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**OFFICE OF HOUSING AND URBAN
PROGRAMS'**

**URBAN RESEARCH AND
DEVELOPMENT, 1983-85**

ANNOTATED BIBLIOGRAPHY

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INTRODUCTION

Cognizant of the increasing rates of urbanization in less developed countries and their impact on national development, the Agency for International Development adopted an Urban Development Policy in October 1984. The policy directs AID Missions to consider programs located in urban areas as part of the total effort in planning country development strategies. Resource allocation decisions are to be based on an understanding of the related processes of urbanization and economic growth as well as on the local situation.

The responsibility for defining and implementing Agency's urban policy rests with the Office of Housing and Urban Programs. For the past three years, this Office has been conducting analytical studies, developing methodologies for field application, and conducting training programs in support of its urban mission. These efforts have resulted in a significant body of reports that cover a wide range of methodological and substantive issues. The work includes urbanization and regional analyses, urban development assessments, municipal finance and management assessments and urban land studies. The techniques described and the analyses presented are of interest to professionals working in specific fields or in particular countries or regions. The purpose of this bibliography is to describe and catalogue these reports and to provide information on how to obtain them.

All of the reports abstracted here are available through AID's Development Information System. An order form and ordering instructions have been included at the end of this bibliography for convenience in obtaining copies of reports.

URBANIZATION AND REGIONAL ANALYSES

The Urban-Rural Dimension in National Economic Development

Urban Investment Analysis

An Overview: Urbanization Issues in Africa

Country Monitoring Project: Urban Indicators

Zaire Rural Urban Profile

Mali Rural Urban Profile

Secondary Towns: An Overview and Five Case Studies

Ivory Coast Secondary Cities Site Selection

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The Urban-Rural Dimension in National Economic Development

Marc Bendick, Jr. and Mary Lou Egan
The Urban Institute
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

June 1984, 44p.

Governments and development assistance agencies in Africa will find urban policies and projects prominent on their agenda throughout the coming decades. All too often, the discussion has been conducted in terms of urban versus rural development. This paper argues that a more fruitful approach is in terms of an urban-rural dimension in national economic development.

Finding the right place on the urban-rural spectrum for economic activities is important to growth and development in Africa. Thus, the fourth chapter of this paper presents six rules which summarize what "the right place" might mean. **Rule 1:** Be guided by local circumstances, not simply theoretical models. One important implication of this rule is that policymakers should stay away from city-size targets. **Rule 2:** Promote better management of major urban areas. The quality of management has a tremendous influence on how a city grows, whether it prospers, and the size to which it can grow. **Rule 3:** Avoid direct controls on migration and location. When tried, these have generally proved ineffective. Indirect methods of control are based on the belief that changes can occur only by changing economic and social conditions at the origins and destinations of migrants. These conditions are more appropriately addressed through national sectoral policies. **Rule 4:** Understand the reluctance of industry to locate outside the nation's core region. It is based on strong economic and managerial reasons. When implementing decentralization programs, decisionmakers all too often ignore these reasons. One sensible approach is to focus on industrial promotion of local industry in peripheral regions rather than on industrial relocation such as transfers and branching from the core region. **Rule 5:** Develop secondary cities with an eye to economic efficiency. The promotion of secondary cities often reflects a concern for social equity; economic development potential, however, should certainly be carefully considered in designing such projects. **Rule 6:** Be cautious about "new town" development. These planned cities are located outside commuting distance to an existing city and are expected to attract business and industry to support their population. New towns typically are expensive, tend to be unsuccessful in absorbing labor, and risk becoming enclaves for higher income groups wishing to escape urban problems.

Urban Investment Analysis

Ted Miller
The Urban Institute
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Feb 1985, 89p.

This paper examines the analytic methods available to support urban investment strategy decisions. It evaluates them in terms of their applicability to different types of situations. These evaluations are intended to assist both analysts examining alternative urban investment strategies and those who must decide how such strategies will be used.

Urban, investment decisionmaking aims at 1) realizing economic development potential and the resulting efficiency of investment, 2) meeting basic urban needs or creating a more equitable distribution of wealth and income among cities or regions, 3) strengthening rural-urban economic and service linkages, and 4) responding to political realities and administrative and financial capabilities to successfully carry out investment activities. The diversity and informality of the criteria used to measure urban investment strategies against the major objectives reflect the lack of well-established methodologies for making urban, investment-strategy decisions. This paper's purpose is to promote the use of more uniform approaches modeled after the best past practices.

