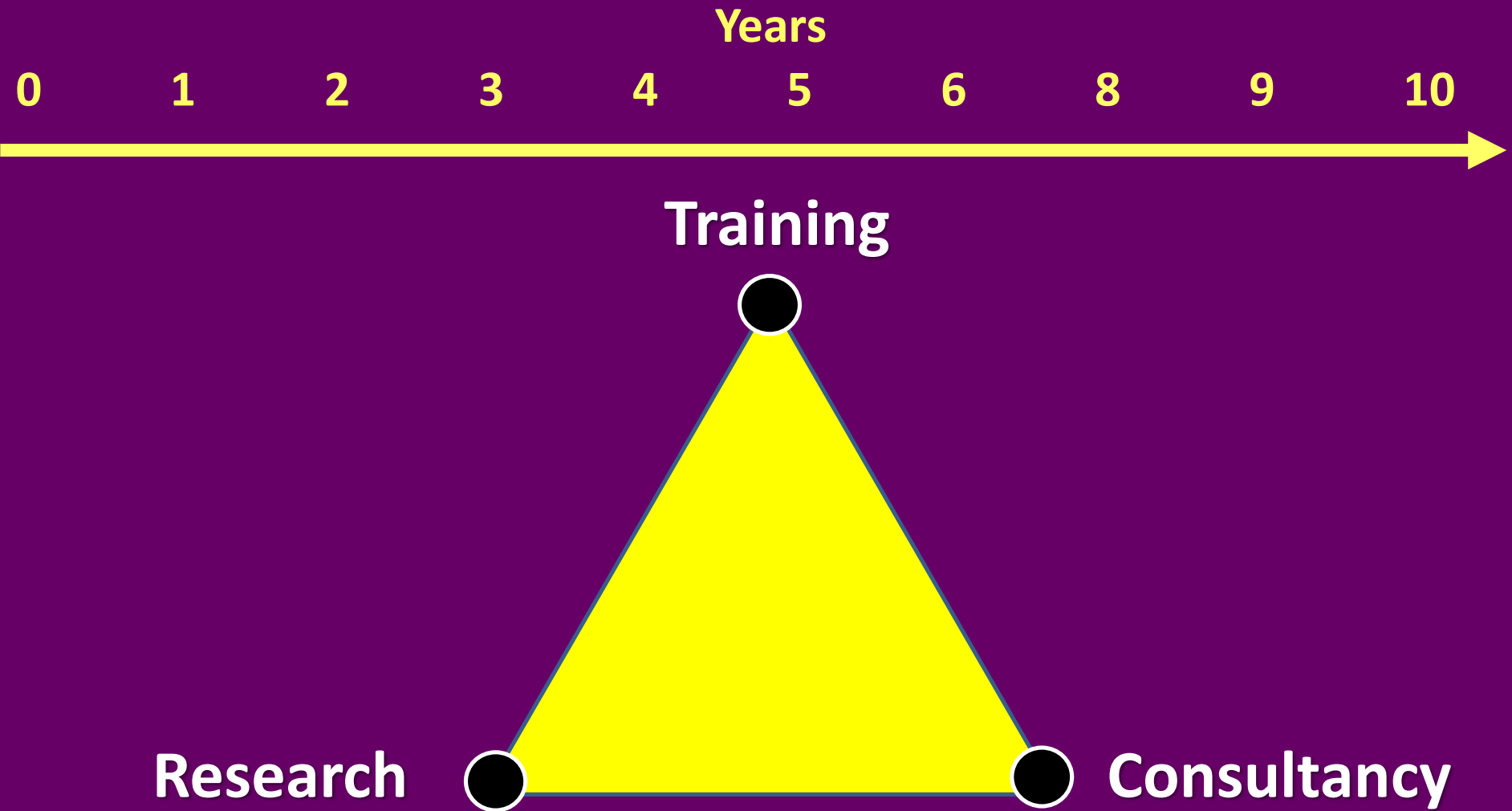


From Project to Institution

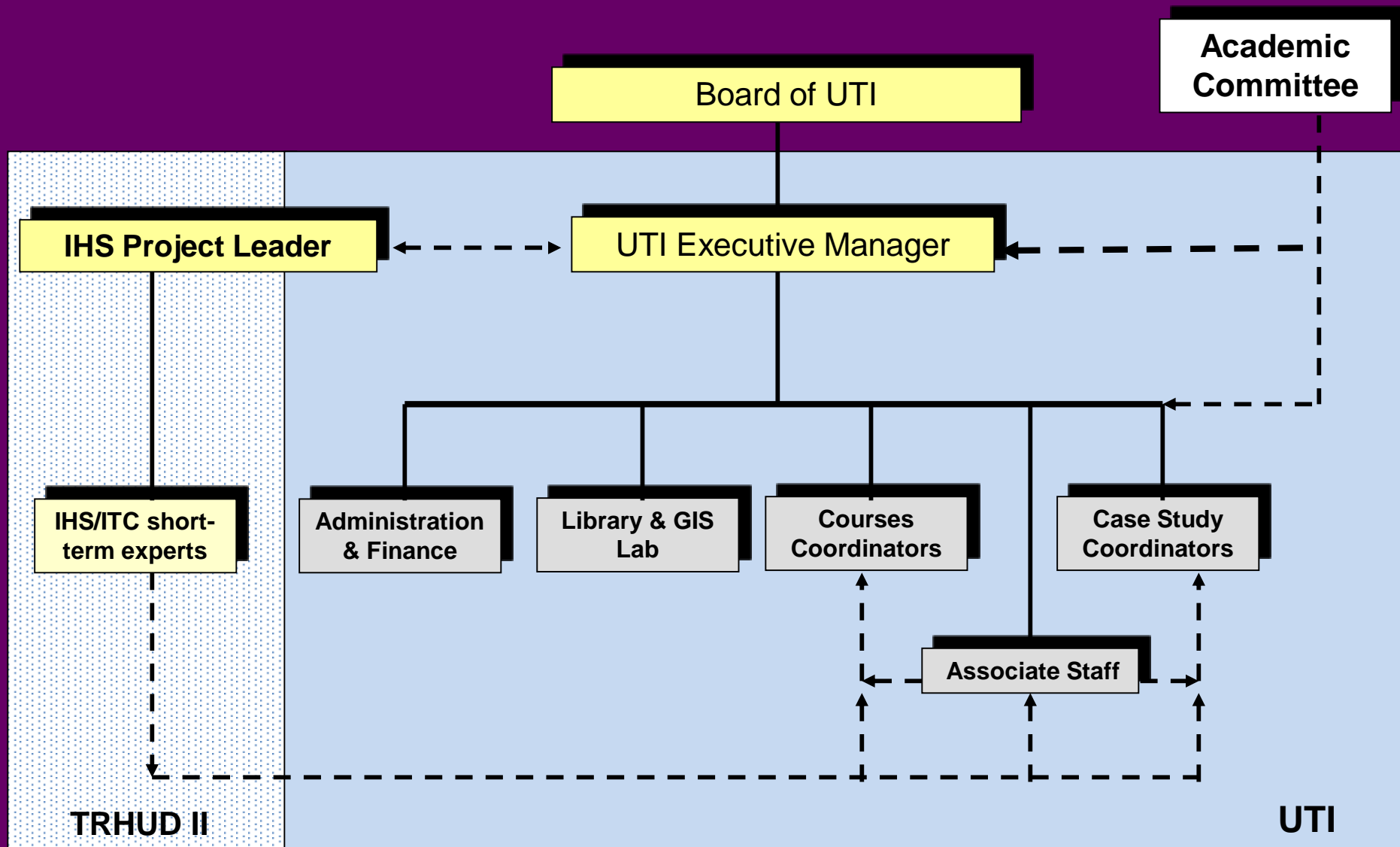


- Special purpose entity under the University Law, established by HBRC:
- UTI-Urban Training Institute.
- Service contracts with GOPP, Danida, GIZ
- Reserve fund
- Phasing out and delegation of responsibility

