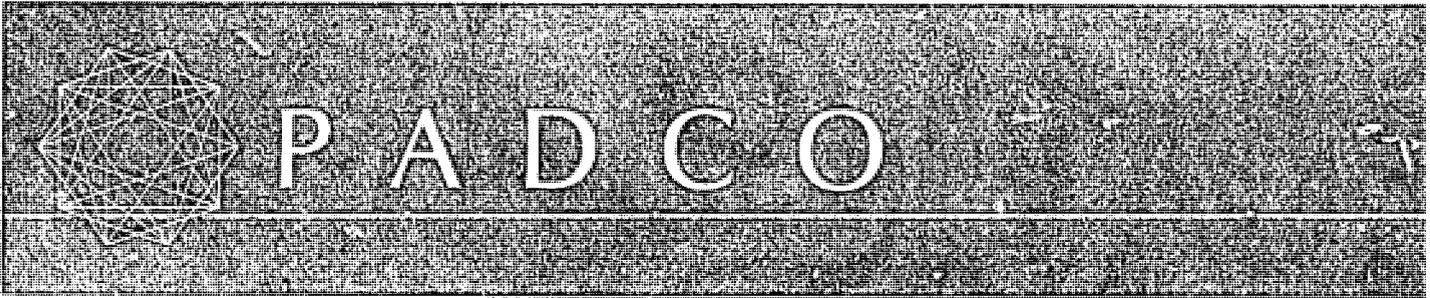


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PLANNING AND DEVELOPMENT COLLABORATIVE INTERNATIONAL, INC.

FINAL REPORT

EVALUATION OF RHUDO/ASIA TRAINING STRATEGY

Prepared for

**United States Agency for International Development
Bureau for Private Enterprise
Office of Housing and Urban Programs**

August 1993

PROVIDES GOVERNMENTS AND PRIVATE CLIENTS WITH SERVICES IN PLANNING, HOUSING, MANAGEMENT, FINANCE, ECONOMICS, ENVIRONMENT, GEOGRAPHIC AND OTHER INFORMATION SERVICES, AND TRAINING.

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**Prepared for
United States Agency for International Development
Bureau for Private Enterprise
Office of Housing and Urban Programs**

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LIST OF ACRONYMS

DEA: Department of Economic Affairs

DSUD: Decentralization of Shelter and Urban Development

HDFC: Housing Development Finance Corporation

HG: Housing Guaranty Program

IUIDP: Integrated Urban Infrastructure Development Program

MFP: Municipal Finance Project

NHB: National Housing Bank

Office of Housing and Urban Programs:

When this term is used, it refers to both Washington and Asia.

PRE/H:

Abbreviation for the Office of Housing and Urban Programs, Agency for International Development. The Office is located within AID's Private Enterprise Bureau. As used in this report, "PRE/H" refers to the Washington office alone.

RHUDO/Asia:

The Regional Housing and Urban Development Office for Asia. At the time this report was written, the office was located in Bangkok, and included the following professional staff members: Earl Kessler, Julie Otterbein, Barbara Foster, Michael Lee, and Curtis Borden. In this report, the terms "RHUDO/Asia" and "RHUDO" are used interchangeably, but always refer to Asia alone unless otherwise stated.

S&L: Savings & Loan

SRMP: Shelter Resource Mobilization Program

TA: Technical Assistance

TASP: Technical Assistance Support Project

TRF: Times Research Foundation

TSS: Technical Support Services

EXECUTIVE SUMMARY

This evaluation^{*} sought answers to several key questions:

- How does training support the policy goals of the Office of Housing and Urban Programs?
- How is training planned and delivered within the Asian region, and how might this change in the future?
- What are the results of the training done so far, and which activities seem most successful?
- What should be done in the future to increase training's impact?

Policy and Training Strategy

What is common to the diverse countries of Asia is the phenomenon of urban growth. This growth has generated a range of needs, on which RHUDO's activities are based: needs for infrastructure, for decentralized governance arrangements, and for financial structures which can support development investment and resource mobilization.

RHUDO now actively works in 7 Asian countries: India, Indonesia, Nepal, Pakistan, the Philippines, Sri Lanka, and Thailand. RHUDO's policy goals include: private sector participation, policy dialogue, institutional development, and technology transfer. RHUDO's goals have taken account of broad regional shifts, including:

- Programmatic HG lending tied to sectoral policy reforms;
- Closer collaboration with other donors in the region and sector; and
- More concern with long-term institutional capacity building for training provision.

RHUDO's country programs within the region are diverse:

- In **India**, RHUDO's program goals center on support for a sustainable housing finance system and private sector provision of urban infrastructure and serviced land.
- **Indonesia's** program concentrates on the delivery of shelter-related infrastructure, through the improvement of municipal finance systems and public-private partnerships.
- RHUDO has worked with the USAID Mission in **Nepal** on several training activities in municipal finance, market towns, and housing finance.
- In **Pakistan**, the program centers on the promotion of private sector housing finance institutions. All USAID programs are in the process of phasing-out.
- In the **Philippines**, the program concentrates on decentralizing urban infrastructure provision.
- In **Sri Lanka**, program activities in low-cost housing, housing finance, training, and technical assistance are currently being reviewed.

^{*}This report covers training activities in the Asia region during the period 1987-1991.

- Activities in **Thailand** have been reduced since the February, 1991 coup, but RHUDO had worked with the Government Housing Bank to co-sponsor housing finance training and with the Land Institute Foundation to provide training in property tax issues.

From a modest beginning in the 1970s, training is now integral to the Office of Housing and Urban Programs' mission, and has become increasingly important as a policy support activity in RHUDOs around the world. It is also a much broader function than before, often linked to technical and capital assistance. It is used to advance policy agendas, to facilitate program and project design, and to support policy implementation.

In 1988, RHUDO/Asia commissioned a regional training strategy. This had three broad goals and under each, supporting activities:

- Adoption of appropriate national policies, with senior policy officials as the target group;
 - Seminars and related research
 - Information exchange
 - Policy-based training in housing finance, housing and land development, urban services and infrastructure financing, and municipal management.
- Skill development of staff in key agencies in the sector, with public and private organizations as the target groups;
 - Sponsoring participants
 - Co-sponsoring training events
 - Documenting and disseminating training material
- Capacity-building of key training institutions, with staff as the target group.
 - Selection of candidate institutions
 - Pilot training and research projects
 - Linkages between institutions

Using this broad strategy, RHUDO and USAID Missions in each country collaborated to build training and technical assistance into projects and programs.

Today, the Asian region is one of the most active in the world in terms of shelter and urban training. There has been strong growth in the past few years in the number of participants, particularly to US-based training events. A wide variety of training activities is promoted by RHUDO, and these receive an increasingly strong share of USAID Mission funding. Training activities are carried out in each country with the assistance of the RHUDO Training Advisor based in Bangkok.

One important aspect of training strategy in Asia has been the creation of a network of advisors, who are colleagues and counterparts from across the region. Networks are an excellent way to promote policy discussions, and RHUDO supports not one, but several regional networks: its own Policy Makers Network; the Housing Finance Coalition; and a collaborative network operating among major sector donors, including RHUDO, UNCHS, UNDP and the World Bank.

Evaluating Training

Here are the main findings:

1. Overall, the RHUDO training strategy is clear and coherent, and communicates RHUDO's goals concisely. It has been developed collaboratively with USAID Missions.
2. The training activities which have flowed from it are diverse and well integrated. As experience in the region deepens, training has been made more effective.
3. The management of training activities has been well coordinated, due in part to the relationship between RHUDO's Regional Training Coordinator and Mission staff. As more RHUDO offices are created, training specialists should be assigned to each (see below).
4. RHUDO has shown that training activities are particularly successful when they are linked. Regional conferences on finance or land, for example, have stimulated sub-regional followup, and provided the impetus for several key policy moves, including the establishment of a secondary mortgage market in Thailand, and the exploration of a network of market-oriented housing finance companies in India.
5. The creation of a set of Asian regional networks is a major success story. The networks have helped educate RHUDO staffers about the region, while permitting regional professionals to discuss current and future issues and learn from each other.
6. RHUDO has been highly successful at fitting its training activities into Mission agendas, and equally successful at obtaining Mission funding. In part, this is because RHUDO has a highly professional staff in Bangkok and in the Missions, a clearly defined training strategy, and acknowledged competence in areas which are now becoming highly relevant to USAID Missions throughout the region.

Several areas for improvement were identified:

1. Training **design** needs to be improved. In India and Indonesia, training is largely project-driven, which has tended to divert attention away from strategic aspects of training and limit its potential role. Training needs to be linked more directly to project activities, and at the same time, broadened to include a wider range of subjects and audiences. In Indonesia in particular, there is a need to promote local training institutions, and to involve them more fully in the design and delivery of training.
2. Training **evaluation** also needs improvement. The incorporation of clear and relevant **benchmarks** would be the single biggest improvement in how training is used as a support to implementation and policy. Benchmarks make it possible to define specific **learning objectives** for training events. The learning objectives make it possible to specify the most appropriate **content** and **methods** for training. Benchmarks also incorporate evaluative criteria, such as **effectiveness, efficiency, appropriateness, new learning, and side effects**.
3. It is time to formulate a more explicit strategy for involving local institutions in training, particularly in Indonesia. Criteria for choice, the types of support available, and the kinds of activities seen as priorities should all be explicitly stated in a strategy document.

4. Although there can be no single formula for a region as diverse as Asia, more attention should be paid to university linkages in each country. RHUDO-supported linkages already exist in several cases; these should be carefully monitored to derive the appropriate lessons for future efforts.

The Future

Good training outcomes are a matter of skill, experience, and competence. All of these are enhanced by an organization's ability to learn and change. RHUDO's training efforts have been successful, but there is room for growth and improvement. What can be done in the future to link training more effectively to policy and implementation?

1. Look first to what has already been learned: RHUDO's success is due to skilled professionals who work well together to implement a clear strategy, and who have forged mutually beneficial working relationships with influential policy makers across the region, to produce visible and relevant results.
2. Training professionals should be available in every RHUDO office, and training designs should be explicitly linked to program design, technical assistance, and policy change. Jakarta clearly needs its own training advisor, and India, too, may need someone full-time to work on training in the near future.
3. It is important to maintain the various regional networks, and to use them to document the training experience in such a way that the lessons learned are clear and explicit.
4. Having training professionals in India and Indonesia will help programs to "go to scale" with training. Training can be marketed more effectively and more proactively within the region. Working more extensively with local training institutions, other donors, and the private sector will also help maximize training's potential.
5. Attention also needs to be paid to making individual training events more effective and professional. Training suppliers should probably be diversified, both within the US and within the region. Training locations could also be expanded. There is a need to discuss and identify the relative pros and cons of US training and regionally based training, so that training resources can be allocated most appropriately.
6. Training methodologies can be improved, through the use of (a) interactive methods; (b) specific benchmarks for learning objectives, performance criteria, and observable outcomes; and (c) case studies, internships, and action plans.
7. Finally, the Office of Housing and Urban Programs should not lose sight of its long-term strategic role as an agent of change within AID itself. The Office of Housing and Urban Programs has the knowledge, skill, and experience to lead USAID Missions into areas of urban development, and to demonstrate how training can be used as an effective tool of policy change. It is vital, therefore, to document the success of RHUDO's operations in this regard, and to promote organizational learning on the part of the larger agency.

PREFACE

This report is based on data gathered during a five-week period from January 19 to February 15, 1992. During this time, I visited Indonesia, India, and Thailand, and had extensive discussions with people in those countries regarding RHUDO's training activities. A list of places visited and people contacted appears in the Appendixes.

The enormous quantity of information—quantitative and qualitative—that I obtained was matched by the professional courtesy I was shown during this trip. Groups and individuals in each country went far out of their way to welcome me, to answer my questions, and to make available their records and files. More than this, many of these same people extended their personal hospitality to me, for which I am deeply grateful.

I have done my best to push and prod this information into coherent and usable form. Errors of fact or interpretation are, of course, my own responsibility. I would be grateful for feedback concerning any gaps or inaccuracies in the report which follows. I would also appreciate readers' suggestions for any improvements or additions to the report, to make it more useful and relevant for RHUDO staff and their colleagues and associates.

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INTRODUCTION

Asia is a large and diverse region, and Office of Housing and Urban Programs activities within it vary widely. This evaluation sought first of all to understand the organization's goals in Asia, how they are promoted in various countries, and how training is used for this. Then, answers to several key questions were sought:

How does training support Office of Housing and Urban Programs goals? Training is a support to achieve wider and longer-term policy goals. A training strategy should therefore be based on these goals, expressed as desired policy outcomes. Within the Asian region, how comprehensive and effective is RHUDO's training strategy?

How is training planned and delivered within the region, and how might this change in the future? How are training activities planned and carried out, and how are these activities managed, both across the region and across time? Given that the Office of Housing and Urban Programs is currently making major changes in the way it divides the Asia region, what should the relationships among the various RHUDO offices be, for training purposes?

What can be said about the results of the training done so far, and which activities seem most successful? How are the results of training measured? How should the effectiveness of training be evaluated? In terms of training events, which seem to work best? Are regional conferences useful? How and why? Are networks useful? Of current training activities, which ones should be continued and expanded, and which ones dropped? How should training undertaken by the Office of Housing and Urban Programs be integrated (or separated) from other training activities carried out by the various USAID country Missions?

What, if anything, should be done in the future to increase training's impact? Are there gaps in current regional training strategy? What lessons have been learned, and what do these lessons imply for future training activities? How can the lessons from training be more effectively fed back into the organization at the country, regional, and Washington levels?

This report contains three main sections:

- The first, *Context*, outlines the general features of the Asian region, summarizes the main training activities in each country that relate to Office of Housing and Urban Programs agendas, and describes the overall training strategy that has been developed and implemented.
- The second, *Findings*, is based on my interviews and site visits to selected countries, and also on documentary material. It describes the types of training events which have been organized under the RHUDO strategy, and presents a summary of training for each country in the region. Two countries—India and Indonesia—are examined in some detail, particularly in terms of how participants reacted to training.
- The third and final section, *Conclusions*, contains an overall evaluation of the role of training in the region, together with a set of specific recommendations for future training activities.

I. CONTEXT

1 The Asian Region

Asia's countries span enormous differences in levels of economic and political development. The Asian region contains some of the most urbanized countries in the world, together with others which are much less urbanized. But although the percentage of the total population classified as 'urban' varies from under 10 percent in Nepal to over 40 percent in the Philippines, rates of urban growth are much higher—in all countries of the region—than the overall population growth rate; in some cases, more than double. Urban development—in all its many aspects—is therefore a clear priority.

AID's Office of Housing and Urban Programs has worked for over 25 years on problems of shelter and urbanization, in countries around the world. The Office is represented abroad by Regional Housing and Urban Development Offices (RHUDOs). The Asia RHUDO is located in Bangkok.

There has been a RHUDO in Asia since the early 1970s, when it was established in Seoul, Korea. In 1979 the office was moved from Korea to Thailand. Growth in programs in the region is likely to result in the establishment of a RHUDO in Jakarta by mid-1992.

RHUDO/Asia now actively works in 7 countries: India, Pakistan, Sri Lanka, and Nepal in South Asia; and Indonesia, Thailand, and the Philippines in Southeast Asia. Other countries may be served as needs evolve.

RHUDO's choice of countries to serve is not random, but based on a set of general criteria, which include:

- The needs of the shelter/urban sector;
- USAID Mission commitment to this sector;
- The local training resource base; and
- The host country policy environment.

In Asia, RHUDO's policy goals, or 'agenda,' are no different, in general, from those of the Office of Housing and Urban Programs elsewhere. The underlying principles guiding the Office of Housing and Urban Programs' work include a concern with private sector participation, policy dialogue, institutional development, and technology transfer.

Within this broad context, RHUDO/Asia's program goals include:

- Encouraging national governments to adopt policies that provide shelter/urban services that are affordable to low-income households and sustainable by service providers;
- Encouraging the participation of the private sector in the provision of shelter and urban services;

- Stimulating development of local capital markets to provide needed financing for housing and urban services; and
- Improving the planning and management of shelter and urban services, in an environmentally sound manner.

The ways in which this agenda have been promoted has emphasized a clear-cut set of program activities, in particular:

- Housing and housing finance;
- Urban policy;
- Land;
- Decentralization support;
- Municipal finance;
- Urban infrastructure investments;
- Urban environment; and
- Training to support all of these.

The mix of program activities varies from one country to the next. India, Pakistan, and Sri Lanka, for example, have programs emphasizing housing finance. Indonesia and the Philippines have programs concentrating on municipal finance and infrastructure. New programs are being brought on line for urban land, environment, and infrastructure in Thailand, India, and Indonesia. The largest programs in the RHUDO portfolio are in Indonesia and India. In all RHUDO programs, training is an essential and important part of the agenda.

RHUDO has stayed abreast of certain trends in Asia, which include:

- More emphasis on the private sector in housing;
- More decentralization of urban service delivery and financing;
- Emphasis on improving efficiency of urban service delivery;
- Stimulating growth of secondary cities; and
- Promoting the use of local experts.

In response to both these and other developments both within and outside the region, the RHUDO agenda has undergone some shifts in recent years. These shifts include movement toward:

- Programmatic HG lending tied to sectoral policy reforms;
- Closer collaboration with other donors in the region and sector; and
- More concern with long-term institutional capacity building for training provision.

During the period under review, there appears to have been close collaboration between USAID Missions in the region and the RHUDO. Although many Missions in the region do

not deal specifically with shelter and urban development as program objectives, and few provide training in these areas, RHUDO has been well integrated into Mission activities, and in the case of India and Indonesia, especially so. This is both a major accomplishment and a major program strength.

The close integration between RHUDO and Mission activities is particularly noteworthy at the present time. Throughout the region, shifts are occurring in USAID programming, as the Missions pay more attention to employment generation and the modernization of host country economies. Both of these lead into a variety of other, urban concerns. In other ways, too, emerging interest in governance, municipal finance, land, and the environment as development priorities is bringing USAID and RHUDO even closer together.