Each of the four sections of this paper describes methods and criteria that can be used to evaluate urban investment strategies with respect to one of the four investment objectives. A closing section describes methods that can be used to make trade-offs between investment objectives and provides a summary of the meritorious approaches.

This paper reviews existing literature on urban investment strategies, including theoretical and methodological reports, case studies, project appraisal reports prepared by the donor community, and plans and strategies developed by host countries. It contains a bibliography of the literature searched. It places particular emphasis on a review of the Urban Functions in Rural Development and the National Urban Policy Study methods; however, it also examines various rules of thumb of economic efficiency, comparative rates of return on investment, a simple linear programming model, linked regional econometric and input-output models, the unmet needs approach, analysis of service locations, evaluation of the cost of equity and rural-urban profiles.

This paper makes it clear that a diverse array of investment objectives have been used to analyze alternative urban investment strategies. There are, however, no widely accepted and readily implementable methods for evaluating strategies in terms of economic efficiency and administrative capacity.

An Overview: Urbanization Issues in Africa

Rivkin Associates, Inc.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Apr 1984, 33p.

Most African countries' population growth rates have reached levels that will lead to a doubling of population in 20 to 25 years. Nowhere in Africa has the rural sector been able to expand enough to absorb such numbers productively. Thus, the rural areas have been a seemingly endless source for the steady stream of migrants that flow to the cities and towns. In several countries the numbers are swollen by refugees fleeing famine, political persecution and the disruption of war. And the earlier migrants are producing a new generation of urban residents.

This report is concerned with today's urban agenda in Africa. It concludes that the continent needs national urban policies that understand the interdependence between urban investment and rural productivity, as well as that between patterns of urban settlement and overall economic performance.

Businesses and industries are established in cities because of a wide array of advantages; however, if municipal services do not function reliably, new enterprise will not develop and existing operations will falter. By and large, the cities of Africa do not work well. Making them work requires strengthening the management capability of the key local institutions.

Management needs, the report concludes, are most acute in the intermediate (secondary) cities and the market centers. Most trained administrators and professionals are concentrated in the national capitals. No African nation has a cadre trained to plan and manage municipal affairs: architects, engineers, administrators, budget reviewers, mechanics, maintenance foremen, accountants, surveyors, community development workers.

Lastly, an attitudinal shift is in order -- away from the usual competition among ethnic groups for a turn in positions of power and toward attention to substantive issues of urban development and the common good.

Country Monitoring Project: Urban Indicators

Deborah Zubow Prindle
West Africa Regional Housing and Urban Development Office,
U.S. Agency for International Development
Bureau for Private Enterprise
Office of Housing and Urban Programs

Apr 1984, 52p.

The analytical approach described in this document emerged from the findings of the Rural-Urban Profiles for Zaire and Mali which were prepared by the author for the USAID Regional Housing and Urban Development Office in West Africa. It was designed to monitor urbanization throughout the West and Central African Region at a low cost. It uses only indicators which should be obtainable from existing secondary data that are available in the capital and through brief site visits in key cities.

Rural-urban profile analysis measures how many urban functions are present in different localities, among selected key functions. By organizing this information, the method helps to guide decisionmaking on which localities to target for investment based on their importance to the rural hinterland and their gaps in key functions and infrastructure. While it identifies gaps in the supply of urban services and facilities that are important supporters of rural development, it does not establish that the rural population is willing to use and pay for these linkages. Thus, rural-urban profile analysis is not a complete analytic tool capable of targeting investment.

It considers three aspects of urbanization: level of urbanization; quality of life in urban areas; and rural-urban linkages. Under each aspect, a number of statistical or quantitative indicators are identified. For example, to "level of urbanization" there correspond rate of population growth by city size, rate of urban population growth by region, number of cities in different size classes, share of urban population under 18 and dependency ratio by region and by city size, share of urban population by sex, by region and by city size, regional per capita investment, and GDP per capita by region and by sector and percentage change since 1970. To each indicator, there corresponds a pro forma table. Descriptions of the rationale (objective) for preparing such a table and of how it is to be used are also given.

