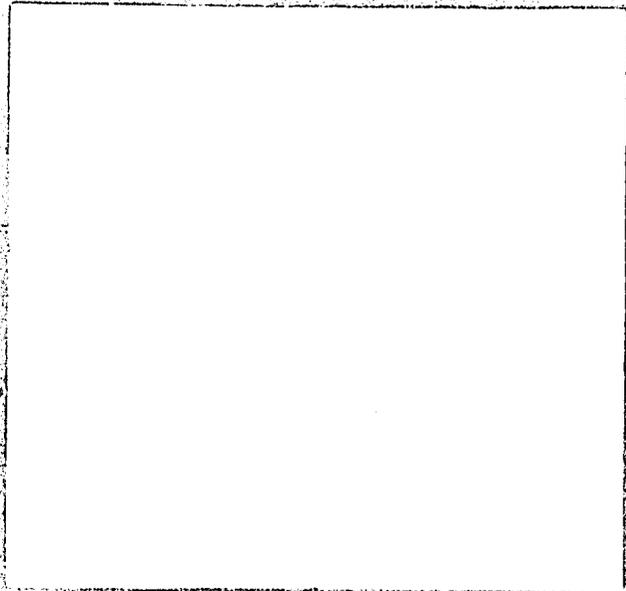


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**AGENCY  
FOR  
INTERNATIONAL  
DEVELOPMENT**



**OFFICE OF HOUSING  
AND  
URBAN PROGRAMS**

EVALUATION

LAND POLICY AND LAND USE TRAINING  
FOR DEVELOPING COUNTRIES

LINCOLN INSTITUTE OF LAND POLICY

September 20 - October 2, 1987

Prepared by  
John D. Miller

Prepared for

Office of Housing and Urban Programs  
U.S. Agency for International Development

October 1987

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## EVALUATION

### LAND POLICY AND LAND USE TRAINING FOR DEVELOPING COUNTRIES LINCOLN INSTITUTE OF LAND POLICY

September 20 - October 2, 1987

#### I. Introduction

Land is regarded, along with infrastructure and credit, as a critical requirement for improvements in urban development and the provision of shelter. Issues related to land ownership, location, costs, and availability, as well as national land policies, are currently being confronted by governments in developing countries, frequently in conjunction with multi-lateral and bi-lateral assistance agencies.

An important component of the Office of Housing and Urban Programs (PRE/H) training strategy is support for the participation of key developing country personnel in U.S.-based short courses in appropriate subject areas. At least three subject areas are viewed with critical concern by PRE/H: housing finance, land policy, and urban service delivery. A three week training program on housing finance was offered in January of this year by the Fels Center of Government of the University of Pennsylvania (Fels); eleven participants were financed by PRE/H and its regional offices. In July of this year, a two week course on public and private delivery of urban services was offered by the Center for International Development, Planning and Building (VPI); thirteen participants were financed by PRE/H, its regional offices, and AID Missions.

The third area of particular interest to PRE/H, the subject of this evaluation, is reflected in the course entitled Land Policy and Land Use Training for Developing Countries, and offered from September 20 to October 2, 1987 by the Lincoln Institute of Land Policy (Lincoln). The participation of fourteen persons representing twelve countries was financed by PRE/H, its regional offices, and AID Missions. The Center is based in Cambridge, Massachusetts, and consequently has access to that community's considerable resources of higher education.

This evaluation was undertaken for the Office of Housing and Urban Programs, through the Central Training Unit and its Training Officer, Barbara Foster. The objectives of the evaluation were to ascertain whether the training program was appropriate to the shelter and urban development context of developing countries, and to judge the program's overall effectiveness in order to plan and program similar future courses. The organizers of this course benefitted from the results of evaluations undertaken of both the Fels and the VPI courses.

The evaluation of this training program was conducted by John D. Miller through course observations (during visits over four days of the course), and individual and group discussions with students, core and other faculty, and Lincoln Institute personnel.

Other evaluations of this training program are also being undertaken. Lincoln will be preparing its own analysis of the course. Some of the involved AID Missions and Regional Housing and Urban Development Offices (RHUOs) should be discussing and reviewing the program with the returned participants. And, some participants will be preparing at least a brief review if not a substantive report for their home institutions. Though these evaluations will not be uniform, PRE/H should review them in drawing its final conclusions.

## II. The Program

As described in the course brochure (Annex A), the Institute's program was designed for senior-level administrators and policy makers whose responsibilities are relevant to the course material. It was intended to provide knowledge for use at national, provincial, and local levels of government, as well as for those in the private sector. Participants were to come from government, business, and the professions.

The overall objective of this course was to develop participants' capacity to increase the efficiency of urban land markets through the formulation of comprehensive land policies linked to specific practical knowledge. The roles of private enterprise in the land development process were to receive special emphasis.

Ten of the 14 students (Annex B) who ultimately participated in the course were senior officials from public sector institutions; one was a staff member of a private foundation; and three, including one AID direct-hire, represented RHUDO and Mission housing staffs.

The two core faculty members were members of the Lincoln Institute Faculty Committee and professors at the Harvard Graduate School of Design. They were augmented by 10 other faculty including consultants, MIT faculty, and World Bank and AID staff. (Annex C)

The course consisted of presentations, seminars, discussions, field trips, clinics, and written materials. (Annex D is the daily schedule.)