RHUDO's activities are based on an acknowledgment that what is common throughout Asia is the phenomenon of urban (and population) growth. This growth has generated a range of needs: for infrastructure, for decentralized governance arrangements, and for financial structures that can support development investment and resource mobilization. Today, privatization of urban service delivery, land issues, and environmental planning are now becoming important as well. And in the future, the urban environment, urban land, and disaster management are all areas in which RHUDO will probably become more active.

Training, as a policy support activity, has therefore become increasingly central to work both by RHUDO and by USAID Missions in Asia.

2 RHUDO-Supported Activities by Country

India. Since 1980, \$125 million in HG loans have been provided, largely for support to the Housing Development Finance Corporation (HDFC). In 1988, the National Housing Bank (NHB) was created, and RHUDO support began to shift from HDFC to NHB, as the nation's apex housing finance institution.

HG 003 (the Housing Finance System Program), a \$50 million HG program, is now nearing completion. An add-on (HG 003A) is being prepared, for \$50 million in HG money and \$4 million in TA/training. HG 004 (the Serviced Land Delivery System Program) is also being prepared, focusing on land delivery, which includes \$100 million in HG funding and \$7 million for TA/training.

In India, RHUDO's program goals center on the promotion of a sustainable housing finance system and support of private sector provision of urban infrastructure and serviced land. To an increasing extent, RHUDO activities are being integrated into those of the USAID Mission, as Mission priorities shift more toward urban development.

Indonesia. HG 001 was authorized in 1988, and amended in 1992; it was fully disbursed at the end of FY 1992. The grant component of this \$120 million loan is \$5 million, for the Municipal Finance Project (MFP), and is due to be completed by mid-1994. A new HG program for \$125 million (HG 002) was designed in FY 1992, and a \$20 million Develop-

ment Assistance program (PURSE, Private Provision of Urban Services), which will provide TA/training for the HG program, has been authorized. An amendment to the MFP, which will continue funding, is also being designed.

Indonesia's program concentrates on the delivery of shelter-related infrastructure, through the improvement of municipal finance systems and the promotion of private-public partnerships.

PURSE will seek to expand the role of the private sector in the provision of urban services related to water, waste water, and solid waste. It will work to establish a regulatory framework, appropriate policies, demonstration projects, and financial support arrangements. It will also provide training support in the areas of skills, knowledge, and attitude transformation. The training component of PURSE is expected to include a private/public forum, in-country and US-based training sessions, and a program of research and evaluation.

Nepal. There have been no HG loans to Nepal, but RHUDO has worked with the USAID Mission there on several training activities in municipal finance, market towns, and housing finance.

Pakistan. In 1989, the Shelter Resource Mobilization Program (SRMP) was approved, comprised of \$100 million in HG resources and \$5 million of DA funding for technical assistance and training. The program centers on the promotion of private sector housing finance institutions. This program has been given an early close-out date due to the effect of the Pressler amendment on US aid to Pakistan, and all project activity is expected to cease by mid-1993.

As a result of the Pressler amendment, however, these original levels of support were reduced. At present, the ongoing HG program is \$40 million in HG funding plus \$3.5 million for TA/training.

The SRMP's goal is to develop a market-based housing finance system, through policy reforms. Part of this program involves building training capacity for housing finance within host country educational bodies.

Philippines. In 1990-91, an HG program for \$50 million was authorized, concentrating on decentralizing urban infrastructure provision. This HG was offered as part of the negotiation package for US military bases in the Philippines.

The Decentralization of Shelter and Urban Development (DSUD) Program was funded with HG money together with a \$4 million companion grant for TA/training activities. Primary program activities include promoting responsibility at the local level and building appropriate capacity within city governments for this purpose. The priorities of the Government of the Philippines may change—and those of the Office of Housing and Urban Programs with them—as a result of political and economic changes now going on in the country.

Sri Lanka. RHUDO has been active in Sri Lanka since 1981. An ongoing HG program of \$100 million is reaching its close. Three-quarters of a million dollars are available for technical assistance under this program. Activities are currently being reviewed.

The overall goals of the Sri Lanka program are the provision of low-income shelter and the strengthening of private housing finance institutions. Training has been directed at three main areas: policy issues; implementation problems; and institution-building.

Thailand. Activities in Thailand have been reduced in the wake of the February 1991 coup, with most aid being suspended, but prior to that, RHUDO had worked with the Government Housing Bank to co-sponsor housing finance training and launch the Land Institute Foundation to provide training in property tax issues.

Overall goals for RHUDO in Thailand include helping the government to address environmental and infrastructural problems, with the aim of promoting economic growth. The focus for these is in provincial cities, and \$8 million of the \$20 million "Thai Fund" will be used for an environmental infrastructure and services program.

3 Training Strategy as a Support to Policy

Although prior to the early 1970s training was not a well developed activity within either the Office of Housing and Urban Programs or the USAID Missions in the region, training is now 'integral' to the Office of Housing and Urban Programs' mission. Since that time, the Office of Housing and Urban Programs has trained over 3,500 participants. Today, training is coming fully into its own as a policy tool, and has won the support—and the funding—of regional USAID Missions, as well as PRE/H.

Training is now a much broader function than before, and is used together with technical assistance and capital assistance. To be effective in this way, however, training must be used both broadly and strategically. Training can be used to advance policy agendas, to facilitate program and project design, and to support policy implementation.

In Asia, RHUDO sought, at the outset, a regional training strategy, within which various country training programs could also flourish. It was intended that regional training activities should 'cascade' down into country programs wherever possible, so that support and learning could move in both directions.

In 1988, therefore, RHUDO/Asia commissioned the development of a Regional Training Strategy. This strategy was written by Barbara Barrett Foster, then PRE/H Training Director, and James McCullough of RTI. In the summer of 1988, Ms. Foster moved from Washington to Bangkok and was charged with implementing the strategy, which has been periodically changed to reflect changing conditions.

RHUDO chose to support USAID Mission agendas by working on program designs with Mission staff, so that two important outcomes were achieved: training and technical assis-

tance were built into projects and programs from the very beginning, and these projects and programs represented joint RHUDO/USAID Mission perspectives. In these ways, RHUDO was able to demonstrate the use of training as a major tool of policy change, and to continue to develop close working relationships with USAID Missions in the region.

Overall training goals in the region included the following:

- Adoption of appropriate national policies, with senior policy officials as the target group;
- Skill development of staff in key agencies in the sector, with public and private organization staff as the target groups; and
- Capacity-building of key training institutions in the region, with training institution staff as the target group.

There are regional and country-specific aspects to this. The regional aspect emphasizes information exchange and policy dialogue among countries. It also promotes relevant academic programs and training activities, linking US institutions to counterpart groups, and delivering technical support to USAID Missions for training and organizational development. The country element emphasizes host country institutional strengthening and the delivery of technical training necessary for implementation.

Specific program components were then arranged under the three goals listed above:

Goal I: The adoption of appropriate national policies: To be achieved by:

- Seminars and related research: US-based policy seminars, regional seminars, national seminars.
- Information exchange: dissemination of information and creation of a network and a resource center.
- Coordinating policy-based training in the four key areas of housing finance, housing and land development, urban services and infrastructure financing, and municipal management among different donors; coordinating information, conducting discussions, co-sponsoring training events, etc.

Goal II: Skill development of staff in key agencies in the sector: To be achieved by:

- Sponsoring participants: to US, third country, and in-country training; evaluating their participation.
- Co-sponsoring training events: identifying appropriate ones, identifying host institutions and donors, conducting and evaluating training events.
- Documenting and disseminating training material, etc., in resource collections; post-training documents.

Goal III: Capacity-building of key training institutions in the region: To be achieved by:

- Selection of candidate institutions: a list of nominations, and selection of the best ones.

- Pilot training and research projects: co-sponsorship and contracting out.
- Linkages among institutions: identification of partners, design of pilot efforts, evaluation of these.

In Asia, Barbara Barrett Foster is RHUDO's Regional Training Advisor. She manages the regional training events and also helps coordinate training activities in places where RHUDO has no full-time staff. She works closely with RHUDO and USAID personnel in India, Sri Lanka, Thailand, Pakistan, the Philippines, Nepal, and Indonesia. She also serves as a resource to host country professionals and as a general support to RHUDO initiatives with their organizations.

A wide variety of training events are coordinated by the Training Advisor, including:

- Regional policy seminars
- Regional information exchange
- Institutional linkages
- Study tours
- Academic programs

Country-specific activities are usually managed by the staff of each country, but the Regional Training Advisor has been available to assist as needed.

Training has been increasing in importance in Asia, and also in comparison to other areas of the world where the Office of Housing and Urban Programs is active. From FY 1988 to FY 1990, participant numbers for US-based training funded by RHUDO climbed from 5 to 8 to 15; Mission-funded participants from 25 to 32 to 33; totals from 30 to 40 to 48. This compares well with other regions/missions, where numbers either have not increased so much, or have declined. Tables 1 and 2 (Appendix A) show comparisons between RHUDO activities worldwide and in Asia.

These tables tell a very clear story. For one thing, the Asian region is one of the most active in the world in terms of training. For another, there has been strong growth in the past few years in the number of participants, particularly participants to US-based training events. There are a wide variety of training activities promoted by RHUDO, and these receive an increasingly strong share of USAID Mission funding.

II. FINDINGS

This section presents findings from interviews, site visits, and document reviews conducted in the field. Three countries were visited: Indonesia, India, and Thailand. Of these, India and Indonesia are discussed in some detail, because of the volume and importance of activities going on there. In these two countries, staff members, counterparts, and participants were interviewed. In Thailand, RHUDO staff members were interviewed.

RHUDO activities in other countries—Thailand, Nepal, and Sri Lanka—are relatively small. Pakistan has an extensive RHUDO program, but this is phasing out. Material on Pakistan was derived from document review and an interview with Jon Wegge, the program manager in Pakistan. He was interviewed in Indonesia, where he was attending a conference.

1 Regional Training Activities: Overview

Training is more than courses and seminars. It includes relationships, partnerships, and the operation of networks. In Asia, RHUDO has promoted a wide range of activities among public institutions, private institutions, NGOs, institutes, and research bodies. Examples of this range of training activities appear below for each of the three main program goals.

Goal I: The adoption of appropriate national policies: Training activities in support of this goal have included:

- Annual Regional Policy Makers Seminar: This brings specially invited key people and RHUDO and PRE/H staff together for high-level discussions on a topic defined at least one year in advance. The venue rotates between Thailand and other countries. Recent conferences have included:
 - 1988: Bangkok (TSS)
 - 1989: Jakarta (TSS): “Public/Private Partnerships”
 - 1990: Chiang Mai (Berkeley/Lincoln Land Institute): “Urban Land Policies in Asia”
 - 1991: Bangalore (RTI): “Strategies for Improving Urban Management through Decentralization”
- Regional Policy Seminars: These take place on topics of concern to people in more than one country. Costs, participation, and organization are usually shared among RHUDO, the Mission, US and host country institutions, and other donors. Recent examples include:
 - 1989: Kathmandu (RTI, Abt): “Market Towns”
 - 1991: Bangkok (Govt Housing Bank of Thailand/Fels Center): “Effective Housing Finance”
- US policy conferences and seminars:
 - PRE/H’s Washington Policy Seminar, Nov 1988
 - NAR Conference, April 1990
- Co-sponsored policy seminars with other donors:
 - EDI Seminar, “Access by the Urban Poor to Basic Infrastructure” (\$10,000 contribution);
 - Bali Seminar, Jan 1992, co-hosted with UNDP.

Goal II: Skill development of staff in key agencies in the sector: Training activities in support of this goal have included:

- Training programs and sites for study tours:
 - Fels Housing Finance, May 1989 and 1990
 - RTI's Municipal Finance Management, May 1989
 - TSS's Public/Private Ventures in Urban Development/Shelter, Sept 1989
 - Harvard International Training Program, 1989, 1990
 - Berkeley/Lincoln Land Course, June 1990
 - MIT Biennial International Shelter Workshop, June 1990
 - Numerous study tours in US and the region, training courses at HDFC's center, and workshops.
- National Seminars:
 - These have included the Pakistan seminar on Housing Finance, the land seminars in India, and work in Indonesia.

Goal III: Capacity-building of key training institutions in the region: Training activities in support of this goal have included:

- Assistance to HDFC
- Assistance to NHB
- Support for Thailand's Land Institute Foundation
- Fels/Govt Housing Bank of Thailand partnership (see above)
- Identification of other regional institutions: AIT, INTAN

Networking. One of the most important aspects of the training strategy in Asia has been the creation of a network of advisors across the region. Networks are an excellent way to promote policy discussions, and RHUDO has actively encouraged the formation of regional groupings. Networks bring high-level people into contact with each other and provide a safe and conducive forum for discussion. They encourage continuity of relationships while at the same time allowing new members easy access to the group. And most importantly, they allow new ideas to be introduced and shared.

RHUDO supports not one, but several regional networks: its own Policy Makers Network; the Housing Finance Coalition; and a collaborative network operating among major sector donors, including RHUDO, UNCHS, UNDP, and the World Bank.

The Policy Maker's Network was established in 1988 at the first regional policy seminar in Bangkok ("Overview"). This was followed by a seminar on "Public/Private Partnerships" in Jakarta in June, 1989; "Urban Land Policies in Asia" in Chiang Mai in May 1990; and "Strategies for Improving Urban Management through Decentralization" in Bangalore in August 1991.

In 1991, RHUDO began to work toward forming a network of more diverse partners who work in the area of land acquisition.

Training Events. Training events in the region between 1988 and 1991 are summarized in Tables 3, 4, and 5.

2 Country Programs

This section will describe training and training technical assistance activities in those countries with major training programs: India, Indonesia, and Pakistan. Tables summarizing activities in these and other countries with less training activity (i.e., Nepal, the Philippines, Sri Lanka, and Thailand) are also included at the end of this section.

India

The RHUDO/USAID Program. RHUDO's India program really began in 1981 with HDFC, when the first HG loan was approved. At that time, HDFC was the only private finance company. Between 1981-1989, HDFC received considerable RHUDO support under HGs 001 and 002, which totalled \$125 million, together with considerable supportive grant assistance from USAID/India for technical assistance and training activities. Some of this funding was used to help set up the HDFC training center at Lonavla, known as the Center for Housing Finance. HDFC is now a highly successful housing finance institution providing training and advice on a regional basis to Pakistan, Indonesia, Bangladesh, and Sri Lanka. It also works in several African countries through UNCHS.

In 1987, the Government of India accepted that HDFC was a viable housing finance institution. As a result, the government formed a Housing Finance Task Force, which recommended that an apex institution (later to become India's National Housing Bank, or NHB) be created whose role would be to set up more HDFC-type organizations.

In 1988, the USAID Mission produced an Urban Strategy Paper, which included discussion of housing finance system development, support to serviced land delivery, and the development of an urban environmental policy strategy. An Urban Strategy Resource Requirements paper, which outlined training and TA requirements, flowed from this.

HG 003 in 1988 made \$50 million of the funds available to the NHB, with support for training and technical assistance totalling \$1.8 million. There were three sources of TA/training between 1988-91:

- RHUDO;
- Development and Management Training (Mission-funded); and
- The Technical Assistance Support Project (TASP)

In September 1991, HG 003A provided another \$50 million. There was also a dedicated grant of \$4.3 million approved by the Mission for management support services, TA, and training for housing finance.

Today, RHUDO in India works in three main areas: housing finance; land; and urban policy strategy. The overall RHUDO strategy in India has been to work both with the people who make and influence policy and with the professionals who carry it out. New activities for RHUDO in India may include a serviced land program, but this may be delayed pending final decisions on staffing issues.

In India, there is good credibility of RHUDO, PRE/H, and its staff and experts/contractors. The percent of Mission-funded activities is climbing: last year, 75 percent were Mission-funded, 25 percent RHUDO. One obstacle appears to be DM&T funds for carrying out these activities. DM&T is a bilateral assistance program with restrictions that have made it difficult to fund some of the key activities, especially regional ones. Under this arrangement, Mission funding goes to India's Department of Economic Affairs (DEA), which in turn funds Office of Housing and Urban Programs activities. DEA has at times constituted a bottleneck, preventing timely delivery of training and TA. (This happened in spite of the excellent support given by the USAID Training Office.) The Mission now has a grant program dedicated to shelter and urban development needs, and this problem therefore appears to have been solved.

Mission housing staff consider the regional policy seminars among the most successful of RHUDO training activities, since they both create a network of people and lead to national follow-on seminars. Of these, the most successful—e.g., the Chiang Mai land seminar—are those that are planned within an overall policy context. Fels and Berkeley fit into a similar context, and are also highly regarded.

In terms of future activities, staff recognized a need to move into areas of overall resource mobilization for the secondary market. This market is opening up in India now, and if more flexible instruments can be developed, this is a major opportunity for AID to help. As with institutions dealing with land issues, the sector needs support—including training—to help increase both technical and managerial capacity.

RHUDO has worked with a variety of institutions in India, and, overall, is considered by staff to have been highly successful in helping them address their respective markets. These institutions include HDFC for housing finance and management; NHB for housing finance; and HUDCO for weaker sector housing. Interviews at each of these institutions are summarized in Appendix D, together with interviews at other, more peripheral organizations.

Training in India. Training under this program is summarized in Table 7. In consultation with Mission housing staff, the NHB has proposed its own, specific program of training and technical assistance. This appears in Tables 8 and 9. A comprehensive accounting of Indian training for FY 1989, FY 1990, FY 1991, and FY 1992 appears in Appendix C.

Indonesia

The world's fourth largest country, Indonesia is rapidly urbanizing. It has a complex web of large cities across its breadth, rather than a single primate city. Within the guidelines set out in the national philosophy of Pancasila, Indonesia is multiethnic within a unitary state.