From Project to Institution



Organizational Structure of UTI



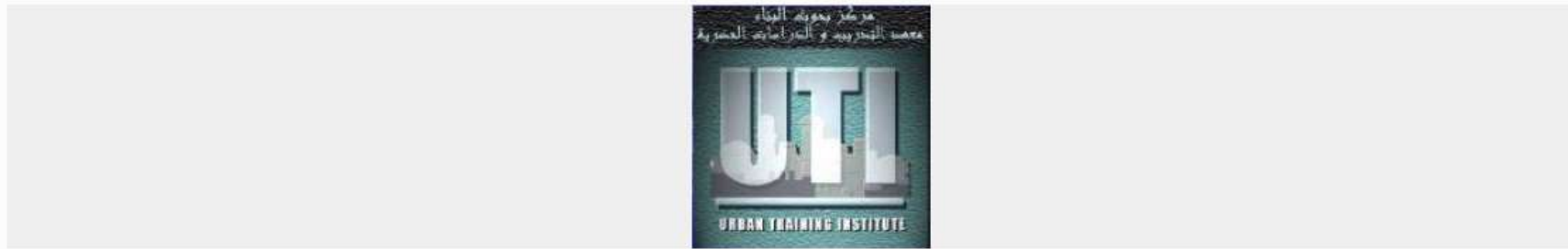
Strategic Vision of UTI

1. Establish a reserve fund from institutional contracts e.g. GOPP, GTZ, Danida
2. Business Plan
3. Staff, posts, positions, job descriptions
4. PR materials and marketing
5. Relationship with HBRC
6. Maintain relative independence

PARTNERS

The Urban Training Institute (UTI)

83 Views 7 Min Read



Share Tweet Email Share Print Share

The Urban Training Institute (UTI) is a quasi-private organisation affiliated to the Housing and Building National Research Centre- (HBRC), an Egyptian national government research institution.

UTI seeks to strengthen institutional and human resources capacities that can nurture the improvement of the living and environmental conditions of cities in Egypt and the Middle East.

UTI is a training and capacity building institution specialized in post-graduate and tailor-made training, policy research and technical advisory services. It focuses on urban management & planning, housing & real estate development policies, informal settlements upgrading and urban renewal, urban environmental planning & management, urban infrastructure project management and urban finance. UTI provides tailor-made and specialized training to professionals, technical cadre and policy makers working in central and local government agencies, NGO's, private sector and educational institutions.

Website

Agreement of Cooperation – Signing Ceremony

September 7, 2016 | in [Featured](#), [NEWS](#)

On Monday, September 5th, the Urban Training & Studies Institute (UTI), affiliated to the Housing and Building National Research Center (HBRC) of the Ministry of Housing Utilities and Urban Communities (MoHUUC), and the Participatory Development Programme in Urban Areas (PDP) signed an agreement of cooperation at the UTI premises. The agreement was signed by Mr. Khalid El Dahaby, Chief Executive Officer of HBRC and Dr. Guenther Wehenpohl, Programme Coordinator of PDP.

It is worth mentioning that this cooperation agreement is a continuation of a previous agreement for year 2010-2011. The objective of the measure is to incorporate participatory methods within the UTI and using these tools in capacity development.



Results after 8 years

1. Full course manuals with specific literature, case studies and Reading materials in Arabic for all courses developed and delivered – 65+ courses produced and offered regularly
2. Institutional performance and individual performance related improvements - impact measured as outcome of the trainings on environmental management, EIA, Solid Waste Management by external evaluation
3. Nearly 2,000 people trained (several spin-off impacts)
4. Several staff climbed up into the national and international urban arena: becoming national government leaders e.g. Minister of Housing, Head of GOPP, Prime Minister; leading professionals at the international arena UN, UN-Habitat, UNDP, Government of Saudi Arabia, Universities...



3.

UN-Habitat Capacity Building Strategy and Experience:

**More than just a training and skill
development.**

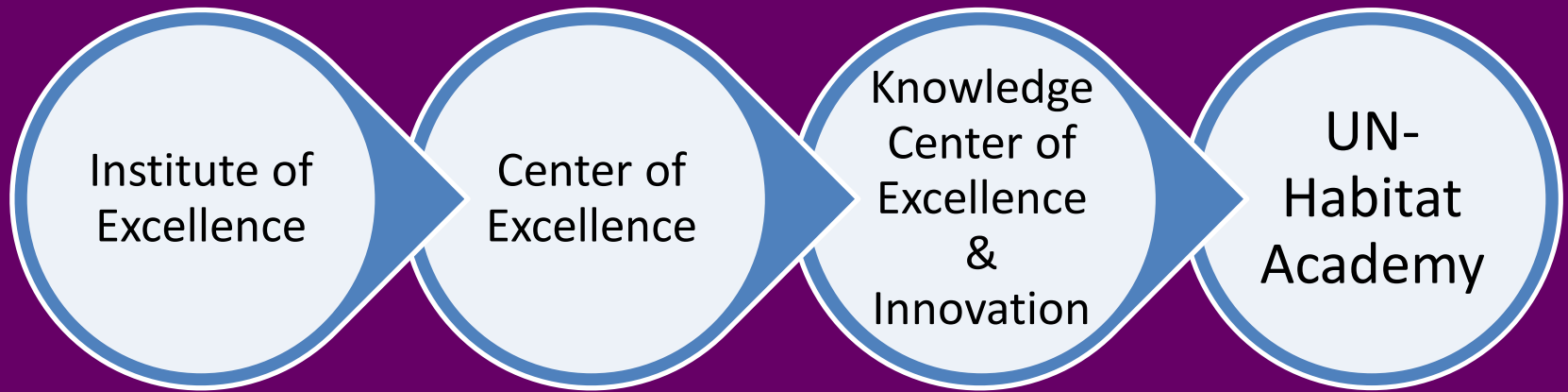


Capacity building empowers individuals and organizations to transform cities into sustainable, safe, resilient and just places to live and work in dignity.