Zaire Rural-Urban Profile

Deborah Zubow Prindle
West Africa Regional Housing & Urban Development Office
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Mar 84, 179p.

The Zaire Rural-Urban Profile was prepared for the West Africa Regional Housing and Urban Development Office (RHUDO) of USAID. The Africa Bureau had noted that: "Africa is urbanizing more rapidly than the rest of the Less Developed Countries. Today's profile of Africa as an agricultural society will almost surely be radically modified by the year 2000 if urban growth rates of the last ten years continue." Zaire is no exception to this phenomenon. In fact, Zaire is one of the most urbanized countries on the continent. But, here there is a somewhat greater dispersal of urban population than elsewhere. It is this basic urbanization trend which has been examined in the Zaire Rural Urban Profile in order to add another dimension to long-term planning.

The Profile had two objectives. The first was to provide overviews of the national settlement pattern and urban policies; this included analyses of the growth of primary, secondary and tertiary centers, of the urban problems created by this growth, and of the policies which have been adopted to meet these problems. The second objective was to take a close look at the growth taking place in a small urban center, Kikwit, a city which is strategically important to the USAID country development strategy.

The analysis concludes that in the next 15 years Zaire will become a predominantly urban country. Secondary cities are not providing to their rural hinterland the full range of services which they could be. For example, an important role for such cities and market towns is providing training for rural youth in the trades. In spite of the importance of secondary cities in national economic development, there has been almost a complete lack of public or private investment in secondary cities' infrastructure. National transportation policy, currently under review, will have a critical impact on the ability of secondary cities to fulfill their rural support functions in the future. Transport, credit, and training are areas in which opportunities exist to significantly strengthen the role of Kikwit, a secondary city, in stimulating rural and regional development.

Mali Rural-Urban Profile

Deborah Zubow Prindle
West Africa Regional Housing and Urban Development Office
U.S. Agency for International Development
Bureau for Private Enterprise
Office of Housing and Urban Programs

May 1984, 154p.

The Mali Rural-Urban Profile was produced for the West Africa Regional Housing and Urban Development Office (RHUDO) of USAID. It concentrates upon secondary cities, examining trends in their growth and their interaction with rural areas.

To differentiate urban functions, the Profile employs a typology of Malian secondary cities derived from the administrative hierarchy of urban places. Regional capitals supervise "circle" capitals, which in turn coordinate the services of "arrondissement" capitals.

The secondary cities of Mali are important sources of seasonal employment for rural people. While rural men head mainly for Bamako or external destinations, and are staying away for increasingly longer periods, rural women frequently look for domestic work in secondary cities. Strengthening urban job creation in Malian secondary cities during the dry season would decrease the pressure on men to find employment outside the country.

The Rural-Urban Profile concludes that there is no "typical" Malian secondary city. Each offers particular opportunities and constraints because of its unique mix of social, institutional, infrastructural, and ecological resources. Given the high volume of circular migration annually, Malian secondary cities are cost-effective sites for USAID rural development projects. Enhancing their ability to serve their rural areas is a key component of a long-term strategy to decrease Malian dependence upon external employment and food imports.

Order# PN-AAT-854 (English)
Order# PN-AAT-853 (French)
Order# PN-AAT-857 (Spanish)

Secondary Towns: An Overview and Five Case Studies

Rivkin Associates, Inc.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Apr 1985, 103p.

USAID's Office of Housing and Urban Programs commissioned this work in recognition of the significance of secondary urban centers and as a contribution to the theme of the 1985 meetings of the United Nations Commission on Human Settlements. It presents case studies on secondary city development programs undertaken by five countries with varying degrees of international assistance from USAID and The World Bank. The countries, Kenya, Ivory Coast, Indonesia, Korea and Brazil, are very different in physical size, distribution of population among urban centers, levels of per capita GNP and topography.

Countries in the developing world have been concerned with secondary city development for many years; but, most of their early efforts have failed to bring about the desired results. The new approaches to secondary city development strategies rest on different premises from previous efforts. Among them is that the overall objective of secondary town development is national economic growth with social equity for the population.

One conclusion emerges from the case studies so clearly that it could be called the first axiom of secondary city development: Government cannot do the whole job. No central government has sufficient resources, personnel or power to play all the development roles and deal with all the myriad details involved in creating and managing a national system of cities. Since governments cannot do everything, they must make choices. Resources that are available should be directed to achieving national development objectives, and entrepreneurial activity in the private sector must be encouraged to expand economic growth.