Long committed to human resource development, Indonesians value outside training and technical assistance. Training (especially US-based training) is a major emphasis in many government programs because of (a) ideology; and (b) the existing cadre of people already trained abroad—graduates from the University of California/Berkeley and the University of Pittsburgh are well represented in the country.

“Urban” was not a rubric used in the Indonesian USAID Mission's Country Development Strategy Statement in 1987; since then, however, RHUDO has been instrumental in changing this. Today, RHUDO works with the Government of Indonesia's Urban Policy Action Plan in two ways: (a) support for decentralization; and (b) support for local resource mobilization.

RHUDO's Indonesia programs emphasize infrastructure, municipal development, and municipal management as its main themes. For RHUDO, Indonesia is therefore not a housing program, but primarily a municipal finance program. To this end, RHUDO has designed the Municipal Finance Project, together with high-level technical assistance. Now it has a productive policy dialogue with the government, aimed at expanding the government's vision of private sector potential. Their main Indonesian counterparts include individuals in the Public Works ministry, and also people in the real estate industry.

The main Indonesian projects now include:

- The Municipal Finance Project (RTI): 4 full-time advisors. This project is expanding.
- The PURSE (Private Participation in Urban Services) Project, which is coming on-stream now
- Linkages with Hasanuddin University, now in the planning stages.

PURSE and MFP were designed collaboratively by RHUDO and Mission staff. Training is a major component of both PURSE and MFP. Major training activities include short-term and long-term courses, institutional relations (e.g., Hasanuddin University, the Technical Institute in Bandung, and the University of Indonesia), and support for conferences. RHUDO also supports the training of public and private sector people, mainly in-country.

At the regional level, RHUDO mainly funds training seminars. There is also project money (MFP) going into staff training activities—especially BANGDA, PUOD, and the Ministry of Finance. There is also the development of training infrastructure inside Indonesia itself, through institutional linkages.

The USAID Mission in Indonesia works well with RHUDO, and there appears to be a mutually supportive professional relationship of respect and cooperation among the individuals involved. In part, this relationship can be inferred from the level of Mission financial

support for training activities in line with RHUDO's agenda. At the present time (early 1992), 95 percent of the money for these training activities comes from the Mission itself, with the rest from RHUDO.

Indonesia is likely to have a RHUDO office of its own in the future, perhaps with responsibility for Philippine programs as well. In any case, training will clearly take on an expanded role in Indonesia. Two questions thus arise: (a) what new items might be added to the RHUDO agenda in Jakarta; and (b) what would the role of the Regional Training Advisor (now based in Bangkok) be? These questions are discussed in more detail later in this report.

Municipal Finance Project Meeting. I met with the MFP team of Pereira, Taylor, McCullough, and Kugler, plus their counterparts. Discussion centered on various aspects of the training now going on within the project.

There was agreement on the need in Indonesia for more comprehensive training delivery systems—especially in view of weak university training mechanisms. Future AID/RHUDO activities should address this, perhaps through the development of a country-specific strategy. At the time this evaluation was being done, the Mission and RHUDO were already giving attention to this issue, with a view to including it as a major component in the proposed Municipal Finance Project amendment.

As far as the activities of other donors are concerned, the UN-supported Integrated Urban Infrastructure Development Program (IUIDP) was cited as a good example of collaboration. There is also British training in municipal finance, out of Birmingham.

BANGDA Office Visit. "BANGDA" is the acronym for "regional development," and is a Directorate General (D.G.) under the Ministry of Home Affairs (Dalem Negri). D.G. BANGDA supports, guides, and reviews local development programs. In early 1992, William Kugler was working with BANGDA as an Urban Development Specialist, through the Municipal Finance Project. Present at our meeting were Ibu Roosdina, Syahrul Ibrahim, Kugler, and William Fuller, Advisor to IUIDP.

My main questions for them centered on: training strategy; sets of training activities; evaluation benchmarks; local institutions; relations with Badan Diklat (the Ministry's own training agency); and the institutionalization and sustainability of training. Other questions touched on how they decided on the mix of training activities, how they evaluated success, and how their activities fit with those of the Interior Ministry's own training bureau.

Several of the advisors expressed the opinion that there should be more money for mid-level and vocational training, to develop skills at this level. There should also be more money for training local government people. More attention should also be paid, they felt, to the links between training and technical assistance.

The Indonesian participants stressed that going abroad was very important for broadening horizons and absorbing new ideas, and also for being able to compare approaches in different countries.

Training summaries. Indonesia's training activities to date have included a wide range of events: in-country programs, regional programs, and courses, seminars, and study tours in the US. These activities are summarized in the tables below. Table 10 summarizes training activities for FY 91 and those proposed for FY 92. Table 11 lists past training activities (1980-1990) by general type of activity.

More comprehensive descriptions of current Indonesian training activities, including training conducted under the Municipal Finance Project, are contained in Appendix C.

Pakistan

The Pakistan program is structured around a \$100 million HG loan. This is coupled to a Financial Sector Program whose main goal is to establish a housing finance system and to develop private sector housing finance institutions, operating in a regulated environment. Linked to this is a \$5 million grant, of which \$1 million is for training, with the rest allocated for technical assistance, etc. Jon Wegge, the program manager in Pakistan, described training as a major component of the program, modelled on what has been done in India, with activities for both high-level Pakistani officials and their staffs.

The program is limited, and subjected to enormous constraints, but generally considered successful. Training at the Fels course in Philadelphia, he said, had paid off in individual cases. There are problems with participant selection, however, which include difficulties in nominating the right people, difficulties getting private sector people, and difficulties sending people to India for housing finance training. At the same time, Pakistan is more regionally isolated than many countries in the area, and not closely tied to regional networks and programs.

Wegge pointed out that there is little local ability to train in Pakistan, and this needs to be developed. Links to local universities should be emphasized, both for policy-oriented training and for more practical training. The University of Karachi and the Institute for Business Administration are two possibilities here. They need to develop capacity to do two types of training: short courses (these possibly done through a private institution); and housing finance, possibly as part of University-based MBA courses.

The major constraint, he noted, is that posed by the effect of the Pressler Amendment: as things stand now, everything that is AID-related will phase out in June 1994.

Training under this program is summarized in Table 12. Another summary of Pakistan training under SRMP from 1988-1992 appears in Table 13.

Other Countries

Training activities for Nepal, Philippines, Sri Lanka, and Thailand are summarized in Tables 14, 15, 16, and 17.

III. CONCLUSIONS

1 Introduction

In a 1991 document (16:3), RHUDO's Regional Training Advisor outlined how a training system might be developed in terms of 'building blocks.' These were arranged in sequence, and included:

- Staffing and managing the training function;
- Building in needs assessment;
- Building in evaluation;
- Training for the national policy level;
- Training for implementing organizations;
- Training for training institutions themselves; and
- Training for NGO and informal sector bodies.

To a large extent, this is an accurate description of how the RHUDO/Asia training system works, and how it has been developed. This is a useful framework, and I have put most of my remarks in this section into this overall context.

I will begin by summarizing my findings in terms of an evaluation of RHUDO's training, focusing on strategy, activities, management, linkage, and several other relevant issues. I will conclude this section with some remarks on future issues which have importance for RHUDO, in terms of both training and the wider agenda which training serves.

2 Evaluating Training

RHUDO Training Strategy. Overall, RHUDO/Asia training strategy is clearly and concisely expressed in a series of planning documents (see Sources). Although no statement of strategy ever perfectly matches events on the ground, these strategy statements are very useful in several different ways:

- First, the development of the strategy statements is a collaborative effort, and has promoted a useful dialogue among Office of Housing and Urban Programs staffers on important matters concerning how training can best serve strategic goals.
- Second, the statements communicate RHUDO's plans to others in a clear and unambiguous fashion.
- Finally—and perhaps most important—the strategy statements serve as a point of departure for the evaluation of training.

Training Activities. RHUDO has been successful at programming a diversity of training activities, and altering these in ways which improve them. RHUDO-supported training in Asia is impressive in three ways:

- Diversity: Training activities range from small, focused workshops to long-term degree programs; from local events limited to a single district or organization, to national,

regional, and international events; from project-level training to national policy seminars; from local training institutions to US universities; from short-term programs to long-term programs of institutional support and linkage.

- **Integration:** The various pieces of this training portfolio have been fitted together, despite the obvious difficulties of doing so in the face of shifting priorities in funding, staffing, and programming, at the local, national, regional, and AID/Washington levels.
- **Learning:** The mix and type of training activities is responsive to learning, and has changed over time, as more experience is gained. Illustrations of this would include how regional seminars on land issues have been the inspiration for national training programs on land, and how institutional linkages have been developed (e.g., HDFC, NHB, National Institute of Urban Affairs, Hasanuddin University, etc.) to promote more and better local training activities.

Training Management. The management of training activities has been well coordinated. A great deal of the credit for the success of RHUDO/Asia's training efforts obviously goes to the Regional Training Coordinator. In terms of skills, experience, personal qualities, and her location within the RHUDO structure, she has managed to design, facilitate, and support diverse training efforts across the region, and to knit these together where possible and desirable.

Given the changes occurring in the region right now, however, it will be necessary to rethink not only her role, but the role of training support in general. It is clear that the region is too large and diverse to be served by one person alone. If Jakarta becomes a RHUDO office, it will probably be necessary to assign a full-time training coordinator there. That much seems clear; what also needs to be done, however, is to decide what sort of a person is needed, and how his or her activities will fit with both the RHUDO office and the Mission.

It would be a mistake, in my opinion, to assign responsibility for the training function to someone not well versed in training. Training is a complex skill, requiring knowledge and competencies that fall largely outside of those normally required by the Office of Housing and Urban Programs. To ensure that training's impact on program implementation and policy change is maximized, RHUDO staff need access to training professionals at every stage of the program and project cycle. The most cost-effective way of doing this is to place a training specialist in each RHUDO.

The Impact of Linked Training Activities. Because an overall training strategy exists, it has been possible to promote linkages among various training activities. Although some of these connections have been serendipitous (e.g., Kapoor and GIS), most have been planned.

Regional-level conferences on finance or land, for example, have echoed down through the chain, and have led to national and sub-national conferences and training events. These, in turn, have influenced both the way in which ongoing programs and projects have been done and national policy.

Several examples will illustrate this point:

- RHUDO's work with housing finance acted as a catalyst for the creation of the Housing Finance Coalition and to its support by UNDP. Members include institutions from India, Bangladesh, Thailand, and Korea. The coalition now handles training requests.
- In a related area: "As a direct result of the RHUDO-sponsored seminar on Effective Housing Finance (Bangkok, January 1991), the Central Bank of Thailand had determined that it was desirable to establish a secondary mortgage market in Thailand..." (13:4)
- In India, the volume of loans made by market-oriented housing finance companies has increased steadily, with a loan volume in 1990 of \$300 million (see Figure 1).
- The RHUDO-sponsored Chiang Mai seminar resulted in consensus that there should also be national seminars on land issues. India therefore planned a series of 4 seminars, and they have done 2 so far. According to participants, the Chiang Mai land registry case study is now being extensively talked about in India.
- As a final example, RHUDO work on land, decentralization, and public/private partnerships led to a WASH study on the privatization of water supply.

In these and other ways, RHUDO's support for training has a multiplier effect.

The Use of Networks. The regional and national networks are working very well. The concept of an Asian regional network is one of the major success stories of the Office of Housing. Despite the problems associated with programming activities for such a widespread group, and despite occasional queries as to the worth of the activities, there can be no doubt that, overall, the network approach has paid off in many ways:

- First, the network has served to educate RHUDO staffers about the region and its characteristics. This is important in an organization like AID, where personnel rotate fairly frequently.
- Second, the network has permitted an extended conversation to develop among key professionals, a conversation which is not limited to a three-day seminar or workshop alone.
- Third, the network attracts new members periodically, thus bringing in fresh approaches and ideas.
- Fourth, the network provides an excellent early-warning device for identifying and discussing emerging issues and problems.
- Finally—and perhaps most important—the network operates as a showcase for success.

Because there is a tendency in Asia—as everywhere in the world—to assume that each country's situation is unique, it is vitally important to have a forum for displaying how different countries have approached a common problem. In this way, each country can learn from the others without having to either re-invent the wheel or, on the other hand, having to adopt a rigid cookie-cutter solution developed elsewhere. As a device for learning, the network seems to be very effective.

The network serves multiple functions: as a forum for discussion; as a focus group for trial balloons; as a showcase for successful experiments; as an amplifier for 'messages' from various constituencies and stakeholders; as a mechanism for building consensus and/or charting the outlines of an issue; and as a work-in-progress seminar which educates its members. One other important function of the network is that, in an unofficial and perhaps unintended way, it is defining RHUDO as an institution in the region. Thanks to flexible and supportive management on RHUDO's part, this definition is a positive one.

Integration with USAID Mission Agendas. RHUDO has been highly successful at fitting its activities into the Mission agenda. As a result, and as the figures on the financing of training activities show, RHUDO has been equally successful at obtaining Mission financing for training.

How has this been accomplished?

- In part, this is clearly because RHUDO has been highly professional and has engaged in a series of activities which appear to Missions to be both relevant and effective.
- In part as well, it is because the Missions themselves—especially in India and Indonesia, but to an extent in Thailand and the Philippines—have begun to be interested in urban development.
- In part, too, this is because of the high calibre of RHUDO's staff. The various individuals comprising the RHUDO/Asia team are highly competent, knowledgeable about the Asian context, and flexible and innovative in dealing with their AID and host country counterparts.

Two of the most interesting countries in terms of Mission/RHUDO activities are Indonesia and India, where, in quite different ways, training has been used effectively. The Indonesians have a positive attitude toward training, and toward American approaches in general, and this has more than made up for their weaknesses in spoken English. The Indians, while less open to training from outside, have excellent English skills and respond very well to high-quality, well focused programs.

RHUDO is clearly in front of the development agenda in Asia, and if it continues its current programs, it will remain so. To the extent that Missions recognize this, they will continue to support RHUDO's activities.

Training design. Here, I think, the evidence indicates that some work needs to be done. In India and Indonesia, training is largely linked directly to project activities, and is largely project-driven. This is especially true in Indonesia, where two large projects—Municipal Finance and the PURSE project—dominate RHUDO activities. In India, with its more programmatic approach, training involves a wider set of activities. The somewhat limited framework of projects and programs which "drive" training has, I think, tended to divert attention away from the strategic aspects of training design which would, if addressed, substantially improve training's value.

On one level, training must be linked to project activities, and especially so in the early stages of the project cycle. From another perspective, however, training should wherever possible serve multiple ends. This might mean, for example, widening the participant group for certain training activities, including subject matter which goes somewhat beyond the immediate project needs, and linking training activities for one project with activities underway in another project, whether RHUDO-sponsored or not. In Indonesia, in particular, there is a need to promote local training institutions, and to involve them more fully in the design and delivery of training activities.

The Appendix to this report contains a section on the use of benchmarks in training and program design. The incorporation of clear and relevant benchmarks would be the single biggest improvement in how training is used as a support to implementation and policy. Only in this way will RHUDO staffers be able to answer the most important questions about training's utility.

Most of these questions can be framed in terms of evaluative criteria, and I would suggest that at a minimum, RHUDO should look at the following ones:

- Effectiveness: Did training work? Did it change attitudes, skills, knowledge, or behaviors? How do you know it did this?
- Efficiency: How much in the way of resources had to be used to produce results? Time, money, energy, management input, credibility, etc.—all of these are scarce resources.
- Appropriateness: This criterion has multiple aspects. On one level, one can ask if training was relevant to participant needs. On another, one can ask whether the training approach was the best one available, given the circumstances. Lectures and US-derived case studies may be less appropriate for getting RHUDO's "messages" across than site visits and group projects. No one method is appropriate in all circumstances.
- New Learning: We assume that participants learn something from each training event. But what does RHUDO learn? And how is this documented? Other things being equal, the best training events are those where everyone learns something. How can we tell when this happens?
- Side Effects: What else happens as a result of training? Clearly, training activities are linked together, either by design or accident. Linkages that are intended are assumed to be positive; what about unintended linkages? How can these be documented and assessed?

Benchmarks make it possible to define specific learning objectives for training events. The learning objectives make it possible to specify the most appropriate content and methods for training. And proper monitoring of training outcomes in terms of these same benchmarks then makes it possible to assess training in terms of these—or other—criteria.

Doing all this is a fairly complex job, requiring more than a passing acquaintance with training. This is a large part of why RHUDO's training advisors need to be well qualified and professional, and why, as new RHUDOs are created, they will need professional training advisors of their own.

Local Training Institutions. More attention needs to be paid to training institutions. Here again, Indonesia has done less in this respect than India. In India, there is now a fairly substantial body of experience with the promotion of indigenous training institutions. This has involved work with a private sector organization (HDFC), a public sector institution (NHB), and linkage arrangements between Indian and American organizations.

Indonesia, in contrast, has done far less with local institutions, and, indeed, has done little with the parallel training institutions within the government which are in principle working with many of the same areas as covered by, for example, the Municipal Finance Project.

It is probably time to formulate a more explicit strategy for involving local institutions in training. Criteria for choice, the types of support available, and the kinds of activities seen as priorities—all of these things should be explicitly stated in a strategy document. Clearly, the institutional culture varies enormously from one country to the next, and so there can be no comprehensive all-Asia strategy for institutional support.

One clear direction in both India and Indonesia, however, involves the role of the universities, which until now have been largely ignored. While universities are not, as a rule, ideal training environments, they are extremely valuable for the education of specialists. In both India and Indonesia, a network of good universities exists, and the people who will become urban planners, bankers, municipal administrators, and lawmakers are all being trained there right now. It is important to see these people as part of a future network of colleagues, and to make the effort to transfer lessons learned from the field into university programs and courses for these groups.

RHUDO-supported linkages now exist between Hasanuddin University and Virginia Commonwealth University; between India's National Institute of Urban Affairs and RTI. It will be important to monitor these to derive the appropriate lessons for future efforts.

