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LATIN AMERICA  
REGIONAL  
TRAINING STRATEGY

A Joint Planning Effort  
of:

RHUDO: CENTRAL AMERICA

AND

RHUDO:  
PANAMA AND SOUTH  
AMERICA

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## LATIN AMERICAN REGIONAL TRAINING PROGRAM

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## LATIN AMERICAN REGIONAL TRAINING PROGRAM

### INTRODUCTION

Many countries in Latin America continue to experience rapid urban growth while trying to cope with serious macro-economic problems such as high rates of inflation, unemployment and heavy debt burdens. While international donors have provided some assistance in urban development, it has been quite limited given the demand for shelter and services of growing urban populations. Therefore, countries in the region need to develop new approaches to provide basic services to their populations, such as encouraging private sector participation, greater institutional efficiency, appropriate technologies, and human resource development.

The Regional Housing and Urban Development Offices of the Office of Housing work to help the countries in these regions to develop such new approaches. The concerted efforts of the RHUDOs attempt to bring about change in policies and programs in the shelter and urban development areas. Capital assistance, technical assistance and training together work to support policy, programmatic and delivery system improvements. Training is an integral and increasingly important component of this effort to define more appropriate policies and approaches and to put them into practice.

*This training plan outlines the regional approach to shelter and urban development training in the Latin America region. This plan results from a joint planning effort between the RHUDO for Panama and South America and the RHUDO for Central America, in coordination with the central office of PRE/H. It serves as a reference guide to each RHUDO in the planning and coordinating of annual training activities. Secondly, this plan is shared with other RHUDOs to keep them informed of activities in this region, and with other educational and donor agencies in the region to foster coordination and avoid duplication of effort in the face of scarce resources for technical assistance and training.*

Training, in its broadest meaning, encompasses: policy dialogue; short- and long-term classroom training; information exchanges; on-the-job training; skills-development; and academic formation. This training plan will concentrate on those aspects of training which address national and regional shelter and urban development issues

through policy dialogue, short-term training and exchange of information, and that are under the direction of the RHUDOs themselves.

## **PART I. THE CONTEXT FOR TRAINING IN LATIN AMERICA**

### **A. A.I.D.'s Approach to Regional Shelter and Urban Development**

The goal of A.I.D.'s housing and urban development programs in Latin America is to increase the availability of shelter and basic services to low income families in the region. The strategies which are being used to accomplish this include: lowering the costs of shelter and services so that more families can afford them; removing obstacles to the participation of private sector institutions in the delivery of shelter and services for low income groups, to augment efforts by the public sector; and channeling additional capital and human resources toward solving the problems of shelter and urban infrastructure. Basic tools available to PRE/H and its RHUDOs to achieve their objectives in the Region include:

- policy dialogue;
- capital and related technical assistance; and
- training.

**Policy Dialogue.** Fundamental to the efforts of the RHUDOs to achieve their goal is the activity of policy dialogue. The financial resources of the Housing Guaranty program help to demonstrate the appropriateness of certain projects and programs, and thereby influence policies. The negotiation for these loan funds also provides some leverage in the development of effective policies. Major policy issues include: balancing of roles and responsibilities between public and private sector; use of market interest rates; appropriateness of physical norms and standards; informal sector. The measure of success of the Office's efforts is the effect they have on national policies rather than on projects in themselves.

**Capital and Technical Assistance.** The major financial resource for A.I.D. to influence policies in the shelter field is the Housing Guaranty Program which was initiated in Latin America. To date 42% of the Housing Guaranty resources of the Office of Housing have been authorized for Latin America (\$539 Million or 26% for South America, and \$331 Million or 16% for Central America). In addition, in certain instances, ESF and PL 480 local currencies, totalling approximately \$20 million annually,

are used to support shelter investment for the urban poor. Small technical assistance grants are authorized in conjunction with Housing Guaranty resources to support project purposes and implementation. Long and short term technical advisors are also provided to assist with implementation and related policy dialogue.