www.capacitybuildingunhabitat.org

On the Organizational Solution



The 3a-3i approach to capacity building

Acquire

Learn facts and basic concepts

Define, remember, memorize

Absorb

Understand and unpack concepts

Explain, clarify, comprehend

Analyze

unveil connections between issues and processes

Assess, investigate, examine, question, scrutinize

Implement

Put knowledge and skills into practice. Develop, design, produce, plan, execute, demonstrate

Investigate

Assess decisions and actions

Evaluate, review, examine, monitor

Innovate

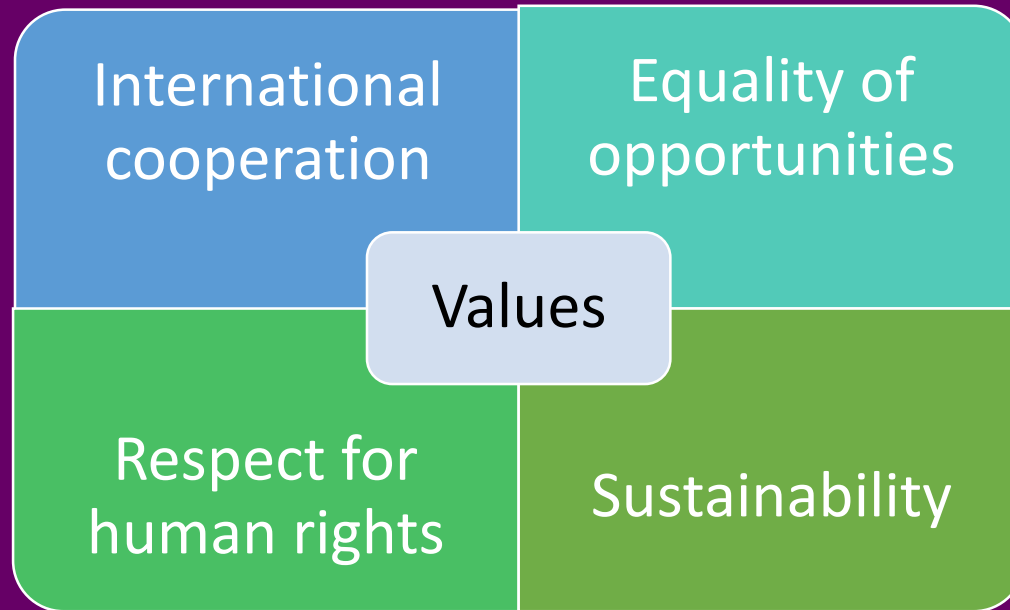
Improve project or initiatives

Advance, progress, upgrade, boost, enhance, solve

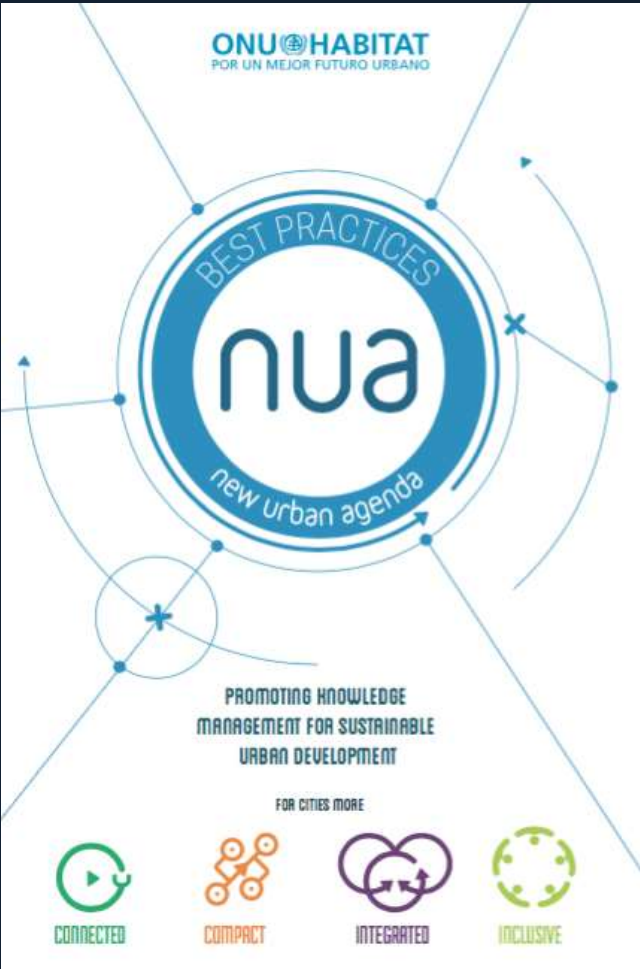
The UN-Habitat capacity building cycle



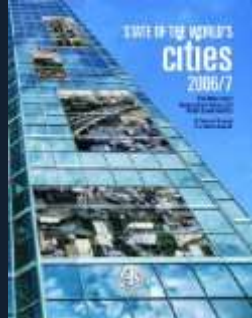
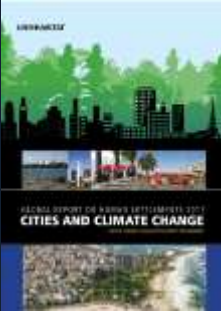
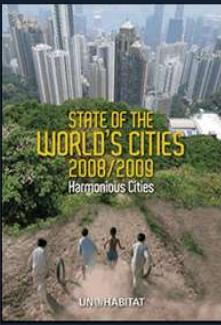
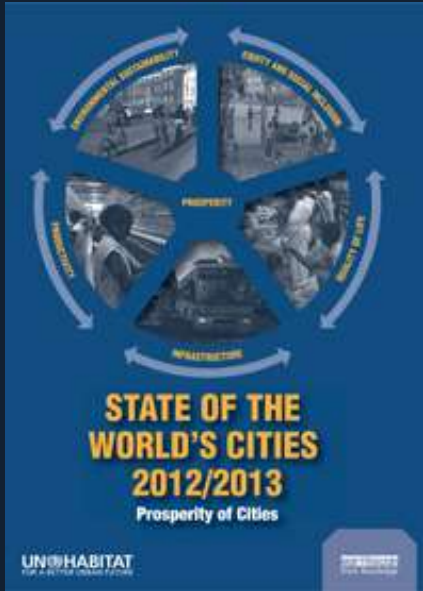
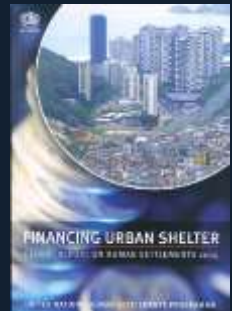
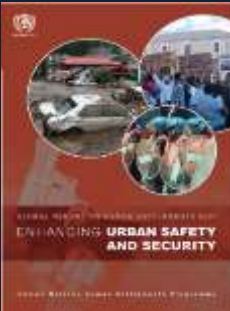
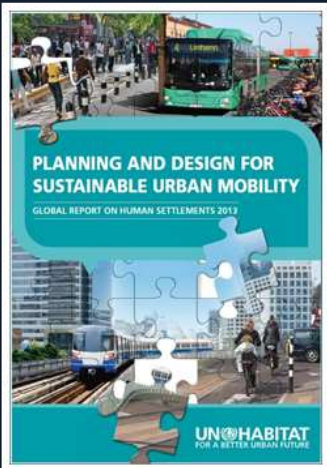
Capacity building values