3 The Future

Good training outcomes are not a matter of luck, but of skill, experience, and competence. RHUDO's training efforts have been successful so far, but they can be made even more so. Realizing training's potential involves the Office of Housing and Urban Programs in a learning exercise, where the lessons of the past are examined for their relevance to policy goals, where the organization is structured in such a way as to make training maximally effective, and where training activities are systematically expanded, diversified, and improved.

In this way, the Office of Housing and Urban Programs will not only be able to promote its own programs in the Asia region, it will be able to significantly influence other AID activities in a positive manner.

Doing all these things means becoming more professional about training and its links to policy and implementation. In a sense, training is an extended conversation between

professionals. The strategic decisions about this conversation revolve around issues of (a) what to talk about; (b) whom to talk to; and (c) how to talk. Finally, there is the issue of what happens when the talking is over. All of these have been addressed by RHUDO, but all of them can be improved. In the future, here are some of the key areas to keep in mind as training is improved and expanded.

Derive the lessons of experience. RHUDO has had extensive experience by now in Asia. It is time to assess this experience in terms of its lessons for future planning.

I would suggest that from an outsider's point of view, these things are particularly striking about the RHUDO training experience:

- People and personalities count. The individuals involved in planning and delivering training are important as individuals. RHUDO/Asia has a particularly sensitive and competent group of professionals working together, and this accounts in large measure for the success of training. Future recruitment and staffing should keep this in mind, and seek to preserve the group chemistry necessary for good teamwork.
- Access to people counts. In large part, RHUDO's success in Asia is closely linked to the success its staffers have had in gaining access to policy makers and decision makers—Mission directors, host country ministers and officials, and others in the regional network—and in negotiating mutually satisfactory outcomes with these people.
- Knowledge of training counts. Training is a complex set of activities, requiring skill, experience, patience, and professionalism. RHUDO has once again been fortunate in having several individuals with extensive knowledge of training within its ranks. These people have proven to be valuable resources for others within and outside of RHUDO in matters of training.
- Success promotes success. As is evident, RHUDO's programs in the region are largely successful, and training is a visible and important component in this success. Having previous successes as an experiential database on which to draw is a major resource, and itself contributes to the success of future endeavors.

To some extent, 'success' is often ephemeral and serendipitous, depending as it sometimes does on combinations of personality, opportunity, and availability of means which cannot be programmed on a Logical Framework, and which are unlikely to recur with predictable regularity. The same may be said for 'access.' But having good people on the ground makes it more, not less, likely that opportunities will be grasped, and that contacts, once made, will develop in fruitful ways. As Louis Pasteur remarked, "Chance favors the prepared mind."

Continue to promote training as a major support to policy. It is clear that training has been a major factor in the success of RHUDO's work in Asia, just as it has been in West and Central Africa. Training has proven its worth both as a support to policy and as a major tool for making policy. It is time to reinforce training's role in this respect.

This means doing several things:

- First, making sure that training professionals are available in every RHUDO office to serve as managers and resource people for any activities involving training;
- Second, using these people together with others to ensure that training is explicitly linked to program design, technical assistance, and policy change; and
- Third, documenting the training experience in such a way that the lessons learned are clear and explicit.

Making training professionals available for RHUDO activities begins at the Washington level, where there should be continued strong support for training specialists in the field, in ways which complement their activities. To the extent that there exist differences of opinion or doctrine between PRE/H and the field, these need to be ironed out. It is not necessary—or desirable—for there to be a single blanket “policy” on training, for the field is too diverse for that, but there should at least be an identity of interest between PRE/H and the RHUDOs.

Project and program design should emphasize training more, and should link training more explicitly to technical assistance. Benchmarks, learning objectives, and performance criteria—where appropriate—should be incorporated into program and project designs in such a way as to ensure that training’s efficacy can be fairly and easily judged.

This will also make it easier to document training, not just in terms of its success, but also in terms of failure. Training is both management-intensive and expensive, and although it can be extraordinarily effective when used properly, there is always more to learn. Proper documentation, through proceedings, reports, and evaluations, can help ensure that training remains successful.

Decentralize training operations in the region. Changes already underway in the Asia region will have the effect of creating at least one other RHUDO office, probably in Jakarta, and in realigning regional roles and responsibilities. It is important in this process to ensure that training, too, is decentralized.

Two main principles should guide this. On the one hand, it is vitally important not to lose the regional network and the forum this provides for high-level discussion, innovation, inspiration, and publicity. On the other, it is equally important to encourage diversity and experimentation within different parts of the region, in response to differing priorities and contexts.

Jakarta clearly needs its own training advisor, given the size of the sub-region, the volume of activity going on there, and the important nature of the projects planned and underway. India, too, may need someone full-time to work on training in the near future.

Go to scale. Having training advisors in India and Indonesia as well as in Thailand will enable the Office of Housing and Urban Programs to “go to scale” with training—to expand training activities to their maximum potential, and to enhance training’s value.

Several things need to be done to accomplish this. All of them are laid out in RHUDO’s training strategy for the region, but it is now time to make a conscious effort to get them done.

- One, obviously, is to work more extensively and intensively with local training institutions. India has the best record of this, with the attention which has been paid to HDFC, NHB, and other institutions, but more could be done with other training bodies, including selected university units. In Indonesia, serious efforts to work with local training bodies has hardly started.
- Collaboration with other donors is another obvious way to extend training. Although such collaboration is awkward and sometimes downright difficult, donors are finding more and more reasons to collaborate in other areas, and given training’s cost in terms of time, money, and manpower, there are obvious benefits from scale here.
- Working more with the private sector’s institutions is another way to spread training’s impact, as is work with NGOs.

Build diversity and quality. Although training has been successful, it can be improved. As RHUDO seeks training models relevant to the needs of various country and regional constituencies, attention also needs to be paid to making individual training events more effective and professional.

A variety of specific aspects of training can be looked at in this regard:

- Training suppliers should probably be diversified. RHUDO’s traditional training suppliers—e.g., Fels, Berkeley, RTI, PADCO, etc.—are all highly competent and professional organizations, and should be retained, but RHUDO’s range of training contacts, within and without the US, should be expanded.
- Training locations could also be expanded. Although there are payoffs from locating regional seminars in different participating countries, it is also clear that local issues can sometimes compete with the program agenda. RHUDO might consider experimenting with training events run in cities such as Hong Kong or Singapore, and using urban projects in these areas as site visits.

On a more general level, RHUDO needs to develop a rationale for deciding which training events to hold where, and why. In particular, the issue of US-based training as opposed to regional events needs to be clarified. Although less confusion surrounds this question in RHUDO/Asia than it seems to in some African USAID Missions, there is still a need to discuss and identify the relative pros and cons of US training, so that training resources can be allocated most appropriately.

Certain US-based training events could probably be conducted in the field without significant loss of impact. Other types of training, however, can really only be done in the US, if certain objectives are to be achieved.

This should not be interpreted, however, as a call for the encouragement of Asian training institutions at the expense of US ones. Both are necessary, and ways need to be found to link institutions together for maximum synergy. Modest attempts to do this exist in India, and these should be carefully studied and extended, where appropriate, to other institutions and countries.

- Training events can be planned more precisely in some cases. This means setting clear learning objectives, perhaps doing a needs assessment even before this, and then making sure that the training materials and methodologies are the right ones to do the job. Such training events should be evaluated carefully to assess the impact of messages, materials, and methods. To an extent, this point has been covered already in this report.
- Participant selection has been good, overall. But the participants chosen can be better prepared for training—especially US-based training—through pre-departure orientations, materials, and other means. US-based training events should be followed up as fully as possible.
- Training can also be marketed more effectively, at several levels. Missions, in particular, have a need for high-quality training, and RHUDO is in a good position to supply at least part of Mission needs in this respect (see below). In West Africa, for example, RHUDO/Abidjan does this very successfully, building networks and creating future opportunities at the same time. In RHUDO/Asia at the moment, training appears to be more reactive—it is offered mainly in response either to requests or to programs. But training events can be designed to extend the policy dialogue within a given country, as it has been successfully done at the regional level with the policy seminars. RHUDO has done a very good job with this in terms of its own agendas, but more could be done to embrace USAID Mission agendas, which are moving slowly but surely toward RHUDO's.

Within specific countries—India, Thailand, the Philippines, and Indonesia all come to mind—training can be more extensively marketed to government ministries and institutions, as part of “going to scale.” Finally, it should be possible to more effectively involve former participants in follow-up activities; in this way, they can be encouraged to apply and extend their learning.

- Training methodologies can be improved. In this respect, it would be helpful for RHUDO and/or Washington staff to attend some of the US-based programs, to see for themselves how sessions are conducted. For one thing, most US universities contain few professional trainers per se; instead, they have academic specialists who, although possessing much useful knowledge, are not necessarily experts at imparting this knowledge. For another, training content is sometimes overly restricted to US or Western examples. Here, there is a need to expand the range of examples on offer, and to make explicit comparisons and contrasts between them. Finally, training is often confined largely to the classroom. Many

participants would benefit from spending time in real offices with real people—in small S&L offices, for example—seeing first-hand how things work.

Three or four specific approaches would improve almost any US-based training program.

- Interactive, adult-centered training methods would ensure that what is being discussed is relevant to participant needs, and is getting across effectively.
 - The use of specific learning objectives, performance criteria, and evaluation benchmarks will ensure that all of the stakeholders in the training enterprise are satisfied with outcomes.
 - The use of case studies from a variety of situations will permit participants to compare, contrast, and extract essential elements for their own later use.
 - Outplacements or mini-internships will allow people to learn experientially and see real-world operations.
 - And finally, incorporating an action-planning component in major training programs will encourage participants to think about how to actually apply what they have learned, once they are at home. Action planning needs to be linked to both initial orientation and to debriefing and follow-up.
- There needs to be more attention given to the links between (a) projects or programs; (b) policy matters; (c) technical assistance; and (d) training. The existing programs are good, but improving them will require attention to these things.

Lead the Missions. Finally, RHUDO should not lose sight of its long-term strategic role as an agent of change within AID itself. The Office of Housing and Urban Programs has been consistently out ahead of the curve in terms of its interest in and commitment to urban development issues, and in the past ten years or so, they have also been a leader with AID in the use of training as a link to policy.

There is, as everyone in the field has noted, a slow convergence of USAID and RHUDO agendas. Whereas in the past, USAID Missions have been largely indifferent to urban development, they are now realizing that this is the future, in many respects. Only one group within AID has the knowledge, skill, and experience to lead these Missions into these new arenas, and the Office of Housing and Urban Programs will therefore continue to play a key role in helping AID to adapt to change.

It would be a shame if agency restructuring at the Washington level resulted in the loss of this valuable resource, but it is indeed likely that, five years from now, the Office of Housing and Urban Programs will look different from the way it does today. It is vital, I believe, to document the success of its operations, and to show AID how training has been used to achieve these positive outcomes.

AID, like all large development agencies, has a major problem with organizational learning. Organizations which do not learn, do not survive. The Office of Housing and Urban Programs has the opportunity to teach its parent agency a great many useful things about how and where development work will be done in the twenty-first century.

The Office of Housing and Urban Programs, through the work of RHUDOs in Asia and elsewhere, can refine the model of policy/technical assistance/training which has been so successful in many cases, and which has been built up slowly, through experience. In this and other ways, RHUDO experience can serve wider purposes, and can contribute to changing AID into the learning organization that it must inevitably become.

Appendix A

Tables and Figures

- Figure 1. Growth of Housing Finance Loans in India, 1979-1990.
- Table 1. Funding of RHUDO Training Activities Worldwide, 1988-1990.
- Table 2. Funding of RHUDO Training Activities in the Asia Region, 1988-1991.
- Table 3. Overview of National Training Activities in Asia, 1988-1989.
- Table 4. US-Based RHUDG Training Activities for 1990 and 1991: Type and Funding, by Asian Country.
- Table 5. National-Level Training Events in FY 1991.
- Table 6. Training Activities at HDFC's Center for Housing Finance, 1990-1992.
- Table 7. India: RHUDO and Mission Resources for Program Management, Training and Technical Assistance, FY 91 and projected FY 92.
- Table 8. NHB Training and Technical Assistance, 1988-1991.
- Table 9. NHB Training and Technical Assistance: Proposed Program for 1992
- Table 10. Indonesian Training Activities, FY 91 and Projected FY 92.
- Table 11. Indonesia: Past Training Activities, 1988-1990.
- Table 12. Pakistan External Training, FY 91 and projected FY 92..
- Table 13. Pakistani External Training Participants, 1988-1992
- Table 14. Technical Assistance and Regional Training in Nepal, FY 91 and proposed FY 92.
- Table 15. Training in the Philippines: FY 91 and projected FY 92.
- Table 16. Training Events in Sri Lanka, 1979-1990.
- Table 17. Training and Technical Assistance in Thailand, FY 91-92.

Appendix B

Scope of Work

Sources

Persons Interviewed

1 Scope of Work

Background

Training, together with technical and capital assistance are the development assistance mechanisms used by the office of Housing and Urban Program to increase the availability of shelter and basic services to low income families in developing countries. More specifically, training serves as a multifaceted and vital tool in support of the work of the Office. Broadly, training can be seen as:

- a **policy** tool in advancing the agenda on housing and urban development;
- a **development** tool in moving towards the articulation of a program as well as a project activity;
- an **implementation** tool in support of the execution of a program or project, including the strengthening of regional and host country institutions.

Given these broadly defined roles for training, the main goals of a RHUDO training strategy are:

- to advance the RHUDO's agenda across the region;
- to support the design and implementation of HG and urban development activities in the region;
- to reach out to countries in which the RHUDO is currently not active.

To meet these objectives, each RHUDO develops a training strategy which has particular objectives that are dictated by the specific parameters of its longer term program strategy. In 1987 RHUDO/Asia developed a training strategy and since then regional training activities have taken place within the framework of the strategy. In addition, country specific training strategies and activities have been developed within this framework.

The strategic goals of RHUDO/Asia's training approach are three:

- Communicating AID's policy goals in the shelter/urban sector at the national decision-making level.
- Developing the technical capacity of staff in the sector's public and private implementing agencies and organizations.
- Assisting in the development of sustainable training institutions in the region.

In support of these goals, the RHUDO has undertaken a range of training activities by directly sponsoring events and by promoting and coordinating others. Under the first goal, RHUDO has sponsored four annual regional policy makers' seminars as the main event for its network of policy makers; has conducted regional policy seminars on the topics of Market Towns and Housing Finance; has promoted attendance of counterparts from the region in U.S. training events and significant regional events; and has co-sponsored policy seminars with other donors and international organizations in the region. Under the second goal, RHUDO and the USAID Missions in the region have identified and promoted training programs and sites for study tours in the U.S. and in the region; have developed national seminars and have conducted some institutional strengthening technical assistance activities. Under the third goal, RHUDO and Missions have identified training and research institutions in the region as focal points for additional assistance. Information dissemination on topics of interest is accomplished through RHUDO's periodic newsletter, "Asia Perspective."

Objective

The objective of this contract is to evaluate the RHUDO/Asia Training Strategy. More specifically, the evaluation will review:

1. the activities undertaken within the Strategy in terms of their:
 - a. support of the design and implementation of the RHUDO's HG program in the region;
 - b. effectiveness as an outreach tool in those countries which are unlikely to support HG activity in the foreseeable future;
 - c. advancement of future RHUDO agenda;
2. the quality of individual training events and the use of training resources;
3. the management of both RHUDO/Asia's regional training program and the major training activities conducted by Mission Housing Advisors.
4. value of the RHUDO's regional policy network and make suggestions about how it could be most usefully maintained in the future.
5. RHUDO's staff commitment to managing training programs at the regional and national level and the role of the regional training officer with respect to national training planning, management and evaluation.
6. RHUDO's collaborative work with other donors in the region.
7. RHUDO's institutional linkages in the shelter and urban sectors designed to advance its agenda.

As a result of this evaluation, the RHUDO should be able to better define: (1) the role and scope of its regional training activities; (2) the framework for national training programs; (3) the appropriate linkages between regional and national strategies and their management; (4) strategic collaborative efforts with other donors; and (5) benchmarks/indicators for RHUDO's regional and national training activities.

Scope of Work

In meeting the objectives of this evaluation the contractor will:

1. review a sample of individual training events (agreed on by APRE/H and RHUDO/Asia) as well as the RHUDO's use of US participant training activities with respect to:

- the objective of the event and its integration into the RHUDO's program strategy;
- the success of training events in meeting their objectives and actions taken to follow up recommendations;
- the target population reached and how has this training assisted the participants within their institution and in advancing the RHUDO agenda;
- their contribution to strengthening regional institutions;
- cost of training events;
- use of training resources (human and funds);
- the appropriateness of training materials;
- the integration of RHUDO training into Mission activities.

2. Evaluate the role of the Regional Policy-Makers Network and its contribution to carrying out the RHUDO's policy and programmatic role.

3. Evaluate RHUDO's institutional linkages with training and other organizations in the region in terms of developing capacity in the region and the contribution of US institutions to this process.

4. Assess the role of the RHUDO's information collection and dissemination activities in assisting the RHUDOs in carrying out its policy and programmatic agenda.

5. Review the management of the RHUDO's training program. Consideration will be given to:

- workplans and organization of the RHUDO's training unit;
- the RHUDO's ability to access and use training resources;
- the scale of the program in relation to resources;
- the RHUDO's leverage of available training resources;
- the linkages between regional and national training activities.

6. Evaluate the effectiveness and approach taken by the RHUDO in training and its past integration into the RHUDO/ASIA policy and program agenda.

7. Establish with the RHUDO staff in Bangkok benchmarks that can be used to measure the impact of the RHUDO training program and define benchmarks for future use.

8. Provide the RHUDO with recommendations based on the evaluation for the future direction. Draft observation and recommendations will be reviewed with the RHUDO prior to leaving Bangkok.