## III. General Observations

The overall quality of the course was excellent. Several factors contributed to its success:

1. The seminar focused on several issues of concern to PRE/H and of current import to the participants: 1) land acquisition, assembly and development - as urbanization increases in developing countries, pressures on land supplies are becoming critical; 2) taxation, valuation, and effective land management - valorization fees and other government involvement in land development increase opportunities for the provision of urban services and the control of land use; 3) legal frameworks of land regulation - mechanisms must be created for establishing land tenure, recording land boundaries and title, and cadastral information; 4) urban land markets - how they function is important in understanding informal land actions; and 5) the role of private

enterprise in the land development process - the formal private sector have a major impact on urban land allocation and use. In this context, this training program was a timely instruction on a very current subject. It provided sufficient material for participants to select a special focus for their efforts in their own countries.

2. The issues of land tenure and land policy that concern PRE/H are reflected in soundly developed training programs on this subject. Although PRE/H policies, objectives, and programs were not explicitly presented in this program, they were, in fact, conveyed to the participants through Mr. Kimm's presentation. In addition, PRE/H encouraged the development of the course and provided guidance at the outset. As the schedule and activities developed, PRE/H provided Lincoln with constructive suggestions and made its current studies and papers available to course designers.

PRE/H is better served when its agenda is advanced by a respected and independent voice such as Lincoln. Though the students were well aware that AID financed their participation, they regarded the course as a Lincoln course, not an AID one.

3. The core faculty members were experienced, knowledgeable, flexible, and available. Equally important, they were excellent teachers. In a course with diverse students, over an intensive two week period, with a teaching approach dependent on student discussion and involvement, there is an indispensable role for a single moderator. That person must facilitate discussions, synthesize viewpoints and presentations, guide discussions towards issues and conclusions, and provide the continuity necessary to do all that effectively. That role was very capably filled.

The non-core faculty - the ten persons who made presentations on specific subjects - were, for the most part, very good. Overlapping and repetitive points were minimized by the orientation to the course context provided by the core faculty.

4. The course methodology was appropriate for the participants, who on the one hand represented high levels in their governments, and on the other hand had no recent, higher-education, academic experience. Thus, the presentations and discussions in an informal setting was important; the circular arrangement of classroom chairs and tables encouraged active participation; the field trip of redevelopment in Boston provided suitable, very well-received, non-classroom learning experience, and a needed day's break from the classroom; the time spent on a specific case study of a practical land management tool (land market studies in Bangkok) was very useful.

5. Vital support services were provided. The Lincoln support staff was very responsive to the personal and professional needs of the participants as they learned to cope with their new environment. The result of this effort was a group of participants with generally few distractions and high morale.

6. The program's daily schedule was the course syllabus that effectively provided a frame of reference for each topic. It will be of particular use for the students as a permanent reference of the material covered.

7. The two week duration of the course was appropriate, long enough to handle the content, short enough for the participants' absences from their home institutions to be accommodated.

8. The facilities of the Lincoln Institute in Cambridge were appropriate for this size and type of group. The meeting area conveyed a serious atmosphere of an academic training center, and was convenient to Cambridge itself.

9. The content of the program was, for the most part, responsive to the needs of the students, and appropriate to their backgrounds. The program covered a great deal of material in a relatively short period of time. In addition, the subjects of land policy and land use were presented in the broader context of urban needs and resources, and national economic policies.

10. The 14 participants were serious, hard working, and enthusiastic, representing a variety of regions and countries. Though of course most of the participants had different backgrounds, they had surprisingly similar careers, job levels, and work experience. In addition, the English of the non-native English speakers was excellent, not at all detracting from their ability to communicate and actively participate.

11. The participants benefitted a great deal from their informal interaction with each other and the faculty. This may be the easiest benefit to predict and the most natural to happen, but it is nevertheless important. This kind of professional interaction in an academic setting is important, particularly to those students from countries lacking a system of higher education. Informal discussions of land policy and a review of the day's sessions were regular features of the participants' free time enjoyed among themselves and at social functions hosted in Cambridge and Washington by the faculty and AID personnel.

#### IV. Issues and Recommendations

The following points do not diminish the judgement that the program was successful, but rather are intended to suggest issues to be considered in the development of subsequent courses, whether by Lincoln or AID.

The students wanted time with the faculty; they expected opportunities for individual meetings with the faculty. Such interchanges are more in the nature of informal technical assistance, in which the faculty might suggest specific approaches for the participant to take upon return to his home institution. In this context, the optional evening hours available for faculty discussion was a good idea. However, after a full day of programmed activities, participants are simply not interested in continuing into the evening. The solution is to provide the opportunity for each student to schedule a meeting with any faculty member.

The approach to instruction required that the faculty lead seminars, rather than lecture. Overall, this was perfectly appropriate. As a consequence, however, the experienced and notable faculty never presented traditional lectures, conveying facts, experiences, approaches, etc. that would then become the subject of class discussions. In fact, while it is safe to say

that all class sessions were lively and educational, many sessions ended inconclusively and did not come to closure on the topic at hand.

The one-and-a-half days devoted to the Bertaud Model was too much time for a course of this type. A half day would have been sufficient to introduce the concept and review its application in an example. To go beyond that would require a full week or two, and be the subject of a separate course. Another day at this course, however, was not an appropriate use of time.

Though there were frequent references made to books and articles, only a few such documents were available to show the students, and less available in multiple copies for distribution. Such useful literature should be readily available in some designated area near the classroom for review by the students.