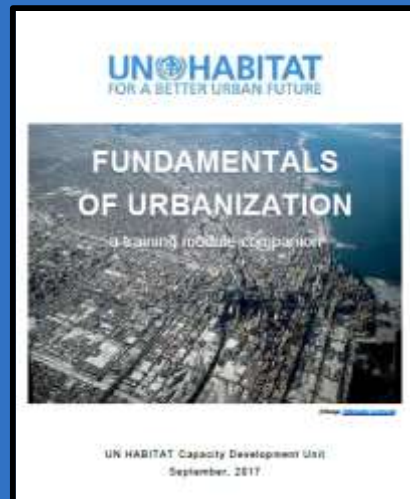
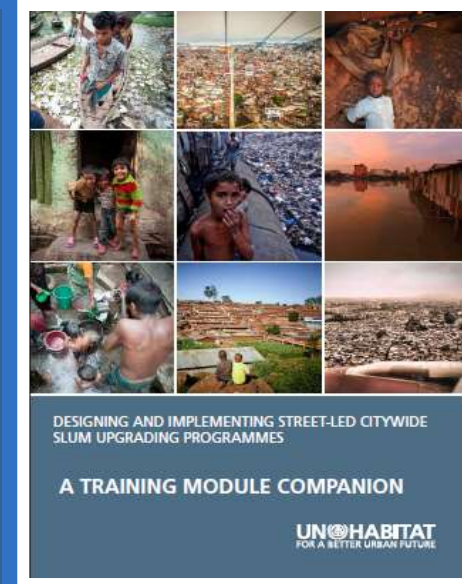
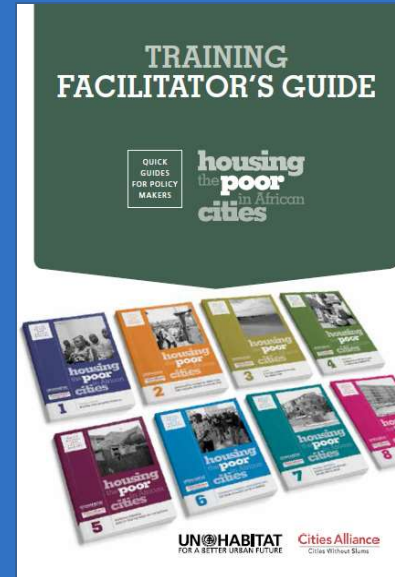
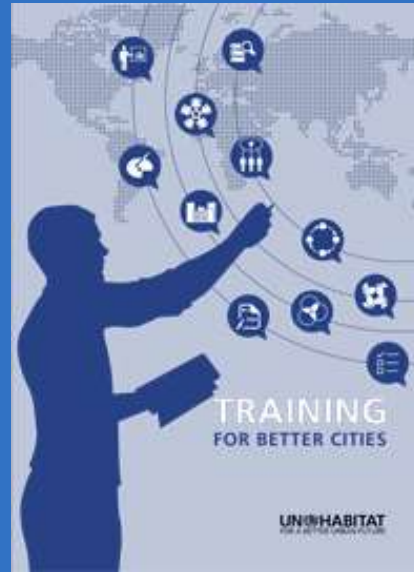
Research: Reports on Global Urbanization Trends



Best Practices Program and the New Urban Agenda



Capacity Building at UN-Habitat



15 Training tools 2012-2019
 +5000 people trained
 Nearly 100 Workshops 2012-2019
 16 Training Modules on Cities and
 Climate Change (UNCC Learn,
 Partners)

225 partner universities
 +1600 individuals

SEASON 1

| | | |
|--|--|---|
|  <p>STREET-LED CITY WIDE SLUM UPGRADING</p> <p>CLAUDIO ACIOLY UN-HABITAT</p> |  <p>MAKING ROOM FOR A PLANET OF CITIES</p> <p>SHLOMO ANGEL STEIN SCHOOL OF BUSINESS, NEW YORK UNIVERSITY</p> |  <p>SLUMS - PAST, PRESENT & FUTURE</p> <p>EUGENIE BIRCH UNIVERSITY OF PENNSYLVANIA</p> |
|  <p>TRANSFORMING CITIES WITH TRANSIT</p> <p>ROBERT CERVERO UNIVERSITY OF CALIFORNIA, BERKELEY</p> |  <p>CITIZEN ROLES IN RESILIENT CITIES</p> <p>RON DEMBO ZEPHYROPOLYT</p> |  <p>INCREMENTAL HOUSING - THE NEW SITE & SERVICES</p> <p>REINHARD GOERTERT MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT)</p> |
|  <p>THE NOTION OF PROSPERITY</p> <p>MOHAMED HALFANI UN-HABITAT</p> |  <p>PARTICIPATION IN PRACTICE</p> <p>NABEEL HAMDI OXFORD BROOKES UNIVERSITY</p> |  <p>HANDMADE ARCHITECTURE AS A CATALYST FOR DEVELOPMENT</p> <p>ANNA HERINGER EXECUTIVE DIRECTOR, EARTHEN ARCHITECTURE</p> |
|  <p>PRO-POOR SOLID WASTE MANAGEMENT</p> <p>MARIJK HUYSMAN INSTITUTE FOR HOUSING AND URBAN DEVELOPMENT STUDIES/IRIS</p> |  <p>A RIGHTS-BASED APPROACH TO URBAN DEVELOPMENT</p> <p>URBAN JONSSON THE SWLS</p> |  <p>CITY PROSPERITY INITIATIVE</p> <p>EDUARDO MORENO UN-HABITAT</p> |
|  <p>URBAN INFORMALITY - MARGINAL OR MAINSTREAM?</p> <p>JANICE PERLMAN THE NEWSPROJECT</p> |  <p>HOW CAN WE TRANSCEND SLUM URBANISM IN AFRICA?</p> <p>EDGAR PIETERSE UNIVERSITY OF CAPE TOWN</p> |  <p>POST-INDUSTRIAL DYNAMICS AND URBAN HOUSING</p> <p>HUGO PRIEMUS DELFT UNIVERSITY OF TECHNOLOGY</p> |
|  <p>FOSTERING RESILIENCE THROUGH COMMUNITY BASED INNOVATION</p> <p>MARY ROWE MUNICIPAL ART SOCIETY OF NEW YORK</p> |  <p>FROM AGROPOLIS TO ECOPOLIS - TOWARDS REGENERATIVE CITIES</p> <p>STEFAN SCHURIG WORLD FUTURE COUNCIL</p> |  <p>VALUE CAPTURE AS A LAND BASED TOOL TO FINANCE DEVELOPMENT</p> <p>MARTIM SMOLKA LINCOLN INSTITUTE OF LANDPOLICY</p> |
|  <p>ON COMPACT, INTEGRATED & CONNECTED CITIES</p> <p>RAF TUTS UN-HABITAT</p> |  <p>10 THINGS DESIGNERS NEED TO WORK ON</p> <p>CHRISTIAN WERTHMANN LEUWEN UNIVERSITY & RWINDAHL</p> | |