9. Present the findings of the evaluation in a final report. A draft report will be reviewed by APRE/H and RHUDO/Asia and comments incorporated into the final document. The report should include an annex which documents all training activities undertaken by RHUDO/Asia during the course of the period under review 1987-91.¹

Level of Effort

The level of effort for this activity is not to exceed 35 working days. The contractor should be prepared to spend one-two days in Washington prior to beginning the field work. He/she will be provided with background materials on all training programs by RHUDO/Asia and APRE/H at that time. The contractor should begin the field work in Bangkok at the RHUDO office (3 days) and then make visits to two other countries, as deemed necessary by RHUDO and APRE/H. The visit to other countries will take between 6-10 days and should be followed by 2-3 days in Bangkok at the conclusion of the field work.

Report Requirements

Before departing Bangkok the contractor will present to the RHUDO a review of the evaluation's major findings and recommendations. After returning to Washington a draft report will be presented to the APRE/H training officer within two weeks from the time he/she returns from Asia. The final report is to be submitted to APRE/H no later than two weeks after the contractor has received comments from APRE/H and the RHUDO on the draft report.

¹The Annex should be prepared by the RHUDO staff and MHAs prior to the evaluation. It should include the following information for each training event:

- a. name of event
- b. objective of the event
- c. date
- d. type of event
- e. contractor used
- f. number of participants, disaggregated by gender
- g. cost
- h. co-sponsor

2 Sources

1. James McCullough and Barbara Barrett Foster, "Regional Training Strategy", RHUDO/Asia, June 1988 (revised).
2. Barbara Barrett Foster memo of June 2, 1989 to David L Painter: "Material for Program Review".
3. Memo from Barbara Barrett Foster to RHUDO/Asia Staff: "RHUDO/Asia's Training and Regional Activities Report", December 27, 1988.
4. Memo from Jim McCullough to Barbara Foster: "RHUDO/Asia Training Strategy", 28 August 1987.
5. "Regional Training Issues Paper: FY 1990".
6. "Report on Training Fiscal Year 1990", March 1991, Staff Report, Office of Housing and Urban Programs.
7. Maps of Asia.
8. "25 Years: Annual Report Fiscal Year 1988", Office of Housing and Urban Programs.
9. Memo from Monique Cohen to RHUDO Training Officers: "Training Officers' Meeting: Issues and Actions", August 15, 1991.
10. "Training Conference: June 26, 1991: Summary of Discussions", Office of Housing and Urban Programs, June 26, 1991.
11. Memo from Barbara Foster to Bill Frej, USAID/Indon: "Interim Notes on Training", May 23, 1991.
12. My own notes.
13. "RHUDO/Asia 1991 Program Review".
14. "Training Strategy for Sri Lanka", July 1990, Dianne C. Tsitsos, Kamalini Balasuriya, Barbara Barrett Foster.
15. "USAID/India Strategic Framework FY 1992-1996" (Draft), February 1992, New Delhi.
16. "Some thoughts on NHB's training approach: 1992-1994", 22 January 1991, Barbara Barrett Foster, RHUDO/Asia.
17. "Out of country participant training: Indonesia", February 3, 1992.

18. "Implementation plan for technical assistance and training for India's housing finance system", January 1992, New Delhi.
19. "Training Strategy for Indonesia (draft)", William Frej and Barbara Barrett Foster, June 1991.
20. "Training Strategy for Indonesia (draft)", William Frej and Barbara Barrett Foster, December 1990.
21. "Seminar/Workshop Conference Data Sheet", J. McCullough, February 3, 1992.
22. "India: Record of training activities, FY 89-92".
23. "List of SRMP trainees", Jon Wegge, Pakistan (memo), February 18, 1992.
24. "Training statistics", memo from Barbara Barrett Foster to Monique Cohen, Sept 18, 1991.
25. "Indonesia Municipal Finance and Shelter Program: Third Year Assessment", G. Thomas Kingsley, The Urban Institute, September 1991.
26. "Market-Oriented Housing Finance in India: The National Housing Bank's First Two Years", Interim Evaluation of the HG-003 Program, Raymond Struyk, Bruce Ferguson, Marisol Ravicz, The Urban Institute, n.d.

3 Persons Interviewed

January 27 - Feb 1, 1992: Bali

USAID Personnel:

Charles Billand, Delhi
Barbara Foster, Bangkok
Earl Kessler, Bangkok
Michael Lee, Bangkok/Jakarta
Julie Otterbein, Bangkok
John Wegge, Islamabad

Others:

Deepak Parekh, HDFC, Bombay

February 2 - 5, 1992: Jakarta

USAID/Jakarta Personnel:

Tim Alexander
Robert Beckman
Gary Bricker
William Frej
Lee Ann Ross

Municipal Finance Project:

Mr. Kugler
Mr. McCullough
Mr. Pereira
Mr. Taylor

BANGDA:

Ibu Roosdin
Pak Syahrul Ibrahim

Others:

Pak Hasyim, OTO/BAPPENAS

February 5 - 8, 1992: Bombay/Lonavla

HDFC:

Mr. Deepak Parekh
Mr. S. Ramanath, Lonavla Center Director
Mr. Deepak Satwalekar

Dewan Housing:

Mr. Rajesh Wadhawan, Managing Director

National Housing Bank/Bombay

Group interviews

February 8 - 9, 1992: Calcutta

Times Research Foundation:

Mr. R. M. Kapoor

February 9 - 12, 1992: Delhi

USAID/Delhi Personnel:

N B Battacharjee
Charles Billand
John Grayzell

National Institute of Urban Affairs:

Om Mathur, Director

HUDCO:

Mulkh Raj
Group interviews

National Housing Bank/Delhi:

Group interviews

Ministry of Urban Development:

Mr. Mehtra
Mr. Sripathi

Society for Development Studies:

Mr. Vinay Lall

February 12 - 15, 1992: Bangkok

USAID/Bangkok Personnel:

Barbara Foster
Earl Kessler
Julie Otterbein

Other:

Royce LaNier, consultant

Appendix C

1 Indonesian Training Activities: 1988-1991

Source: "Training Strategy for Indonesia (draft)", William Frej and Barbara Barrett Foster, June 1991: 20-22

2 Indonesia: Out of Country Participant Training 1991

Source: RHUDO Staff, Jakarta

3 Municipal Finance Project Training Activities: Description

Source: "Training Strategy for Indonesia (draft)", William Frej and Barbara Barrett Foster, June 1991: 23-27.

4 Municipal Finance Project: Proposed and Actual Training

Source: "Seminar/Workshop Conference Data Sheet", J. McCullough, February 3, 1992.

5 Training Activities in India: 1989-1992

Source: "India: Record of training activities, FY 89-92".

Appendix C-1
Indonesian Training Activities: 1988-1991

Source: "Training Strategy for Indonesia (draft)", William Frej and Barbara Barrett Foster, June 1991: 20-22

LIST OF TRAINING ACTIVITIES BY EVENT AND/OR INDIVIDUAL

In-Country Seminars

75 participants in Seminar on Housing Finance Issues, conducted by Marshall Dennis, NCSI, at PERUMNAS, Feb. 1988. (\$5,000)	PRE/H
125 participants in Training Course for Housing Developers on Market and Financial Strategies, Jakarta, Aug. 1988. (\$15,000)	USAID/RHUDO
20 participants in: "Exploration of New Approaches to Infrastructure Development with Jakarta as a focus by Professors Leo Jakobson, Daniel Alesch, Siguard Grava, Leonard Ortolano and Dr. Thomas Nutt-Powell of several U.S. universities. (\$12,500)	USAID/MFP
97 participants in Municipal Finance Seminar, December 11-14, 1991 in Puncak, Java.	USAID/MFP
70 participants in seminar entitled Local Government Institutional and Manpower Development Seminar, March 13-15, 1991 in Jakarta.	USAID/MFP
75 participants in the seminar to Disseminate Findings of WASH Study, May 16-18, 1991, in Bali.	USAID/MFP

Regional Training

Four participants to "Role of Market Towns in National Economic Development" Seminar, Kathmandu, Nepal. (Ms. Nellie Tiendas, Mr. Yusaf Supiandi, Mr. Indrus Arfah, and Mr. Sjafril Boestamam) 9/89 (\$12,000)	MFP/USAID
Four participants to RHUDO's Policy Seminar/Bangkok 9/89 (\$4,000)	RHUDO
Three participants to the RHUDO Seminar on Urban Land Markets, Chiang Mai, Thailand, 4/90. (\$5700)	MFP/USAID
Four participants to RHUDO's Policy Seminar - Public/Private Partnerships, 6/91 in Jakarta (\$5,000)	RHUDO

U.S. Training

Short Courses

Eight participants to FELS Housing Finance Training Program, 6/89 (about \$50,000)	IBRD/USAID
One participant, Mr. Bambang Priyohadi, to "Understanding and Implementing Public/Private Ventures in Urban Development and Shelter", Washington, 9/89. (\$5000)	MFP/USAID
One participant, Mr. Ninie Kusumaatmadja, to Harvard's Infrastructure Planning, Urban Finance and Project Management Training, 10/89. (\$13,000)	MFP/USAID
Two participants to Harvard's Ninth International Training Program (Ms. Nellie Marie Tiendas and Ms. Renyansih), 7/90. (\$20,000)	MFP/USAID
Six participants (Pakpahan, Amin, Rasul Nugroho, Soekardi, Harun) to RTI's Course on Urban Financial Management, 10/90. (\$27,000)	MFP/USAID
Two participants, Mr. Pungky Sumadi, BAPPENAS. and Mr. Bambang Priyohandoko, Ministry of Finance, to participate in "Investment Appraisal and Management" course conducted by Harvard Institute for International Development, Cambridge, Massachusetts, 7/90. (\$21,000 for two participants)	GPT II/USAID
Sixteen participants to RTI's Municipal Finance Program (Maun, Lubis, Bachtiar, Syarif, Semendawai, Abidin, Sumaryono, Sardjono, Nandjan, Rumondor, Amiruddin, Ntewo, Aliman, Sjafri, Mulia, and Surachman), 5/91, in North Carolina (\$44,000)	MFP/USAID
Two participants to Harvard's Tenth International Training Program (Mr. Kartika Sukmawati Yusuf and Mr. Madke Leiwakabessy), 6/91. (\$20,000)	MFP/USAID
Four participants to ICMA's Seminar on Managing Local Government in Pacific Rim Countries" in Hawaii, 1/91. (\$15,000)	MFP/USAID

Long Term Courses

Mr. Yusuf Effendi Pohan, Chief, Section of data at BAPPEDA-DKI in 9 month Urban Management training at RTI and University of North Carolina, Chapel Hill, 9/89-6/91. (\$30,000)	MFP/USAID
Ms. Rini Dyah Ratnawati Raksadjaya, Lecturer, Department of Architecture, Institute of Technology, Bandung University to attend 9 month SPURS program at Massachusetts Institute of Technology, Cambridge, Massachusetts, 9/90-6/91. (\$30,000)	GPT II, USAID
Mr. Sjafruddin Arsyad Tumenggung, Staff Sub-Directorate Programming, Ministry of Public Works, to take PhD studies in Urban and Regional Planning, from 9/90 - 4/93 (\$57,000)	GPT II, USAID
Mr. Widiarto, Lecturer, Bandung Institute of Technology, to fund 12 months study in PhD Program, City and Regional Planning, University of Southern California, LA from 9/90- 8/91 (\$32,000)	GPT II, USAID
Mr. Tatog Wiranto, Ministry of Public Works in MA program, Regional Development Planning, University of Pittsburgh, 9/91 (\$30,000)	GPT II, USAID
Mr. Setia Budhy Algamar, Ministry of Public Works in MA program, Regional Development Planning, University of Pttsburgh, 9/91. (\$30,000)	MFP/USAID

Study Tours

Dr. Dono Iskandar to participate in a study tour program on Capital Market Development in relation to Muncipal Finance, January 25-February 7, 1991 in Chapel Hill, North Carolina; Washington, D.C.; New York City and Dallas, Tx. (\$5,300)	MFP/USAID
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Appendix C-2
Indonesia: Out of Country Participant Training 1991

Source: RHUDO Staff, Jakarta

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Alexander
Date 07/01/92

LOCATION

US _____
 Region _____
 International _____

TYPE

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

LENGTH

Short term _____ (days)
 Long term _____ (months)

EVENT

Title Urban Manager's Technical Training Program Vendor Univ of North Carolina
Location Raleigh-Durham, NC Inclusive Dates 9/89 - 6/91
Consultant (if any) _____
Cost Estimate \$ 30,000 Actual Cost \$ 26,450

Funding Sources Mission _____ (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name Mr. Yusuf Effendi Pohan
Title Chief - Section of Collecting Data BAPPEDA DKI Jakarta
Agency _____
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender _____

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

OUT OF COUNTRY PARTICIPANT TRAINING

Country INDONESIA
Submitted by TIMOTHY ALEXANDER
Date 02/03/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term 5 weeks (days)
 Long term _____ (months)

EVENT

Title Tenth International Training Program Vendor HARVARD University, School of Design
Location Cambridge, MA Inclusive Dates July 8 - August 7, 1991
Consultant (if any) _____
Cost Estimate \$20,781 Actual Cost _____

Funding Sources Mission MFP (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name 2 participants see attachments
Title _____
Agency _____
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender 2 females

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Alexander
Date 02/03/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term _____ (days)
 Long term _____ (months)

EVENT

Title Urban Financial Management Vendor RTI
Location Chapel Hill, NC Inclusive Dates August 5-23, 1991
Consultant (if any) RTI
Cost Estimate \$56,200 Actual Cost _____

Funding Sources Mission MFP (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name 20 Participants see attached call Jakarta 07965
Title _____
Agency _____
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender 18 - males
2 - females

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

17

OUT OF COUNTRY PARTICIPANT TRAINING

Country INDONESIA
Submitted by TIMOTHY ALEXANDER
Date 02/03/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

3 weeks
 Short term _____ (days)
 Long term _____ (months)

EVENT

Title Urban Financial Management TRAINING Program Vendor Research Triangle Institute (RTI)
Location Chapel Hill, N. Carolina Inclusive Dates May 14-21, 1991
Consultant (if any) RTI
Cost Estimate \$43,848 Actual Cost _____

Funding Sources Mission MFP (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name 16 Participants (SEE Attached listing from P10/P)
Title _____
Agency _____
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender 16 MALES

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Alexander
Date 02/04/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term _____ (days)
 Long term _____ (months)

EVENT

Understanding & Implementing
Public/Private Ventures in
Title Urban Development & Shelter Vendor TSS
Location Washington, D.C. Inclusive Dates Sept 11-20, 1989
Consultant (if any) TSS
Cost Estimate _____ Actual Cost \$4,907

Funding Sources Mission MFP (Project)
 RHUDD
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name Mr. Bambang Susanto Priyotadi
Title Head of Urban Planning
Agency Ministry of Public Works
Mailing Address _____

Telephone _____ Telex _____ Fax _____
Gender _____

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

Mr. Bambang was in the US completing a
graduate degree at Indiana University;
Airfare was authorized from Indiana to Washington & return.
91

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
 Submitted by Timothy Alexander
 Date 02/04/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term 2 (days)
 Long term _____ (months)

EVENT

Symposium on Managing Local Gov't in Pacific Rim Countries

Title _____ Vendor ICMA
 Location Honolulu, Hawaii Inclusive Dates Jan 1991 Jan 92-2
 Consultant (if any) _____
 Cost Estimate \$27,000 Actual Cost _____

Funding Sources Mission _____ (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name 64 participants (see attached)
 Title _____
 Agency _____
 Mailing Address _____
 Telephone _____ Telex _____ Fax _____
 Gender _____

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
 Process _____
 Consultant/Vendor _____

STAFF COMMENTS

Invitational Travel

\$2,200 Seminar Registration Fee
 2,300 Per Diem/Travel
 4,500 Per Participant
 x 6
 27,000

52

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Alexander
Date 02/03/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term _____ (days)
 Long term 9 (months)

EVENT

Title Special Program for Urban and Regional Studies of Development Areas (SPURSA) Vendor MIT, Dept. of Urban Studies & Planning
Location Cambridge, MA Inclusive Dates Sept 4, 1990 - June 1991
Consultant (if any) OTO/MUCIA
Cost Estimate \$16,355 Actual Cost _____

Funding Sources Mission GPT II (Project)
 RHUDO General Participant Training (GPT) -
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name Ms. Rini Dyah Ratnaswati Rakas, 195
Title Lecturer, Dept. of Architecture
Agency Institute of Technology Bandung (ITB)
Mailing Address _____

Telephone _____ Telex _____ Fax _____
Gender FEMALE

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
 Submitted by Timothy Alexander
 Date 02/05/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term _____ (days)
 Long term 36 (months)

EVENT

Title PHD degree Vendor Cornell University
 Location Ithaca, NY Inclusive Dates Sept 1990 - April 1993
 Consultant (if any) OTO/MUCA
 Cost Estimate \$56,896 Actual Cost _____

Funding Sources Mission GPT-II (Project)
 RHUDO General Participant Training
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name Mr. Sjafuddin Arsyad Tumengsung
 Title Staff, Sub-Directorate, Programming
 Agency Ministry of Public Works
 Mailing Address _____
 Telephone _____ Telex _____ Fax _____
 Gender MALE

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
 Process _____
 Consultant/Vendor _____

STAFF COMMENTS

Mr. Tumengsung completed his Master degree program in Urban & Regional Planning on Sept. 1990 at Cornell Univ. under GPT-II.