It is not the intent of this evaluation to cover program support issues, except to the extent such issues had an impact on the training itself. Two support issues, however, were detrimental to the participants' overall training experience. The per diem amounts were inadequate; the per diem arrangements were inadequately explained by their host AID missions. The other serious support issue, directly related to the per diem amount, was that of accommodations. Although cost, privacy, location, and other accommodation features are difficult to balance, the fact remains that, at the Sheraton, the AID per diem was unreasonably low unless rooms were shared, a situation provoking dissatisfaction among the participants.

Additional issues and relevant recommendations are discussed below.

1. Participants. Fourteen students came from 13 countries representing East Africa (Botswana, Kenya, Uganda), Asia (Nepal), Near East (Jordan, Tunisia), Central America (El Salvador, Honduras, Costa Rica), Caribbean (Barbados), and South America (Peru, Colombia). The group as a whole had good skills and was quite cohesive socially, but despite the valuable exchange of viewpoints and experiences among the participants that this mix produced, the group suffered from too few private sector representatives - only one; too few women - one; all participants with an AID orientation, none with an IBRD or other orientation.

**Recommendation:** While the less-than-optimal mix of students is to a certain degree inevitable, the recruitment of appropriate and available participants could be improved. Organizers of training programs could choose from a wider range of course candidates if the recruitment effort goes well beyond AID's network. The IBRD, UN, and other international development agencies, for instance, should be enlisted to assist in identifying and supporting appropriate candidates.

2. Participant Preparation. Most of the participants were incompletely oriented to the course; some hadn't ever seen the course announcement brochure. Prior to arrival in the U.S., communication was poor even for those who had the best idea of the nature of the course. The introductory sessions on the first day were effective, but do not replace a more systematic approach to acquaint students with each other and prepare them for the course.

**Recommendation:** The course syllabus, with its daily schedule, should be prepared well enough in advance to be sent to the students. Each student should be asked to prepare a brief piece about the subject, in this case land policy and its implications, in his own country. They should also include a description of the role of his own institution and his functions in it. For its part, the training institution should orient the newly-arrived participants to each other and their countries with the help of a world map, and country profiles such as prepared by the State Department.

3. PRE/H Involvement. The reasoning behind a half-day travel to Washington, and a full-day scheduled there, was not evident. A course of ten class days does not have the luxury to devote one-and-a-half days in that manner. One assumes that the original intent was to give PRE/H staff and participants an opportunity to meet and discuss any current issues of concern in their countries. In the absence of PRE/H staff and participant preparation necessary for such meetings, the time is simply not productive.

In the same context, it should be noted that PRE/H staff participation as faculty, or presenters, should not be necessary as an accomodation to PRE/H support for the course.

**Recommendation:** Meetings sought by the participants and/or the PRE/H staff should be scheduled and prepared for. Courtesy meetings can be useful if time and circumstances permit.

PRE/H staff as course faculty should be programmed when there is an identified topic and appropriate presenter from PRE/H.

4. Follow-up. Participants' reflections on a course long after their return home is one element of these kinds of training programs that is frequently not considered until near the end of a program, and in any case, is often regarded as a luxury budget item. Some of the participants are likely to keep in touch with each other and the Lincoln Institute due simply to their own professional interests.

**Recommendations:** A structured follow-up should be considered. Such a follow-up would be important to provide vital information about medium and long term training impact and for designing future training activities. There are several obvious means by which this could be carried out. First, the Lincoln Institute itself could send a questionnaire to each participant six months to a year after the program concluded. Second, PRE/H could do the same. Third, PRE/H could coordinate a follow-up effort, establishing an agenda for a personal discussion with each participant by a representative of an appropriate Mission, RHUDO, or consultant working with the participants' home institutions.

5. Costs. The course cost \$2,700 per participant, excluding living expenses and international travel. The difference in per week costs between this course and other similar courses is slight. These courses are very labor intensive, and invariably are well underpriced. From AID's perspective, of course, the cost seems reasonable, and in fact, even more cost effective than it appears since AID spent nothing toward course development.

**Recommendations:** PRE/H should be aware of the considerable development costs associated with training programs, and consider supporting participants to subsequent similar courses offered by the same institutions in order to help them spread their costs over more than one course. Repeated course offerings can, of course, substantially improve the course design and implementation. In addition, it is financially prudent for PRE/H to identify course offerings by other institutions -- appropriate for the PRE/H market and independently developed by the institutions. (This is also important in the context of PRE/H concern for strengthening its relationships with universities and disseminating its message to a wider audience.)

**Conclusion:** Training is regarded by PRE/H as a major tool in its provision of shelter and urban development assistance to developing countries. PRE/H has established as its training goal the enhancement of skills and capacities of host countries to effectively address shelter and urban development issues. The specific objectives are (1) communicating policy goals and AID shelter and urban development experience to decision-makers in developing countries; (2) developing the capacity and competence of public and private implementing institutions in the shelter and urban development sector, including the informal sector and small scale private entrepreneurs; and (3) assisting in the development of sustainable training institution capacity in developing countries. U.S.-based participant training can meet identified needs when it is designed around issues that cut across national and regional boundaries, as was the case in this program.

A more subtle, but important opportunity of U.S.-based training is to enhance the image of the U.S. as a development partner. This occurs not only in but outside the classroom situation. The entire U.S. experience provides this opportunity and it is consequently important to encourage it in the course schedule.