**Training.** Training directly supports the over-all policy and programmatic objectives of the Agency in the Region. Training reinforces policy dialogue and supports program implementation. Financial resources for training have been derived from the LAC Bureau (\$800,000 in FY 85 for two years); PRE/H for the Central and South America RHUDOs; and the Missions, related directly to Housing Guaranty programs.

- At the policy level, training promotes discussion of the appropriateness of policies and an understanding of the implications of such policies on the shelter and urban services. The *goal* of training at the policy level is the development of national policies that lead to strategies that effectively deal with the urban and shelter problems in all their dimensions. In general, the *target group* for such training and seminars is high level representatives of the public and private sectors. These events are normally short-term, and frequently involve participants from a number of countries, to provide cross-fertilization of ideas and sharing of experiences.
- At the technical level, training helps develop the skills involved in implementing urban services and shelter programs. As the roles of public institutions change, and as responsibility is concentrated more at the municipal and local levels, the roles and responsibilities of technical staff change as well. The *goal* of training at the technical level is the development of an understanding of the systems required to provide services, and improvement in the skills needed for implementation, which builds the capacity of the institutions and organizations involved. The more innovative the policy approaches, and the more different they are from standard operating procedures, the more necessary technical skills training is to support the policy changes. The *target groups* for this level of training generally include: staff of public and private institutions involved in implementing shelter and urban development programs: municipal program managers and technical staff; informal sector leaders and organizers. Training programs may also strengthen

technical training by working with local academic and training organizations that provide for entry level skills development in these fields.

Training at both the policy level and the technical level is required to adequately implement the changes desired by the Agency.

## **B. Delivery of Shelter and Urban Development Training**

While A.I.D.'s Office of Housing and Urban Programs has sponsored training activities in shelter and urban development since the early 1970s through a variety of providers and institutions, in recent years the Regional Offices have grown to rely more on two institutions, one located in each of the Regions, but serving the needs of both Regions. The Office has carried out training in Central and South America through the Latin America Training Center (LATC) and the Central American School for Business Administration (INCAE).

*Latin American Training Center:* The LATC began regular operations in late 1983 as a division of the Regional Housing and Urban Development Office for Panama and South America (RHUDO/PSA). Goals of the LATC are as follow:

- 1) provide a forum for high-level dialogue on housing and urban development and for the discussion of policies and strategies;
- 2) promote the exchange of experiences and information among institutions in the sector at a regional level;
- 3) contribute to the development and application of systematic methods for the public administration of urban development and shelter; and
- 4) provide resources for short-term technical assistance and training for mid-level technicians and administrators.

Activities of the Center include: training seminars; newsletter; publications on policy themes; evaluation of training; networking of training institutions; and training resources bank of trainers and institutions.

To date the LATC has sponsored or co-sponsored 26 training activities with over 800 participants from 13 countries, including activities carried out by the Interamerican Savings and Loan Union

(IASLU). Training activities have included regional and national seminars. Examples include:

Regional:

- *The Impact of the Construction Industry on National Economies*
- *Formulation of a National Housing Policy*
- *The Role of the Informal Sector in National Housing Production*
- *Latin American Experiences with Secondary Mortgage Markets*

National:

- *Conversion of Savings and Loan Associations to Stock Companies*
- *Advanced Management for Savings and Loan Systems*
- *Financial Administration for Savings and Loans*

*Central American Institute for Business Administration:* Since April 1985, the regional training activities of the Regional Housing and Urban Development Office for Central America (RHUDO/CA) have been implemented by INCAE, which is headquartered in Costa Rica. INCAE developed a pilot training program in shelter and urban development under a regional grant from the Bureau for Latin America and the Caribbean which covers a number of key policy issues in the region. INCAE uses a rigorous academic approach and applied research in developing its training activities.

Over the last two years, 389 senior level policymakers and managers from the public and private sector in Guatemala, Honduras, El Salvador and Costa Rica have participated in the five national and two regional seminars designed and implemented by INCAE under the supervision and management of the RHUDO/CA. Some of the themes of these seminars were:

- *National Housing and Urban Development Strategies*
- *National Housing Finance*
- *Alternative Mechanisms for Capturing Housing Resources*
- *Municipal Development*
- *Computer Applications for Municipal Cost Recovery*

In addition, numerous persons have received tuition grants to: participate in INCAE's standard administration and financial management short courses; attend a short course at MIT; and receive training and technical assistance through a workshop designed to

support the organization and management of El Salvador's national housing program.