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
 Submitted by Timothy Alexander
 Date 03/04/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term 8 weeks (days)
 Long term _____ (months)

UNC Institute of Govt, Korea Center
 Raleigh/Durham, NC - RTI, Local Govt Comm, State Assembly
 Washington, DC - Public Security Assoc, Governat Finance
 other local govt organizations
 Office of Assoc (GFAO), PRE/H, RTI, Vendor

EVENT Title Capital Market Development
 Location Raleigh/Washington Inclusive Dates Feb 22 - March 6, 1991
 Consultant (if any) _____
 Cost Estimate _____ Actual Cost ~~\$9,6372~~

Funding Sources

Mission MFP (Project) \$5,300
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name Dr. Dono Iskandar
 Title Chairman of the Board of the Analysis of State Finance, Credit & Balance of Payments
 Agency Ministry of Finance, State Finance Analysis
 Mailing Address _____
 Telephone _____ Telex _____ Fax _____
 Gender Female

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

Chief counterpart to MFP Team leader Jim McCullough, responsible for MOF central-local fiscal relationships, domestic resource mobilization, a study of municipal bond prospects

PARTICIPANT'S EVALUATION

Content _____
 Process _____
 Consultant/Vendor _____

STAFF COMMENTS

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Akxido
Date 02/03/1992

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term 3 (days)
 Long term _____ (months)

EVENT

Title ICMA Annual Conference Vendor _____
Location Boston, MA Inclusive Dates Sept 22-25, 1991
Consultant (if any) _____
Cost Estimate _____ Actual Cost \$1,300

Funding Sources Mission MFT (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name Mr. Alisjahbans
Title Head of the Development Section
Agency Municipality of Surabaya
Mailing Address _____

Telephone _____ Telex _____ Fax _____
Gender Male

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

56

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Alexander
Date 02/04/82

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term 4 (days)
 Long term _____ (months)

EVENT

Title Market Towns Workshop Vendor ~~REF~~
Location Kathmandu, Nepal Inclusive Dates Sept 11-14, 1989
Consultant (if any) _____
Cost Estimate \$12,000 Actual Cost _____

Funding Sources Mission MFP (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name 4 participants (see attached)
Title _____
Agency _____
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender _____

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Alexander
Date 02/03/92

LOCATION

US _____
 Region _____
 International _____

TYPE

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

LENGTH

8 weeks
~~3 weeks~~
 Short term _____ (days)
 Long term _____ (months)

EVENT

Title Investment Appraisal and Management Course Vendor HIID
Location Cambridge, MA Inclusive Dates June 25 - August 17, 1992
Consultant (if any) OTO/MUSIA
Cost Estimate \$21,024 Actual Cost _____

Funding Sources Mission GPT-III (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name Mr. Bambang Priyohandoko - Ministry of Finance
Mr. Pungky Sumadi - BAPPENAS
Title _____
Agency _____
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender 2-MALES

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

OUT OF COUNTRY PARTICIPANT TRAINING

Country INDONESIA
Submitted by Timothy Alexander
Date 02/04/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term 5 (days)
 Long term _____ (months)

EVENT

"Chiang Mai Policy Seminar"
Urban Land Policy Issues
Title in Asia Vendor Lincoln Institute of Land Policy
Location Chiang Mai Inclusive Dates 5/12-17, 1990
Consultant (if any) _____
Cost Estimate _____ Actual Cost \$2,700

Funding Sources Mission MFP (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name 3 participants (see attached)
Title _____
Agency _____
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender 2 - males
1 - female

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Tina ALEXANDER
Date 02/01/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term 30 (days)
 Long term _____ (months)

EVENT

Harvard International Training Programme in
(and Use Planning)
Title _____ Vendor HARVARD Univ
Location Cambridge, MA Inclusive Dates Oct 1 - Nov 1, 1991
Consultant (if any) _____
Cost Estimate _____ Actual Cost \$12,900

Funding Sources Mission MFP (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name Ms. Ninnie Kusumaatmadis
Title Sub-Director
Agency Dept. of City & Regional Planning, Ministry of Public W
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender Female

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Alexander
Date 02/04/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term 3 weeks (days)
 Long term _____ (months)

EVENT

Urban Financial Management
Title Training Program Vendor RTI
Location Chapel Hill, NC Inclusive Dates Sept 24 - Oct. 12, 1990
Consultant (if any) _____
Cost Estimate _____ Actual Cost \$ 36,050

Funding Sources Mission MFP (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) AID/W - \$ 27,150
Mission - \$ 8,900

PARTICIPANT DATA

Name 6 participants (see attached)
Title _____
Agency _____
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender 6 males

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

6/1

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
 Submitted by Timothy Alexander
 Date 02/04/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term _____ (days)
 Long term 29 (months)
19

EVENT

Title Master Degree Urban & Regional Planning Vendor Univ. of Pittsburg
 Location Pittsburg, PA Inclusive Dates Jan 4, 1991
 Consultant (if any) _____
 Cost Estimate \$105,600/110,000 Actual Cost _____

Funding Sources Mission GPT-II (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name Tatas Wiranto & Setia Budhy Algemar
 Title Head of Strategic Planning / Head of Software Planning & Monitoring
 Agency Ministry of Public Works
 Mailing Address Directorate of Programming Development
UG for Human Settlements
 Telephone _____ Telex _____ Fax _____
 Gender _____

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
 Process _____
 Consultant/Vendor _____

STAFF COMMENTS

Travel 1,450
 Tuition 26,204
 Living Allowance 16,425
 Books & Equip 1,300
 -400 \$250

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Alexander
Date 02/04/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour
 Short term _____ (days)
 Long term _____ (months)
2 Urban Management & Land Development TRAINING

EVENT

Title Ninth Int'l Training Program Vendor Harvard Univ, Graduate School of Design
Location Cambridge, MA Inclusive Dates July 9 - Aug 3, 1990
Consultant (if any) _____
Cost Estimate _____ Actual Cost _____

Funding Sources Mission MFP (Project)
 RHUDO
 PRE/H
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

1) Renyansih 2) Nellie M. Tiendas
Name _____
Title Office Directors
Agency Ministry of Public Works CIPTA KARYA
Mailing Address _____

Telephone _____ Telex _____ Fax _____

Gender Female

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

64

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Alexander
Date 02/04/92

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term 11 (days)
 Long term _____ (months)

EVENT

Title Privatization Strategies & Techniques for Development Seminar Int'l Mgmt Group
Location Washington Inclusive Dates Feb 27 - March 10, 1989
Consultant (if any) _____
Cost Estimate \$23,000 Actual Cost _____

Funding Sources Mission _____ (Project)
 RHUDO _____
 PRE/H _____
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name 4 participants (see attached)
Title _____
Agency _____
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender _____

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

65

OUT OF COUNTRY PARTICIPANT TRAINING

Country Indonesia
Submitted by Timothy Alexander
Date 02/04/82

LOCATION

US _____
 Region _____
 International _____

TYPE

LENGTH

Policy Seminar
 Technical Seminar
 Management
 Skills
 Study Tour

Short term 18 (days)
 Long term _____ (months)

EVENT

Title Urban Financial Management Training Program Vendor RTI
Location Research Triangle Park, NC Inclusive Dates May 5-26, 1985
Consultant (if any) _____
Cost Estimate \$17,000 Actual Cost _____

Funding Sources Mission _____ (Project)
 RHUDO _____
 PRE/H _____
 Other _____ (Multilateral Donor? Self?)

Fund sharing (if any) _____

PARTICIPANT DATA

Name 2 participants (see attached)
Title _____
Agency _____
Mailing Address _____
Telephone _____ Telex _____ Fax _____
Gender _____

RELATIONSHIP/IMPORTANCE OF PARTICIPANT TO PROGRAM

PARTICIPANT'S EVALUATION

Content _____
Process _____
Consultant/Vendor _____

STAFF COMMENTS

Appendix C-3
Municipal Finance Project Training Activities: Description

Source: "Training Strategy for Indonesia (draft)", William Frej and Barbara Barrett Foster, June 1991: 23-27.

TRAINING IN THE MUNICIPAL FINANCE PROJECT

The Municipal Finance Team was mobilized by October, 1990, and the Research Triangle Institute now has four advisors working at offices within the GOI agencies of Ministry of Finance (Jim McCullough, also Chief of Party); Ministry of Home Affairs (Bill Kugler, Urban Development Specialist working within BANGDA, the Directorate General for Regional Development and Steve Pereira, Municipal Finance Specialist, within PUOD, the Public Administration and Local Authority Directorate General) and the Ministry of Public Works (John Taylor, Infrastructure Programming Advisor). The Central Office is in the Ministry of Finance which also houses the technical library and project administrative staff. The project has a comprehensive work plan and each advisor has a work plan; quarterly progress reports are filed by the project team.

Training is a major activity of the project and training functions as policy, development and implementation tools. The kinds of training activities supported under the project are mostly offered within Indonesia, although there is some support for regional and U.S. events. Looking at the completed and planned training activities, the following categories summarize these events: (1) Policy Seminars; (2) Delivery System Training; (3) Ministry Specific Training; and, (4) Individual and Group Out-of-Country Training.

(1) Policy Seminars

There are seven major seminars that have been planned over the course of this project; in addition, the team will participate in other seminars that are related to but not fully supported by the project. The team has also planned a seminar series on advanced urban finance topics/current developments (6-8 topical seminars lasting 1-2 days for 90-120 participants each) throughout the life of the project. Three of the seven specifically planned seminars have been completed:

- o **Municipal Finance Seminar, December 11-14, 1991 in Puncak, Java,** brought 97 participants together for four days. The participants were drawn from central GOI ministries, local municipal governments, foreign donor agencies, local consulting firms and universities. It marked the first time that the major initiatives covering local tax collection systems, accounting and budgeting systems, local planning and programming and urban management information systems were reviewed as a group. The review had a number of important results: it identified where there were overlaps and gaps in the systems being produced; it demonstrated the need for a unifying framework to tie the systems together and which is needed for future work; it made clear the requirements for training and technical assistance at the local level in order to implement these systems; it identified priorities (especially from the local government perspective) in moving ahead with implementation of selected components of the systems; and it introduced to a large audience the main activities that GOI is

16

pursuing in the field of municipal finance--for most of the participants, the seminar introduced many activities that were heretofore not well known. The seminar also served as an excellent introduction to the Municipal Finance Project team and gave the team the chance to discuss many aspects of the GOI municipal finance agenda with a wide audience. A full seminar report was issued in February.

- o **Local Government Institutional and Manpower Development Seminar**, conducted for three days (March 13-15) was organized by the Municipal Finance Project and the Public Administration and Local Authority Division (PUOD) of the Ministry of Home Affairs with collaboration of the World Bank LGIMD project consultants and the IUIDP Advisor to the Ministry of Home Affairs. The seminar brought together 70 participants from all of the main agencies involved in training of local government personnel as well as the central GOI ministries involved in setting manpower development policy for the country. A report on the findings and recommendations of the seminar is available.

- o **Seminar to Disseminate Findings of WASH Study** took place in Bali, May 16-18, 1991, and brought together 75 participants from the Ministry of Finance, the Ministry of Home Affairs and the Ministry of Public Works, along with local government managers and representatives from the private sector and donor community. (Three Directors General attended the full session, and the welcoming address was given by USAID Mission Director, L. Reade.) The central conclusion of the study is that private sector involvement in urban water supply is feasible and desirable only if steps are taken to make the sector more attractive to prospective investors by removing or modifying the constraints identified and establishing a regulatory framework and related policies to protect the public interest. The workshop presented the findings of the WASH study, discussed options and working groups outlined the next steps that needed to be taken by the GOI to reduce legal and regulatory constraints, institutional problems and financial incentives and structures. Seminar proceedings will be available by the end of June.

Upcoming seminars include:

- o **Privatization of Urban Services in Asia:** UNDP/RHUDO-Asia regional seminar is planned for October, 1991. There will be a case study developed by the MFT and its counterparts on non-water privatization issues in Indonesia that will be presented at this seminar which will form the basis of an Indonesia-specific policy seminar on Privatization. that can be held later in the project or in conjunction with the international seminar which was not part of the original seven seminars envisioned.

bt

- o Seminar to Assist MOF/PUOD develop Methods for Assessing Debt-carrying Capacity for Local Governments
- o Seminar on Urban Service Tariff Guidelines
- o Seminar on Urban-Related MIS Package and Strategy

(2) Delivery System Training

The MFP scope of work is focussed primarily on the provision of policy advisory services to the GOI and the work plan which the MFP developed included three specific training activities that can be termed "delivery system training." (Each line ministry has a training organization which handles most of the training received by national and local employees working in that ministry; other training is project specific and some is provided by universities and independent training organizations.)

- o The first training of this type falls under the activity of enhancing private sector involvement in urban services provision and is to develop a delivery system for training and technical assistance to support local government privatization (including land consolidation) efforts. The task is to assist to develop privatization course and incorporate it into municipal finance training during year two of the program.
- o The second training of this type falls under the activity of implementing an institutional structure to support municipal Finance/Management Training and Technical Assistance at the Local Level and calls for designing an integrated TA/Training delivery system and implementing it within existing GOI resources and in coordination with the IUIDP Advisors at BANGDA/PUOD/BADAN DIKLAT within the Ministry of Home Affairs.
- o The third training of this type will assist PUOD develop and consolidate financial appraisal methodology and program/project impact analysis methods for privatization efforts and will results in new models and guidelines.

(3) Ministry Specific Training

The resident advisors in each of the government ministries provide ongoing technical assistance and training support in their daily interactions with their counterparts. In addition, there are four specific training interventions which are targeted at staff in the PUOD and BANGDA of the Ministry of Home Affairs.

- o Training PUOD/BANGDA staff in application and analysis of Management Assessment Techniques to use in assessing Local Government capabilities and weaknesses. This training has begun in the first year and will continue throughout the life of the project.

- o Training for PUOD that will assist in consolidation and rationalization of specific revenue enhancements, financial management and planning packages by reviewing and evaluating the packages being implemented and by holding a seminar to review packages and overall strategy.
- o Training for PUOD on its management information system, including a seminar to review the consolidated systems developed and to plan how to implement the newly integrated/consolidated MIS systems.
- o Seminar for Ministry of Public Works on IUDP pilot projects in Sumatra/West Java and East Bandung on the subject of integrating economic growth potential into infrastructure investment planning and advise to DTKTD on planning/implementation of other IUDP projects.

(4) Individual and Group Out-of-Country Training

A number of U.S. and regional training events are planned under the MFP, some of which are to be funded directly by the project and others which are to be managed by project staff but funded from other sources.

- o Short Term training in the U.S. on Municipal Finance: 32 persons will attend the RTI Municipal Finance Training Course over the course of the project. The first 16 attended this three week course during May, 1991; the remainder will attend in 1992 and 1993. (This was a specially designed session that utilized Indonesian interpreters.)
- o Observation Tour to the USA was arranged in February/March, 1991 for head of BAKN-PNP to study how local governments raise capital in the private capital markets in the U.S. The tour included visits in Washington, D.C., several municipalities in North Carolina; and Dallas, Texas.
- o MFP assisted the Ministry of Public Works make arrangements for two staff members to attend a training course in urban infrastructure investment programming at Harvard University scheduled for summer, 1991.

More training of this type is planned, including participation of key GOI officials in RHUDO/Asia's regional seminar on decentraliation and urban management (Bangalore, India, 8/91) and the Berkeley Land Seminar. The language constraint is a real issue and USAID/Indonesia is going to fund the English language study of several key counterparts so that they will be able to pass the required English language test, enabling more of them to qualify for study in the US.

In sum: training is a critical ingredient in the Municipal Finance Project staffed by RTI in Indonesia. It supports the policy agenda and provides a variety of opportunities for counterparts to participate in training events within Indonesia, in the region, and in the United States. The MFP team manages its own project training funds and also manages training activities that are funded by other USAID projects. Reports on training activities are made by the team each quarter as part of its regular reporting process required by the GOI and USAID/Indonesia.

Attachment: Current Work Plan

Appendix C-4
Municipal Finance Project: Proposed and Actual Training

Source: "Seminar/Workshop Conference Data Sheet", J. McCullough, February 3, 1992.

SEMINAR/WORKSHOP CONFERENCE DATA SHEET

(21)

Proposed

Country: Indonesia

Actual: yes

Submitted by: J. McCullough

Date: 03 February 1992

TITLE: MUNICIPAL FINANCE SEMINAR

(Conducted by MFP with co-financing from USAID/ARSSP)

CATEGORY CHECKLIST

Kind: Country
Target Group: Policy maker
Focus: Policy Dialogue

OTHER DATA

of Participants: 90 males 7 females

Cost: \$45,000 Staff time in person days: 60 (professional)
80 (support)

Location: Cipanas, West Java (2 hrs from Jakarta)

Inclusive dates: 11-14 December 1990

Consultants/vendor: Municipal Finance Project Staff (RTI)

DESCRIPTION

The seminar reviewed the major activities that have been undertaken by the GOI over the past 7 years to strengthen (a) urban financial management systems (budgeting, accounting, tax records, planning and capital programming and O&M programming) and (b) management information systems related to urban management at the local and national levels. Content included presentation of overview papers, presentations by local consultants who had developed and implemented the management systems, discussion by local officials who had been involved in pilot testing of systems and working groups to formulate "where we go from here" strategies.

CONCEPT PAPER

Date written: (Final) October 1990

Date sent to Washington for review: N/A

REPORTING CABLE DATE:

PROCEEDINGS

Date completed: 31 January 1991

Date sent to Washington:

EVALUATION

SEMINAR/WORKSHOP CONFERENCE DATA SHEET

Proposed

Country: Indonesia
Submitted by: J. McCullough
Date: 03 February 1992

Actual: yes

TITLE: WORKSHOP ON PRIVATE SECTOR PARTICIPATION IN URBAN WATER SUPPLY (Co-financed by WASH and MFP)

CATEGORY CHECKLIST

Kind: Country
Target Group: Policy maker
Focus: Policy Dialogue

OTHER DATA

of Participants: 67 males 4 females
Cost: \$39,000 Staff time in person days: 45 (professional)
80 (support)

Location: Bali
Inclusive dates: 16-18 May 1991
Consultants/vendor: Municipal Finance Project Staff (RTI) and
WASH Staff

DESCRIPTION

The Workshop was held to discuss the recommendations of the WASH Study on Private Sector Participation in Urban Water Supply in Indonesia (completed in January 1991) and to decide on next steps in the GOI's policy development in the sector.