In this training program, the participants' skills and capabilities to address land policy problems were improved. The training was clearly linked to development objectives of their countries and institutions, and certainly appropriate to the shelter and urban development context of developing countries.



LINCOLN INSTITUTE  
OF LAND POLICY\*

Course #340

## LAND POLICY AND LAND USE TRAINING FOR DEVELOPING COUNTRIES

September 20 - October 2, 1987

1000 Massachusetts Avenue  
Cambridge, Massachusetts

### DESCRIPTION

As urbanization increases in developing countries, pressures on urban land supplies are becoming critical. A well-functioning urban land market, effective land management and land use planning are essential if cities are to nurture economic growth and social development.

The overall objective of this course will be to develop participants' capacity to increase the efficiency of urban land markets through the formulation of comprehensive land policies linked to specific practical knowledge. The roles of private enterprise in the land development process will receive special emphasis.

The course will cover the basic elements of urban land markets, including

- \* forms of land tenure
- \* land use patterns
- \* land valuation and taxation
- \* land assembly and development techniques.

### AGENDA

Topics to be covered in depth include

- \* Urban Land Market Concepts
- \* Issues in Security of Tenure
- \* Land Acquisition, Assembly, and Development
- \* Bertaud Model
- \* Property Tax and Its Operational Aspects
- \* Land Use, Management and Measurement
- \* Real Estate Financial Analysis
- \* Legal Frameworks of Land Regulation
- \* Land Market Studies As a Tool of Land Management
- \* Field Trips: Boston, Washington, D.C.

In addition, the basic legal framework of land policy, including elements such as ownership titling, eminent domain and expropriation procedures, subdivision and development rights will be examined. Presentation will be through a combination of workshops, interactive computer exercises, lectures, discussions and field trips designed to maximize the interchange of experiences and knowledge among the countries represented.

### WHO SHOULD ATTEND

This course is recommended for senior-level administrators and policy makers whose responsibilities are relevant to the course material. It is intended to provide knowledge for use at national, provincial, and local level of government, as well as for those in the private sector. Participants are anticipated to come from government, business and the professions. English will be the only language in use, and fluency will be assumed. Participation will be limited to 24.

**BEST AVAILABLE COPY**

## COSTS

Tuition costs for the two-week program is U.S. \$2,700 and will include all course materials and local field trips. Checks or bank drafts should be payable to the Lincoln Institute of Land Policy.

Participants will be housed at the Sheraton Commander Hotel in Cambridge, where a special rate of \$100 per day will apply. Participants are responsible for the costs of travel, meals and lodging, and personal needs.

Non-discrimination Policy: The Lincoln Institute of Land Policy admits students of any race, color, national and ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admission policies, scholarship and fellowship programs or other school-administered programs.

## BEST AVAILABLE COPY

### FACULTY

Faculty has been selected from outstanding scholars and specialists in the field of land policy.

Dr. Roy Bahl  
The World Bank

Michael Kitay, Esq.  
Agency for International Development

Mr. Solomon Benjamin  
Massachusetts Institute of Technology

Mr. Mathew MacIver  
The Restoration Partnership

Ms. Marie-Agnes Bertaud  
Architect - Planner

Prof. Oliver Oldman  
Harvard Law School

Prof. William A. Doebele  
Harvard Graduate School of Design

Mr. Dennis Robinson  
Lincoln Institute of Land Policy

Prof. David Dowall  
University of California

Dr. Ronald Smith  
Lincoln Institute of Land Policy

Mr. Harold Dunkerley  
The World Bank

Dr. Howard Sumka  
Agency for International Development

Prof. Jerold Kayden  
Harvard Graduate School of Design

Prof. C. Dana Tomlin  
Harvard Graduate School of Design

Mr. Peter Kimm  
Agency for International Development

Mr. Alfred van Huyck  
P.A.D.C.O., Inc.

The Lincoln Institute of Land Policy is an educational institute in Cambridge, Massachusetts, dedicated to the development and exchange of ideas and information pertaining to land policy and property taxation. It welcomes government officials, working practitioners and students to the pursuit of advanced studies in land policy, land economics and property taxation. The Lincoln Institute serves as a center for linking the university and the practice of government, for bringing together scholars, professionals and officials, and for blending theory and practice of land policy. At the Institute, practicing officials find educational programs designed in response to their training needs in a setting dedicated to their professional development.

ANNEX B: PARTICIPANTS

<u>Name</u>	<u>Country</u>	<u>Position</u>
1) Mr. Tahar Barrada	Morocco	Architect-Urban Planner RHUDO
2) Mr. Emmanuel Byaruhanga	Uganda	Commissioner for Housing Ministry of Housing and Urban Development
3) Mr. Jack Hjelt	Kenya	AID, RHUDO/ESA
4) Mr. Samuel Kiaye	Kenya	Director, City Planning and Architecture, Nairobi City Commission
5) Mr. Jorge Bernardo Londono	Colombia	Board Member, Banco Central Hipotecario
6) Mr. Julius Malombe	Kenya	Deputy Co-ordinator Urban Development Programmes, Ministry of Works, Housing, and Physical Planning
7) Mr. Manuel Morales	Costa Rica	Urban Advisor to the Minister of Housing and Human Settlements
8) Ms. Maria de los Angeles Murrillo	Peru	Institute for Liberty and Democracy
9) Mr. Lionel Nurse	Barbados	Chief Town Planner, Town and Country Planning Development Office
10) Mr. Gabriel Pons	El Salvador	Planning Office of Vice- Minister of Housing
11) Mr. Sigifredo Ramirez	Honduras	Housing and Urban Development Advisor, AID, RHUDO/CA
12) Mr. Govind Prasad Ranjitkar	Nepal	Joint Secretary, Ministry of Works and Transport
13) Mr. Arthur Stanley	Botswana	Under Secretary, Ministry of Local Government and Lands
14) Mr. Awad Tell	Jordan	Undersecretary, Ministry of Municipal and Rural Affairs and Environment