**Other Regional Training Institutions:** The RHUDOs also collaborate with other regional and national institutions where appropriate. For example, the LATC co-sponsored a seminar on the informal sector with Brazil's National Savings and Loan School (ENHAP). Strategies for training of municipal officials are being discussed with the Latin American Training and Development Center for Local Governments (CELCADEL). The Brazilian Institute for Municipal Administration (IBAM) has proposed that the RHUDO/CA co-sponsor a regional seminar on decentralization of resources to local government. The LATC will transfer methodologies it has developed to a new training institute in Bolivia, the Institute for Development of Entrepreneurs and Managers (IDEA), so that it can carry out national training for private shelter institutions.

**U.S. Based Training:** Training in the U.S. has been targeted to high-level government officials and private sector representatives, who have been invited to U.S. universities or the A.I.D. Shelter Workshop to discuss shelter and urban development issues. Resources have included: the A.I.D. Shelter Workshop; University of California; Massachusetts Institute of Technology; Research Triangle Institute; University of Pennsylvania; U.S. Savings League and the National Council of Savings Institutions; Center for International Development, Planning and Building [which consists of Virginia Polytechnic Institute, Florida A & M, and the University College, London, Development Planning Unit], and, the Lincoln Institute of Land Policy. Additional resources are available in Puerto Rico, which offers an array of training facilities tailored to Spanish speaking countries.

U.S.-based training is restricted for several reasons: (a) the high cost for transportation, support and training; (b) the language barrier; (c) restrictions on resources which A.I.D. has available for such training (including *Central American Peace Scholarship Program* and *LACII*); and, (d) the number of qualified officials able to absent themselves from their jobs long enough to take advantage of this level of training.

## **PART TWO: APPROACH TO TRAINING IN THE LATIN AMERICA REGION**

The policy agenda within any given program must be promoted through the integrated use of capital resources, technical assistance and training. The effectiveness of training depends on how well the activities support the development of appropriate policies and the implementation of the related shelter and urban development programs.

The fundamental goal of training in this Region, therefore, is to design and carry out activities which concentrate on high priority policy and programmatic issues, and which support ongoing or planned capital and technical assistance efforts in shelter and urban development.

**A. PRE/H Training Objectives.** The over-all training objectives of the Office of Housing and urban Programs are:

- Communicating policy goals and the experience of the A.I.D. shelter and urban development program at the decision-making level in developing countries;
- Developing the capacity and competence of public and private implementing institutions in the shelter and urban development sector, including the informal and small scale private sector; and
- Assisting in the development of sustainable training institution capacity in developing countries.

**B. Latin America Regional Objectives.** As these over-all objectives are adapted to the realities of the Latin America context, the following specific *objectives* emerge, which subsequently guide the *activities* planned under the regional training programs.

- 1) Support A.I.D.'s and PRE/H's strategic objectives as reflected in Policy Papers on shelter, urban development and the private sector;
- 2) Facilitate implementation of A.I.D. projects and reduce the pipelines of un-implemented projects in the region;

- 3) Strengthen the technical capacity of institutions, both private and public, in order to sustain production over the longer term; and
- 4) Promote the exchange of information and the transfer of technology.

**C. Approach to Delivery of Training Services.** To achieve these objectives, the delivery approach for training that the RHUDOs in Latin America follow has four basic elements:

- Formulation of National Training Agendas;
- Utilization and Strengthening of Existing Training Capacity in the Region;
- Mobilization of Financial Resources for Training; and,
- Maximum Utilization of U.S. Training Opportunities.

Formulation of National Training Agendas: The training programs work with each Mission to develop a national training agenda that addresses critical national policy and implementation issues. These agendas will form the basis for short- and medium-term training and technical assistance to promote policy reforms; accelerate project implementation; and strengthen local institutional capacity.

