

NOMINATION 1 INFORMATION

Nominations For: Organization

Name of Individual/Project/Organization: Institute for Housing and Urban Development Studies - IHS

Name of Person/s in charge: Mr. Claudio Acioly

NOMINEE DETAILS

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Actions or Areas of Human Settlements: Training and Education

Institution Building

Advisory Services

Research

Networking

Human Settlements Achievements: IHS is an international centre of excellence and my knowledge of the built environment and how we can make it better for us and generations yet unborn has been developed through their excellent training programs in the fields of housing, urban management and urban environmental management and planning.

They have partnered with academic and government institutions in developing training programs at national and local levels for land management, land use planning; housing and infrastructure and community participation.

They play a strong advocacy role highlighting the problems of urbanization and the need for Governments, private and local sector institutions to work together in creating efficient, healthy, safe, and affordable neighborhoods.

They have undertaken comprehensive research and implemented programs for decentralization; capacity building at the local government level; slum upgrading; water and sanitation and urban finance, development and management.

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NOMINATION INFORMATION

Nominations For: Organization
Name of Individual/Project/Organization: IHS- Institute for Housing and Urban Studies - Rotterdam
Name of Person/s in charge: (Mr. Claudio Acioly)

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Actions or Areas of Human Settlements: IHS has built a substantial expertise in the fields of housing, urban management and urban environmental management and planning.

In these fields, IHS offers support by building the capacity of both organisations and individuals through:

Training and Education
Institution Building
Advisory Services
Research
Tailor-made and problem-solving oriented training
Networking
Human Settlements Achievements: Projects portfolio
Municipal infrastructure Agency Support Program- Additional Services
Communicating Waste in the Ukraine
Eco-Sustainable Construction for Low Income People peru
PUMP - Poland
SINPA - Bangladesh, Bolivia and Zambia
Strengthening the role of local governments in the third sector in housing - Bulgaria
Establishment of a Sino-Dutch International Business Center - China P.R.
ENRICH - China P.R.

THRUD II - Egypt
Elmina Cultural Heritage and Management Program - Ghana
APUSP II - India
Inner City Revitalisation in Palembang - Indonesia
Senior Policy Advisor Ministry of Settlements and Regional Infrastructure - Indonesia
BUILD - Indonesia
Local Capacity Building for Decentralization - Indonesia
EGAL - Latin America
Telmsa II - South Africa and Namibia
Urban Cultural Heritage Protection and Preservation - Yemen
Training and Research in Housing and Urban Development Project - TRHUD

NOMINATOR DETAILS

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Actions or Areas of Human Settlements: International training for half a century to
middle and senior level staff, managers, elected representatives of housing and urban
development organisations and local government in all developing countries.
Research and consultancy particularly on issues of pro-poor urban development and
governance

Human Settlements Achievements: Practical, issue base courses have had a great influence on housing and urban development practice. High quality training material produced. Network of regional training institutions in developing countries. Action research and advocacy very successful in determining new directions.

NOMINATOR DETAILS

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IHS: 50 years Investing in People Who Makes Cities Work

The Nomination of IHS to the Habitat Scroll of Award

Preamble

In response to the preparations for the 50th anniversary of IHS to be celebrated in 2008, a number of IHS alumni have suggested that the best way to acknowledge this date is to submit the nomination of the institute for the UN Habitat Scroll of Award as a life achievement recognition of the institute's contribution to human settlement development and the Habitat agenda. This text attempts to briefly articulate the elements that sustain this nomination. Check www.ihs.nl

This achievement has many dimensions. Many individuals, practitioners, policy makers, mid-career professionals have strengthened their capacities through IHS training courses and post graduate educational programmes in Rotterdam and abroad. Thus, human resources development and capacity building has played an important role in projects, programmes and policies where these individuals were engaged. Some have become better professionals, others directors and decision makers in their organisations, some have gone to the NGO's sector and established trend-setting institutions, and others have even become ministers and mayors in their cities. Some have become reference in their own country or ended up working in international organisations. The motto of IHS: "to invest in people who makes cities work". Check the link: <http://www.ihs.nl/scroll%20of%20honour/index.htm>