ANNEX C: FACULTY

Core Faculty

- 1) Mr. William A. Doebele, Harvard University
- 2) Jerold Kayden, Harvard University

Lecturers and Discussants

- 1) Roy W. Bahl, Syracuse University
- 2) Solomon Benjamin, Massachusetts Institute of Technology
- 3) Marie-Agnes Bertaud, Architect-Planner
- 4) David Dowall, University of California
- 5) Harold Dunkerley, The World Bank (Ret.)
- 6) Peter Kimm, Agency for International Development
- 7) Michael Kitay, Agency for International Development
- 8) Alven Lam, Lincoln Institute of Land Policy
- 9) Sein Lin, Lincoln Institute of Land Policy
- 10) Mathew MacIver, The Restoration Partnership
- 11) Oliver Oldman, Harvard University
- 12) Howard Sumka, Agency for International Development
- 13) Dana Tomlin, Harvard University
- 14) Alfred Van Hyuck, PADCO, Inc.

LAND USE POLICY AND LAND USE  
TRAINING FOR DEVELOPING COUNTRIES

20 September - 2 October 1987

SYLLABUS

Land: its measurement, management, use and tenure are interwoven with issues of acquisition and development, taxation, and legal frameworks.

As urbanization increases in developing countries, pressures on urban land supplies are becoming critical. A well-functioning urban land market, effective land management and land use planning are essential if cities are to nurture economic growth and social development.

The overall objective of this course will be to develop the participants' capacity to increase the efficiency of urban land markets through the formulation of comprehensive land policies linked to specific practical knowledge. The roles of private enterprise in the land development process will receive special emphasis.

LAND POLICY AND LAND USE  
TRAINING FOR DEVELOPING COUNTRIES

September 20 - October 2, 1987

SUNDAY, SEPTEMBER 20

18:00-21:00

Opening Banquet  
with Lincoln Institute  
Board of Directors

The Penthouse  
John F. Kennedy School  
of Government  
Harvard University

MONDAY, SEPTEMBER 21

Introduction and Discussion of Urban Land Economics, Tenure and Markets

Problems of the high price and unavailability of land in major urban areas have been a critical issue in almost all developing countries, both for government agencies and private citizens. The objective of the first day is to understand the forces -- economic, political and social -- that drive the creation of land values and to identify the appropriate objectives for government policy. Particular attention will be given to the specific land markets of cities in the countries from which the participants come.

Attention will also be given to land management as a part of overall national strategies for urban development.

SCHEDULE

08:00-09:00	Continental Breakfast 1000 Massachusetts Avenue	
09:00-09:30	Introductory Remarks	S. Lin
09:30-10:00	Overview and Introductions	W. Doebele
10:00-10:15	Coffee Break	
10:15-11:45	Land Management in Context of National Urban Strategies	A. VanHuyck
11:45-12:45	Orientation	M. Gray
12:45-13:30	Lunch at the Lincoln Institute 1000 Massachusetts Avenue	
13:30-15:00	Urban Land Economics, Tenure and Markets (I)	W. Doebele H. Dunkerley
15:00-15:15	Coffee Break	
15:15-16:45	Urban Land Economics, Tenure and Markets (II)	W. Doebele H. Dunkerley

TUESDAY, SEPTEMBER 22

Further Discussion of Urban Land Economics, Tenure and Markets

Following the discussion of Monday's session, this day will deal with specific types of government interventions to recover "socially created" land values and to look at specific cases that may be relevant to the participants' specific interests.

International experience has shown that no effective urban policy can be considered until a country has created effective mechanisms for establishing land tenure, a system for recording land boundaries, and an effective way of recording title and cadastral information. An overview of current thinking and available technologies for dealing with these issues will be presented and discussed in the light of the participants' particular interests.

There will also be a brief exercise on the time-value of money which will be applicable throughout the course.

SCHEDULE

08:00-09:00	Continental Breakfast 1000 Massachusetts Avenue	
09:00-10:30	Urban Land Economics, Tenure and Markets (III)	W. Doebele, H. Dunkerley
10:30-10:45	Coffee Break	
10:45-11:45	Urban Land Economics, Tenure and Markets (IV)	W. Doebele, H. Dunkerley
11:45-13:15	Lunch at the Lincoln Institute 1000 Massachusetts Avenue	
13:15-14:45	Urban Land Economics, Tenure and Markets (V)	W. Doebele, H. Dunkerley
14:45-15:00	Coffee Break	
15:00-16:00	Introduction to Discounting	J. Kayden

WEDNESDAY, SEPTEMBER 23

Boston Field Trip

This field trip is designed to explore Boston's neighborhoods, to see what is happening, and to assess the planning initiatives currently in place throughout the city.

The trip will begin with an orientation of the city, and proceed to the Harbor Park Site Office of the Boston Redevelopment Authority for a review of the waterfront development activities and an introduction to the computer-based planning services available.

