

housing programs. This module examines alternative financial instruments, methods, and criteria for mobilizing private sector funding, and reviews the different viewpoints of the lending institutions, the developers, and the public agencies sponsoring the program. Drawing on case studies, the module will analyze the financial packages underlying the delivery of affordable housing by public and private sponsors.

VI. Course Synthesis

The last module in the program offers an opportunity to synthesize course material through a simulated development of a large-scale housing project. Working in teams, participants will determine appropriate strategies to generate private participation in the project, program its development, and assess its financial feasibility from the point of view of both public and private sectors.

Harvard Faculty

Professor François Vigier, Director
Dr. Mona Serageldin, Associate Director

Guest Lecturers

Dr. James Christian, *Economist; President,
JCA Forecasting*
David Jones, *International Financial and Management
Consultant; former Financial Advisor, World Bank*
Victor Karen, *Deputy Director for Economic
Development, Boston Redevelopment Authority*
Barry Shaw, *International Consultant; former Head of
Design, London Docklands*

Program Costs

Tuition is \$4,500 per person which covers course materials, study tours, and health and casualty insurance for the duration of the program. Participants are responsible for the cost of travel, accommodations, and expenses. The suggested per diem for food and incidentals is \$40.

Accommodations

Accommodations, both within walking distance of the school, are available with the following Harvard Rates per night:

Sheraton Commander Hotel:

Single - \$98 Double - \$49 per person

Harvard Graduate Student Housing:

Single room with shared bath - \$35 to \$40

*Reservations for accommodations are due by
June 1, 1993*

Applications

The ITP has a limited number of openings. Applicants will be accepted on the basis of professional background and English proficiency since all classes are conducted in English. A TOEFL examination is normally required of all applicants from non-English speaking countries.

Financial Aid

A limited number of tuition scholarships are available to public officials from low-income countries eligible for the World Bank's IDA loans. In exceptional cases, the Unit for Housing and Urbanization will provide supplementary funds to help defray living costs. These funds are limited and participants are encouraged to apply for support directly to international and bilateral aid agencies. *Requests for financial assistance must be received no later than April 1, 1993.* Applicants will be advised of the availability of these funds by May 1, 1993.

For further information, contact:

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TWELFTH INTERNATIONAL TRAINING PROGRAM

July 7 - July 30
1993



Public Private Partnerships in Urban Development

**Harvard University
Graduate School of Design**

INTERNATIONAL TRAINING PROGRAM

The Harvard University Graduate School of Design offers its **Twelfth International Training Program** from July 7 to July 30, 1993. This program was established in 1982 to develop the decision-making skills of middle and senior level professionals of agencies responsible for urban and regional planning and the development and management of public projects.

Between ten and fifteen people participate in each program. In addition to learning specific skills, the participants have the opportunity to share professional experiences with colleagues, visit local agencies, and discuss the implications of development in their respective countries.

To date, participants from the following countries have attended the programs: Bangladesh, Botswana, Chile, China, Gambia, India, Indonesia, Iraq, Jamaica, Jordan, Korea, Kuwait, Malawi, Morocco, Pakistan, the Philippines, Saudi Arabia, Thailand, Trinidad, Uganda, the United Arab Emirates, Zanzibar, and Zimbabwe.

Course Structure

The program is organized in a modular format structured for team teaching. The sequence of modules form an integrated pedagogic unit covering key topics in **public private partnerships in urban development**. Participants benefit from the combination of theoretical and practical issues and state-of-the-art techniques of analysis.

Class presentations and discussions are enriched with extensive case studies from around the world using visual, cartographical, and statistical information. Participants are encouraged to discuss the projects they are currently involved with, assess the applicability of the concepts and techniques presented in class to their own work, and evaluate how these can be adapted in order to reflect conditions prevailing in their own countries.

Field visits to urban projects and public agencies in the Boston area are an integral part of the program.

Use of Microcomputers

User-friendly microcomputers are used in class demonstrations and each participant has the opportunity to use the interactive programs that have been designed specifically for the ITP. No prior computer experience is required.

The Summer 1993 program will consist of six modules:

I. Project Evaluation Techniques

The planning and programming of large scale projects require the simultaneous manipulation of social, economic and physical variables to arrive at realistic solutions. The use of a computerized model allows participants to relate physical and socio-economic parameters and explore ways to meet the needs of a target population. The direct and indirect real costs to public and private sponsors are assessed under alternative policy approaches. This interactive approach highlights key decision points and enables participants to quickly trace the repercussions of modifying any one variable on project feasibility.

II. Finance and Management of Public Investments

The conceptualization of realistic urban projects and capital investment programs requires an understanding of public financial and administrative management techniques. This module explores ways in which private enterprise can become an effective partner in urban development through creative financing, cost recovery, and resource mobilization. The trade-offs between profit making and social concerns are identified as are ways to finance the efficient and economical operation and maintenance of projects.

III. Urban Regeneration and Enterprise Zones

Cities all over the world are faced with the necessity to promote economic development, revitalize older districts, and upgrade underserved zones. Public agencies are finding it increasingly difficult to undertake

the task alone. The ability to induce private sector involvement has become key to the success of these interventions. Case studies will illustrate innovative approaches to public/private partnerships focusing on methods of attracting private investment, meeting economic and social objectives, and recovering the cost of public investments in land and infrastructure. This module will present programming and evaluation techniques that permit the assessment of alternative development policies on financing and institutional strategies, and on achieving program objectives.

IV. Privatization and the Management of Multifamily Housing

The ability to generate private finance and work in partnership with the private sector is becoming a key part of the public sector's enabling role. This module evaluates the approaches used by different countries to attract private funds in the production and operation of affordable housing. The examination of successful examples of privatization of public housing highlights key factors underlying the ability to expand home ownership, preserve rental units, and safeguard affordability. The contribution of public private partnerships to the improvement of the existing housing stock and the supply of new housing is reviewed. Particular attention is given to policies fostering the role of housing associations and community based development organizations in the production and management of affordable housing. The use of a computerized model allows participants to explore strategies to reconcile the socioeconomic characteristics of a target population with the physical and financial parameters of housing production.

V. Financing Affordable Housing

Worldwide public budgetary resources are insufficient to meet the capital requirements needed to house limited income families. Mobilizing private sector finance resources, often in an inflationary economic environment, is therefore an essential ingredient of affordable