

NAHRO INTERNATIONAL COMMITTEE RESOURCE GUIDE



Prepared By
NAHRO International Committee

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WELCOME: PURPOSE OF THE GUIDE

Dear International Committee Members and colleagues:

The International Committee has been a part of NAHRO since the 1960's, achieving standing committee status in 1997. This Resource Guide has been prepared in an effort to help orient both new and returning members about the history and mission of the Committee. We hope you will find it a useful reference in your regular Committee business.

Many of the materials that have been included are historical in nature. As such, this Resource Guide is not only informational in nature, but also serves as our Committee "memory." We hope it will provide some continuity around issues as Committee members rotate off and new members join.

Other materials included here relate to international issues, background information, some "alphabet soup" definitions, and a synopsis of NAHRO interactions with sister organizations in other countries. The Committee's regular meeting and social schedule is also referenced, we hope it adequately reflects the camaraderie among members and our international colleagues that contributes to making our work such a special professional experience.

This International Committee Resource Guide has been prepared with participation by many Committee members in an effort to help orient new members about the history and mission of the Committee. Thanks goes to each current and past Committee member for their efforts in making this Guide a reality.

Best Regards,

INTERNATIONAL COMMITTEE



NAHRO: BRIEF OVERVIEW OF THE ASSOCIATION

NAHRO'S MISSION STATEMENT:

The National Association of Housing and Redevelopment Officials (NAHRO) is a professional membership organization comprised of 21,227 housing and community development agencies and officials throughout the United States who administer a variety of affordable housing and community development programs at the local level.

NAHRO's mission is to create affordable housing and safe, viable communities that enhance the quality of life for all Americans, especially those of low- and moderate-income by:

- Ensuring that housing and community development professionals have the leadership skills, education, information and tools to serve communities in a rapidly changing environment;
- Advocating for appropriate laws and policies which are sensitive to the needs of the people served, are financially and programmatically viable for our industry, are flexible, promote deregulation and local decision making; and
- Fostering the highest standards of ethical behavior, service and accountability.



NAHRO enhances the professional development and effectiveness of its members through its comprehensive professional development curriculum, conferences and publications. Through these efforts we are working to equip NAHRO and our membership with the skills, knowledge and abilities necessary to survive and prosper in a changing environment, and make our Association more efficient and effective.

The International Committee has a particularly important role in these overall objectives. The Committee must intentionally seek out international solutions to these objectives and share the knowledge gained with the entire NAHRO membership.

NAHRO'S HISTORY:

NAHRO was started in 1933 by a nationally diverse group linked by a common concern for the nation's housing needs and a determination to develop programs to address those needs. Their leadership resulted in the passage of the United States Housing Act of 1937, the first federal legislation that committed the federal government to assisting communities with building low rent housing and redeveloping blighted areas. By 1949, NAHRO was influential in the passage of the Housing Act of 1949, which provided a new program of federal assistance for urban redevelopment and established the national housing policy of "a decent home and a suitable living environment for every American family." The Housing Act of 1949 was not yet the necessary commitment of the government to make that objective mandatory, but served as a major foundation for that goal. NAHRO has worked steadily ever since to find ways to achieve the mission of providing housing for people of all incomes in revitalized communities.

Today NAHRO continues to make its positions known to the U.S. Department of Housing and Urban Development and Congress. With policies based on research and analysis, NAHRO continues to work to enhance the quality of life for people of low and moderate income and to create strong, dynamic communities throughout the United States.

INTERNATIONAL COMMITTEE: MISSION AND HISTORY

MISSION: The mission of NAHRO's International Committee is to promote and share global exchanges of information and develop relationships to assist the NAHRO membership and all those engaged in the development and operation of housing and community development programs.

The International Committee collects and disseminates information on housing and community development in foreign countries, identifying innovative programs, development techniques, and management systems that may be usable in the United States. The committee also shares information on American programs with its foreign counterparts. The committee encourages local housing and community development personnel to participate in international meetings, including official delegations organized by federal agencies, and it arranges informational exchanges with professionals in other countries.

HISTORY: NAHRO has long recognized the need to reach out to other countries for good ideas and ways we can learn from each other as well as to share our knowledge and experiences.

This international outreach started out on a personal level with an informal committee consisting primarily of housing professionals and academics who were meeting to discuss travel experiences related to housing, revitalization and funding programs. NAHRO had a strong nucleus of northeastern practitioners who began exchanging ideas with Canadian counterparts. From sharing practices and programs, the association of CHRA (the Canadian Housing and Renewal Association) formed and became a leader in Canadian housing advocacy that continues to thrive today. NAHRO has recognized the benefit of having such international relationships and has expanded its activities to promote the exchange of ideas, policy directions and technical information. The International Committee is charged with acting as ambassadors for promoting the sharing of information and contributing to organizations around the world who have a similar mission of serving those in need. These outreach efforts are reflected in the international organizations the Committee interacts with (see NAHRO'S International Partners in Appendix A).

The Committee's accomplishments and demonstrated contributions to NAHRO have made the International Committee a permanent standing committee of the organization. As the newest committee, with full status achieved in 1997, we are still defining the ways we can help to carry out the NAHRO mission and contribute to the body of professional knowledge both locally and internationally. Many members of the International Committee view themselves as the organization's "research and development arm."



HISTORICAL ISSUES

Why is the International Committee needed? Just as every company in the world needs research and development to be aware of new and different trends, so should professional organizations. Housing and community revitalization needs are not addressed just through programs developed within the United States, there are versions of these activities going on throughout the world and most certainly we can learn from what others are doing, particularly in this time of increasing awareness of the impacts of humans on the environment and on declining resources. The role of the Committee is not only to share what is being done in the U.S, but to be intentional about learning best practices and also fatal flaws of other countries.

What is the value to the membership? Committee members identify good ideas and share them in ways that can be applied to U.S. needs in the areas of design, urban planning, cultural adaptations, tenant programs, governmental policies and the whole gamut of issues that affect creating housing. The value of the Committee's research and observations is increasingly important in times of diminishing financial resources.

There has historically been little cost to NAHRO to support the Committee. As the number of agreements with international organizations and the formal constitution of the Committee have evolved, administrative costs have been necessary. In addition, travel to other conferences has evolved from being paid for solely by the individual members to expenses being covered for delegates and at times by the delegations and attendees at conferences.

Communication, communication, communication! The issue of intentionally and effectively communicating the results of "research" and observations has been an ongoing conundrum. It is one thing to go, appreciate the experience, but quite another to communicate what has been learned and "teach" the lessons gained. The articles in the Journal of Housing and sessions at conferences have helped to address this need for sharing information but we have much more to do with this issue.

ADDITIONAL BACKGROUND INFORMATION:

Additional information on the International Committee can be found on committee website from the NAHRO homepage, www.nahro.org, including a transition report from the most recent Committee term, Committee member bios, and Committee work-plans.

COMMITTEE MEMBERS: ROLE & EXPECTATIONS

You follow a long line of professionals who have learned from shared international interests, have had experiences in and with other countries and cultures or have a desire to foster understanding and learning with local and international people and programs. The NAHRO President and the Regional Councils have nominated you because you are special, talented, and have a curious mind seeking to find new and better ways to provide for the housing needs and community revitalization and development around the world. You were chosen because of specific interests and expertise. You were appointed based on attributes, including your capability to help build relationships and implement NAHRO's mission.