Additionally, many training and capacity building institutions have been established from scratch and other institutions have had their capacity substantially increased in a dozen of countries through technical assistance and institutional development support offered by IHS during many years of intense collaboration. This collaboration has been often funded by the Netherlands Government but also by a number of other bilateral and multilateral agencies. The goal is to create indigenous and local institutional and human resources capacities to foster local capacity strengthening and support to national and local institutions responsible for making cities work. These institutions stand-alone today, they are part of broader networks and continue to play their capacity building role and strengthening the urban agenda in their countries. Check the link: <http://www.ihs.nl/partnerships/IHS%20Assistance/index.htm>

The Institute has also worked closely with important global institutions in key global events like UN Habitat, UNDP, World Bank, Asian Development Bank. IHS has worked closely with these agencies in preparing and implementing events like the conferences of Habitat I and II, as well as the Habitat II+5 and the World Urban Fora of Barcelona and Vancouver. IHS has supported the Habitat Agenda in many ways and has fostered institutional partnerships with national and international organisations.

In the Netherlands, IHS has continuously engaged the Netherlands Government institutions and other Dutch stakeholders on the "urban" debate as a way to keep attention about the problems derived from rapid urbanisation and the Millennium Development Goals, particularly the Goal 7, Target 11. This engagement has taken many forms like public lectures, briefings, organisation and participation in the celebrations of the World Habitat Day, organised during the last years by the Netherlands Habitat Platform. IHS is actively involved in the preparation of the World Habitat Day 2007 in the Netherlands, working closely with the Ministry of Housing, Spatial Planning and Environment.

1. Background

The Institute for Housing and Urban Development Studies (IHS) is an international centre of excellence associated with the Erasmus University of Rotterdam. It operates on a global scale offering specialised postgraduate education, training, advisory services and applied research in the fields of housing, urban management, urban governance and urban environment.

The mission of IHS is to develop human and institutional capacities to reduce poverty and improve the quality of life in cities. The historical background of the institute can be seen in detail in the brochure "History" under the following link:

http://www.ihs.nl/downloads/IHS%20publications/2005/IHS_History_19jan05.pdf

IHS completes its 50th anniversary on 24 of November 2008 with a track record of continuous international development activities in the field of research, training and post-graduate education for professionals working in areas of housing, urban development, urban infrastructure, environment and urban governance in developing and transitional countries. Additionally it has more than 20 years experience with short and long-term projects in a variety of countries providing technical assistance and advisory services to governments, non-governmental organisations and international development agencies.

Areas of expertise

IHS has a multi-disciplinary and multi-national staff (20 permanent senior experts and project managers and 50 associate fellows) with practical and academic experience in a variety of complementary fields of activities. The most prominent ones are:

Urban and Regional Planning, Land Management, Participatory Planning, Action Planning and Strategic Planning, Informal Settlement Upgrading, Urban Management, Integrated Urban Infrastructure Development, Public Private Partnerships, Housing Policy and Finance, Public Sector Reform, Solid Waste Management, Public Service Delivery, Decentralisation, Municipal Finance, Local Economic Development, Urban Governance, Urban Poverty Reduction, Inner City Regeneration, Preparing and Implementing Local Agenda 21, Urban Environmental Impact Assessment. The expertise of IHS can be seen in more detail in the brochure "IHS Making Cities Work" at the following link:

[http://www.ihs.nl/downloads/IHS%20publications/2006/IHS%20Making%20cities%](http://www.ihs.nl/downloads/IHS%20publications/2006/IHS%20Making%20cities%20Making%20Cities%20Work.pdf)