SEASON 2

| | | |
|---|---|---|
|  <p>PRINCIPLES OF PLANNED URBANIZATION</p> <p>DR. JOAN CLOS EXECUTIVE DIRECTOR, UN-HABITAT</p> |  <p>COMMUNITY EMPOWERMENT: TOO PRESSED TO WAIT</p> <p>JANE WERU EXECUTIVE DIRECTOR, AREA MASHAKAM TRUST</p> |  <p>URBAN ECONOMY IN THE NEW MILLENNIUM</p> <p>MICHAEL COHEN THE NEW SCHOOL</p> |
|  <p>ADDRESSING GLOBAL LAND CHALLENGES</p> <p>CLARISSA AUGUSTINUS GLOBAL LAND TOOL NETWORK, UN-HABITAT</p> |  <p>URBANIZATION & DEMOGRAPHICS: THE COORDINATION PROBLEM</p> <p>ROBERT BUCKLEY THE NEW SCHOOL</p> |  <p>MASS HOUSING REQUIRES MASS HOUSING FINANCE</p> <p>MARJA HOEK-SMIT WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA</p> |
|  <p>URBAN DRAINAGE & GREEN INFRASTRUCTURE</p> <p>CHRIS JEFFERIES URBANDRAINANCE SPECIALIST</p> |  <p>DENSIFICATION IN CONSOLIDATED INFORMAL SETTLEMENTS</p> <p>PETER WARD UNIVERSITY OF TEXAS</p> | |

SEASON 3

| | | |
|--|--|---|
|  <p>THE FEDERATION MODEL OF COMMUNITY ORGANIZATION</p> <p>SHEELA PATEL SLUM DWELLERS INTERNATIONAL</p> |  <p>TRANSFORMING THE CITY TOWARDS LOW-CARBON RESILIENCE</p> <p>STEFFEN LEHMANN UNIVERSITY OF PORTSMOUTH, S-LAB SPACE LABORATORY</p> |  <p>GENDER PERSPECTIVES ON URBAN PLANNING</p> <p>ANA FALU UNIVERSIDADE NACIONAL DE COLOMBIA</p> |
|  <p>EXTENDING ACCESS TO HOUSING FINANCE ACROSS AFRICA</p> <p>COMING 11 MARCH</p> <p>KEZIA RUST CENTRE FOR AFFORDABLE HOUSING FINANCE IN AFRICA</p> |  <p>IMPLICATIONS OF DEVELOPMENTS IN GEO-SPATIAL TECHNOLOGIES FOR SLUM MAPPING</p> <p>COMING 25 MARCH</p> <p>RICHARD SLIUZAS IIC, UNIVERSITY OF TWENTE</p> |  <p>URBAN RENEWAL STRATEGIES FOR LOW INCOME AND INFORMAL SETTLEMENTS</p> <p>COMING 8 APRIL</p> <p>OSCAR CARRACEDO NATIONAL UNIVERSITY OF SINGAPORE</p> |
|  <p>HYPERLOCALIZING SOLAR LIGHTS USING PLASTIC BOTTLES</p> <p>COMING 22 APRIL</p> <p>ILLAC DIAZ MYSHELFER FOUNDATION</p> | | |

Global Urban Lectures Series



4.

UN-Habitat Capacity Building Strategy and Experience:

**Strengthening Training Institutions and support
the New Urban Agenda and the SDG 11.**



Manual Training Needs Assessment and Training Outcome Evaluation In an Urban Context



**TRAINING
FOR BETTER CITIES**

UN HABITAT
FOR A BETTER URBAN FUTURE

UN HABITAT
FOR A BETTER URBAN FUTURE

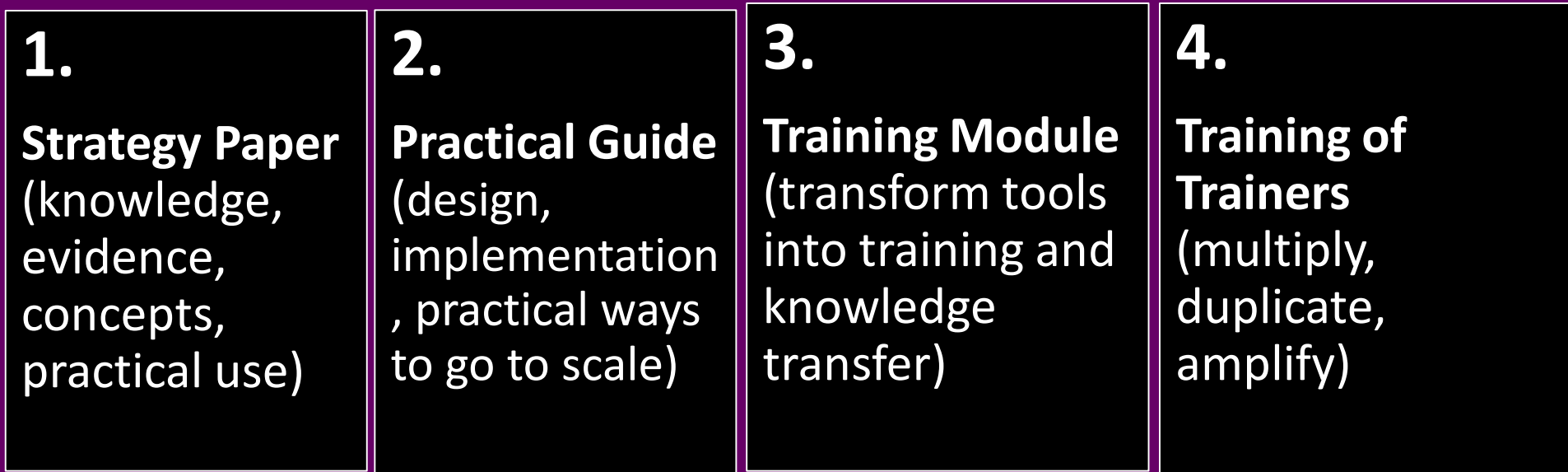
IHS
Making cities work
Creating

Multiple Experiences in Strengthening Capacity Building Institutions

1. Country-level and Global Centers
2. Strengthening training institutions (ToT's)
3. Sustainable Cities Programme's anchoring institutions in Africa, Asia and Latin America (12 years history)
4. The Ismailia Center for Sustainable Urban Development in Egypt
5. IUTC-International Urban Training Center of Gangwon Province, South Korea
6. Namibia, Ethiopia, Kenya, Indonesia, Liberia, Senegal

