



HARVARD GRADUATE SCHOOL OF DESIGN  
Unit for Housing and Urbanization

# INTERNATIONAL TRAINING PROGRAM

## *Partnerships and Financing Strategies for Local Development*

July 6th to July 19th, 1998

The International Training Program (ITP) was established to strengthen the decision-making skills of senior professionals in public agencies, NGOs, and private firms actively involved in the development and management of urban programs. Their responsibilities range from policy formulation to project implementation and their concerns cover issues of economic development, land, infrastructure, housing, urban services, and community-based initiatives. Since 1982, over 300 participants from 44 countries have attended the ITP.

The program focuses on the complementary roles that can be played by public agencies, NGOs, and the private sector. The ITP highlights partnership concepts and mechanisms that integrate public and private resources. It is organized in a modular format structured for interactive learning. The interlinked modules combine topical presentations, case studies, site visits, discussion groups, and the exchange of ideas with counterparts in Boston and Washington. The core team of senior faculty and guest lecturers have extensive field experience in the United States, Europe, and the developing world. Presentations by guest speakers from public agencies, NGOs, and community groups are integrated within the pedagogic framework of each module. The modules address policy issues, institutional frameworks, strategic planning, financing mechanisms, and state-of-the-art techniques of analysis and evaluation. Drawing on best practices and innovative experiences, participants take an active role in the program by presenting the projects they are involved in, assessing the applicability of concepts and techniques to their own work, and re-examining strategies and implementation plans from different perspectives.



For more information, please contact:

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### ITP 1998

This year's ITP addresses the issues faced by local agencies as they take a proactive role in developing strategies to promote economic growth in partnership with private enterprise and meet the dual challenge of generating employment opportunities and expanding social services. Participants will explore strategies that create a supportive environment for development, including improved efficiency in the management of infrastructure and urban services, as well as improved access to financing, technology, and managerial expertise. Alleviating existing constraints, enacting appropriate enabling legal and institutional frameworks, establishing participatory mechanisms that rely on empowerment, and fostering community-based initiatives are considered integral components of sustainable development.

### Program Structure

The ITP is organized in a modular format structured for interactive learning. The interlinked modules combine topical presentations, case studies, site visits, discussion groups, and the exchange of ideas with counterparts in Boston and Washington. The core team of senior faculty and guest lecturers have extensive field experience in the United States, Western and Eastern Europe, and the developing world, including the C.I.S. Presentations by guest speakers from public agencies, NGOs, and community groups are integrated within the pedagogic framework of each module. The modules address policy issues and institutional structures, strategic planning concepts, and state-of-the-art techniques of analysis and evaluation, drawing on direct field experience. Participants take an active role in the program, present their own work, and explore new strategic approaches to the challenges they face through direct interaction with colleagues, faculty and guests.

The 1998 program consists of three modules:

#### I. Strategic Planning and Local Development

Strategic planning provides the framework for decision making and resource allocation in a new economic environment characterized by globalized markets and rapid technological change. It addresses the challenges of urban and regional development within the context of broader economic, social, and environmental objectives. The module reviews concepts and methods of strategic planning,

focusing on opportunity driven approaches to the management of urban development. It highlights the links between the dynamics of development and the financing of infrastructure and services. Case studies illustrate public and private roles in planning, financing, and managing development activities at the regional, city-wide, and neighborhood levels. Special emphasis is placed on participatory frameworks leading to sustainable action programs for community-based development.

#### II. Private Sector Participation in Infrastructure and Urban Services

The development and operation of urban infrastructure and services is a major component of economic strategy. Service delivery is hampered by limited capital financing, ineffective financial policies, inefficient management, and inadequate technical capabilities. Additions to capitalization, coupled with technical assistance, have often proven insufficient to improve performance. Private involvement traditionally focused on capital works is being expanded to involve direct capital financing, operational expertise, and in some instances the outright ownership of assets. Increasingly, governments are looking to the private sector to inject greater market discipline into service operation and delivery. Alternative mechanisms include privatization, outsourcing, Build Operate Transfer (BOT), and concession and partnership agreements.