Utilization and Strengthening of Existing Training Capacity in the Region: The regional training strategy is to rely on and strengthen the existing shelter and urban training institutions. In Central America this is primarily INCAE, while in Panama and South America, it is primarily the Latin American Training Center. The LATC will continue to provide limited services to Missions in Central America. Because these institutions work directly for the RHUDOs, they are better equipped to communicate the Agency's policy goals, and to provide training related to the implementation of Agency shelter and urban development projects. The training programs will also expand and enhance the network of national and regional institutions serving the shelter and urban development training needs, thus helping to match training services with a growing clientele, including policy makers, program implementers, related lenders and developers, the private informal sector, municipal leaders, and the like.

Mobilization of Financial Resources for Training: Because of the growing importance of training in support of policy dialogue and

program implementation, the Latin American training programs will seek expanded financial resources, both DA resources in conjunction with the Housing Guaranty programs, and (LAC) Bureau resources to support dialogue with Missions and representatives in Advanced Developing Countries.

Maximum Reliance on U.S. Training Opportunities: The training programs of RHUDO/PSA and RHUDO/CA will plan and coordinate U.S. based training with Missions and U.S.A.I.D. representatives, including international visitors programs and the Central America Peace Scholarships program.

**D. Regional Training Agenda.** Drawing from an analysis of A.I.D. policy objectives, the needs of Missions and individual projects, and major trends in the region, the RHUDOS develop an over-all training agenda for the region to complement the country-specific agendas. Within the framework of this over-all regional agenda, each RHUDO develops a plan of training activities. Themes for specific seminars are usually identified by the RHUDOs. Attachment 1 summarizes the principal training activities planned for FY87 and FY88.

*Target Groups:* The following target groups are considered to be the most important. 1) Senior policy level officials from public and private agencies in charge of policy formulation and institutional development in the shelter sector and urban development field. 2) Public and private institutions and organizations with critical shelter and urban development functions. 3) National or regional training and academic institutions involved in the training of professionals and support personnel in the human settlement field.

*Subject Areas:* The most important policy issues to be addressed in the shelter sector and urban development field in Latin America are:

**Shelter:**

- 1) *Appropriate roles of public and private sector institutions in shelter production.* Related themes include: increasing private sector participation in low cost shelter production, creation of specialized finance institutions, the use of tax incentives, funding special lines of credit and public incentives such as changing banking regulations, realistic expectations of private sector producers, and how the formal sector should work together with

the informal sector in order to assist these massive self-help efforts.

**Planned Activities:** Both RHUDO's are planning regional seminars on these topics in FYs 1987 and 1988.

- 2) *Increased use of local financial resources for low cost shelter production.* The two areas which now need attention are the conditions under which the establishment of secondary mortgage market operations make sense, and the mobilization of national savings for private sector finance institutions.

**Planned Activities:** In the past several years, the Office of Housing has sponsored regional seminars and policy discussions on Social Housing Funds. The emphasis will now be on national seminars. RHUDO/PSA organized a seminar on the criteria for establishing a secondary mortgage market in FY 87, and will carry out activities on the mobilization of national savings later in FY88. In limited instances, RHUDO/CA has sponsored finance seminars at the national level in selected countries.

- 3) *Reduction of standards and affordability relative to infrastructure as well as housing.* Areas needing emphasis are the reduction of norms and standards by the housing and infrastructure agencies themselves, as well as the efficiency of site and unit designs by private sector developers. Also important is a reduction in the cost of building materials through gains in manufacturing productivity.

**Planned Activities:** RHUDO/CA will take the lead in these areas.

- 4) *Appropriate land policy to encourage and facilitate shelter development for low income families.* Land costs, tenure, titling procedures and regulations are all major urban issues and become even more pressing problems in Latin America given massive urbanization. These issues are particularly important in countries affected by national catastrophes and civil strife, since such conditions tend to accelerate major shifts in population to urban areas.