Tailor-made and problem-solving oriented training

In order to address specific local problems, IHS conducts participatory training needs assessment in response to organisations request for specific training to support local policies and programmes. IHS designs and conducts tailor-made training, in both The Netherlands and abroad. Increasingly organisations use IHS course programmes as part of their overall strategy for institutional development and improvement in the delivery of services and project implementation. The range of subjects, the flexible duration of courses and the problem-solving orientation provides an embedded solution to staff involved in on-going programmes. All in all, more than 7,000 practitioners from more than a 100 countries have made their way through IHS training in Rotterdam and abroad. Check the link: <http://www.ihs.nl/courses/index.htm>

Institution and capacity building

Institutional development and capacity building occupy special place within IHS activities. For the last three decades, IHS has been continuously involved in supporting the development of capacity building institutions, training and research centres in China, Colombia, Tanzania, Sri Lanka, Indonesia, India, Poland, Ghana, Egypt, Bolivia, Brazil, Costa Rica, Albania, Belarus, Peru, Cuba, Romania, Vietnam,

Thailand and Ethiopia. Besides assisting in developing and conducting local tailor-made training programmes geared to create local & national capacities to support policy reforms and implementation, IHS also supports training-of-trainers programmes that actually strengthens these institutions in their national development mission. Additionally, IHS also assists the establishment and management of these institutions by advising on re-orientation, re-organisation, new roles and responsibilities and on processes to bring about a desired change.

IHS assistance in institution and capacity building has produced a large body of experience in analysing needs and options for human settlement development institutions in the Developing world and in Central and Eastern Europe regarding human resources and organisational development, the design, implementation and management of training programme, and in conducting policy-relevant research programmes.

Some of these institutions that have either been created or strengthened by IHS support still exist today and have become partners of IHS in a number of national and regional endeavours like the HSMI-Human Settlement Management Institute of India, The Center for Housing Studies at UCLAS-Tanzania, the National Housing Agency-NHA of Thailand, the Urban Training Institute-UTI of Egypt, and the Institute of Local Government Studies-ILGS in Ghana just to mention a few. See the list at the end of this document.

2. Description of the initiative or project

Rather than focusing on one particular project, the life achievement of IHS gives a number of evidences of success the challenges posed by rapid urbanisation. The institute got engaged in housing projects and slum upgrading projects during the 70's and 80's but from mid 80's onwards, IHS increasingly got involved in long-term institutional development programmes which aimed at the creation or strengthening of local and/or national institutions that would take up the challenge to support urban and housing policies through capacity building initiatives, training, policy and sector studies, and technical advice. Check the document under the following link: http://www.ihs.nl/downloads/IHS%20publications/2005/IHS_History_19jan05.pdf

The strategy of the institute is to combine training, research and advisory services so as to keep not only its staff abreast with on-going processes and actual development challenges faced by people in cities in different countries, but also to upkeep the relevance and meaningfulness of the educational and training programmes in Rotterdam and abroad. **See Figure 1.**

Another important element is the approach used by IHS that is sustained by two pillars: one that focuses on the individuals, their skills, knowledge and analytical and formulation capacity, and the other one that focuses on their institutions be a local government, NGO, ministry of knowledge-based institution. Strengthening institutions to play their role in urban development processes coupled with the capacity of their staff are essential to foster policy reforms, organisational change and responsiveness to local problems. **See Figure 2.**

IHS also have established strategic alliances with organisations like Cordaid, the Sustainable Cities Programme/UN Habitat, the Lincoln Institute of Land Policy, the Erasmus University of Rotterdam amongst others.