Each of the case-study countries has devised an approach to suit its own level of development, size, institutional framework and secondary cities conditions. Their approaches are as diverse as their situations. No nostrums emerge from the case studies. There are no models of universal applicability. Nonetheless, parallel themes can be identified in the areas of: selection of target cities, basic infrastructure as a precondition for urban economic development, packaging multi-project programs, affordability and feasibility, and local participation and responsibility.

Ivory Coast Secondary Cities Site Selection

PADCO, Inc.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Apr 1984, 34p, 3 annexes A-1 - A-46.

In preparation for future investments in the Ivory Coast, the West Africa Regional Housing and Urban Development Office of USAID commissioned a study to establish criteria and a procedure for the identification of secondary cities which could receive the greatest benefit from investments in housing and urban infrastructure.

This study kept the selection process simple since the information base for secondary cities is often limited. The steps of the process are as follows:

1. **Regional Analysis.** Indicators of economic growth potential are used to evaluate the seven geographic regions of the Ivory Coast.
2. **Settlement Analysis.** The potential for employment creation and economic development in 46 of the largest secondary cities is evaluated using demographic and economic indicators. The administrative status of settlements is also considered.
3. **Matrix of Regions and Settlements.** These two analyses are combined to indicate which settlements have the greatest potential for economic development and should therefore be given priority for shelter projects.
4. **Site Visit and Program Identification.** The final step in the process is site visits to make a more detailed assessment of conditions, meet with local officials and define an investment program. A checklist and outline of activities to complete this step are included in the report.

The settlement analysis is done using the National Urban Policy Study (NUPS) methodology employed in Egypt. The NUPS procedure allocates urban growth to the cities where it can occur cost-efficiently. The change in employment and the average annual employment growth rate are used in the ranking of the settlements. The administrative status of the settlements is also considered.

There was a noticeable correlation in the Ivory Coast between the size of the settlement and its rating. Thus, if selection were based primarily on economic considerations, activities would be concentrated in the largest of the settlements.

URBAN DEVELOPMENT ASSESSMENTS

Guidelines for Preparing Urban Development Assessments

Urban Development Assessment of Mogadishu, Somalia

Senegal Urban Development Assessment

Nepal Urban Development Assessment

Urban Development Assessment: Panama

Urban Development Assessment for Morocco

Jordan Urban Development Assessment

Guidelines for Preparing Urban Development Assessments

PADCO, Inc.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Apr 1984, 34p.

In developing countries where urban growth is becoming a concern, AID's Office of Housing and Urban Programs is prepared to assist Missions in undertaking "Urban Development Assessments" (UDAs). A UDA is designed to help a Mission understand the process of urbanization in its country, identify key issues or problems that need to be dealt with, and provide a framework for initial policy dialogue with the host country government. Finally, a UDA could be used to provide input for a Mission's Country Development Strategy Statement.

This document presents guidelines to help AID and its contractors prepare UDAs. It is divided into three parts, plus an appendix, as follows:

- Section 1 explains the nature and purposes of UDAs and the types applicable to different situations.
- Section 2 gives suggestions for AID staff on the preparation of Terms of Reference for UDAs.
- Section 3 presents guidance to contractors on conducting UDAs.
- The appendix presents abstracts of three completed UDAs as examples of the various types.

These guidelines categorize three types of UDAs as being appropriate for various country-specific situations: national level, regional level, and city level. However, regardless of which type is chosen, every UDA should contain a common "core" of data collection and analysis which sets the framework for the particular issues being addressed.

The core UDA should describe current urbanization trends and their relationship to the national economy and the principal productive sectors. It should identify the basic demographic trends accompanying urbanization. It should describe the country's settlement system and explain how it relates to the spatial distribution of economic activities. It should outline the basic institutional framework for urban planning, management, and finance at the national and local levels. Finally, it should analyze the government's principal spatial and economic policies as they affect urbanization.

A national UDA expands core material by providing more detailed analysis and recommendations at the national level. A regional UDA is concerned with urban settlement issues in one (or more) geographic regions of a country. A city UDA is useful where the problems of a single, large city are a major concern for the host-country government.

In planning a UDA, it is important to bear in mind that the level of effort is in the range of four to six person-months.