Members of the International Committee assume the following responsibilities:

- Serve as an ambassador in promoting the mission of NAHRO locally and internationally.
- Learn and share critical research and information on best practices for housing and community development policies locally and internationally.
- Assume leadership in defining the mission and policies of NAHRO.
- Attend NAHRO committee meetings and share information on International Committee activities and build awareness of the Committee's role in accomplishing NAHRO's mission.
- Participate in the Committee's subcommittees and foster their work.
- Read and be prepared to discuss materials and minutes distributed prior to meetings and calls.
- Share with the Committee your ideas or suggestions that will make the Committee more effective.
- Represent the International Committee at world congresses and domestic conferences.
- Participate in local and regional meetings to foster understanding of the Committee's role and benefit to the NAHRO mission.
- Write articles about international issues or meetings relevant to the NAHRO membership.
- Develop topics and suggestions for speakers /moderators for conferences.
- Serve as speaker/moderator at NAHRO sessions developed by International Committee.
- Assist with tours, dinners, the Committee's informational booth and in specific solicitations for shelter conducted during NAHRO conferences.
- Provide liaison within NAHRO and other organizations involved in international housing and community development activities.
- Host or help identify suitable organizational hosts for visiting professionals.
- Publicly advocate only NAHRO approved policies.
- Ensure that the work of the International Committee is conducted in a nonpartisan manner.
- Ensure that there is never a commitment of the NAHRO organization to any activity, sponsorship, or exchange without prior NAHRO approval.

SUBCOMMITTEES

1. STUDY EXCHANGES

- a. Identify parameters of trip selection
- b. Evaluate and propose location for productive exchanges
- c. Serve as committee contact for NAHRO staff
- d. Evaluate completed exchange



2. EDUCATION

- a. Trends/Issues (Emerging);
 - i. Asset management study
 - ii. Sustainability and Preservation - Section 8/PH
 - iii. Transit Oriented Development (Smart growth, density, transportation, economy, affordable housing and community development)
 - iv. Green Build/Energy Efficiency (Environment/Savings)
 - v. Immigrant/Refugee Models (Human Capital)
- b. Presenters/Presentations at meetings
- c. Speaker Bureaus
- d. Tri Country Conference

3. COMMUNICATIONS: Share-disseminate

- a. Website/Blog/Resource Guide/History
- b. Study papers/international publications
- c. Integrate international perspective at conferences
- d. Host vendor booth at conferences
- e. Speakers
- f. Host international visitors

4. PARTNERSHIPS: This subcommittee will be charged with moving forward and evaluating our existing relationships.

- a. International Urban Development Association (INTA)
- b. Chartered Institute of Housing (CIH)
- c. Canadian Housing and Renewal Association (CHRA)
- d. University of Delaware and others
- e. United Nations Non-governmental Organization (UN NGO)
- f. South African Housing Foundation
- g. National Association of REALTORS
- h. Rotary International
- i. Emerging NAHRO Leaders



5. OTHER SUBCOMMITTEES

- a. Advisory Committee
- b. Lange Award Selection Committee

JOHN D. LANGE AWARD

This NAHRO award was established in 1983 in the name of John D. Lange, Executive Director of NAHRO from 1951-1970, who actively participated throughout his professional career in international exchanges and in his retirement, carried out executive service assignments in Argentina, Indonesia and the Philippines. Mr. Lange deeply believed in international exchanges and fostered NAHRO's support of global sharing of information. This award is presented at the national NAHRO conference, annually, depending on nominations received. The honoree is selected on the basis of their work in making an outstanding contribution to international understanding in housing and community development and fostering international exchanges.

Past Award Winners	
2012	Theresa Williamson, Founder/CEO Catalytic Communities, Rio de Janeiro Brazil
2011	Robert Dubinsky, Chair of the Board, International Housing Coalition, Washington DC
2010	Sofia Eldor, Director, Urban Planning Department , Ministry of Construction and Housing, Jerusalem, Israel
2009	Michel Holsten, Vice President, Office of Business Development, CHF International, Silver Spring, MD
2008	Rick Gentry, President/CEO, San Diego Housing Commission, San Diego, CA and former NAHRO President
2007	Dr. Thomas Manion, Jr., Chief Executive Officer, Irwell Valley Housing, Manchester, England
2006	Rodney Dykes, Managing Director, RDHS, Ltd., Liverpool Housing Action Trust, Formby, Liverpool, England
2005	David A. Smith, Recap Advisors, Inc., Boston, MA
2004	Montebang Lawrence Ramashamole, Honorary Treasurer and Immediate Past President, Institute for Housing of South Africa (IHSA), Republic of South Africa
2003	Christine Davies, Housing Researcher/Consultant, Former Trustee of William Sutton Trust, United Kingdom
2002	Claude Roy, Urban Planner, Societe d'habitation du Quebec Chair, Canadian Housing & Renewal Association, Montreal, Canada
2001	Peter Kimm, Former Director, U.S.—Asia Environmental Partnership, USAID, Washington, DC
2000	Lester Gross, President, International Management Services, Inc. Community Outreach Director, Institute of Public Affairs, University of South Carolina, Columbia, SC
1999	Mary E. Paumen, Senior Program Director, Local Initiatives Support Corporation, Philadelphia, PA
1998	John Geraghty, Senior International Affairs Program Officer, HUD, Washington, DC
1997	Gordon Cavanaugh, Esq., Partner, Reno & Cavanaugh, PLLC, Washington, DC
1996	Robert W. Maffin, Consultant & Advisor to Bulgarian Gov, Former NAHRO Executive Director
1995	Bob Hale, Canada
1994	Mary Nenko, NAHRO Associate Director, Washington, DC
1993	Helen Sause, SFRDA
1992	Judith Hermanson, CHF
1991	Eric Carlson, CA
1990	Bob Katz, University of Illinois

TRI-COUNTRY CONFERENCE: PURPOSE, HISTORY, INTERNATIONAL COMMITTEES' ROLE

OVERVIEW

The first Tri-Country Conference convened in 1989 at the University of Illinois (Urbana) under the auspices of the International Committee of NAHRO. The Institute of Housing (later the Chartered Institute of Housing (CIH)) and the Canadian Housing and Renewal Association (CHRA) represented the United Kingdom and Canada. The Tri-Country Conference has continued biannually since that time to explore common elements of housing and community development policies. The principal individual behind the initial concept of the conferences was Professor Robert D. Katz, working with British housing officials. In addition, the staff liaison with the NAHRO International Committee, Mary Nenko had worked cooperatively with Canadian housing officials and helped create CHRA in 1968.

The 1989 conference provided valuable opportunities to learn from the common experiences shared by the three countries. The major theme was the changing national housing policies in all three countries and the emergence of conservative national governments that did not support the premise that all people are “entitled” to safe, sanitary living environments. In each country a substantial institutional structure of public agencies at national, state/provincial, and local levels, and large inventories of publicly constructed housing units, had evolved over an extended period of time. The new conservative leaders had a negative view of the role of government in housing, preferring a private sector approach to housing needs, including individual homeownership.



Increasingly, this philosophy also encompassed a greater degree of resident involvement and resident-based subsidies. In addition, tight national government budgets and the perceived need to cut national expenditures provided a rationale to cut housing appropriations. Housing was not a national priority. This conservative philosophy led to efforts to devolve housing responsibility to state/provincial and local units of government as well as to neighborhood organizations as recipients of national government assistance. There was also an increasing trend to view housing as having responsibilities for larger social problems such as employment and family instability. National housing policy changes initiated in the 1980s took on new momentum in the period of the first four Tri-Country Conferences. These changes had revolutionary impacts on the previous housing programs and their institutional structures, forcing major shifts in direction.

TRI-COUNTRY CONFERENCE: PURPOSE, HISTORY, INTERNATIONAL COMMITTEES' ROLE (CONT.)