Figure 1: Capacity Building Strategy of IHS

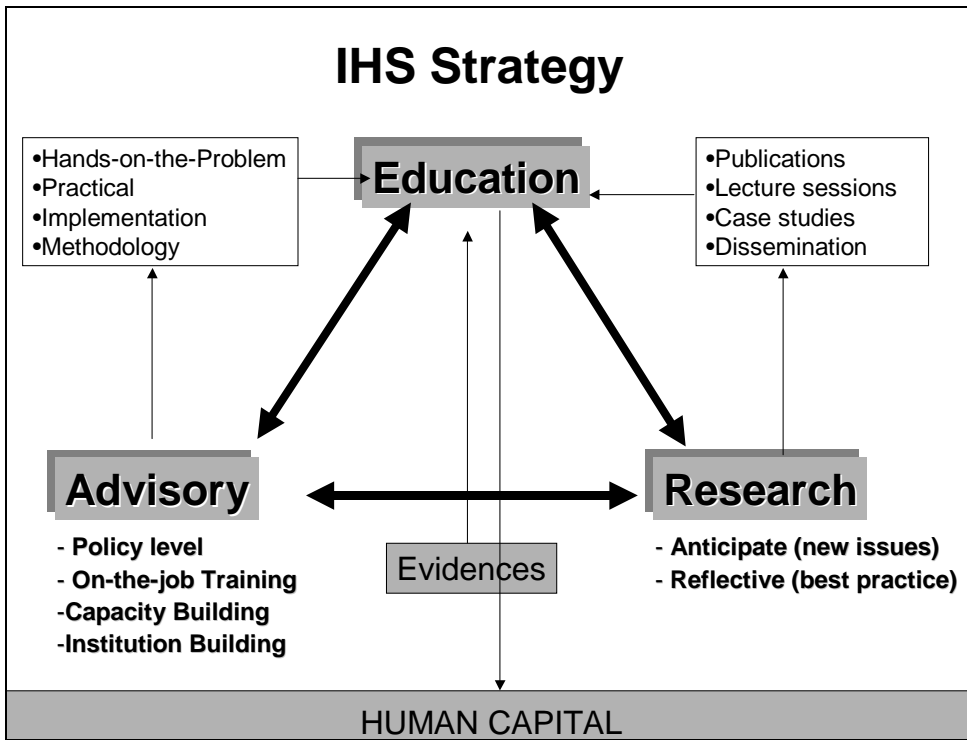
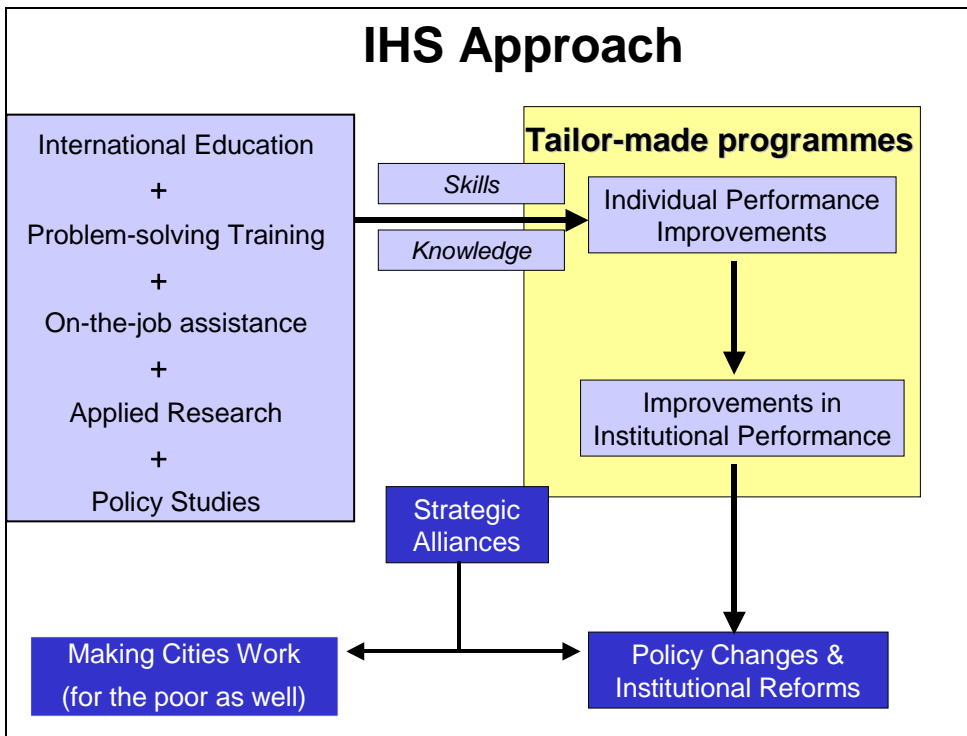