The recommendations of a UDA fall into categories like AID strategy, policy, legislation and regulations, capital investment, institutional development and further studies.

Urban Development Assessment of Mogadishu, Somalia

PADCO, Inc.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Oct 1983, 106p.

The Urban Development Assessment (UDA) of Mogadishu, Somalia was conducted in response to a request to AID from the Mayor of Mogadishu. Its objectives were to undertake a preliminary assessment of urban planning in the City, identify pressing problems and potential solutions, draft terms of reference for a medium range, action-type master plan for the City, and conduct a seminar on urban planning for local government officials.

This UDA, as it was undertaken with a relatively small budget and level of effort, was highly selective in its data collection and analysis. It analyzes the urbanization process in Somalia and stresses that approximately 40 to 50 percent of the population will be urban by the year 2000. The urban economy, particularly manufacturing, is likely to be dangerously weak under present trends, presenting a major problem for job generation in urban areas. The agriculture and livestock sectors will not be able to grow at rates essential for increasing standards of living. Total resources will be limited, and resources for urban areas will be even more so.

The UDA identifies three secondary cities with potential for increased urban growth, but concludes that Mogadishu's population-growth momentum cannot be appreciably reduced in this century. Mogadishu must, therefore, remain the focus of significant efforts to improve planning, stimulate the private sector, enhance urban management and finance capacity and control future land development.

The City of Mogadishu is analyzed in detail in the UDA. Two specific terms of reference are proposed for the masterplan:

- It should focus on a dynamic urban development approach with emphasis on Mogadishu's national role, the need to stimulate the urban economy, and the recognition that planning proposals must be clearly related to the fiscal realities of the City and the nation.
- The present policies of the City need to be changed. It is particularly important that the City establish pricing policies that would improve land use efficiency and provide minimal standard potable water and roads for the new areas without incurring public-expenditure deficits.

Senegal Urban Development Assessment

PADCO, Inc.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Feb 1984, 173p.

In Senegal, AID was interested in assessing urban development at two levels: national and regional. At the national level, the principal issue was how to integrate urban development into the government's and AID's national development strategies; at the regional level, AID was interested in determining how its own country program, which was almost wholly focused on agricultural development in three regions, could be strengthened through interventions in urban settlements in those regions.

The objectives of the Senegal Urban Development Assessment (UDA) are to provide an understanding of the implications of urbanization for national planning, suggest improvements in national urban policy, identify urban centers which could be the focus of investments to stimulate rural economic growth in the three AID program regions (Sine Saloum, Fleuve, and Casamance), and suggest types of investments that could be made there.

The UDA concludes that Senegal's present economic situation makes any urban programming difficult. However, new urban investments should be located in places that already have some infrastructure.

It recommends that priority be given to investments that meet stringent financial and economic criteria and have relatively early paybacks and that a greater share of investment should be shifted to the private sector and direct beneficiaries. The UDA identifies three urban centers outside of Dakar as the most promising for investment in the medium term: Thies (near Dakar), Kaolack and its surrounding settlements (in the Sine Saloum region), and the St. Louis--Richard Toll--Dagana area (in the Fleuve region). It also presents recommendations for urban programming in the three regions of AID focus.

Nepal Urban Development Assessment

PADCO, INC.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Executive Summary, Feb 84, 26p.
Full Report, Feb 84, 207p.

USAID/Nepal recognized that the growth rate of the urban population of Nepal was beginning to accelerate, although from a very small base of about 6 percent of the total population. No national urban policies were in place, however, and almost all donor attention had been focused on agriculture and rural development. The major objectives of the Urban Development Assessment (UDA) are to provide an overview of the urbanization process and to estimate future trends, identify urbanization problems which need to be addressed and provide the basis for dialogue with the government. The UDA is not intended to propose major capital or technical assistance projects.

A key output of the study is the organization and presentation for the first time in Nepal of the urban development-related data base (drawn from diverse secondary sources plus field interviews and observations). The UDA relates urbanization to population growth trends and migration patterns; it describes the existing settlement system and discusses the structure of government with special emphasis on urban planning and housing; and, it presents the urban implications of major sectoral programs (industry, agriculture, tourism, energy, water supply, transportation and communications).