After lunch and a stop on Beacon Hill, Mr. Muhammed Ali Salam of the Boston Redevelopment Authority Dudley Site Office will conduct a tour of his facility. The route will include other Boston neighborhoods.

08:00-09:00	Continental Breakfast 1000 Massachusetts Avenue	
09:00-12:30	Boston Field Trip	M. MacIver, S. Zabriskie
12:30-13:30	Lunch at Cornucopia Restaurant	
13:30-17:00	Boston Field Trip (Cont.)	M. MacIver, S. Zabriskie

## THURSDAY, SEPTEMBER 24

### Real Estate Financial Analysis: Evolution of Land Values in a Neighborhood of Delhi, India; Introduction to the Bertaud Model

This three-part session will begin with a discussion of the methods used by developers, private or public, to assess the economic profitability of a proposed project. A thorough understanding of this form of calculation is essential if public officials are to comprehend the dynamics of land uses and construction activities in urban areas.

The second presentation describes a longitudinal study of the development of a neighborhood on the periphery of Delhi emphasizing the interrelation between the industrial technologies used and the resulting changes in land values. It will also deal with the different types of land value gradients that result from government intervention as opposed to the operation of informal market forces. The work to be presented is virtually unique, both in the level of detail and the attention to the chronology.

The Bertaud Model has achieved a reputation as being one of the most useful and accessible tools for analyzing alternative site plans. The introductory sessions will deal with the appropriate contexts in which the model should be used and training in the computer skills necessary for its operation.

### SCHEDULE

08:00-09:00	Continental Breakfast 1000 Massachusetts Avenue	
09:00-10:30	Real Estate Financial Analysis	J. Kayden
10:30-10:45	Coffee Break	
10:45-11:45	Evolution of Land Values in a Neighborhood of Delhi (India)	W. Doebele, S. Benjamin
11:45-13:15	Lunch: On your own	
13:15-14:15	Evolution of Land Values (cont.)	W. Doebele, S. Benjamin
14:15-15:00	Introduction and Demonstration: Bertaud Model	M. Bertaud
15:00-15:15	Coffee Break	
15:15-16:30	Teams - "Hands On" with Model	M. Bertaud
18:00-21:00	OPTIONAL: Room open for team work on model	

FRIDAY, SEPTEMBER 25

The Bertaud Model

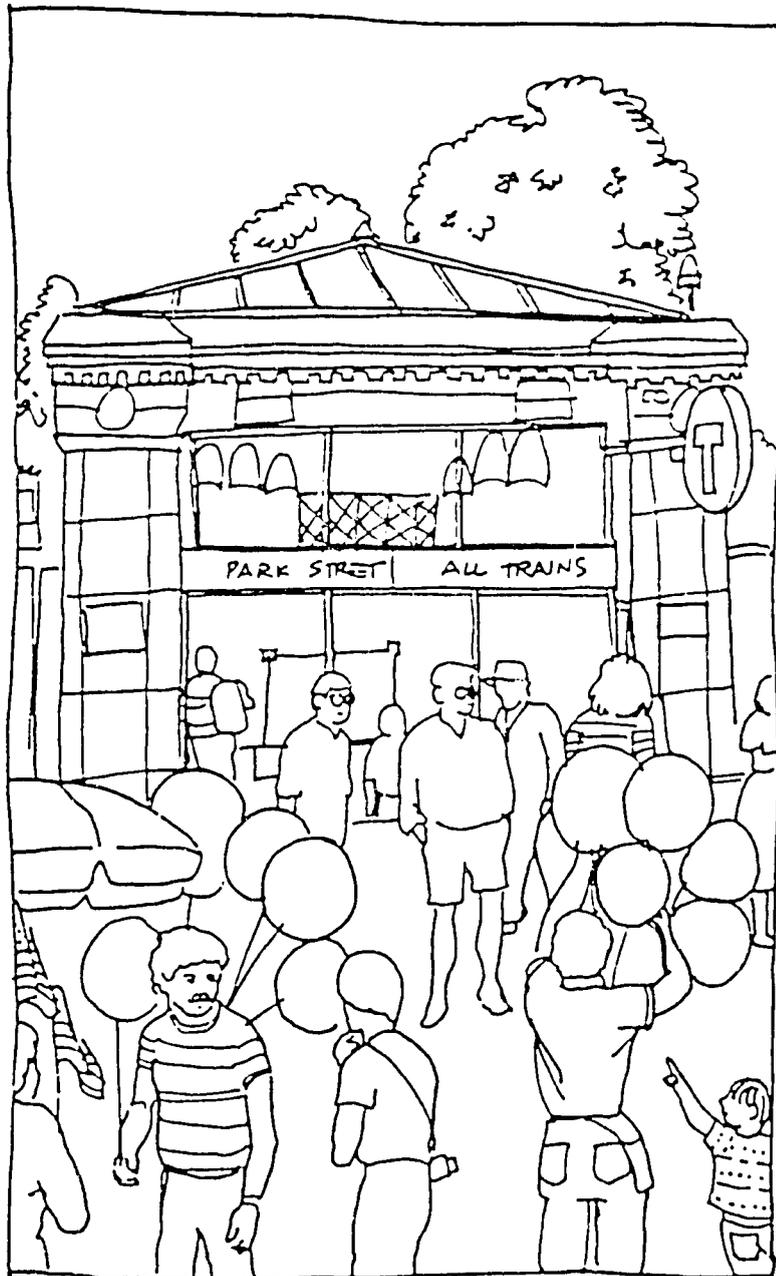
This session will deal with the Bertaud Model as an operational tool with participants forming competitive teams to analyze and propose site plans for a given site. The solutions thus generated will then be discussed in terms of the variables which were optimized in the solutions and how each team dealt with the constraints of the problem presented to it. Opportunity will be given to experiment with different variables in order to understand the economic and physical consequences of policy decisions concerning site development.