Figure 2: The IHS Approach to Capacity Building



Egypt

From 1997 to 2004, IHS worked closely with the Ministry of Housing, Public Utilities and New Urban Communities and the Housing Building Research Center-HBRC under the project "Training and Research in Housing and Urban Development – TRHUD, financed by the Netherlands Ministry for Development Cooperation, SAIL/NUFFIC and the Government of Egypt. The programme had a dual development goal: establish and strengthen capacities within HBRC to design and deliver tailor-made training programme in support to housing and urban development in Egypt and to broaden capacity building in the housing and urban sectors in the country. The programme developed capacities of Egyptian counterparts in the fields of informal settlement upgrading, housing policies, solid waste management and participatory environmental management and planning, urban management, land development strategies, urban infrastructure development and finance, project management and GIS.

Results in Egypt:

A core group comprised of nearly 30 professional staff of HBRC was trained in Rotterdam and Egypt through regular and training-of-trainers courses. Curriculum and case studies materials were developed and incorporated into more than 100 different courses that were designed and conducted in English and mostly in Arabic resulting into more than 2,000 Egyptian practitioners from urban governorates, local government districts, NGO's, academic institutions and ministries trained.

The project resulted in a number of publications, policy studies, research working papers in English and Arabic. Notably the book on Urban Management Practices in Belbeis, by Asa Sirry; Environmental Impact Assessment by Doaa el-Sherif, Ayman Hefnawi and Ogenis Brilhante, and the Solid Waste Management book by Huysman, Hefnawi, Brilhante, et al. Additional training materials, key publications including seminal articles by UN Habitat have been translated to Arabic by the project and incorporated into the readers of the various courses.

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Peru

From 1998 to 2004, IHS worked closely with the Foro Ciudades para la Vida in the development and implementation of the Peruvian Urban Management Educational Programme-PEGUP. The Foro is an NGO formed by a federation comprised of more than 80 different civil society (Ngo's, professional associations, chambers of commerce) and government organisations, municipalities and universities. The 3 major Peruvian universities took part in this programme.

The PEGUP was an educational and technical assistance programme in the field of urban and environmental management centred on human capacity building, institutional strengthening, research and the promotion of innovative projects and initiatives at the local level in Peru. PEGUP strived to mobilise various stakeholders from the community, public, private and academic sectors.

The programme set up agreements with the cities of Villa El Salvador/Lima, Arequipa, Negritos, Nuevo Chimbote, Trujillo and Ilo. The National University of

Engineering of Lima (UNI), the Catholic University of Peru (PUCP, Lima), The National University of San Agustín (UNSA, Arequipa) and the Private University Antenor Orrego (JAPO, Trujillo) actively participated in the programme. Not only their staff developed their teaching capacity, skills and knowledge on the broad subject of urban management but this actually helped to develop urban management master courses which are now offered regularly by Peruvian universities. Significant amount of professionals working in Peruvian local governments have been trained and their capacities substantially strengthened.

Results in Peru:

PEGUP organised a number of national and regional events that attracted more than 5,000 participants representing some 75 institutions from 18 different cities.

A total of 14 short postgraduate diploma courses were developed and implemented and 400 participants were awarded with a diploma. A total of 16 cities implemented and institutionalised the Local Agenda 21 process during the project period and other cities like Trujillo, Villa el Salvador, Arequipa, Lima, Ilo, Negritos and Chancay for example, received coaching and technical assistance provided by the PEGUP.