The conclusions of the study are:

- Investment priority should continue to be given to agriculture and the inter-urban networks (transport, power, and communications) which serve both urban and rural development.
- Urbanization will accelerate in the future and in fact should be encouraged because of the dangerously high person/land ratios in the Hills and the limited capacity of the Terai (lowlands) to accommodate new population in rural areas.
- The National Planning Commission should be urged to prepare a national urban policy as part of the upcoming Seventh Five-Year Plan. The UDA suggests that the urban policy should consider facilitating rural to urban migration, encouraging private sector involvement in urban job generation, improving public sector procedures for preparing urban land with minimal infrastructure, assigning first priority in urban infrastructure to potable water supply, reducing land speculation, supporting the decentralization policies of the government, and revitalizing the urban planning process.

Urban Development Assessment: Panama

Robert R. Nathan Associates, Inc.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Jan 1985, Vol.I 140p, Vol.II 92p.

The Urban Development Assessment (UDA) of Panama gives special attention to the connection between urban development issues and policy, on the one hand, and national development goals and constraints, on the other.

The UDA concludes that the lead in national development must be taken by the Panama-Colon metropolitan corridor, which alone possesses the ability to compete internationally for manufacturing jobs. This metropolitan area has a special opportunity in the former Canal Zone lands which have reverted to Panama by the Torrijos-Carter treaty. The special issues involved in planning for the development of the metropolitan corridor and the use of the reverted lands provide a second focus of the UDA.

Chapter I describes the present national development strategy against the background of the economic and demographic record of the last 15 years. Chapter II compares urban policy as presently articulated with the principal problem afflicting Panamanian cities over the next decade: unemployment. To create jobs efficiently, the UDA believes greater emphasis must be given to strengthening the international competitiveness of the metropolitan region. Chapter III addresses the special issues that face the country in planning for growth of the capital region. Chapters IV and V turn to two of the largest urban claims on Panama's capital budget: investment in housing and infrastructure. To provide all Panamanians in urban areas with standard housing by the year 2002 would, under current institutional arrangements, require increasing public production of housing by 5 to 10 times over recent levels, and more than tripling annual production subsidies. Such an investment commitment is inconsistent with national development constraints. The UDA recommends, however, that a moderate increase in public investment in housing should come at the expense of investment in infrastructure, as Panama has been investing heavily in this sector for the past fifteen years. Chapter VI analyzes the institutions charged with planning and administering Panama's urban policies. Chapter VII draws together the policy conclusions and recommendations of the study. Its principal recommendation is that the Government of Panama undertake the necessary steps to realize the full economic value of the reverted canal lands. Land sales could realize some \$4 billion. This sum should be set aside as a National Development Fund and the interest on it should be used to finance economic development in coming decades. A land banking mechanism is recommended for executing sales and managing development.

Urban Development Assessment for Morocco

Rivkin Associates, Inc.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Apr 1985, 191p.

Urbanization in Morocco presented highly interesting, special features which called for an Urban Development Assessment (UDA) that was carefully tailored to them. For example, with a population of 20 million in 1982, Morocco had 26 cities over 50,000, resulting in one of the most evenly distributed urban populations in the developing world; also, it was comparatively sophisticated in urban management and planning. A striking feature of Moroccan cities was the generally clear division between urban areas and country-side.

Two broad questions were of particular interest to the Government and USAID: how could the Government achieve its objective of improved distribution of urban economic growth; and should USAID invest more extensively in urban development.

Although Morocco has had urban centers for centuries, the most explosive growth has occurred since World War II and primarily since independence. Because of Morocco's urban network, however, urban-rural migration has been more dispersed than in many countries. Indeed, during the past intercensal period, larger cities like Casablanca and Rabat/Sale grew more slowly than the overall urban rate.

The UDA recommends that, since the primary locations of export industries (whose expansion is a high priority) are the Casablanca-Mohammedia-Rabat/Sale-Kenitra, corridor cities, investment in shelter and urban infrastructure should be directed towards these cities. At the same time, the UDA recognizes that there will continue to be pressures for decentralized development. Its other recommendations, therefore, deal with ways of directing this investment more efficiently and productively than in the past. The UDA recommends that the growth center policy be reinforced, and two to three urban areas should be selected for concentrated development effort in the next planning period.

The UDA proposes three options for new USAID assistance in urban development:

Option A: Assist the Government in formulating and implementing a realistic growth center strategy.