CONFERENCE THEMES

The theme of the 1989 conference in Illinois was “Housing in the 90’s: Common Issues”. The conferences that followed included:

Year	Location	Theme
1992	San Francisco, CA	Facing Up to Housing and Urban Issues*
1994	Kenilworth, England	
1996	Montreal/Ottawa, Canada	Attracting Private Capital for Public Purposes
1998	Washington, DC	How Housing Policy Builds Healthy Communities
2000	Manchester/Liverpool, UK	Balanced Communities
2002	Vancouver, BC	Affordable Housing: Blueprint for the Future
2004	Chicago, IL	Why Housing Matters: Making Cities Economically Competitive
2006	Edinburgh/Glasgow, Scotland	Mixed Communities
2008	Toronto, Canada	Legacy for Tomorrow’s Leaders
2010	USA	Not held due to political party change in the UK

*Glossary of Housing and Community Development Terms and Programs for UK, Canada, and US was first developed for this conference and it has subsequently been updated. It remains a useful tool particularly for the first time attendees as these conferences.

The Tri-Country Conferences have focused on policy issues of social housing and the major shifts due to changing national government policies and have considered a number of other issues not directly related to those changes, including the efforts to develop housing and provide support services for special-needs households such as homeless, frail elderly, and single-parent households. Attention has also been given to the challenges to housing management of large concentrations of very low income households; many of the new management approaches involve a larger and more influential role for housing residents.

THE REASON TO CONTINUE

Changes in national housing policies and programs are still in flux and it is likely that the period of change and adjustment will continue. Regardless of the political party in power, the direction toward less government as well as reduced federal housing funding is well in place. There appear to be no settled solutions to the difficult issues surrounding social housing. For the foreseeable future, there will likely be a continuing search for new approaches to fill the gaps in housing finance. More concentrated efforts are required to evaluate policies and programs and bring the evaluation results forcefully to the attention of national political leaders. The number of lower-income families, homeless, housing issues around immigration and displacement of populations create an ever more urgent need for housing assistance and this issue has been demonstrated at each conference by all three countries.

TRI-COUNTRY CONFERENCE: PURPOSE, HISTORY, INTERNATIONAL COMMITTEES' ROLE (CONT.)

At the same time, there is increasing evidence that new ways should be found to integrate and coordinate the activities of the many housing institutions now active in the social housing field. "Treating the whole person" and coordination in addressing the needs of health and education as well as housing and community environment are essential. The social housing needs must be closely linked to the revitalization of neighborhoods and total communities with integrated activities from all functional areas that support residential neighborhoods. The three organizations sponsoring the Tri-Country Conferences have a special role in pursuing new directions to address these needs in a holistic manner.

Looking at the experience of the Tri-Country Conferences it is clear that the three countries have discovered many issues in common and have succeeded in bringing thoughtful deliberations to their understanding. The conferences have been a great success. But the important questions, such as how to use these findings to influence policy leaders, still need to be answered. Suggestions include:

- Continue the Tri-Country conferences with emphasis on the major policy changes taking place in social housing during the preceding two years and identifying the major adjustments and initiatives.
- Continue an early tradition of having the president of each organization speak at the general session of the national conference of each association. This will inform the membership of each organization of the common issues.
- Create Tri-Country evaluation teams to assess the transferability of promising policies. Communicate the evaluation results to a broad audience and include them as major areas for discussion at future conferences.
- Give special attention to the positive proposals and initiatives taken by each organization in response to policy changes.
- Undertake discussions with agencies and officials carrying out programs for revitalization of neighborhoods and communities and seek a place for social housing in these efforts. Report on the results of these discussions at the Tri-Country Conferences.
- Ensure that the presenters and papers at the Tri-Country Conference include practitioner representation from all the major agencies and institutions with responsibilities in social housing.
- Undertake discussions of the organization and staffing of the three organizations, particularly in their policy development processes.
- Where appropriate, issue joint statements on outstanding policy issues in social housing and community revitalization.

NOTE: The above is extracted from an article by Mary K. Nenno who knew all there is to know about international exchange of information and had the talent to write tellingly of the information she analyzed. Mary Nenno was the Associate Director for Policy Development at NAHRO from 1960-91 and a visiting Fellow at the Urban Institute in Washington, DC from 1992-96. Her documentation of the early Tri-Country conferences, "Shifting Housing Policies and Institutions" Reflections on the Tri-Country Conferences, 1989-96, is the only analysis done of the policy changes occurring in that period and the three organizations' responses to those changes. This paper is recommended to practitioners who want to understand the directions housing and community development programs are taking today. The paper can be found here: http://www.nahro.org/shifting_hsng_policies_nenno.pdf.

BEING NAHRO AMBASSADORS ABROAD (CONT.)

F. Anticipate the Unknown: Resources for Anything

Once in another country, most of your usual resources are removed. Try to anticipate those elements of your purpose that are ordinarily available, i.e. forms, computer disks, manuals, travel paraphernalia that are not necessarily called for given the purpose of your visit. But these are the very things that might be useful in case something unexpected comes up. Be prepared to do what you have not been asked to do (i.e. going to give a speech and ending up teaching a class).

The United States and NAHRO: Delegates are both representatives of NAHRO and the United States. Please see Travel Protocol addendum for details on responsibilities in this regard.

II. SKILLS NEEDED

It is generally presumed that the U.S. professionals selected for international representation have the requisite technical knowledge of their subject. Some skills that are really needed are rarely described in the recruiting literature. Here are a few:

A. Adaptability: Changing Plans

It is entirely possible that your stated assignment is not what is needed, it may be what is needed but not wanted by the hosts, or requires considerable negotiation to satisfy conflicting interests. It may be that your hosts misunderstood your assignment or role, or do not know what you have been told is your assignment. What you were sent to do may have been done or may be several steps down the road from what is needed. One of your greatest needs is to define your real assignment quickly and be able to adapt to that. This is sometimes difficult if you have diligently prepared for a task that is not needed or useful.

B. Problem Solving: Fix it Anyway

International visitors run into situations and assignments that no amount of careful research, anticipation or luck can predict. A successful overseas technical service professional will be well served by the ability to solve problems. In some cases, the solutions would be either unknown or unthinkable in a U.S. setting, but are possible overseas due to the lack of the legal, financial, and built up systems of the U.S. The skill of conceptual blockbusting is very valuable here.

C. Resourcefulness: Testing Yourself

Foreign assignments can, if one has the adaptability and problem solving skills, test the resourcefulness of a visitor. U.S. professionals may have to bring in a creative approach to work in some situations.

D. New Living Conditions: Put up with Some Challenges

Despite being in an age where industrialization and modern technology has encircled the globe, overseas assignments may involve living conditions that are both new and less comfortable than in the U.S. Only the very best hotels are up to U.S. standards. Visitors may experience lack of heat or water, heavy pollution, smoke-filled rooms, lack of private bathrooms and poor or non-existent telephones. It is not good to assume that hotel conditions will equal to the local Holiday Inn or that private homes are like ours. Your hosts will do the best they can for you and even so you may experience some discomfort. This is simply part of the experience.

TRI-COUNTRY CONFERENCE: PURPOSE, HISTORY, INTERNATIONAL COMMITTEES' ROLE (CONT.)

HOW ARE TRI-COUNTRY DELEGATES CHOSEN?

Delegate selection is based on experience in the field, an understanding of national policy and, experience in the subject matter of the conference. An understanding of the issues facing housing and community development within the international community is a plus. For NAHRO members, your membership must be up-to-date and in good standing. Non-NAHRO members will be selected based on their experience in the subject matter and their affiliation with an organization or company that shares NAHRO vision and goals. All efforts will be made to reflect a geographical balance of NAHRO's membership in the selection of delegates.