**Planned Activities:** RHUDO/CA plans a regional seminar on this topic for FY 1988.

## Urban Development:

A.I.D. has recently begun working in this sector, which is becoming a focal point in Latin America for two reasons. First, several recently democratically elected presidents have promoted the theme of urban development through efforts to decentralize decision-making. Second, many development economists are now stressing urban, as opposed to rural, issues as key to development. Development strategies are now focusing increased attention on cities as centers of production and job creation. Key policy issues that need to be addressed through training are:

- 1) *The role of municipalities and infrastructure agencies in providing services to low-income populations.* Key questions here are the capacity of municipal governments and water and sewage authorities to manage services, as well as the decentralization of decision-making.

**Planned Activities:** To follow up the three activities that were carried out in Central America on these topics in FY 1986 and FY 1987, another regional activity is planned for FY 1988, also in Central America.

- 2) *Increasing financial resources for basic services.* Municipal development banks, improved cost recovery, expanded local tax authority and valorization systems are examples of techniques now being used to expand the provision of services at the local level. Brazil and Colombia are among the leaders in developing these approaches, as the responsibility for and control of services are increasingly turned over to the local authorities.

**Planned Activities:** RHUDO/CA is planning activities in two of these areas during FYs 1987-1988.

- 3) *Integration of the private sector in the delivery of urban services.* This issue focuses on devolving more responsibility for the design, installation and supervision of infrastructure services from the public sector to the private sector.

**Planned Activities:** RHUDO/CA is planning a regional activity on this topic in FY 1988.

## E. COORDINATION BETWEEN RHUDO/CA AND RHUDO/PSA.

RHUDO/CA and RHUDO/PSA are responsible for management of the training efforts in their respective regions. In order to make maximum utility of the limited resources available, these RHUDOs coordinate in the areas of planning and monitoring, training implementation, networking of resources and information exchange.

*Planning and Monitoring:* The Director of the LATC has met with officials of the RHUDO/CA, and various Missions in Central America to discuss priorities for training. Likewise the RHUDO/CA official responsible for training has visited Panama to coordinate the training agenda for Central America with the RHUDO/PSA. To regularize planning and coordination, the A.I.D. staff responsible for training and the training directors of both RHUDOs will meet annually to discuss the regional and national agendas in shelter and urban development, as well as training strategies and the resources that can be used to finance the training. The two programs will also share their respective quarterly programmatic reviews. This mutual planning and monitoring helps avoid any duplication of effort.

*Training Implementation:* Each Region plans training activities that are tailored to the needs in its own region, while taking into consideration the expertise of the principal training implementers in both regions. Appropriate individuals and agencies from *both* regions are invited to attend. To a limited extent, the LATC also helps organize short-term seminars to be held in Central America.

*Networking and Information Exchange:* The two programs share technical resources, such as trainers and consultants. The LATC maintains a computerized resource data base of both trainers and institutions, and makes this information available to the Central America program as well. The LATC Newsletter is widely circulated in both Central and South America. Technology transfer between the two programs is also important, and is facilitated by the data base of the LATC. The Regions also share publications and important literature on shelter and urban development issues. This information is available on a broad basis, although the LATC lacks sufficient staff to be able to function as a full-scale clearing house.

## **F. Coordination with Donor Organizations and Training Organizations within the Region**

The training programs in each region coordinate with the international donor agencies as well as academic and training institutions operating within the Region. This coordination serves to avoid duplication of effort, to promote the sharing of information and materials, as well as facilitate the referral of potential participants to appropriate training opportunities.

Examples of coordination include the following:

- In December, 1986, representatives of the regional training programs, as well as the Central Training Unit (PRE/H, Washington), attended a coordinating meeting on training programs for municipal development, held in Ecuador, which was convened by the Economic Development Institute, with financial support from PRE/H. Participants included: USAID, Interamerican Development Bank, The World Bank, HABITAT, INCAE, Brazilian Institute of Municipal Management (IBAM), International Union of Local Authorities (IULA), and others. This group of organizations serves as an ongoing network of training institutions.
- The World Bank may work through INCAE for training in municipal development and management, and for water and sewer technicians. This training would supplement the effort INCAE is undertaking for the Central America training program.
- The database maintained by the Latin American Training Center includes information on training institutions. The LATC will make this information available to other interested groups.