Option B: Initiate a modest technical assistance and training program in urban development.

Option C: Continue or expand the present Housing Guaranty program in shelter, but leave further direct involvement in urban development to other international donor agencies.

It strongly recommends Option A as the approach that would support all of the Agency's four basic principles: policy reform, institutional development, technology transfer, and private enterprise expansion. The report also recommends that USAID support research in the following areas: municipal finance, public/private partnerships in land development, comparative advantage analysis of the Casablanca-Kenitra corridor and urban-rural linkages.

Jordan Urban Development Assessment

Research Triangle Institute
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Executive Summary, Sept 1985, 5p.
Full Report, Sept 1985, 152p.

The Urban Development Assessment (UDA) of Jordan was carried out to provide assistance to the USAID Mission in understanding the process and dimensions of urbanization in Jordan, and in formulating a set of strategies for supporting urban development.

It is focused on national-level analysis and is intended to fill in analytical gaps that have been left by previous studies. This UDA devotes primary attention to the issues of urban employment, the role of municipalities, and municipal finance and management.

It concludes that employment must become a major concern of the government as labor supply is expected to exceed demand over the next five years - a situation that has not occurred in Jordan over the past decade. The major opportunities for job growth lie in the non-government services sectors, including both the knowledge-based industries and tourism. However, the government has not devoted much attention to these sectors, despite the fact that they employ the types of educated workers being produced by the Jordanian educational system. The UDA concludes that the distribution of employment is likely to remain geographically unbalanced, with most jobs located in the Amman region, which possesses locational advantages over other regions. The development of employment opportunities in secondary urban areas will be linked to growth in services and small-scale manufacturing.

The UDA examines the major issue with respect to the role of municipalities: what role should municipal government play in service delivery, economic development and land development? If local government is to play a diminishing role, then there is no need for its strengthening. If, on the other hand, local government is to actively provide development-oriented services, then planning and management skills need upgrading. This, in turn, will require institutional development.

According to this report, the major change in municipal finance in recent years has been the tremendous increase in use of loans to finance capital expenditures of local government. Small municipalities, however, have become much more dependent on centrally-collected taxes and loans than large cities.

There is limited scope for increasing the revenue base of locally-collected taxes. However, there are indications that revenue collection efficiency is quite low for some municipalities and that those governments can substantially raise revenues by improving collection practices. Furthermore, there is indication that substantial improvements can be made in expenditure efficiency.

The UDA concludes that USAID program targets in the urban sector (water supply and, more recently, low-income housing) are well considered. It then lists several additional high-priority areas for USAID technical assistance including small-scale enterprise development in secondary cities, development of knowledge-based industries, upgrading national-level capability in the monitoring of local government finances and public service standards and costs, and training in municipal management and finance.

MUNICIPAL FINANCE AND MANAGEMENT STUDIES

Municipal Financial Analysis Handbook

Management Audit of the Kingston and St. Andrew Corporation

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Municipal Financial Analysis Handbook

James S. McCullough and James F. Hicks, Jr.
Research Triangle Institute
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Dec 1984, 222p.

The purpose of this Handbook is to provide a set of techniques for analyzing the financial data of municipal governments in order to help local officials make decisions about financial management. The techniques are drawn from actual experience in a number of different countries.

The Handbook is designed as a guide and reference manual. But, it can also be used as a teaching text in courses on local government financial management. A special note for course instructors is included in the appendix.

The Handbook has four substantive chapters. The second chapter introduces the reader to the concepts of financial analysis and describes the sources of data that are needed to carry out this type of analysis. The subsequent three chapters present the analytical techniques, organized around three major topics:

- Local revenue generation
- Expenditure control
- Balancing revenues and expenditures.

Each of these three chapters presents the analytical methods along with case studies and examples to show how the methods are applied. To aid the reader, a "Chapter Overview" is presented at the beginning of Chapters 2 through 5 which outlines the topics and techniques covered in each subsection.

The Handbook presents a large number of analytical techniques. The user must therefore choose the ones that best answer the questions of interest to his municipality or country. The final section of the Handbook, entitled "How to Get Started," helps the reader select a starting point for using the techniques. This section also describes how to conduct a summary analysis at both the national and local municipal levels. A glossary of financial management terms is included in the appendix.