Guidelines:

1. Membership must be up-to-date and in good standing.
2. One position shall be reserved for the NAHRO President.
3. One position shall be reserved for the NAHRO Senior Vice President.
4. One position shall be reserved for the NAHRO International Committee Vice President.
5. One position shall be reserved for the NAHRO Executive Director.
6. Two positions shall be reserved for NAHRO past presidents.
7. Two positions shall be reserved for one of the following NAHRO Vice Presidents: Housing, Community Revitalization and Development, Commissioners, Professional Development, and Member Services.
8. Two positions shall be reserved for students/young professionals sponsored by the three organizations.
9. Two positions shall be reserved for members of the International Committee.
10. Five positions shall be reserved for NAHRO partners and friends.
11. Eight positions shall be reserved for NAHRO members at large.



Each country is to provide no more than 20 delegates (initially limited to 15) in a deliberate effort to keep the number small and to foster interaction between the delegates during the short time they are together. This also makes the conference more easily managed.

HOSTING INTERNATIONAL GUESTS

HOSTING INTERNATIONAL GUESTS

It is important to take extra steps to make visits by international guests informative and interesting. The larger role of International Committee members is to be a gracious host to our guests. The recommendations below are intended to help you in this role. These suggestions come from Richard Drnevich, former director of the Allegheny County Community Development who has hosted many international visitors.

I. Selection of Visitation Site

- A. Well in advance, determine and define the delegations' interests and define the goals and objectives of their visit. ("Delegation" assumes individuals as well for this purpose.)
- B. Be aware of time, travel, monetary and other constraints that will impact your visitors' focus.
- C. Identify sites with significant information and resources that correspond to the delegations' interests, goals, and objectives.
- D. Identify a local sponsor who has the connections, time and ability to make arrangements and coordinate the visit. (This is crucial because a successful visit will take a great deal of personal interaction.)

II. Prior to Site Visit:

- A. National sponsor to contact local sponsor with:
 1. Sufficient lead time (six to eight weeks) to make arrangements.
 2. Proposed time and day of arrival and departure.
 3. Arrangements for travel to and from site, lodging and meals.
 4. Understanding of language and or translation needs both for spoken and written materials.
 5. Clarity of the purpose of the visit with specific goals and objectives to be achieved, topics to be covered and the desired information to be presented/obtained.
 6. National sponsor contact person and information (including emergency contacts).
 7. Confirm understanding of local sponsor's responsibilities prior to and during the visit.
 8. A letter to the local sponsor a week in advance confirming all of the above information and responsibilities.
- B. Local Sponsor to coordinate local meetings and tours including:
 1. Contacting local entities to establish a meeting date, time, place, topics to be discussed, handouts and tours. Generally schedule no more than one meeting or site visit in the morning and another during the afternoon. Be sensitive to the visitors' time schedule which will affect their meals and receptivity to information, particularly dozy presentations and long bus/car rides.
 2. Provide a follow-up letter to the local entity with all details and contact information. Emphasize the names (pronunciations) and titles of the delegation. Handouts which give detailed information about the programs and projects are essential to enable the delegation to report on their visit.
 3. Arrange and/or conduct an overall orientation tour that highlights projects or program areas related to the interests of the delegation if most of the information is to be delivered verbally.
 4. Arrange for a "home visit" including a meal, if possible.

HOSTING INTERNATIONAL GUESTS (CONT.)

- C. Local sponsor to provide to national sponsor:
 - 1. Listing of meetings and events with names, titles, contact info and brief outline of the topics to be covered. National sponsor to share this information with the delegation and to ask about any adjustments needed. These results need to be shared with the local sponsor.
 - 2. General information about the area – governmental structure, demographics, local economy, maps, history, cultural insights, entertainment, unique features and attributes, and a listing of reasonably priced restaurants within close range of the hotel. This info is to be distributed by national sponsor to the delegation.
- D. National sponsor and Local sponsor to outline all travel arrangements and inform the delegation as to what will be provided and what arrangements will be their direct responsibility. Travel to be considered:
 - 1. To and from the United States
 - 2. To local sponsors destination
 - 3. From airport /rail way station to hotel
 - 4. Hotel arrangements and payment
 - 5. From hotel to meetings
 - 6. Orientation tour
 - 7. To and from events
 - 8. Departure from hotel to airport or train station

III. Post Site Visit:

- A. Local sponsor to provide a summary letter on the delegation's visit. Includes:
 - 1. Itinerary actually followed
 - 2. Any of the delegation's unanswered questions
 - 3. The delegation's comments on the hotel, travel, arrangements, etc.
 - 4. The local sponsor's observations of what worked well, what didn't work well and where improvements could be made.
 - 5. The local sponsor's observations of the experience
- B. Local Sponsor to send "thank you" letters to all local entities and others who assisted with the visit.

Social Gatherings: Social gatherings with international guests are a very important part of relationship building and showing appreciation. Customarily, international guest are invited to an evening reception hosted by the NAHRO President at NAHRO's expense.

In addition, the International Committee has a long history of arranging a dinner out at a local restaurant in conjunction with committee meetings at national conferences. When possible, a restaurant with a great reputation and an international flair is chosen. Committee members, international counterparts and guests look forward to this event as a wonderful way to continue discussion and form friendships. Attendees pay for their own meals.

Note: These guidelines may seem overly detailed and repetitious, but it is impossible to overstaff one of these events. Checklists of details and follow-ups will make the experience a pleasant one; not doing so and letting the visit unfold as it will leads to misunderstandings and potentially unfilled expectations/hurt feelings on everyone's part.

BEING NAHRO AMBASSADORS ABROAD

INTERNATIONAL TRAVEL BY NAHRO MEMBERS

NAHRO has sought out people to perform work overseas at various times in the past. In addition, NAHRO members frequently visit other countries and represent our profession either individually or as a group exchange. These experiences should be well thought through for the maximum positive impact. The International Committee prepared an orientation to serve as a guideline for such visits. If working in another country, there will be much more detailed briefings and specific information provided, but these suggestions provide an overall look at issues to be considered. It should be noted that the NAHRO members who have concluded international assignments or represented NAHRO abroad enthusiastically praise the experience and agree that they have benefited greatly from the event. This information is offered by long-time International Committee member Helen Sause.

NAHRO INTERNATIONAL COMMITTEE STUDY EXCHANGE

Each year, the IC committee plans at least one formal international study exchange trip. The location is chosen by committee and represents groups interests.

From the delegates, a Team Lead is chosen by the Study Exchange Sub-committee and/or IC Chair. The Team Lead is responsible for ensuring all delegates are prepared to both represent NAHRO appropriately and to best gather information to bring back for the membership.

Study focus should be prepared in advance so that all are on the same page.

The Team Lead and the Study Exchange Sub-committee chair must provide information to delegates and then verify that each delegate is adequately prepared and understands the unique history, culture, customs, and current political climate of the country to be visited.



Pre-trip briefings are an important part of making the exchanges successful.

I. OVERVIEW: General Considerations

A. Assumptions: Start at the Beginning

Assume nothing and define everything. We are used to having long established systems and mechanisms for our work or presentations. In other countries these may or may not exist and common systems such as real estate practices and processes may be unheard of. Be prepared to go very slowly and explain all of your terms. In some cases, explaining some basics will be necessary prior to getting to your real assignment.

B. Slow Pace: Talking through Translation

Most of what is done on an international assignment is through an interpreter. This is not like simultaneous translations and the time it will take to make a presentation may be about 1/3 to 1/2 the usual pace.

BEING NAHRO AMBASSADORS ABROAD (CONT.)

E. Climate: Read Before Going

We generally know what most of the U.S. climate is like and can prepare accordingly. In other places be prepared for some new experiences and try to compensate by as much advance research as possible.

III. PRACTICAL TIPS

The experience of previous NAHRO international visitors has led to helpful suggestions on steps you can take to make your travel more enjoyable.

A. Overreaching: Don't Do It All

In any country your visit probably has enough activities to keep a regiment of consultants busy for years. Do not try to do too much in spite of seeing the overwhelming need.