With service delivery handled more directly by the private sector, public authorities are shifting their focus towards regulation and empowerment. Environmental and other economic externalities, as well as social equity issues, continue to require direct governmental inputs underscoring the political dimensions of urban management. There is clearly a mandate to innovate in search of greater efficiency and more equitable financing mechanisms. The module examines innovative partnerships and reviews approaches to vertical integration and coordination. Special attention is given to enhancing effectiveness and sustainability through the participation of residents and local businesses at the community level.

#### III. Public/Private Partnerships for Urban Regeneration and Community-based Development

Concerted public/private action at the regional, city and community level plays an important role in promoting economic development by creating a supportive environment to attract private capital and ensuring that businesses have access to the land, services and finance they need. The module examines the role of public/private partnerships in

driving urban development, regenerating functionally obsolete areas and revitalizing marginalized neighborhoods. Case studies highlight the changing role of public agencies and NGOs including community development organizations and neighborhood associations in the promotion of economic activities, the rehabilitation of the built environment, and the provision of affordable housing and community services. Examples of enterprise and empowerment zones are reviewed to illustrate the expanding scope of partnership activities involving city, community, and the business sector. Special attention is given to the needs of small business and microenterprises including adequate access to microfinance in order to enable disadvantaged groups to participate in the improvement process.

### Program Synthesis

The last day is devoted to synthesizing the material presented through a strategy evaluation session. Participants will discuss criteria and indicators which highlight and measure the impacts of strategic objectives and action plans on private investment and benefits to the community. Issues of feasibility and optimization are assessed from the viewpoints of both public and private partners in the development process as well as the broader effects on the community and the city.

### Study Tours

A three day study tour to Washington D.C. is organized in collaboration with Community Consulting International and Loudoun County officials. It is structured to provide opportunities to experience and discuss the effects of urban revitalization strategies and different approaches to managing growth in suburban settings where intensifying development pressure is changing the social fabric and affecting the environment.

### Program Faculty

Francois Vigier, *Charles Dyer Norton Professor of Regional Planning*  
Mona Serageldin, *Adjunct Professor of Urban Planning*  
Jerold Kayden, *Associate Professor of Urban Planning*  
John Driscoll, *Senior Research Associate*  
Keith Garner, *Research Associate*  
David Jones, *Research Fellow*

### Guest Lecturers and Speakers

Richard Henderson, *Director of Port Planning and Development, Mass Port Authority*  
Linda Haar, *Director of Planning, Boston Redevelopment Authority*

Tom O'Malley, *Director of Project Finance, Boston Redevelopment Authority*  
James Kostaras, *Assistant Director for Economic Development, Boston Redevelopment Authority*  
Pat Cusick, *Executive Director, South End Neighborhood Action Program of ABCD*  
Richard Dimino, *CEO Artery Business Committee*  
Martin Nee, *CEO South Boston Community Housing*  
Kim Wilson, *Deputy Director, Working Capital*

### Washington D.C.

Alfred Van Huyck, *Commissioner, Loudoun County Planning Commission*  
Jaime Bordenave, *President, Community Consulting International, Washington*  
Charles Billand, *Executive Vice President, Community Consulting International, Washington*

### Applications

Enrollment is normally limited to 15 participants. Applicants will be accepted on the basis of professional background and experience. The program is conducted in English and a demonstrated capacity to communicate in English is normally required of all applicants from non-English speaking countries. The wide geographical distribution of participants offers a unique opportunity to share and learn from each other's experiences.

### Accommodations

Accommodations within walking distance of the school are available at the following rates per night:  
Hotels: \$159 - \$295  
Bed and Breakfast: \$80 - \$140  
Student Dormitory: \$42 with shared bath  
\*\*\* Prices do not include taxes and gratuities.

### Program Costs

Tuition is \$3,500 per person which covers course materials, study tours (including the visit to Washington D.C.), and health insurance for the duration of the program. Participants are responsible for the cost of travel, accommodations, and all other expenses. The suggested per diem for food and incidentals is \$40, exclusive of lodging and transportation.

### Financial Aid

A limited number of partial tuition scholarships may be available to applicants from countries eligible for the World Bank's IDA loans. Requests for financial aid must be received no later than May 16th, 1998. Participants are encouraged to apply for support directly to international and bilateral aid agencies and to contact the regional offices of these agencies