The Virtuous Cycle of Capacity Building

EXAMPLE: The Trilogy of Citywide Slum Upgrading



Knowledge

Tools

Learning

Multiplication



Street-led Citywide Slum Upgrading

1. Strategy Paper
2. Practical Guide to promote design, planning and implementation of programmes
3. Testing the modules, lectures, training materials in Korea (Asian practitioners and decision makers), international education (IFHP, IHS, Lincoln Institute of Land Policy, World Urban Forum)
4. Training of Trainers: training companion and toolkit
5. Roll out with training institutions



**STREETS AS TOOLS FOR URBAN
TRANSFORMATION IN SLUMS:**
A STREET-LED APPROACH TO CITYWIDE SLUM UPGRADING

UNHABITAT
FOR A BETTER URBAN FUTURE



**A PRACTICAL GUIDE TO DESIGNING,
PLANNING, AND EXECUTING CITYWIDE
SLUM UPGRADING PROGRAMMES**

UNHABITAT
FOR A BETTER URBAN FUTURE



DESIGNING AND IMPLEMENTING STREET-LED CITYWIDE
SLUM UPGRADING PROGRAMMES

A TRAINING MODULE COMPANION

UN HABITAT
FOR A BETTER URBAN FUTURE

Quick Guides for Policy Makers on Housing the Poor in Africa

TRAINING FACILITATOR'S GUIDE

QUICK
GUIDES
FOR POLICY
MAKERS

housing
the poor
in African
cities



UN HABITAT
FOR A BETTER URBAN FUTURE

Cities Alliance
Cities Without Slums

QUICK GUIDES FOR POLICY MAKERS HOUSING THE POOR IN AFRICA

1. Transform knowledge into training and skill development program
2. Develop a Training Companion
3. Test and Dissemination via Training of Trainers
4. Roll out of training with Partners focusing on a defined target group (Namibia)

Quick Guides for Policy Makers: Housing for the poor in African cities series

- QG1: Urban Africa
- QG2: Low-income housing
- QG3: Land
- QG4: Eviction
- QG5: Housing finance
- QG6: Community-based organisations
- QG7: Rental housing
- QG8: Local government



AO

Transform

agic Vi
olen





Namibian Association of Local Authority Officers (NALAO) : Municipal Professionals



Namibia University of
Science and Technology
(NUST), formerly known
as **Polytechnic of
Namibia**

National Housing
Programme – Mass
housing in transition

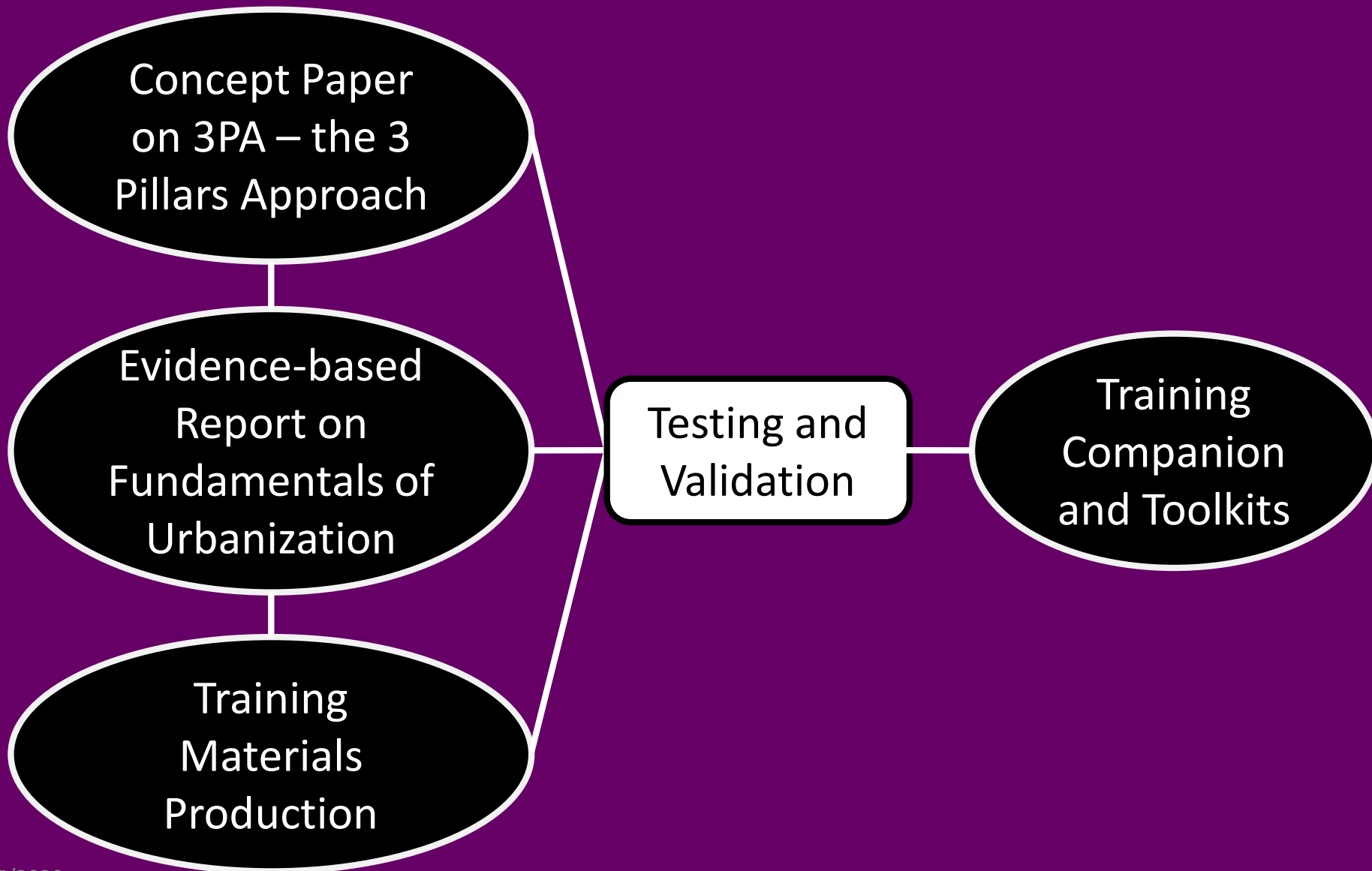
Strengthening the
capacity of the
municipal cadre