B. Objectivity: Keeping Some Distance

In a totally different setting, it is easy to identify with your hosts and their viewpoints. Once this happens, your perspective as an outside observer who can bring a fresh perspective and outlook to a situation is lost. The trick is to remain involved, objective and not be seen as aloof or unsympathetic.

C. Privacy: Be Prepared for Less

Our sense of personal space, privacy and personal time is based on living in a different society. In other cultures, people are crowded together and have less opportunity for individual expression and pursuits. These sensibilities, as well as your own need for some personal time during assignments may not be understood by your hosts. Be adaptable without giving up on those things that will help to keep you going.

D. Dependency: Feeling Helpless

In some situations, you will be transported, housed, fed and supported by host officials, agency staff and local professionals. It is likely that you may feel trapped by others schedules and plans. It is also possible to feel embarrassed at being suddenly so dependent on new acquaintances for everything. It is useful to anticipate this condition and try to plan some independent, self directed activities, free time or travel as part of your assignment period.



IV. NITTY GRITTY

Some basics of an international assignment/visit may be obvious but worth mentioning.

A. Planning: Pays off in Comfort

Do your very best to plan your trip from clothes to equipment. Read up in advance on the location, culture, history, government, economy, etc. of your destination.

B. Food: New Challenges

Be aware that you will have a different diet and may need to have a supply of medicines and remedies to meet these challenges. Have a complete supply of any prescriptions and known sources for re-supply.

BEING NAHRO AMBASSADORS ABROAD (CONT.)

C. Socializing: Experiencing a New Culture

In many countries where U.S. professionals find themselves, social life forms an important respite from harsh physical and economic conditions. A visitor can easily overindulge and regret the consequences in terms of their image and constitution for the balance of the assignment.

D. Necessities: Be on the Safe Side

While your luggage may be heavier, it is sometimes useful to bring whatever is needed to be self-sufficient for the term of the assignment. It is also helpful to bring some articles available only in the U.S. to use as gifts for your hosts and foreign associates. These can be simple as a Kennedy half dollar, children's articles, desk calendars, or other items that might be of interest to a particular country.

E. Emergencies: Readiness for the Unknown

We generally do not expect emergencies in our travel. Having one in a totally new environment where English is a rarity can be daunting. Try to anticipate some of the kind of emergencies you may have (or have had in the past) and pre-plan your response. Know how to get a doctor, dentist, pharmacist or whatever might be appropriate. Tell your host of any medical conditions you have, pre-plan medical services, etc. Have a translation of any medical conditions or allergies with you at all times.

To end on a more cheerful note, such visits or assignments will be a life memory and if one prepares sensibly and goes with a keen sense of adventure and flexibility, these assignments/visits will be rewarding to you and your hosts.



APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

REVISED 10-20-2012

NAHRO is affiliated with a number of international organizations concerned with community, housing and urban development: The following list of organizations are those that NAHRO currently has a relationship with; either by a formal Memorandum of Understanding (MOU), and/or working agreements.

MOU AFFILIATIONS:

I) State of Israel Ministry of Construction and Housing (MOCH) Since comparable professional organizations do not exist in Israel, the language of the MOU with INTA was adapted so that NAHRO could partner with a cabinet level ministry. This MOU was approved by Board of Governors in late 2003 and signed in March 2004 by Efraim Eitam, the Israeli Minister of Housing. Three exchanges of NAHRO members to Israel have occurred and six high level groups from Israel, including several Housing Ministers, have made professional visits to the United States. The MOU provides for professional exchanges to study social housing, urban regeneration, affordable housing and housing finance programs and processes.

SUMMARY OF MOU: (Dated March-2009)

Intent:

- NAHRO and MOCH agree that they share a purpose and objectives; adequate and affordable housing and the development of safe, viable and livable urban and rural communities. They thus established an institutional relationship.

Implementation:

- NAHRO and MOCH will appoint a staff member to coordinate and support operation of the agreement.
- NAHRO will offer three complimentary registrations each year to representatives selected by MOCH to the Legislative, summer and national NAHRO conferences. MOCH will offer three NAHRO members the opportunity to participate in program development reviews where appropriate.
- MOCH staff will be given access to the member's only area of the NAHRO website.
- NAHRO and MOCH will assist each other in a program of exchanges of visiting delegations of housing and development professionals. NAHRO representatives will be responsible for the costs of travel and housing.
- NAHRO and MOCH may cooperate in the provision of technical assistance to governments and professional groups in other countries

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

DESCRIPTION OF MOCH ACTIVITIES

The Ministry of Construction and Housing (MOCH) is responsible for the Israeli construction industry and for setting a construction policy designed to achieve national, social and technological goals; the primary aim is to provide for the entire population.

In relation to housing, the ministry's functions include

- Determining housing assistance policy for different groups: immigrants, young couples, residents of high density and low quality housing, residents of development regions and construction in rural settlements
- Building new towns, neighborhoods and sites in accordance with the population's needs and government guidelines on population dispersal.
- Installing and establishing new urban communities and rural settlements in accordance with government decisions.
- Preparing regional and local development plans.
- Providing housing solutions within the framework of social welfare policy, including construction by the Ministry itself through companies (apartments for purchase or rental).
- Administering Project Renewal

Construction is initiated through housing companies on both, their own and State land, with partial Ministry financing.

Housing assistance policy is set by the ministry's head office and coordinated with the Ministry of Finance. Those entitled to housing assistance are dealt with by the district offices of the ministry and by Ministry-subordinate companies. The goal is to streamline the procedures for implementing Ministry policy, improve the level of service provided to tenants and the level of maintenance of the properties, ensure efficient use of the housing inventory and to identify and aid the weaker strata among those entitled to assistance.

The Ministry draws up general rehabilitation plans for dealing with poverty among those relocated from substandard housing. In this context, several methods are applied in existing neighborhoods, including: renovation, compensation relocation and alternative housing. Geopolitical, security, ecological and economic considerations determine the selection of preferred areas.

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

The Ministry handles land use planning and development in accordance with the country's needs (public and private market) and seeks to transfer housing construction to private market initiative, with government guidance. As an interim stage, the Ministry must still plan and undertake construction in development areas where private initiative is absent. Land is made available to contractors on the basis of public bidding and on condition that construction be carried out in accordance with an approved timetable and an approved budget.

CONTACT INFORMATION

STATE OF ISRAEL MINISTRY OF CONSTRUCTION AND HOUSING

Address: Kiryat Hamemshala, PO Box 18110, East Jerusalem 98110, Israel

Telephone: +972-2-5847628/17; cell, +972-2-50-6247982

Fax: +971-2-5823502

Website: www.moch.gov.il

E-mail: shulamitg@moch.gov.il

Primary Contact: Shulamith Gertel, Senior Planning Coordinator, Dept. of Urban Planning

2) The International Urban Development Association (INTA), Paris founded in 1976. INTA was originally focused on the development and management of new towns. As that movement diminished, INTA reinvented itself into an international forum for research, discussion and debate of issues and programs affecting urban areas. INTA now claims 5,200 members in 100 countries worldwide. INTA holds an annual Congress in various cities worldwide to examine urban issues such as housing, revitalization, social inclusion tourism development, transportation and a wide range of issues affecting urbanized areas, etc. The original agreement with INTA in 1992 was NAHRO's first MOU with another professional organization.

SUUMMARY OF MOU: (Dated February, 1993 (renewed in 2007 and 2011))

The MOU between NAHRO and INTA provides for three free registrations at each other's annual conferences, members' rate registration at other conferences and the open invitation to provide speakers at the INTA events called Roundtables, the Peer to Peer Advisory Panels and participation in a new online working forum called Communities of Competence. NAHRO has been granted membership status in the "Innovative Habitat" Community. NAHRO members who participate in INTA Congresses as speakers also receive free registration.