### **PART THREE: TRAINING PLANS FOR THE LATIN AMERICA REGION**

Based on the general needs and objectives as reflected in Parts One and Two, each regional training program prepares a training plan on an annual or bi-annual basis. These plans set forth the specific training activities proposed to address the needs identified. The level and quality of training that can be provided directly reflect the available financial and human resources.

Within the limits of the available resources, there are certain training activities which are indispensable in the view of both RHUDOs. They include: developing strategies and assessments, designing training programs, developing specific courses, managing the delivery of training services, and coordinating with training offices and U.S. based training facilities for hosting housing and urban development officials. The training plans that follow describe each RHUDO's approach to these essential training activities.

#### **A. RHUDO/CA Training Plan**

The major training effort of the RHUDO for Central America is related to the CABEI Project. This project seeks to increase the availability of shelter and infrastructure services, working through the Central American Bank for Economic Integration (CABEI). The project aims to strengthen both the capacity of CABEI at a regional level, and national public and private institutions to provide shelter solutions and urban services.

Training in the CABEI project is designed, along with technical assistance, to ensure project success in achieving its production targets, and in expanding the capability of regional and national institutions which will be required in subsequent years. Hence, this project-related training will focus on improving project implementation and the knowledge and skill levels of shelter and urban development professionals and their respective institutions. This will result in a dramatic increase in the number of trained professionals and an institutionalization of these improvements.

*Training Approach:* On a broader basis, training will also focus on policy issues and the development of the participating institutions, primarily regarding their administrative and financial organization

and management. Most of the training courses will be held at a national level, and will be designed to meet the specific development situation of each country and the needs of its participating institutions. This national focus for the training is important because of the significant differences in the development situation in each country and the variety of institutions involved. It also permits a more directed policy dialogue, to respond to each individual Mission and country objectives.

National training activities will be complemented by regional seminars, held annually. These regional events will allow the representatives of national implementing agencies to compare experiences, jointly evaluate problems and opportunities, and establish priorities for the following year's training and technical assistance program.

Sustained implementation support will be provided to CABEI throughout the project period, through seminars and workshops focused on key internal policy issues, on its administrative and financial management systems and on issues related to implementation problems with participating national institutions.

*Training Implementation:* The over-all training effort will be coordinated by a full-time staff person, working within the RHUDO office, once the training funds for the CABEI project are accessed. This coordinator will oversee all training within the Central America region, and will administer the contract with INCAE. Until such time as the coordinator is hired, the Housing and Urban Development Officer for the RHUDO will fulfill this function.

First year training activities will be based on an analysis of national shelter and urban development policy and operational constraints, and directed at the joint development of project implementation objectives and strategies with each participating institution. Based on implementation experience, second year training activities will be designed to support the resolution of priority policy and operational problems identified by each institution. During the third year, training will be further focused on individual institutional development and provide the basis for institutional consolidation efforts during years four and five.

*Technical Assistance:* Training and technical assistance are mutually complementary in helping to modify policies and improve

institutions. Training will be accompanied by a thorough technical assistance program. Technical assistance will:

- improve national housing finance systems and private financial intermediaries through policy and operational improvements;
- improve the capability of private sector developers to plan and implement low-cost housing projects;
- improve the cost recovery rate for both public and private institutions;
- consolidate and strengthen the private sector role and capacity in housing finance and production;
- help convert preliminary infrastructure project proposals into actual projects and loan agreements;
- establish capacity for future project development, project evaluation and policy dialogue;
- streamline CABEL project review, with the establishment of field supervisory operations and the delegation of project supervision to the national level;
- assist CABEL and participating national institutions to establish systems and procedures and capacity for carrying out environmental assessments for proposed programs and projects; and
- aid implementing institutions in such matters as cost-recovery and revenue collection techniques, tariff structuring, application of betterment levies, automated billing and the like.

*Provision of Technical Assistance:* Technical assistance will take two forms: short-term experts and long-term resident advisors. The three long-term resident advisors attached to the RHUDO/CA will include: Urban Development Advisor; Housing Finance Advisor; and a Training Coordinator. A fourth expert in betterment taxation, may be assigned to work with the Municipality of Guatemala and would be available for consultations in the region.