A number of case studies and action research were developed and resulted into the Environmental Atlas of Arequipa and the Environmental Plan of Arequipa: City Strategic Plan (A21); the Urban Cadastre of Trujillo; Urban Environmental Profile of Peru, just to mention a few. Additionally, 2 books were published: “Best Practices in Urban Environmental Management and Strategy Proposals”, and “Participatory Budgeting and LA21”. PEGUP also produced 7 manuals: Agenda 21 for Cities; Improvement of Municipal Revenues; Participatory Budgeting; Strategic Urban Planning; Community Action for Disaster Management.

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India

From 1985 to 2002, IHS worked closely with the Housing and Urban Development Corporation-HUDCO of India in a long-term institutional and capacity building programme sponsored by the Netherlands Ministry for Development Cooperation entitled “Indian Human Settlements Programme-IHSP”. The primary goal of the programme was to help establish the Indian Human Settlement Management Institute-HSMI that would act as a training wing of HUDCO. The goal was to create the necessary institutional and human resources capacities that would enable HSMI to undertake national capacity building programmes that ultimately would enable local governments to act locally and address the challenges of urbanisation. Indirectly the programme helped to enable local urban authorities to mobilise, manage and utilise financial resources facilitated by HUDCO.

The programme was implemented in 3 phases and provided training for Indian counterparts and training of trainers programmes (in Rotterdam and India) in order to create the basic skills and knowledge required to prepare, design and conduct local training programmes. IHS staff worked in close collaboration with their Indian counterparts in carving the curriculum, case studies, training materials, training methodologies and training management. In parallel, management and financial management support was provided in order to strengthen HSMI capacity to become a key national capacity building institution.

HSMI helped a number of decentralised institutions to carry out regional and local capacity building and training programmes and upscale capacity building, training and institutional strengthening programmes to support local and State governments in India. The third phase actually coined the Decentralised Training for Urban Development Programme-DTUDP and focused on the development of trainers and TOT courses and the strengthening of other training institutions in the country.

In the beginning the focus areas of the programme were Housing and Urban Finance; Area-based Planning and Land Development; Slum Upgrading; Infrastructure Development and Management, Project Design and Appraisal, Poverty Alleviation amongst the major themes. Different Indian staff were trained and worked closely with IHS staff in the development of curriculum, relevant case study, action research and policy papers.

Results in India

During the period 1985-2002, more than 500 training courses, workshops, expert group meetings and seminars of different kind were designed and implemented by HSMI within the framework of the Dutch-Indian Collaboration. Nearly 10,000 professionals have been trained during this period. In a recent programme briefing by HSMI, it was announced that up to 2005 nearly 25,000 people had already been trained through HSMI and 18 decentralised training institutions al together. These organisations have been actually been strengthened by HSMI.

More than 40 different training manuals were produced; the number of research publications is enormous and are all available at HSMI. To mention a few: "Impact of Tenure Regularisation and Environmental Upgrading Programmes on Shelter Consolidation", by B.C. Mitra; "Role of NGO's in the Shelter Process of Low Income People with Emphasis on Housing Finance", by M. Sivashanmugh; "Slums, Squatter Settlements and Organised Sector Worker Housing in India: some affordability myths and alternative shelter strategies" by R.M. Kapoor.

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3. Main partners

Egypt:

Ministry of Housing, Public Utilities and New Urban Communities
Housing, Building and Research Centre – HBRC
International Institute for Geo-Information and Earth Sciences-ITC (from 2002 onwards)

Peru

Foro Ciudad por la Vida, Lima
National University of Engineering of Lima (UNI)
Catholic University of Peru (PUCP, Lima),
National University of San Agustin (UNSA, Arequipa)
Private University Antenor Orrego (UAPO, Trujillo)

India

Housing and Urban Development Corporation-HUDCO

Human Settlement Management Institute-HSMI

4. Impact

During the period that IHS was fully involved, these 3 programmes in Egypt, Peru and India have directly provided capacity building and training opportunities that benefited a total of 13,000 thousand individuals working in central and local governments, NGO's, academic institutions and private sector organisations.