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

DESCRIPTION OF ACTIVITIES:

INTA activities all have the purpose of the exchange of knowledge and experience, cooperation between public and private urban actors and building professional competences. INTA's members co-produce solutions through international and regional exchanges on urban issues that require serious attention. The Secretariat coordinates the network and its activities, and disseminates the results first to members and then to larger audiences. The results of INTA congresses are available on the INTA website, www.inta-aivn.org.

INTA's activities are structured into three areas: exchange, advice and training.

Exchange: Annual Congress, conferences and seminars, World Urban Development Council, Roundtables and Communities of Competence.

Advice: Peer to Peer Advisory Panels and brainstorm sessions.

Training: Annual Summer Course, professional skills development seminars, crash courses, master classes and study visits.

Of this wide range of activities, there are four that seem most relevant to NAHRO members.

- **Annual Congresses** The equivalent of the NAHRO annual Convention, They are four-day gatherings of 400 to 500 participants from up to 50 countries and rotate among the major continents. Due to the INTA method of financing Congresses from host governments and private developers, only one Congress has been held in the US.
- **Roundtables** The roundtable is a fairly accessible format for dialogue. During two to three days a selected group of international INTA members with specific experience in a certain field is invited by the host institution to review the current state of a particular urban development project or strategy. After optional site visits the practitioners engage in a roundtable discussion with local decision or opinion makers. Presentations are made and followed by reactions from the local experts, translating the international practice to the local context. The result is a constructive, forward looking dialogue.

Recent roundtables have included Rethinking public buildings, Tallin; tourism development, Reunion Island; innovative development, Tainan.

- **Peer to Peer Advisory Panels** The INTA Advisory service is developed to assist urban policy makers to make justified policy choices and provide them with support for strategic debate.

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Panels are a worldwide flexible resource that brings together up to 15 international urban practitioners including public and private developers, local and regional development officials, members of the financial community, architects, planners, engineers and academics with extensive experience in the issues to be reviewed. This unique problem solving process provides policy makers with an external vision and new operational plans as well as recommendations for their implementation.

NAHRO has a standing invitation to submit qualifications of members interested in being panelists. Of note is that travel and accommodation expenses are usually paid.

The most recent panel was held in November 2011 in Brignoles, France to review the strategic development potential of the center of the town of 18,000 and make an active, vibrant center contributing to the overall agglomeration.

- **Communities of Competence** This is the newest INTA initiative. "Communities," as they are called, are online forums that are practical working platforms that address specific issues identified by the members. Communities are created at the request of the members and reflect the present day concerns of members.

There are five communities now operating. NAHRO has been given membership in the "Innovative Habitat" community. It aims to identify issues, transfer know-how, and compare challenges faced by different size cities and test innovative solutions. They explore solutions and experiences and serve as a test ground for innovative solutions.

Communities are composed of a Knowledge Partner, a leading institution with expertise in the subject area; Strategic Partners that produce products or services in the area of interest and Members, who contribute by sharing and adding their experience to the overall input. Some preliminary subjects proposed are Prevention of mortgage foreclosures and affordable housing.

CONTACT INFORMATION:

INTERNATIONAL URBAN DEVELOPMENT ASSOCIATION (INTA)

Address: INTA Headquarters, 8 rue Daval 75011 Paris France

Telephone+331-58-30-3452

Fax: None listed on website

Website: www.inta-aivn.org

Email: intainfo@inta-net.org

Primary Contact/Chief Official: Michel Sudarskis, Secretary General

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

3) The Canadian Housing and Renewal Association (CHRA) The Canadian Housing & Renewal Association's mission is to ensure that all Canadians have an affordable, secure and decent place to call home. Back in the mid-sixties, a group of concerned urban renewal professionals in Toronto became members of the Upper New York State Chapter of the National Association of Housing Redevelopment Officials (NAHRO) and from this nucleus, in 1967, the Canadian Association of Housing & Renewal Officials (CAHRO) was born. Since then, the name has changed but the ideals that brought them together are still at our core; for over 40 years, CHRA has been working to bring affordable housing issues and solutions to the attention of decision-makers.

SUMMARY OF MOU: (Dated June 2011)

Intent:

- Facilitate exchange of housing and community development and best practice information.
- Promote regular liaison and exchange programs including personnel exchanges, study tours and conferences.
- Assist each other in the promotion and marketing of the activities and programs of the respective organizations.
- Facilitate joint activities pursuant to both organization's mutual objectives.

B IMPLEMENTATION:

- Provide three free registrations for their respective national conferences.
- Hold professional exchanges of a limited number of individuals to cover topics of mutual interest.
- Collaborate on the development and presentation of educational courses and trainings.
- Share and distribute to their respective members information on best practices.
- Provide access to the members' only portion of their website to three members of the other organization and two complimentary subscriptions to any periodical publications.
- Provide member level discounts for staff and board members at conferences beyond the three free registrations.

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DESCRIPTION OF CHRA ACTIVITIES:

CHRA is the only national voice in Canada speaking on the full range of issues related to affordable housing here and abroad; and we center everything we do around four key pillars: keeping homes affordable, ending homelessness, renewing our communities and supporting a sustainable housing profession.

Canadians have housing as a national right and until recently a great deal of government focus was on the provision of housing. Within the last 15 years this support has been significantly withdrawn as the national government has “devolved” the responsibility for housing, to the extent possible, back to the provinces. CHRA continues to be a fierce advocate for housing as a right and provision of housing for all Canadians. CHRA has also been a leader in reaching out to other countries and sharing housing capability. CHRA is a NAHRO partner in the Tri-Country conferences and there is generally an exchange of members at our national conferences.

The business of the Canadian Housing & Renewal Association (CHRA) is managed on behalf of the membership by a Board which consists of fifteen elected directors and the Immediate Past President, who serves as a Director ex-officio of the Association. Directors serve for 3-year terms and elections take place annually prior to the Association's Annual General meeting.

CONTACT INFORMATION:

THE CANADIAN HOUSING AND RENEWAL ASSOCIATION

Address: 310-130, Slater Street, Ottawa, ON Canada K1P 6E2

Phone: 613.594.3007, ext. 11

Fax: 613.594.9596

Website: www.chra-achru.org/en

E-mail: jciufu@chra-achru.ca

Primary Contact: Jody Ciufu, Executive Director

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

4) **SOUTHERN AFRICAN HOUSING FOUNDATION:** NAHRO's newest MOU was signed by NAHRO Chief Executive Officer Saul N. Ramirez and SAHF Executive Director John Hopkins and witnessed by NAHRO President Akinola Popoola on 27 March 2011 in Washington D.C.

SUMMARY OF THE MOU

A. INTENT:

- Facilitate exchange and dissemination of housing and CD information, research & literature.
- Promote liaison and exchange programs between the organizations and members.
- Share information on best practices.
- Assist with housing and CD personnel exchanges.
- Assist with advice and support in marketing and promotion of activities and programs.
- Facilitate joint activities between the two organizations.

B. IMPLEMENTATION

- Two free registrations at the respective annual conferences of the organizations and a 30% discount from member fee for additional participants.
- Opportunities for participation in conference programs where appropriate and at discretion of host.
- One professional exchange for a limited number of senior professionals during the five year term of the MOA, beginning March 27, 2011.
- Provision of access to each other organization's website and two complimentary subscriptions to periodical publications, member discounts at conferences and educational activities.
- Neither party is obligated to expend funds to implement the agreement. Parties may seek foundation funding to defray the costs of these activities.
- The agreement will expire in five years unless extended or renewed by written agreement. Either party may terminate the agreement with 60 days notice.