CONCEPT PAPER

Date written: March 5, 1991
Date sent to Washington for review: N/A

REPORTING CABLE DATE:

PROCEEDINGS

Date completed: June 30, 1991
Date sent to Washington:

EVALUATION

SEMINAR/WORKSHOP CONFERENCE DATA SHEET

Proposed

Country: Indonesia

Actual: yes

Submitted by: J. McCullough

Date: 03 February 1992

TITLE: PROGRAM PLANNING (ZOPP) WORKSHOP FOR BANGDA/BANGKOTA
(Co-financed by IUIDP/INS, MFP and GOI)

CATEGORY CHECKLIST

Kind: Country (Ministry of Home Affairs)

Target Group: Implementing Institution

Focus: Management

OTHER DATA

of Participants: 40 males 7 females

Cost: \$15,500 Staff time in person days: 20 (professional)
30 (support)

Location: Puncak, West Java (2 hrs from Jakarta)

Inclusive dates: 3-6 September 1991

Consultants/vendor: Municipal Finance Project Staff (RTI) and
IUIDP/INS staff with subcontract to local
firm for workshop facilitation

DESCRIPTION

This Workshop addressed team building and management skills development within BANGKOTA in the context of developing a unit work plan.

CONCEPT PAPER

Date written: 15 July 1991

Date sent to Washington for review: N/A

REPORTING CABLE DATE:

PROCEEDINGS

Date completed: 07 October 1991

Date sent to Washington:

EVALUATION

SEMINAR/WORKSHOP CONFERENCE DATA SHEET

Proposed

Country: Indonesia
Submitted by: J. McCullough
Date: 03 February 1992

Actual: yes

TITLE: PANEL DISCUSSION ON POLICIES AND MECHANISMS FOR
CONTROLLING LAND PRICE INFLATION IN URBAN AREAS
(Co-financed by DKI Jakarta Provincial Government and MFP)

CATEGORY CHECKLIST

Kind: Country
Target Group: Policy maker
Focus: Policy Dialogue

OTHER DATA

of Participants: 52 males 8 females
Cost: \$32,000 Staff time in person days: 12 (professional)
10 (support)
Location: Cipanas, West Java (2 hrs from Jakarta)
Inclusive dates: 26-28 September 1991
Consultants/vendor: Municipal Finance Project Staff (RTI) &
several local university faculty consultants

DESCRIPTION

This Panel Discussion (less formal than seminar or workshop) addressed the issue of rapid land price inflation in urban areas and the methods available to local and national government officials to moderate that inflation. The content included presentation of a USAID study on land prices in Jakarta, experience with different interventions in land pricing in other parts of Asia, research papers from local universities on land taxation and case studies by local government officials. The purpose of a panel discussion such as this is to raise new policy issues and offer differing perspectives without necessarily coming to conclusions on desired policy actions.

CONCEPT PAPER

Date written: 01 September 1991 (by DKI Jakarta)
Date sent to Washington for review: N/A

REPORTING CABLE DATE:

PROCEEDINGS

Date completed: Conference papers available (in Bahasa Indonesia); no report of proceedings prepared.
Date sent to Washington:

SEMINAR/WORKSHOP CONFERENCE DATA SHEET

Proposed: yes

Country: Indonesia

Submitted by: J. McCullough

Actual:

Date: 03 February 1992

TITLE: WORKSHOP ON POLICY AND MANAGEMENT OF LOCAL GOVERNMENT DEBT
(Co-financing by GOI and MFP)

CATEGORY CHECKLIST

Kind: Country
Target Group: Policy maker
Focus: Policy Dialogue

OTHER DATA

of Participants: 100
Cost: \$50,000 Staff time in person days: 60 (professional)
60 (support)

Location: Malang, East Java
Inclusive dates: 26-28 February 1992
Consultants/vendor: Municipal Finance Project Staff (RTI) and
selected local university faculty

DESCRIPTION

This Workshop will examine the current national policies, institutional arrangements and procedures for local government borrowing in Indonesia. The Workshop will present an overall policy review, case studies of debt management in local government and regional public enterprises, procedures for borrowing from the newly sanctioned Regional Development Account and technical assistance requirements of local government borrowers.

CONCEPT PAPER

Date written: 06 January 1992
Date sent to Washington for review:

REPORTING CABLE DATE:

PROCEEDINGS

Date completed: 31 January 1991
Date sent to Washington:

EVALUATION

15

SEMINAR/WORKSHOP CONFERENCE DATA SHEET

Proposed: Country: Indonesia
Submitted by: J. McCullough
Actual: yes Date: 03 February 1992

TITLE: COURSE ON URBAN FINANCIAL MANAGEMENT FOR PROVINCIAL
FINANCE OFFICERS I
(Co-financing by GOI (60%) and USAID (40%))

CATEGORY CHECKLIST

Kind: Country
Target Group: Implementing Agency
Focus: management

OTHER DATA

of Participants: 14 males 2 females
Cost: \$107,000 (Travel, per diem & tuition)
Staff time in person days: 15 (professional)
15 (support)

Location: Research Triangle Park, NC USA
Inclusive dates: 14-31 May 1991
Consultants/vendor: Research Triangle Institute

DESCRIPTION

This course was specifically tailored to GOI provincial finance officers consisting of an adaptation of the standard RTI Urban Financial Management Course. This special course provided instruction in English and Bahasa Indonesia and with emphasis on basics of municipal financial analysis in developing countries, introduction to the USA system of local government and technical assistance delivery to subprovincial governments.

CONCEPT PAPER

Date written: 14 February 1991
Date sent to Washington for review:

REPORTING CABLE DATE:

PROCEEDINGS

Date completed: N/A
Date sent to Washington:

EVALUATION

Participant evaluations completed at end of course

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SEMINAR/WORKSHOP CONFERENCE DATA SHEET

Proposed: Country: Indonesia
Submitted by: J. McCullough
Actual: yes Date: 03 February 1992

TITLE: COURSE ON URBAN FINANCIAL MANAGEMENT FOR PROVINCIAL
FINANCE OFFICERS II
(Co-financing by GOI (60%) and USAID (40%))

CATEGORY CHECKLIST

Kind: Country
Target Group: Implementing Agency
Focus: management

OTHER DATA

of Participants: 17 males 3 females
Cost: \$134,000 (Travel, per diem & tuition)
Staff time in person days: 15 (professional)
15 (support)

Location: Research Triangle Park, NC USA
Inclusive dates: 4-22 ^{August} May 1991
Consultants/vendor: Research Triangle Institute

DESCRIPTION

This course was specifically tailored to GOI provincial finance officers consisting of an adaptation of the standard RTI Urban Financial Management Course. This special course provided instruction in English and Bahasa Indonesia and with emphasis on basics of municipal financial analysis in developing countries, introduction to the USA system of local government and technical assistance delivery to subprovincial governments.

CONCEPT PAPER

Date written: 14 February 1991
Date sent to Washington for review:

REPORTING CABLE DATE:

PROCEEDINGS

Date completed: N/A
Date sent to Washington:

EVALUATION

Participant evaluations completed at end of course

SEMINAR/WORKSHOP CONFERENCE DATA SHEET

Proposed: Country: Indonesia
Submitted by: J. McCullough
Actual: yes Date: 03 February 1992

TITLE: STAFF DEVELOPMENT COURSE FOR BANGDA/BANGKOTA I
(Co-financing by MFP (50%) and IUIDP/INS (50%))

CATEGORY CHECKLIST

Kind: Country
Target Group: Implementing Agency
Focus: management

OTHER DATA

of Participants: 12 males 2 females
Cost: \$4,300

Staff time in person days: 20 (professional)
12 (support)

Location: Jakarta (BANGKOTA offices)

Inclusive dates: 23 October - 16 December 1991

Consultants/vendor: MFP staff, IUIDP/INS staff and local training firm

DESCRIPTION

This course was specifically designed to provide instruction to BANGKOTA staff in the fundamentals of municipal administration and financial management and to strengthen the capacity of BANGKOTA staff to deal with municipal finance materials in both Bahasa Indonesia and English. The course was held over an 8 week period, meeting 2 hours per day at the BANGKOTA offices. This first course is aimed at upper level management staff who already have a fair-to-good command of English.

CONCEPT PAPER

Date written: 15 September 1991

Date sent to Washington for review:

REPORTING CABLE DATE:

PROCEEDINGS

Date completed: N/A

Date sent to Washington:

EVALUATION

SEMINAR/WORKSHOP CONFERENCE DATA SHEET

Proposed: yes

Country: Indonesia

Submitted by: J. McCullough

Actual:

Date: 03 February 1992

TITLE: STAFF DEVELOPMENT COURSE FOR BANGDA/BANGKOTA II
(Co-financing by MFP (50%) and IUIDP/INS (50%))

CATEGORY CHECKLIST

Kind: Country
Target Group: Implementing Agency
Focus: management

OTHER DATA

of Participants: 19 males 6 females

Cost: \$6,200

Staff time in person days: 40 (professional)
25 (support)

Location: Jakarta (BANGKOTA offices)

Inclusive dates: 10 February - 13 August 1992

Consultants/vendor: MFP staff, IUIDP/INS staff and local training firm

DESCRIPTION

This course is a follow-on to the first (and successful) staff development course for BANGKOTA. This course is specifically designed to provide instruction to BANGKOTA staff in the fundamentals of municipal administration and financial management and to strengthen the capacity of BANGKOTA staff to deal with municipal finance materials in both Bahasa Indonesia and English. The course will be held over an 6 month period, meeting 1-2 hours per day at the BANGKOTA offices. This second course is aimed at middle level technical staff who have a poor-to-fair command of English.

CONCEPT PAPER

Date written: 15 September 1991

Date sent to Washington for review:

REPORTING CABLE DATE:

PROCEEDINGS

Date completed: N/A

Date sent to Washington:

EVALUATION

Appendix C-5
Training Activities in India: 1989-1992

Source: "India: Record of training activities, FY 89-92".

INDIA

RECORD OF TRAINING ACTIVITIES FY-90

<u>Event Location</u>	<u>Date/ Month</u>	<u>Name/Title Organization</u>	<u>Funding Source</u>	<u>Amount \$</u>
*NAR-shelter Conference Washington	Apr.24-30 1990	Prof. D.B. Gupta National Institute of Public Finance & Policy New Delhi.	RHUDO)))))	Approx. \$ 8000
		Dr. Dinesh Mehta, Director CEPT, School of Planning Ahmedabad	RHUDO)))	
*Fels-UOP Housing Finance Training Program	May 2-22, 1990	R.K. Khanna, Rgnl. Chief HUDCO, Bombay	Mission) D&MT))	Approx. \$50,000
		G.M. Reddy, Dy. General Manager Andhra Bank, Hyderabad	- do -)))	
		M.R. Prabhakar General Manager CanFin Homes, Bangalore	- do -)))	
		Nitin Palany Managing Director, GRUH Ahmedabad.	- do -)))	
		C.A. Subramanya Gupta DGM, Vysya Bank, Bangalore	- do -))	
		K.K. Balu, AGM (Legal) National Housing Bank New Delhi.	- do -)))	
		*Study Tour following Fels Program to OTS, FNMA, Federal Home Loan Mortgage Corpn. etc.	May 25-30 1990	
		V.R. Katre, Rgnl. Manager National Housing Bank New Delhi.	- do -)))	

<u>Event Location</u>	<u>Date/ Month</u>	<u>Name/Title Organization</u>	<u>Funding Source</u>	<u>Amount \$</u>
*RHUDO-Policy Seminar at Chiang Mai on Land Issues	May 13-16, 1990	Prof. Raja Chelliah NIPFP, Delhi.	RHUDO)	Total Approx. \$ 9000
		Surendra Gadi, GM Tata Housing, Bombay	- do -)	
		R.M. Kapoor Chief, Urban Studies TRF, Calcutta.	- do -)	
		Om Mathur Director, NIUA New Delhi.	- do -)	
		Dinesh Mehta, Director CEPT, School of Planning Ahmedabad	- do -)	
		Deepak Satwalekar, DGM HDFC, Bombay.	- do -)	
		Kirtee Shah Executive Director ASAG, Ahmedabad.	- do -)	
		*Workshop UC Berkeley: Successful Land Dev. Public and Private Sector Strategies for Developing Countries.	June 17-30, 1990	
K.C. Batra Regional Chief, HUDCO New Delhi.	- do -)			
Rakesh Mehta Director (Land) MOUD, GOI	- do -)			
*MIT-International Shelter Workshop 'Changing Roles-Urban Management and Housing in Third World.'	June 18-29 1990	D.N. Bhargava Director of Estates MOUD, GOI	Mission) D&MT)	Approx. \$8000
*NHB/(AMDA) Association of Metropolitan Dev. Agencies Training Workshop	Between Oct.1989 - Sep.1990	65 persons Middle and Senior Engineers/Architects/Planners from Development Agencies (State)	Mission) D&MT)	Approx. \$ 3000

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<u>Event Location</u>	<u>Date/ Month</u>	<u>Name/Title Organization</u>	<u>Funding Source</u>	<u>Amount \$</u>
*Fels-UOP 'Housing Finance Training Program' (Contd.)	May 1-21, 1991	P. Jambukesavan, Regional Manager, NHB, Bombay.	Mission) D&MT)))	
		B.K. Madhur, Manager Dewan Housing Finance Bombay.	- do -)))	
*GOI/NHB Regional Land Seminar at Udaipur	July 19-20, 1991	30 persons, Senior Level GOI officials, Pvt. sector NGO representatives and academicians.	Mission) D&MT)))	Approx. \$10,000
		Preparation of theme paper and U.S. Expert travel/per diem.	RHUDO)))	Approx. \$20,000
*RHUDO Policy Seminar on 'Decentralization and Urban Management' at Bangalore	Aug.5-8, 1991	Dr. Om Mathur, Director NIUA, New Delhi.	RHUDO &) Mission) D&MT)	Total RHUDO \$ 8000
		Dinesh Mehta, Director CEPT, School of Planning Ahmedabad.	- do -)))	
		Kirtee Shah, Ahmedabad ASAG, Ahmedabad.	- do -)))	Mission D&MT \$ 8000
		Banashree Banerjee HUDCO, Calcutta.	- do -)))	
		Deepak Satwalekar Dy. Managing Director HDFC, Bombay.	- do -)))	
		R.M. Kapoor Chief-Urban Studies TRF, Calcutta.	- do -)))	
		H.D. Kopardekar Director General All India Instt. of Local Self-Govt., Bombay.	- do -))))	
*NAR-Asia Pacific Real Estate Congress, Honolulu	Sep. 3-6, 1991	Dr. V.D. Lall, Director Society for Development Studies, New Delhi.	RHUDO)))	\$3,300

<u>Event Location</u>	<u>Date/ Month</u>	<u>Name/Title Organization</u>	<u>Funding Source</u>	<u>Amount \$</u>
*Lincoln Property Tax Conference Cambridge, Massachussets.	Sep. 22-26 1991	R.M. Kapoor, TRF Calcutta. Dinesh Mehta, CEPT School of Planning Ahmedabad.	RHUDO))) - do -))	Total Approx. \$12000
*UC-Berkeley Land Management Course	Sep.29 to Oct.13,1991	P.K. Kaul,Sr.Manager(Tech) NHB, New Delhi. D.S. Meshram Chief Planner, TCPO MOUD, GOI K.S. Sripathi. Director MOUD, GOI N.F. Kannan Sr. Manager, NHB)) Mission) D&MT) - do -)))) - do -))) - do -))	Total Approx. \$30,000
*NHB/Association of Metropolitan Development Agencies (AMDA) Workshops (4 workshops)	Between October '90 to Sep. '91	70 persons - Senior and Middle level Engineers/ Architects/Planners from State Development Agencies and Commercial Bank Employees.	Mission) D&MT))))))	Total Approx. \$ 3000
*NIUA/RTI Colla- boration 'Development of Practical Appli- cation of New Techniques and Information Technologies in Urban Resource Management	April '91 to March '93	6 Core Faculty of NIUA to be trained in RTI/U.S. Local Workshops to be Participated by approx. 40 State/Research and Financial Inst. Officials over two years.	Mission) TASP)))))))))))	Total LOP \$246,000

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INDIA

RECORD OF TRAINING ACTIVITIES FY-92

<u>Event Location</u>	<u>Date/ Month</u>	<u>Name/Title Organization</u>	<u>Funding Source</u>	<u>Amount \$</u>
*Center for Financial Engineering, BOO, BOT: Strategies for Infr. Development, Washington, D.C.	Dec.2-13, 1991	P.K. Handa, DGM NHB, New Delhi	Mission) D&MT)	Total) Approx.) \$15,000)
		Ashok Totlani Chief, Projects ILFS, Bombay	- do -)))	
*MOUD/GOI sponsored 2nd Regional Land Seminar, 'Financing Infrastructure', Aurangabad, India	Jan.16-18, 1992	30 persons: Senior Policy makers, practioners and academicians	Mission) D&MT))))	Approx.) \$10,000)
*UNDP/RHUDO Seminar on Pvt. Sector Initiatives in Housing & Urban Services', Bali Indonesia.	Jan.28-30, 1992	R.K. Bhargava Secretary, U.D. MOUD, GOI	Mission) D&MT))	Total) Approx.) \$8500)
		Deepak Parekh, MD HDFC, Bombay.	- do -)))	
		Ms. Hamida Habibullah President, SEWA, Lucknow.	- do -))	
		Y.K. Garg, Chief General Manager (Tech) NHB, New Delhi.	- do -)))	
		Ravi Parthasarathy Managing Director ILFS, Bombay.	- do -)))	
		Girdhar Vaswani Executive Director Baroda Citizen's Council Baroda.	RHUDO)))	\$1700)

Appendix D

Interview Notes from India

HDFC, Bombay/Lonavla
Dewan Housing, Bombay
Times Research Foundation, Calcutta
HUDCO, Delhi
National Housing Bank, Bombay
National Housing Bank, Delhi
National Institute of Urban Affairs, Delhi
Ministry of Urban Development, Delhi
Society for Development Studies, Delhi

HDFC. At HDFC, interviews were conducted with Mr. Deepak Parekh and Mr. Deepak Satwalekar. HDFC's RHUDO support has been used for training in a variety of ways, including sending people to the US, bringing US specialists to India, and conducting internal training sessions.