In Egypt, a training impact evaluation carried out by external experts revealed institutional related performance and individual related performance impacts amongst those who had attended the training programmes offered by TRHUD (IHS-UTI). It was particularly noticeable amongst those who had attended the participatory urban environmental management and planning. EIA and solid waste management courses. Innovations at the work sphere, the implementation of the environmental law, and different ways of working and performing their duties were introduced in some public sector organisations. Countries of the Arabic region showed interested in these courses and started sending nationals to attend the courses in Cairo, Egypt.

The developed capacity and establishment of UTI-Urban Training Institute allowed this institute to engage in a national planning exercise, where participatory tools and community-based action planning techniques learned through the TRHUD project were actually applied. UTI was commissioned by the Egyptian government to undertake a wide programme of urban village planning. UTI also got engaged in neighbouring countries providing training and technical assistance, including contracts with UN Habitat.

In Peru, the university in Trujillo actually institutionalised the urban management and urban environmental management master programmes with its own capacities and staff trained through the PEGUP project. The programme has been offered and two groups have accomplished their master degree. The majority of the participants are local government staff.

The Local Agenda 21 and participatory planning approaches have been adopted by new cities as a result of the implementation of the PEGUP project. Nearly 20 cities have applied the methods and approaches of the LA21.

The programme helped to give more visibility and recognition of the Foro's work agenda, helping it to launch national campaigns for the LA21, for better environmental management in the country and the banning of asbestos from the construction sector in Peru. The Foro also took this opportunity to develop further the notion of sustainable housing and sustainable building which now sustain its lobbying within the legislature cadre of Peru.

In India, the impact of the programme is eloquent. Already at the phasing out of IHS involvement, HSMI was already engaged in agreements with decentralised institutions from different parts of India. It capacitated these institutions and today there are 18 decentralised institutions focusing on capacity building and training on housing and urban development issues, supporting the decentralisation process of the Indian Government. At this date, an additional 15,000 professionals have been

added to the list of 10,000 that were trained by the programme when IHS was still involved. This is a significant spin-off effect of the IHS-HUDCO-HSMI collaboration.

Some ideas, recommendations and advice derived from policy studies have been encompassed by Indian authorities such as different modalities of finance and project appraisal methods to capture urban finance.

5. Sustainability

In Peru and India, both the Foro Ciudad para la Vida and the Human Settlement Management Institute-HSMI have proven that they have become a national and local player in capacity building and urban and housing policy dialogues. Both have also actively participated in international events bringing their local and national experiences to a much broader audience.

They have become independent institutions with their own programme, agenda and modus operandi. They have also taken part in public, national and international tendering and continuing their capacity building and lobbying activities in the urban sector. The number of courses, activities, and partnership with different organisations, including international ones, gives a clear indication of the diversification of funding and the creation of new opportunities within a more globalised environment.

In Egypt, UTI has established itself and continues to offer national and regional courses (Arab Region). It has increased its scope of work towards areas such as project management, environmental impact assessment and preparation of urban development plans for urban villages in Egypt. The regulatory and institutional frameworks under which UTI must operate makes it more difficult to become a fully independent institution like the Foro Ciudad por la Vida. In India, HSMI is currently discussing its institution position as organisation associated to HUDCO which will possibly result in autonomy and self-determination.

The three institutions have proved to be able to mobilise financial resources that enable them to continue with their mission and core activities.

6. Transferability and Up-scaling

The TCBIS approach combining Training-Capacity Building-Institutional Strengthening provides an unique opportunity to upscale impacts on planning and management of housing and urban development programmes because it does not only focus on individuals but also on institutions. Many problems encountered in cities in the Developing world are associated with the weak institutional basis, even in situations where the technical cadre and mid-career practitioners are reasonably trained. This seems to provide a conducive environment to upscale the needed capacity to address the challenges of rapid urbanisation.