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DESCRIPTION OF SAHF ACTIVITIES:

The Southern African Housing Foundation (SAHF) is a private sector initiative that acts as a catalyst for networking, conferencing and workshops bringing professionals together to support the development of sustainable communities in Africa. SAHF promotes, facilitates and evaluates the creation of sustainable housing environments by housing practitioners, disseminates housing information through electronic publications and contributes to housing policy debate and formulation. SAHF advances the science and art of housing and community development by creating international ties and contacts throughout the world.

CONTACT INFORMATION:

SOUTHERN AFRICAN HOUSING FOUNDATION

Postal address: PO Box 853, Durbanville 7551, Cape Town, South Africa

Telephone+27 21 987 7950

Fax: +27 21 988 2742

Website: www.sahf.org.za

E-mail: sahousing@sahf.org.za

Primary Contact: John Hopkins, Executive Director (cell: 082 842 5366)

WORKING AGREEMENTS WITHOUT WRITTEN MOU'S

1) The Chartered Institute of Housing (CIH) (UK) With origins as early as 1885 and through several successor organizations, CIH was granted a royal charter in 1984 and took its current name in 1994. CIH now has 160 employees and is concerned with national housing policy and promoting best practices in development and management, particularly by public authorities. CIH is a very well organized and respected professional organization which nearly every housing agency in the UK belongs to. It has a strong focus on education and achieving high levels of certifications to become full fledged members. It also has a significant impact on their government and an ongoing lively exchange with government officials.

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CIH has a very well developed and active outreach to other countries, particularly China, Australia and New Zealand. In 2007, CIH introduced international membership. A few NAHRO members have been honored by being inducted into the CIH membership. There are now almost 2,000 members in the Asia-Pacific region, serviced through an office in Hong Kong.

In 2007, CIH established a new wholly owned subsidiary, Consult CIH, to provide a UK wide housing and regeneration consultancy service to voluntary, public and private organizations.

DESCRIPTION OF CIH ACTIVITIES:

The Chartered Institute of Housing (CIH) is a registered charity and a member organization with 22,000 members in both the public and private sector in 20 countries. CIH is governed by its Royal Charter and Bylaws. The goal of CIH is for "everyone to have a decent, affordable home in a thriving, safe community." The purpose of CIH is fulfilled by their twofold mission: "to equip the housing sector and to shape housing and community agendas."

CIH is the voice of the sector across the UK and internationally. There are teams of specialists in Wales, Northern Ireland Scotland, English regions and Asia-Pacific. They offer advice, practical tools and support at the local level. Of note is that CIH has almost 2,000 members in the Asia-Pacific region. Based in Hong Kong, this branch supports housing professionals across the region, providing housing specific training and qualifications in China, Macau and Taiwan

CIH offers a wide range of services including consultancies, a training center currently teaching 4000 students, in the housing profession, weekly newsletters and a bi-monthly housing magazine, an international housing newsletter and numerous training courses, certifications training manuals and publications.

Of special note is an international membership whose members pay a discounted rate for their membership, depending on the grade of membership and the member's country of residence. Rates range from 151 pounds sterling for chartered members to 8 pounds for a retired person from a country with a lower income economy.

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

CIH developed a corporate plan in early 2012 with a mission of equipping the housing sector and shaping the housing and community agendas, which has three objectives:

- 1) Supporting a new generation of housing services by:
 - creating customized products and services to equip the sector for the future
 - providing customer support and rewarding loyalty
 - growing a stronger network of housing professionals
- 2) Shaping the future by:
 - improving their ability to predict and shape the future
 - ensure that what they learn they teach
 - improving connections to make the strongest case for housing
- 3) Becoming the home of professional standards by:
 - refreshing their offer to other organizations
 - making the best use of national and local networks
 - building an even better CIH

CONTACT INFORMATION:

CHARTERED INSTITUTE OF HOUSING (CIH)

Address: Octavia House, Westwood Way, Coventry, CV4 8JP

Telephone: 011-44-024-7685-1700

FAX: 011-44-024-7669-5110

Website: www.cih.org

E-mail: customer.services@cih.org

Primary Contact: Grainia Long, Chief Executive

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

2) UNITED NATIONS ECONOMIC AND SOCIAL COUNCIL, Consultative Accreditation as a Non-Governmental Organization - ECOSOC is the principal organ that coordinates the economic, social and related work of the 14 United Nations specialized agencies, functional commissions and five regional commissions. It serves as the central forum for discussing international economic and social issues, and for formulating policy recommendations addressed to member states and the United Nations system.

ECOSOC remains the only main UN body with a formal framework for NGO participation. This accreditation framework benefits both the United Nations and the NGO's. The NGO system involved 3,536 non-governmental organizations worldwide as of November 2011. They are accredited and then are able to participate in the consultative process with the Economic and Social Council of the UN.

Consultative status is an accreditation framework that benefits both the UN and the NGOs. It enables the Council to secure expert information and advice from organizations having special competence in the subjects for which consultative arrangements are made, and, on the other hand, enables organizations that represent important elements of public opinion to express their views.

DESCRIPTION OF ACTIVITIES

Recognized and accredited by ECOSOC IN 2005, NAHRO is one of the 3,536 NGOs with special consultative status. This enables NAHRO to appoint seven representatives, including the NAHRO President, NAHRO Executive Director and five appointed representatives). Appointments are good for one calendar year and must be renewed or new appointments made annually at the beginning of the year. Representatives must present credentials at the UN office in New York, have a photo ID taken and then be issued a delegate badge.

While ECOSOC has the opportunity to avail itself of valuable and expert advice from NGOs, the NGO's in turn have the opportunity of expressing their views and influencing the work of the Council. NGOs have specialized competence,, hands on experience and flexibility that is of great value to the UN. Having consultative status gives an NGO the opportunity to:

- provide expert analysis on issues directly from its experience in the field
- serve as an early warning agent
- help monitor and implement international agreements

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

- help raise public awareness of relevant issues
- play a major role in advancing UN goals and objectives
- contribute with essential information at organization events

ECOSOC provides NGOs with the opportunity to be heard by a truly global audience and contribute to its agenda. An NGO with consultative status can do the following:

- attend international conferences and events
- make written and oral statements at these events
- organize side events
- enter United Nations Premises
- have opportunities to network and lobby

In addition, consultative status provides NGO's with access not only to ECOSOC but also to its many subsidiary bodies, to the various human rights mechanisms of the UN, ad-hoc processes on small arms as well as special events organized by the President of the General Assembly. Samples can be found under news and events on the website.

ECOSOC accreditation is separate and distinct from NGOs that are associated with the UN Department of Public Information (DPI). These organizations generally have fewer privileges to participate in intergovernmental meetings of the UN.

Quadrennial Reports. ECOSOC requires that accredited NGOs must submit to the Committee on NGOs, every four years, a brief report on their activities, specifically on the contributions they have given to the work of the UN. The Council will take measures to suspend organizations which fail to submit reports on time. Reports are due June 1 of the year following the last year of the reporting period.

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

NAHRO was first accredited in 2005. The next quadrennial report is due June 1, 2013, covering the years 2009 to 2012. The report contains eight fields of information as follows:

1. Introduction to the organization
2. Aims and purposes of the organization
3. Any changes with significant impact
4. Contribution to the work of the UN
5. Participation in meetings of the UN
6. Cooperation with UN bodies
7. Initiatives taken in support of the Millennium Development Goals (MGDs)
8. Additional information to be shared.

There are strict and specific editorial guidelines for the reports. The entire report including all required fields may not exceed 700 words. Guidelines are available on the website www.csonet.org.