HDFC now serves the training needs of others in the housing finance area. In the mid-1980s, plans were begun to acquire and refurbish the old Indian School of Political Economy at Lonavla, near Pune. In 1987, using the training grant, RHUDO funded a consultation by the National Council of Savings Institution's Training Center Director, Marshall Dennis. Nasser Munjee went to NCSI's Connecticut site to observe its operation and to develop the business plan for the HDFC's Center for Housing Finance.

I travelled to Lonavla and interviewed Mr. S. Ramnath, the Resident Manager at the Center. The first in-house training program at the Center was conducted in January 1990. Their initial programs centered on lending policy, and brought together participants from HDFC branches all over India. In February of that year, the BTN group from Indonesia also came, to a seminar on "Housing Finance Management and Managerial Effectiveness."

The Center can accommodate up to 34 participants in 17 rooms. Optimum group size is closer to 25, however. There is only one conference hall. Faculty are from HDFC, together with selected outsiders. The Center has trained people from Sri Lanka (SMIB), Indonesia (Bank Negara), also Africa, Jordan, Pakistan, and Vietnam. They have a memo of understanding with UNCHS. The center is rented to outside groups when it is not required for HDFC purposes.

In 1991, they did 3 international programs: the core module twice, and a training of trainers program once. There are plans to offer this again. In 1991, they also did a program with the National Housing Bank (India). They have had participants from Citibank, Grindlay's, and HUDCO, and they would like to continue to service housing finance institutions across India and in neighboring countries. In 1991, they received a delegation from Vietnam and another from China.

USAID has provided some money for equipment purchase, and provides support to participants attending these courses. USAID, for example, financed the BTN program in 1990, and also funds individual participants. Costs for the core program were about \$3,000 per head.

Their main constraints are space, according to Mr. Ramnath. They would like to have one more housing block, another conference room, and another dining hall. There are no permanent faculty at the center, and eventually, they would like to have staff quarters.

Table 6 outlines the main training activities which have taken place during 1990, 1991, and 1992 at HDFC's training center.

Dewan Housing. I interviewed Mr. Rajesh Wadhawan, the Chairman and Managing Director of Dewan Housing. Dewan was begun in 1984 as a private society, he explained, and is confined to loans. Dewan provides housing loans to individuals; mortgages at fixed rates. The maximum payment cannot exceed 23 percent of one's take-home pay. People who borrow over 2 lakhs of rupees contribute 40 percent; under 2 lakhs, 30 percent. Interest rates vary from 11-20 percent.

Today, Dewan has 14 operational centers, mainly in Maharashtra State, but also elsewhere. They are now a recognized housing finance agency, one of 18 such companies in India. They have 20 percent sponsorship from the Union Bank of India.

Although only one member of Dewan Housing's staff has been sponsored by AID for external training (1989 Fels Housing Finance Course), the institution did receive a considerable amount of help and informal technical assistance by USAID/India's housing finance advisors. This included evaluation of programs, literature, and assistance with networking. When interviewed, however, Mr. Wadhawan stated that Dewan had not yet had much involvement with AID, or any other agency. According to him, an approach had been made to AID in 1984, without success. Last year, they did send someone to the Fels course. They do have in-house training programs, however, for their own staff, and a set of policy and procedures manuals developed in collaboration with outside consultants.

They also participate to a limited extent with HDFC-organized training activities. They sent three people to the HDFC center last year, to see how the programs worked. Although there was general satisfaction, he claimed that there was also a sense that certain things were being held back, because of the fact that they were competitors.

Other Housing Finance Companies. USAID/India and RHUDO/Bangkok provided more training technical assistance to CANFIN Homes (Bangalore-based) and the Gujarat Rural Housing Company (Ahmedabad). Time constraints did not allow me to visit these two institutions. RHUDO's summary of assistance rendered appears in Appendix C.

Calcutta: Times Research Foundation. I talked extensively with Mr. R.M. Kapoor, the Chief of the Urban Studies Centre in Calcutta. The Times Research Foundation (TRF) is supported by the Times of India group. Its Urban Studies Centre is Calcutta based, but has branches elsewhere. TRF works on land, land policy, housing, urban economic structure, infrastructure, local government, and local finances. Also on all urban-related legislation. It gets its core funding from the Times of India Group. It also does sponsored research.

The Times Research Foundation has been successful in involving a wide range of specialists in key studies, including government officials, academic figures, and researchers. It is managed by a four-person government board and has been in existence for 10 years.

Mr. Kapoor, my primary contact in Calcutta, has been an active training participant. Mr. Kapoor has been a member of RHUDO's core policy maker's group, and a key person in developing national seminars and research based upon the regional events sponsored by RHUDO. He is a major strategist for work in India and in the region. Mr. Kapoor has attended 2 policy seminars: Chiang Mai and Bangalore, and has presented a paper at the Lincoln Land Institute. In addition, he organized a research project on urban land legislation, through NHB. The seminar on this is expected in June. He is now working on preparation of a country status report for the next policy seminar on the Urban Environment.

Kapoor's recommendations for future training activities were wide-ranging. Upcoming issues, according to him, included democratic decentralization (its functions; finances; jurisdiction) and land. In the absence of a workable land title registration system, Kapoor found GIS technology to be full of promise, a good example of how US-based training programs can have specific impacts at home. And an area, he added, where further training is needed. Putting ideas into policy, he added, may also be something that RHUDO may want to organize training on—policy analysis and policy formulation.

Organizing and integrating economic conditions into urban planning is a void and a priority right now, according to Kapoor, as is transport, where there is a marked lack of planning, and the environment. Kapoor stressed that resources and personnel would have to be commensurate with the task involved in meeting training needs, and urged USAID to support local training institutions and think tanks. The need to select good participants— younger people at the start of their careers—is important. So is the timing of training. Kapoor pointed out that in India from Feb-May, for example, it is difficult to be out of the office, because Parliament is sitting and there are budget sessions. Nov-Dec is also difficult, because it is Parliament's winter session. And August is their monsoon season.

HUDCO. I met with several HUDCO officials (see Appendix), who discussed their agency and its involvement with training. HUDCO was set up in 1971. The main problems for housing supply at that time, according to them, were rising costs—principally, of land and administration. On the supply side, the problem was also the design of affordable housing. On the demand side, housing was not a priority for the government—employment,

education, etc. were seen as more important. Housing was not, in other words, perceived as a solution to other problems. Also, there was no sense of harnessing money through housing.

Changes were needed at several levels, including:

- Changes of attitudes among university graduates, in architecture, engineering, etc.
- Layout and design needed improvement (the specialists needed to have a common language to talk to each other in. Cost became a theme for organizing training and dialogue.)
- Gaps between younger and older members of the organization.

RHUDO-financed training activities in which HUDCO has participated include both the Fels-type seminars and regional seminars. Among the comments made on the Fels course was the statement that it was structured primarily in terms of American experience. US-based training was seen as useful, however, because it broadens perspectives.

They have an institute (HSMI) which has a core of professionals and relations with other institutes and joint programs. They can therefore do local training for specific situations. RHUDO and the Mission staff have had a long standing relationship with HSMI—both with its professional staff and with the donors from the Netherlands. During my interviews, the view was expressed that RHUDO should do more to support mid-level institutions like HUDCO.

National Housing Bank, Bombay. Interviews were conducted at NHB offices in both Bombay and Delhi (see list of persons interviewed in the Appendix). The NHB began in 1988. Housing finance is at an incipient stage—it received very little attention by Bank of India or Central Bank until recently. In 1988 it was recommended that an NHB be set up. It is totally owned by the Central Bank, and has its own charter. NHB's relationship with other housing finance organizations is a dual one. It is a regulatory body and, at the same time, it is a financier, providing refinancing to about 18 recognized institutions.

NHB is in the process of setting up a training institute of its own soon. The intention is for this to become an 'apex' training institution. So far, the NHB training center has completed 12 programs. A 2.5 day program costs 2,500 rupees. They provide 500 rupees, participants are charged 2,000 rupees. They will expand the program little by little.

NHB would like to build up its trainers with RHUDO's help, both 'technical' trainers and 'pedagogical' specialists. RHUDO, they said, can support them with appropriate training, provision of temporary faculty, and, perhaps, software. They will charge participants, but will also get support from NHB.

NHB has already been an active recipient of RHUDO support for training. They sent 2 participants to the TSS land program in Washington in September 1989, although one of them commented to me that the course was not terribly relevant to his present work.

In 1990 and again in 1991, NHB personnel attended the Fels course. This had the same course content, presented somewhat differently: securitization and secondary markets. NHB officials also commented that they have chosen people from other housing institutions, private and public, for these courses. Most of these are paid by USAID, but NHB "tops up" for their own people. In 1991, NHB participants attended the Bangkok seminar on loan origination and securitization. This seminar was sponsored by the Government Housing Bank of Thailand and RHUDO. One complaint voiced was that the participants were too diverse—should be targeted more specifically along specific themes. In 1991, RHUDO also funded consultant Marja Hoek Smit's work to provide technical assistance to NHB by outlining housing finance modules.

Overall, the comments on USAID-supported training were positive: regional and international seminars are good, people agreed; they permit people to know what's going on and to keep up to date. Practicality and specialization were stressed, together with more discussion of the S&L 'debacle' in the US, so that appropriate lessons could be learned, and similar outcomes avoided. People would also like more information on successful lower-income programs elsewhere—Grameen, Sri Lanka MHP, Colombia. It was seen as useful to discuss these.

Former participants stressed that people who go to the US come back with good ideas. They cited several:

- Mutual funds for housing. NHB has put up a proposal for a mutual fund—at a market rate of about 18 percent.
- Secondary mortgage markets. But in India, they need to remove the legal and procedural barriers. Probably need to amend the NHB act at the national level.
- The matching of resources and deployment through cross-subsidies, savings incentive schemes, and other means.

All of these ideas have been picked up on, and are getting into NHB's institutional thinking, according to participants I interviewed.

In India itself, mention was made of a 1-week program which NHB organized on housing finance—mainly for trainers. Also a joint program with HDFC at Lonavla.

Suggestions for future training included new course modules on 'management information systems' specially adapted for the Indian context. Within the US, study tours to low-level S&Ls would be useful, to see how they actually work in practice. Although people said that there should also be more support for local training within India, they admitted that the paperwork on both sides seems cumbersome.

National Housing Bank, Delhi. NHB/Delhi former participants participated in a round-table with me, where they discussed various aspects of training, responding to specific questions I asked them about the design and delivery of various programs.

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NHB/Delhi had sent participants to several different types of training:

- Fels: 2-5 people each year sent from NHB and finance institutions.
- TSS—Technical Support Services (Wash, DC)
- Seminar/Workshop in Bangkok on Housing Finance
- Berkeley (2-wk) course on land policy issues.
 - Washington University (St Louis) Center for Financial Engineering and Development. Dec 91, two weeks.

Comments on the value of these training events included special mention of the knowledge gained on the subject of secondary mortgage markets. According to participants, there is a need for some on-the-job training as well, to show them how it works in practice. The chance to interact with other participants from the region was also seen as important; several participants commented that there should be more time for this. For Berkeley and Fels both, there was a feeling that more attention needed to be paid to non-US experiences.

The Fels course was highly praised, however. Participants felt they had a chance to see how things work in the US and also exchange ideas with others, setting in motion a process of change. Others mentioned the need to learn about the culture of the borrower. Training in the US, it was felt, is necessary to generate a critical mass of awareness, and to encourage them to exchange experiences.

Future training needs included more study of specific country experiences (non-US), together with a close look at specific financial instruments and technique. The regulation and oversight of financial institutions should be discussed. Hands-on training (especially in Western institutions) was also recommended, as was training in project management skills.

In response to my specific questions, participants had this to say about their experiences with US-based training:

- Participant selection: This was seen as generally good, although participants' English ability was sometimes inadequate. People were at different levels, and had different knowledge of the field. It was felt that participants should be given more time before leaving, to do more preparation.
- Orientation: Generally characterized as "too little, too late." More information should be provided in advance on per diem, tickets, etc.—all of this comes too late, according to them.
- Learning Objectives: Generally, people said that programs did not outline specific learning objectives. In some cases, the content of the program was presented at the outset, but participants were not usually given an opportunity to change the objectives.
- Expectations: Most, but not all, participants said they got a chance to discuss their expectations at some time during their course.

- **Projects/Presentations:** Few programs appeared to have encouraged participants to work on projects or make presentations of their own. Mostly, they used US-based materials, if they worked with cases.
- **Evaluation:** All programs had an evaluation.
- **Follow-Up:** Most programs had follow-up. Letters from USAID after 6-8 months were mentioned, as well as meetings with AID officials sometimes.
- **Location and Housing:** This varied a great deal, but was generally seen as satisfactory.

The National Institute of Urban Affairs. I interviewed Om Prakash Mathur, the Director of the Institute. The discussion centered on how RHUDO has encouraged institutional linkages across countries, with the Institute as an example. The Institute has been involved with RHUDO for over 3 years. RHUDO supported 5 people from outside the country to a seminar organized by the Institute on private-public partnership in the provision of urban services. Following this, they began to talk to RHUDO about upgrading the skills of the Institute's faculty. Their faculty had been abroad (IHS, ISS Hague, Birmingham, etc.) but the courses were (a) too long; (b) too diverse; (c) too broad; and (d) had different levels of participants.

With Mission housing staff, the Institute explored ways to work with faculty at US universities, to give Institute faculty a chance to actually see similar institutions at work. Outcomes of the RHUDO relationship included:

- A partnership project with RTI, with these components:
 - faculty exchange—both ways (3-5 weeks)
 - hardware and software acquisition.

This started 1 year ago. Three institute members spent 6 weeks at RTI.

- Mathur's participation in Chiang Mai and Bangalore seminars (regional) on (respectively) land and urban decentralization.
- National-level seminars. NIUA conducted the first Indian follow-up land seminar to the Bangalore Land Seminar. The second was conducted by Dinesh Mehta, Director of the Ahmedabad School of Planning and the third is to be managed in May by R.M. Kapoor, Times Research Center, Calcutta.

On the RTI linkage, Mathur stated that there is still some fuzziness on what 'collaboration' means in terms of methods and objectives. Is it discussion, participation, or what? Better planning, he said, could have avoided some of the problems: e.g., the methods used by RTI for urban projections needed data that they (Indians) didn't have. Prior communication might have avoided this.

Mathur made some comments on the design of the regional seminars. Only 2-2½ days are usually available. An extra day, he thought, would be better for complicated issues. Papers for these seminars are usually commissioned by RHUDO, and the results are

sometimes spotty—the urban land paper contained many examples, the urban decentralization paper did not. The program design did not provide a plenary where country situations could be presented.

Mathur felt that a better format might be: presentation of the initial (US) paper; then breakout into issue groups; then reform into country groups. Instead of an imposed structure, perhaps it would be better to build up the structure from the issues. The last session, in any case, is not the place for serious discussions, according to him.

On the national land seminars, Mathur's comment was that the first one was "far too open," with a large group representing public, private, and government ministries, plus AID people. The first paper was prepared by Lee Baker, PADCO, and was quite well received. This was very useful in establishing the presence already of the private sector. But the discussion bogged down later on the notion of partnership—what does this really mean? Some participants, he said, had raised the question as to why the paper had to be written by PADCO. Why not locally? For the second seminar, Dr Dinesh Mehta wrote the paper.

Despite these problems, learning seems to be taking place at each of these seminars, he admitted, and seems to be accumulating. Mathur's recommendations were to pay more attention to process in these seminars, and to give people more of an opportunity to present and explain their national situations. They pick up research agenda items from these discussions, as well as getting ideas to communicate to the government.

Ministry of Urban Development, Delhi. I interviewed Mr. Sripathi, the Director of MOUD, and Mr. Mehtra. The Ministry administers other training programs, and helps select people for the US programs. The sponsored programs are well received.

Mr. Sripathi and Mr. Mehtra both went to Berkeley, to the Land Management Course last year, where there were 16 countries represented. They noted that the concept of land as a resource is coming through in the Berkeley seminars. Although they liked the course, they also felt that there is a bias toward the US in course content.

Their recommendations were:

- That case studies or workplans be done by country participants;
- That participants should be selected earlier;
- That participants should get information on course content and expectations early enough;
- That participants could spend one day in Delhi at end of program for a wrap-up and debriefing as part of the program, before they go home; and
- That the course pay more attention to third world examples.

They discussed the structure of the Birmingham course, as an example of another way to organize training. Instructors from Birmingham come here, meet participants, and select a

case study of an Indian city to look at. This takes 15 days. Then everyone goes back to Birmingham together and they study there until the end of the course.

The Society for Development Studies. Mr. Vinay Lall is the head of this NGO, an economist and specialist in industrial finance. He was one of the founding architects for the NHB, and did his first work in housing through USAID in 1984. He attended a program at George Washington University 7-8 years ago.

Since then, he has only been peripherally involved in USAID-funded training. USAID funded Lall's visit to Honolulu last September. He also had received an invitation to go to Pakistan, but refused. This refusal apparently stemmed from a variety of essentially administrative irritations, including procedures for clearance, vouchers, and check-cashing.

Lall found the GWU seminar very useful overall, although he remarked that the quality was not totally even. He suggested that AID should put people on mailing lists after they have been participants, and there should be regional meetings of old participants, for follow-up. Today, he feels that he is not really well informed about changes in USAID staff, or about new programs.