Strengthening Local
Governments



Fundamentals of Planned Urbanization

Fundamentals of Planned Urbanization



+ THE FUNDAMENTALS OF URBANIZATION

Evidence base for Policy Making

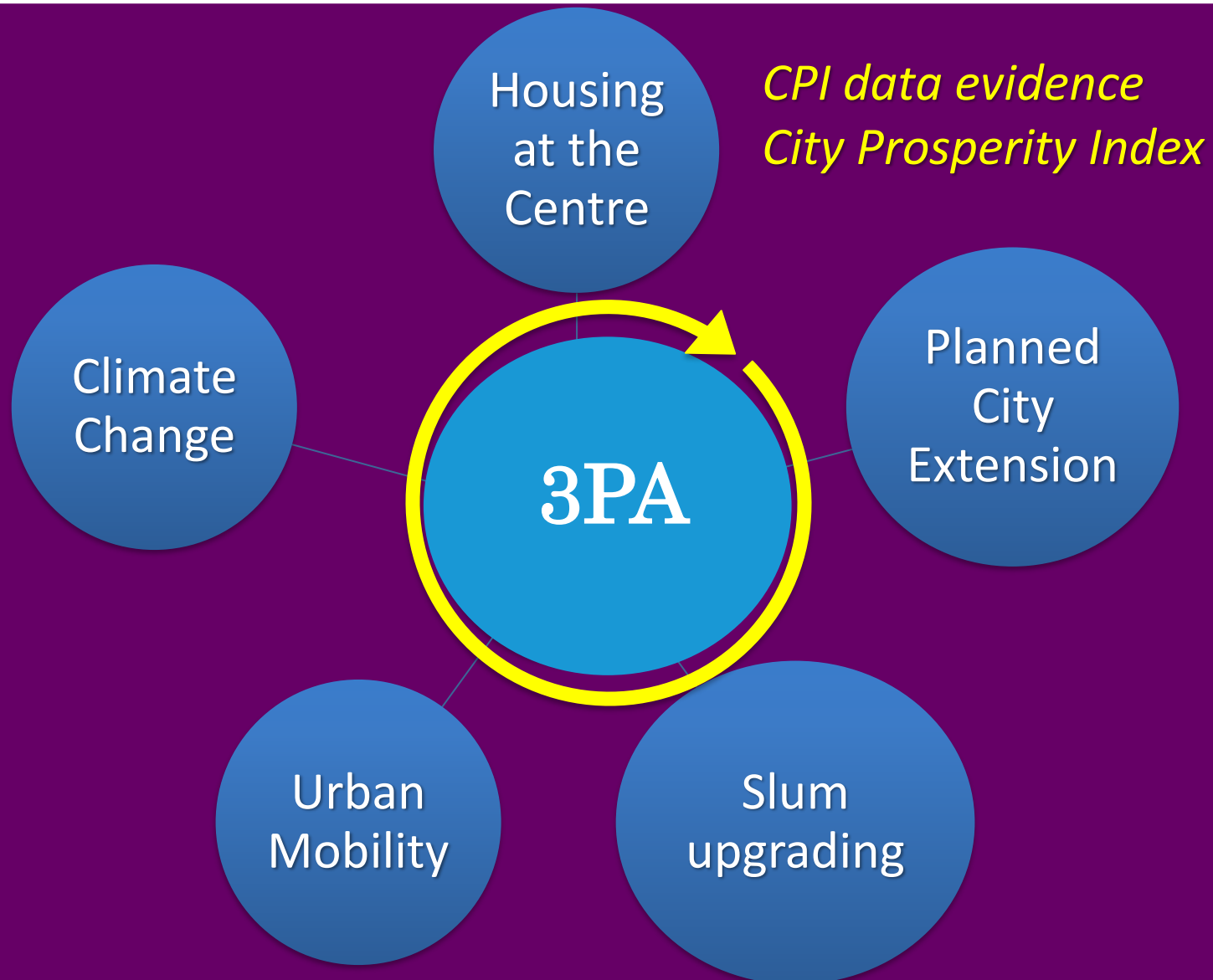


UN HABITAT
FOR A BETTER URBAN FUTURE

Training Companion Toolkit

Integrated Holistic
Sustainable Urban
Development
Planning and
Management

Fundamentals of Urbanization – Topical Modules



COORDINATION



INTEGRATION

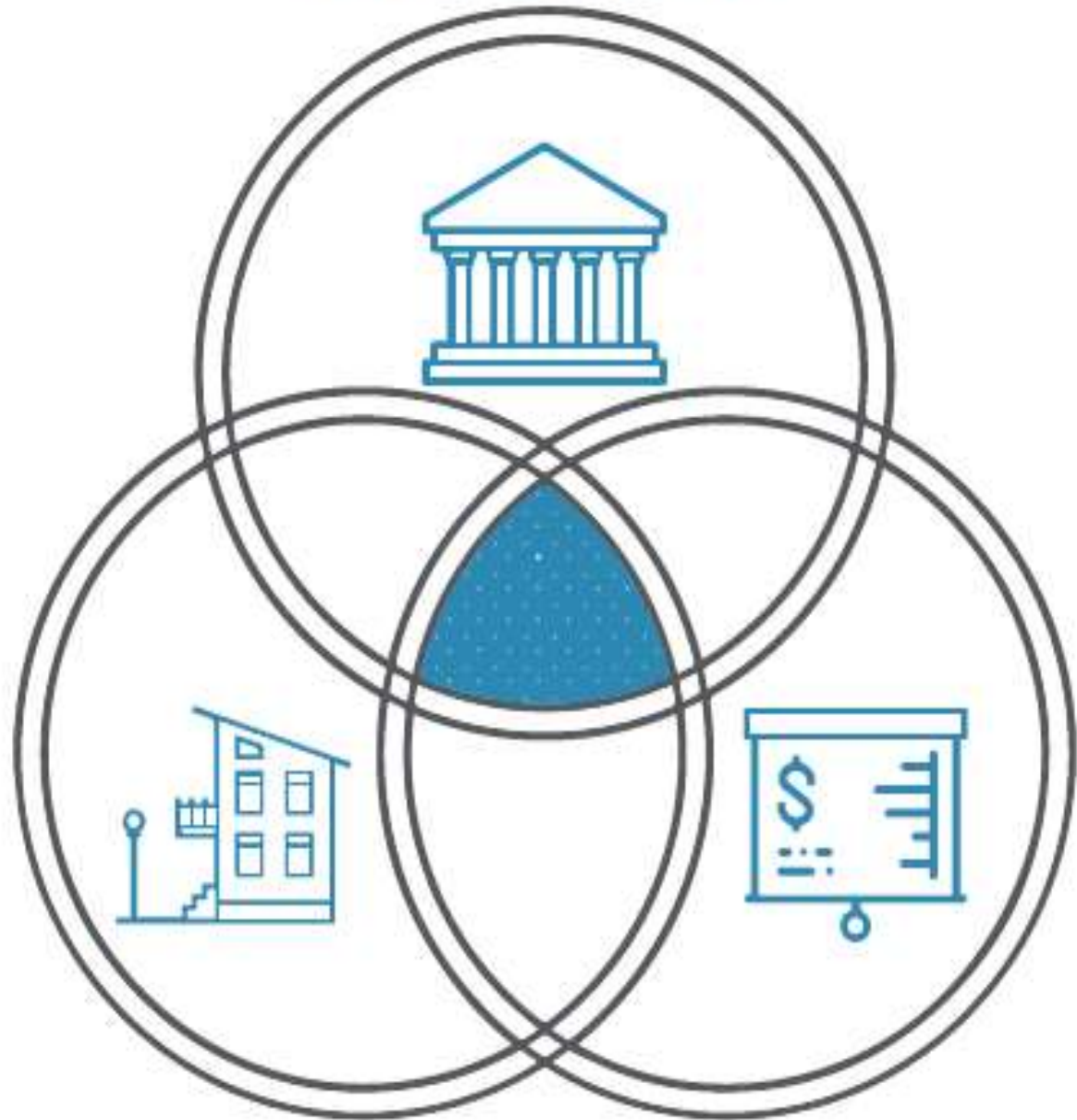
Regulations



Urban Design



Financial Plan

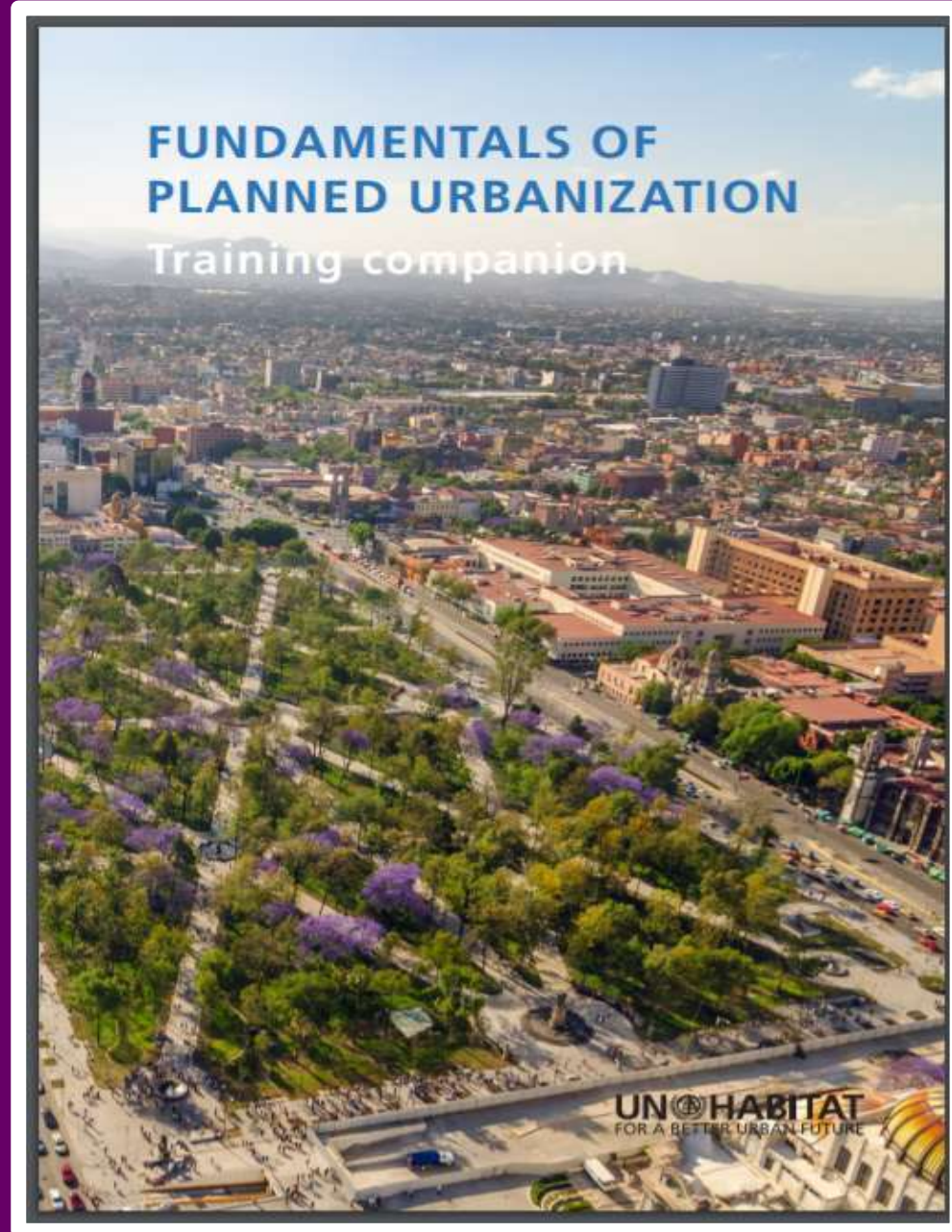






Mainstreaming the *Fundamentals of Urbanization*

1. Testing modules in IUTC/South Korea
2. Mini courses in WUF 10 and WUF 11
3. Workshop in Indonesia
4. Mayors' Citylab in Ethiopia



Capacity Building to support the implementation of the New Urban Agenda and the SDG 11






Create knowledge, tools, toolkits and training to support the implementation of the New Urban Agenda and the SDG11.

The New Urban Agenda Online Training

Notification: G x | 15 Google Calend x | Join conversat x | Spotify - Paul x | fundamentals x | 0_final_fundam x | NUA Illustrate x | Learning | x | UN-Habitat L x

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SEARCH

New Urban Agenda Crash Course

This course explains and illustrates the New Urban Agenda in an easily accessible format. The course is intended for anyone with an interest in sustainable urbanization. It is particularly useful to public civil servants, mayors, local government officials, architects, urban planners, NGO workers and volunteers, and employees of international organizations.

After taking the course, you will be able to:

- Explain the timely importance of the New Urban Agenda and sustainable urbanization