The upscaling in India as illustrated by the DTUDP-Decentralised Training in Urban Development Project gives us a clear example that a locally established and strengthened training and capacity building institution like HSMI, with the necessary support, is capable to decentralise the local and national capacity strengthening mission and broaden the impact of human resources development. Ideally, in order to multiply the effects of that, it would be necessary to include a much more vigorous institution building component than it was actually the case. Nevertheless, the India's example can be transferred to other countries and can be regarded as an example of good practice.

7. Innovation

There are few innovations worth mentioning in these 3 cases. In fact there are a number of interesting and innovative aspects of this model of capacity building applied by IHS in various countries. For this application, we focus only on three: Egypt, India and Peru.

In India, the most remarkable innovation was the decentralisation of training development and delivery to 18 different training and capacity building institutions, made by a national training institute (HSMI).

In Peru, the innovative approach was to link the key universities in the country with a NGO focusing on urban environmental issues supported by municipal governments. The effort to coin a concerted agreement and institutional collaboration geared to strengthen capacities in urban management and urban environmental management was a difficult and complex step but proved to be the key to the success of the PEGUP programme. The Dutch Government carried out an external evaluation and the programme and the results achieved by the IHS-Foro Ciudad por la Vida and ITC were praised and acknowledged.

The approach applied in Egypt was based on an incremental training development approach through which training and learning methodologies, local case studies and practical exercises to resolve problems depicted in these case studies were developed and applied while the Egyptian counterparts together with IHS staff were undertaking training needs assessment and simultaneously building their own capacity as trainers.

The approach was simple but effective. As the curriculum of different courses were being developed and sessions designed in English, a comprehensive effort was being made to make all these materials available in Arabic while adapting them to the local context and gaps identified by the training needs assessment. Parallel to that, several Egyptian counterparts were being trained in regular courses and training of trainers programmes in order to enable them to become effective learning vehicles.

Local case studies were developed. Situations, approaches, successes and failures were substantially analysed and documented in order to provide training support materials. Additionally, participants were taken to field visits and the practical exercises were made on the spots. Participants had to develop solutions, plans of action, financial options, institutional frameworks and regulatory responses.

8. Recognition of the initiative

The 3 experiences briefly described herein are just 3 examples of the IHS experience with the capacity building and institutional development programmes during its nearly 50 years of existence. In all the 3 countries, there has been widely recognition by participants who have attended the courses, by government authorities speeches and public presentations, attendance in seminars and a number of publications.

The publications, books, press releases, and other documents giving evidences of these 3 experiences will be sent separately from this application.

ANNEX

Some of the Capacity Building Institutions Strengthened and / or Established with IHS Assistance	
ALBANIA	Institute for Habitat Development – Co-plan
BELARUS	Institute for Regional and Urban Planning-IRUP, FLGR-Foundation for Local Government Reform, Strengthening the Third Sector in Bulgaria Housing Sector
COLOMBIA	CEHAP-Center for Popular Housing Studies, National University of Colombia, Medellin, PEVAL Latin America
EGYPT	UTI-Urban Training and Studies Institute, HBRC-Housing Building and Research Center, Ministry of Housing Utilities and Urban Communities.
ETHIOPIA	Ethiopian Civil Service College, Urban Management Programme
GHANA	Institute for Local Government Studies-ILGS
INDIA	HSMI-Human Settlement Management Institute, HUDCO-Housing and Urban Development Corporation
INDONESIA	IUDM-Integrated Urban Infrastructure Development Management, Ministry of Public Works
PERU	NGO Foro Ciudad para la Vida (Federation of NGO's, Local Governments, Civil Society Organisations), National Urban Management Programme
POLAND	Academy of European Integration, Szczecin, Professional Urban Management Programme
ROMANIA	Institutional Development and Training for Urban Management, Regional Training Centers for Elected and Appointed Officials
SRI LANKA	CHBC-Center of Housing, Building and Construction, National Housing Authority-NHA
TANZANIA	CHS-Center for Housing Studies (UCLAS)
THAILAND	National Housing Authority - NHA