SCHEDULE

08:00-09:00	Continental Breakfast 1000 Massachusetts Avenue	
09:00-10:30	Teams - "Problem Solving" in Model Constraints and Report Results	M. Bertaud
10:30-10:45	Coffee Break	
10:45-11:45	Discussion of Impacts of Changes to Constraints and Variables	M. Bertaud
11:45-13:15	Lunch: On your own	
13:15-14:45	Teams - "Experiments" with New Variables	M. Bertaud
15:00-16:00	General Review of Model	M. Bertaud

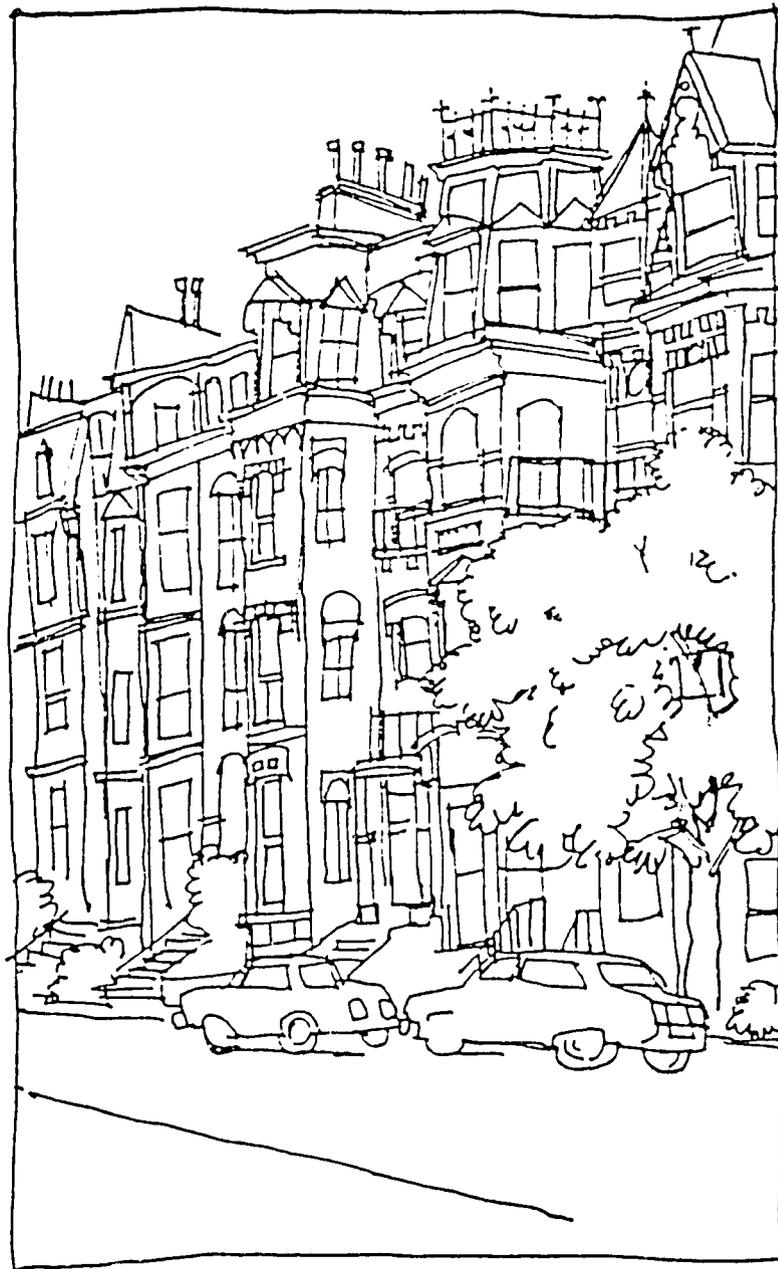
SATURDAY, SEPTEMBER 26

Organized recreation and sightseeing



SUNDAY, SEPTEMBER 27

Organized recreation and sightseeing



MONDAY, SEPTEMBER 28

Review of Computer Technologies for Analysis and Management of Urban Land  
in Developing Countries Urban Taxation Strategies

Today's program has two distinct parts.

The morning session will provide participants with the opportunity to explore the important issues of implementing computer systems for municipal management and land policy analysis in the government: Topics to be included are the general management and decision making applications that can be enhanced by computers; the criteria to choose computer software, hardware, or a complete system; computer software that can be purchased from the street market, academic institutions, government agencies, and private corporations in the U.S.; and where to find additional information or learn more about computer applications in the future.

The afternoon session will address what has become clear in virtually all countries: that urbanization cannot be effectively managed without major new sources of revenue. There is increasing consensus that the real estate property tax is one of the most effective methods of obtaining such revenues. This session will deal with the policy issues that any government that is contemplating the improvement of its system of property taxation must consider. Attention will also be given to international experience with respect to the administration of real estate property taxes and to the effects of these taxes on social equity, urban land uses and national politics.