- Understand and describe various dimensions and concepts of the New Urban Agenda
- Implement important concepts of the New Urban Agenda in practice

START LEARNING

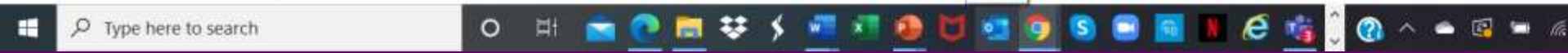


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Outlook





5.

Conclusions:

What we learn from capacity building and institutional development in the developing world.



3 Challenges on Institution Building

1. **Retain talent and competent staff**: rising stars, market value, financial incentives
2. **Maintain solid sources of revenue and funding**: continuity, consolidation, long-term business plan
3. **Consolidate and maintain as center of excellence**: remain relevant, attract talents and contracts, reputation, branding, reference.

3 Challenges on Capacity Building and Training

1. **Maintain relevance and demand-driven training services:** continuous innovation in training design and delivery, dynamism in course development and delivery, value-added to participants' career ambitions, and continuous marketing and market visibility.
2. **Maintain competitive costs for delivery and for recipients:** build on successful programmes, continuous improvements,
3. **Retain institutional memory and products developed along time:** cloud storage of complete course materials, repository of products, systematic organization of all products and training cycle.

Content

- ▶ **1. The Capacity Building Process**
- ▶ **2. Developing capacities and institutions: the process towards UTI – Urban Training Institute of Egypt**
- ▶ **3. UN-Habitat Capacity Building Strategy and Experience**
- ▶ **4. Strengthening Training Institutions**
- ▶ **5. Conclusions**