CONTACT INFORMATION:

NGO Branch

Office of ECOSOC Support and Coordination

Department of Economic and Social Affairs

United Nations

Address: One United Nations Plaza, Room DC1-1480, New York, New York 10017

Telephone: 212-963-8652

Fax: 212-963-9248

Website: <http://www.un.org/ecosoc.ngo>

Links: csonet: www.un.org/ecosoc/csonet

Quadrennial reports: www.un.org/ecosoc/ngo/quadreports

UN ground passes: www.un.org/ecosoc/ngo/passes

Civil Society Database: <http://www.un.org/ecosoc/civilsociety>

A direct link to the site for general information is at: www.csonet.org. This is the specific website set up for NGO's to find information about participation, events, and procedures for grounds passes and quadrennial reports.

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

ORGANIZATIONS PREVIOUSLY AFFILIATED WITH NAHRO

1) **Global Communities, formerly CHF International.** CHF International started as a domestic US housing organization in 1952. Then in the 1960's it began work internationally in housing, including as a pioneer of housing microfinance. By the 1990's, CHF worked entirely internationally. Housing had then become a small part and the organization has developed a strong focus on innovation, building new partnerships and implementing pioneering programs in urban disaster response, youth leadership and Small Micro Enterprise (SME) lending.

The new name, Global Communities, reflects the many changes in the organization. Global Communities has worked in more than 100 countries worldwide. Their mission is to be a catalyst for long-lasting positive change in low- and moderate-income communities around the world, helping them to improve their social, economic and environmental conditions. The organization will continue doing business as both Global Communities and CHF International as it rolls out its new identity, a transition that is expected to take around two years.

DESCRIPTION OF ACTIVITIES

Through paid agency memberships, CHF provided NAHRO with participation in CHF's volunteer program, technical assistance overseas, and partnership opportunities such as hosting international guests, sponsoring internships and participating in annual meetings. NAHRO provides CHF with access to the NAHRO website, discounts on products and services and participation in NAHRO membership activities.

CONTACT INFORMATION:

GLOBAL COMMUNITIES (FKA CHF INTERNATIONAL)

Address: 8601 Georgia Avenue, Suite 800, Silver Spring, MD 20910

Telephone: 301-587-4700

FAX: 301-587-7315

Website: www.chfhq.org

Name change website: www.global-communities.org

Primary Contact: President and CEO David Weiss

Email: mailbox@chfinternational.org

APPENDIX A: NAHRO'S INTERNATIONAL PARTNERS

PROMOTING STUDY EXCHANGE:

As a member of the Study Exchange, one agrees to share, present, photograph or write a news article, article of interest, blurb on a/or highlight, best practice, learned experience with the International Committee for inclusion in IC NAHRO NEWSLETTER, social network, posting on website, work with NAHRO Journal staff. Further, as a member of Study Exchange, one agrees to promote to your region and state NARHO organization to be included in upcoming conference, regional/state website, or social network. This fact-finding is to continue to promote the value add by the National Committee in the work of our local, state, region and national housing & redevelopment organizations.

APPENDIX B: TRAVEL PROTOCOL

NAHRO International Committee

Protocol Agreement for International Study Exchange Teams

Welcome and thank you for committing to be a delegate on a NAHRO Study Exchange. The delegates chosen to represent NAHRO on these exchanges are charged with representing the U.S. and acting as NAHRO's ambassadors of good will, building relationships and sharing information with organizations and individuals around the world who have a similar mission.

International Committee Mission: To promote and share global exchanges of information and develop relationships that assist NAHRO membership and all those engaged in the development and operation of housing and community development programs.

Study Exchange Purpose:

Just as private sector companies need research and development to be aware of emerging trends and best practices, so do professional organizations. Housing and community revitalization needs are not addressed just through programs developed within the United States. Social housing and revitalization activities are found throughout the world. The purpose of this Study Exchange is to understand these approaches with attention placed on both best practices and problems faced by other countries. It is the responsibility of the Study Exchange team to effectively communicate the results of research and observations to our membership and the communities we serve. In addition, the Study Exchange team is responsible for providing U.S. approaches and experiences with topics of interest to the representatives of the host country.

Study Focus:

As a Study Exchange delegate, you are responsible for being familiar with the host country's history, culture and customs related to general governmental systems, tax systems and economy, and their approach to social housing programs from a general perspective. Basic background information will be provided to you by the Team Lead prior to the trip. Understanding the basics will allow you to pose relevant questions. If you come across interesting or relevant information during your own preparatory research, please share it with the entire team.



It is important to both understand and convey that the purpose of the Study Exchange is both to share and to learn. In many cases the organizational structure of NAHRO something we can share and we must be prepared to briefly explain its structure and operations in an easily understandable manner. Since our programs are designed to fit within our tax structure, laws and land use systems there may not be direct applicability to the host country. Therefore it will be more relevant for the hosts to focus on concepts or outcomes of programs rather than detailed descriptions of agencies and laws that make the program work in the U.S.

TRAVEL PROTOCOL CONTINUED

The Team Lead may set forth broad study topics prior to the trip to help the team direct its study focus. For instance, the team may choose to focus on a country's approach to development financing/subsidization, addressing homelessness, and immigration. Or a particular country or city may be well known for its city planning or its sustainability efforts. Setting a core focus will help keep the discourse from becoming overwhelming. A core focus will also facilitate the transfer of learning back to our membership and communities.

Ambassador Role and General Etiquette:

The Study Exchange delegates are responsible for serving as ambassadors and liaisons to other countries. It is extremely important to understand general business etiquette for travel abroad. Further, it is important to understand that the purpose of this trip is business and study. The study exchange is intended for official NAHRO delegates only. No guests are allowed to accompany the delegates unless special approval is given in advance by the Team Lead.

Good manners can make the difference between the success and failure of an exchange. Interactions can affect future relationships, reputation and ultimately the outcome of the study. It is imperative when travelling abroad in this capacity to be aware of the cultural differences between oneself and a foreign counterpart. Etiquette is the crux of both business and associated social interactions. Taking personal responsibility for cultural awareness is a great step toward a successful exchange of ideas and practices. It is highly recommended that delegates learn basic information about the country they are visiting, including general geography and recent social and political history.

During previous Study Exchanges, we have had instances when our jokes or comments were misunderstood by a host. Sometimes casual remarks can be easily misconstrued by a person who is not a native English speaker. It is extremely important to be sensitive in this regard.

There will be some important things to know about business and social etiquette that are specific to the host country. Country-specific information provided by the Team Lead will include guidelines on dress codes, dining, presentation of business cards, etc. Generally speaking, business and casual business attire is the best way to represent our association and our country.

As important as it is to dress in a professional manner, it is also important to pack lightly. Luggage should be kept to a minimum because space is always an issue when being transported by hosts. Packing only one bag and a small carry-on is a good rule of thumb. **Teamwork!**

It is very important to develop a team mentality throughout the course of the trip. The Study Exchange team is made up of diverse professionals with expertise in community development/redevelopment, planning, revitalization, and a broad array of housing programs. The team should work to share a diversity of perspectives, but it is also important that we are consistent in our presentations. There may be differences of opinion or practice among team members, so for the benefit of the host it is important to work together to agree on the major talking points and how best to share them. Use good judgment and sensitivity to ensure that the team works as a cohesive whole. If you have a suggestion for a new activity or presentation by the group, pause and discuss whether the direction you'd like to suggest fits in with the objectives the team wants to achieve.

Be prepared to arrive with the team and leave only after conclusion of the assignment. Local hosts will have planned meetings and travel based on the entire team. It is important to respect the work they have put into making the visit successful. The Team Lead will arrange to take a good supply of NAHRO pins, brochures, and other association pieces. In addition, you may consider bringing small gifts from your home town/region that might be interesting to hosts organizations such as pins, photo calendars, or other items that are local, unique, inexpensive and easily carried.

More general tips on travel can be found in the NAHRO International Committee Guidebook and are worth reviewing even for seasoned travelers.

Bon voyage. Schoene reise. Buen viaje. Buon viaggio.