SCHEDULE

08:00-09:00	Continental Breakfast 1000 Massachusetts Avenue	
09:00-10:30	Review of Computer Technologies for Analysis and Management of Urban Land in Developing Countries	A. Lam
10:30-10:45	Coffee Break	
10:45-11:45	Review of Computer Technologies for Analysis and Management of Urban Land in Developing Countries	A. Lam
11:45-13:15	Lunch at Lincoln Institute 1000 Massachusetts Avenue	<i>Lincoln</i>
13:15-14:45	Urban Taxation Strategies, Land Management and Municipal Finance (I)	R. Bahl
14:45-15:00	Coffee Break	
15:00-16:00	Urban Taxation Strategies, Land Management and Municipal Finance (II)	R. Bahl

TUESDAY, SEPTEMBER 29

Land Use Planning by Means of Geographic Information Systems (GIS)

One of the most important developments in the field of urban land management in recent years has been the development of computer programs with high capacities for testing alternative criteria of development in response to the physical and environmental constraints of a particular site. Practical applications of this technology involve an active interaction between the site constraints and the objectives of land use planning. This interaction is greatly facilitated through the use of computer-based Geographic Information Systems (GIS), the operation of which will be demonstrated in this session utilizing a combination of lectures and exercises.

Rapidly growing cities in developing countries confront several problems associated with the land sector. The more serious issues relate to the availability of sites that are appropriate for urbanization, the control of land development that takes place through the informal sector, and difficulties in establishing security. The discussion will begin by looking at the operation of the informal sector and then considering various options and opportunities for efficiently intervening in the sector.

The cities have a corresponding need to acquire land for public purposes (roads, schools, hospitals, etc.). Land acquisition per se is also a powerful land use control device. The discussion will suggest that most countries do not have adequate formal policies, procedures (laws), institutions, trained personnel and financial resources to acquire land efficiently and equitably. Various models of these formal elements will be discussed in the first half of the afternoon session.

SCHEDULE

08:00-09:00	Continental Breakfast 1000 Massachusetts Avenue	
09:00-10:30	Land Use, Management and Measurement	D. Tomlin
10:30-10:45	Coffee Break	
10:45-11:45	Land Use, Management and Measurement	D. Tomlin
11:45-13:15	Lunch 1000 Massachusetts Avenue	P. Kimm
13:15-14:45	Land Strategies for Developing Countries; Informal Sector	H. Sumka
14:45-15:00	Coffee Break	
15:00-16:00	Land Acquisition in Developing Countries; Public sector Policies and Procedures	M. Kitay

WEDNESDAY, SEPTEMBER 30

Legal Frameworks for Land Regulation: Land Market Studies as a Tool  
for Land Management

Because such a large portion of urbanization in developing countries is in the form of squatting or illegal subdivisions, the problem of establishing appropriate frameworks to control future urban development is particularly difficult. Land use regulations must deal simultaneously with two types of development: those which will occur conventionally because they are within the system, and those which will occur unconventionally because they are outside it. This session will review the international experience in dealing with this dichotomy. Access to land tenure is one of the most critical elements in the economic survival of low-income families and the relation of this access to the prevailing system of land use regulation will be particularly addressed. The session will also cover the possibilities for shifting from negative to positive methods of land regulation.

A primary reason that urban land management has not been successful in developing countries has been an absence of empirical studies of the way in which the land markets of large cities actually operate, and how market decisions are affected by public interventions. It has only been in the last few years that serious research in this area has been carried out. One of the most detailed and comprehensive studies of the land market of a major city has just been completed for metropolitan Bangkok; the execution of this study required the development of special techniques of surveying and computer analysis which had not previously been applied at this scale. The results of this study and its implication for other cities will be presented and discussed at this session.

SCHEDULE

08:00-09:00	Continental Breakfast 1000 Massachusetts Avenue	
09:00-10:30	Legal Frameworks for Land Regulation	W. Doebele, J. Kayden
10:30-10:45	Coffee Break	
10:45-11:45	Legal Frameworks (cont.)	W. Doebele, J. Kayden
11:45-13:15	Lunch at the Lincoln Institute 1000 Massachusetts Avenue	
13:15-14:45	Land Market Studies as a Tool for Land Management	D. Dowall
14:45-15:00	Coffee Break	
15:00-16:00	Land Market Studies as a Tool for Land Management - Case Study: Bangkok	D. Dowall

## THURSDAY, OCTOBER 1

### Open Discussion

The overall purpose of this Training Program has been to expose participants to a broad range of subject matter and issues. The final day, therefore, is devoted to achieving synthesis by permitting an open and informal interchange between participants and faculty on any subject covered in the Program or otherwise related to urban land.

### SCHEDULE

08:00-09:00	Continental Breakfast 1000 Massachusetts Avenue	
09:00-10:30	Open Discussion	J. Kayden, with participation of general faculty
10:30-10:45	Coffee Break	
10:45-11:30	Open Discussion	
11:30-12:00	Summary Remarks	W. Doebele
12:00-13:15	Lunch at the Harvard Faculty Club	
13:15	Adjourn	
20:00-22:00	Dinner: Barbara Foster's home 224 C Street, Northeast	

**FRIDAY, OCTOBER 2**

09:00-10:00	Participants at US AID for meetings with appropriate AID personnel at State Department
10:00-11:30	Meeting for participants with John Miller of Abt Associates at State Department
11:30	Adjourn