## **B. Training Plan for RHUDO/Panama and South America**

The RHUDO/PSA strategy to carry out A.I.D.'s training activities in housing and urban development consists of the following:

- Regional funding for regional training staff;
- Development of Mission training strategies;
- Greater emphasis on training needs analyses in the context of sector assessments and project design;
- Greater funding, specifically for training needs identified in project development activities
- Increased contact between Mission training offices and Mission housing officers and the RHUDO to identify U.S. based training activities;
- Continuation and expansion of information dissemination.

*Regional Funding.* At a minimum, a small regional staff is required to carry out the essential training activities of: strategic planning and needs assessment; program and course design; management of training delivery; and coordination. For maximum effectiveness, this regional staff should work within the RHUDO office. The basic staffing of the Latin America Training Center costs \$150,000 per year. RHUDO/PSA is requesting continued funding for the LATC through 1992.

*Mission Strategies.* To articulate A.I.D.'s national housing and urban development agenda, mission strategies are being developed in each country, primarily by the Mission Housing Officer, with support from the RHUDO. These strategies will identify the Missions' urban development and shelter agenda and those training activities that pertain to that agenda. They will also determine how such training will be funded and the support needed to carry it out.

*Training Needs Analyses.* Training analyses are conducted to determine institution policy and technical assistance and training activities that must be carried out. As new projects are being developed, a small budget component will be included to pay the cost

of such a training needs analysis. These analyses will result in plans for training to support project implementation.

*Grant Funding.* Grant funding will be requested in the context of authorized Housing Guaranty programs. These funds will provide for U.S. based short-term training, medium-term training and short-term training with American-based training facilities to be organized and carried out by the Mission Housing Officers and Mission Training Offices in conjunction with RHUDO/PSA.

In the RHUDO/PSA region, training for municipalities in Panama will be provided under the new Local Government Project, and in Bolivia, a \$250,000 grant will provide between \$75,000 and \$100,000 for training. In Ecuador, a new program is proposed which will provide at least \$350,000 for technical assistance and support for policy seminars and training for institutions involved in the private sector Housing Guaranty program. In Colombia, \$130,000 will most likely be made available for U.S. based training in municipal finance. RHUDO/PSA also plans to develop a proposal for a centrally-funded training grant for South America which would provide additional flexibility in developing training activities in that region. To the extent possible, the LATC will continue to provide services to Central America and resources will be transferred between the RHUDOs to jointly sponsor activities and to finance participants.

*U.S. Based Training Facilities.* Substantially more effort will be devoted to getting Mission support for housing and urban development activities. Efforts will be made to include additional funding for such training unless other sources of financing can be obtained.

*Regional Communications.* The LATC will continue and expand its information exchange activities. This includes the newsletter, the distribution of publications and the data base.

## ATTACHMENT 1.

The following table summarizes the regional training activities which the RHUDOs are initiating in Latin America in fiscal years 1987 and 1988.

<u>SHELTER SEMINARS</u>	<u>FY 1987</u>		<u>FY 1988</u>	
	<u>PSA</u> <u>(LATC)</u>	<u>CA</u> <u>(INCAE)</u>	<u>PSA</u> <u>(LATC)</u>	<u>CA</u> <u>(INCAE)</u>
1. Appropriate Roles of Public and Private Institutions		X		
Increasing Private Sector Participation in Production	X		X	
Links between Informal and Formal Sector	X			
2. Increasing Housing Resources				
Savings Mobilization			X	
Secondary Mortgage Markets	X			
3. Reduction of Costs				
Reducing Norms and Standards				X
More Efficient Designs		X		
4. Land Policy		X		
5. Efficiency of Housing Finance				
Market Interest Rates				
Cost Recovery				
Reduction of Subsidies				
6. Special Seminar on Housing Guaranty Financing				
<u>URBAN DEVELOPMENT SEMINARS</u>				
1. Role of Municipalities and Infrastructure Agencies in Development				
Capacity to Manage Services				

Decentralizing Services & Decision-making		X
2. Availability of Resources		
Finance Mechanisms		
Cost Recovery (e.g. Tariffs)		
Sustainability of Finance for Services	X	X
3. Private Sector Participation in Services		X