Management Audit of the Kingston and St. Andrew Corporation

Caribbean Regional Housing and Urban Development Office
U.S. Agency for International Development
Bureau for Private Enterprise
Office of Housing and Urban Programs

Apr 1984, 220p with separate Technical Appendix.

Instead of spearheading economic development for Jamaica, Kingston was generally perceived as creating a drag on it. The target of much of the dissatisfaction was the Kingston and St. Andrew Corporation (KSAC). While many other organizations played significant roles in Kingston, the KSAC was the local authority that managed the basic services for the Kingston metropolitan area.

Leaders in both the Corporation and the central government initiated this study of the KSAC in the belief that a crisis existed and that a thorough inquiry was needed. The study was "...to examine the operations of the Kingston and St. Andrew Corporation and make recommendations for achieving more efficient management."

The study itself consists of three main parts:

- The Overview, which highlights the key findings and recommendations.
- The Summary of Specific Findings and Recommendations, which provides the reader with a concise, detailed listing of findings and recommendations contained in the full report.
- The Full Report, which contains the data and reasoning in support of the many findings and recommendations.

At the outset of the study, there was the distinct possibility that the KSAC would be found incapable of improvement and, therefore, should be abolished. The study concluded, however, that the KSAC should be continued and that its importance as a local authority should be reaffirmed. This recommendation implies the need for supportive steps by the central government. To function properly, the Corporation needs to be a fully viable financial entity. There would have to be an attempt to separate local from national politics.

The other basic recommendations are based on the conclusion that underlying problems of service delivery are rooted in the way in which the Corporation as an institution has been conceived and operated. Reforms in the Corporation as a whole, including its relationships with the central government, form the foundation for improvement in any of the discrete parts of the KSAC.

URBAN LAND STUDIES

Guidelines for Urban Land Studies: Issues, Data and Methods

Land Acquisition in Developing Countries: Policies and Procedures of the Public Sector, With Surveys and Case Studies from Korea, India, Thailand, and Ecuador

Land Subdivision and Pricing Policy for Mogadishu, Somalia

Guidelines for Urban Land Studies: Issues, Data and Methods

PADCO, Inc.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Oct 1984, 51p.

Along with other urban development issues such as housing, off-farm employment generation, and municipal management and finance, urban land is becoming an increasingly important topic. Rapid and large-scale urbanization is raising such questions as: Will enough land be available to accommodate future urban expansion? Is it necessary to sacrifice agricultural land to make way for city growth? What are the implications of current urban land use patterns and controls on the urban poor? Urban land issues are often not separable from other urban development issues--particularly housing, transportation, and public finance. Policymakers and implementers are in many cases unprepared to deal with urban land problems independently of other concerns. These guidelines are intended to provide a flexible, practical framework for rapid collection and analysis of data on major issues of interest to policymakers. They are meant to assist USAID in carrying out a wide variety of studies of urban land, which may be used to answer the following questions:

1. How is land in a city (or group of cities) allocated and developed for various uses, and by whom?
2. Are current needs for urban land being met, and are future needs likely to be met, in a city (or group of cities)?
3. Do all segments of the population have access to the urban land they require?
4. What can be done to improve the efficiency of urban land use and development?
5. What can be done to help disadvantaged groups meet their needs for urban land?
6. What can be done to help realize other social goals related to urban land (e.g. preservation of agricultural land; environmental protection).

These guidelines note that the role of the private sector is an important, if not always explicit, theme in any urban land study. However, this is an extremely sensitive issue in many countries. At the same time, there will be clear instances in which greater private sector participation could improve the efficiency and effectiveness of urban land development. The guidelines counsel that it is essential to assess the political sensitivity of the issue before starting the work.

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Land Acquisition in Developing Countries: Policies and Procedures of the Public Sector, With Surveys and Case Studies from Korea, India, Thailand, and Ecuador

Michael G. Kitay
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

1984, 199p.

(Also available through Lincoln Institute of Land Policy/OG&H, 131 Clarendon Street, Boston, Massachusetts 02116)

Under the pressure of demographic forces, the role of government in the regulation of urban land use is undergoing profound change throughout the world. The author cites evidence that land given over to urban needs will grow from 16.5 million acres in 1950 to about 41 million acres by the year 2000. Most of this growth is expected where urban areas are already established. Significant new quantities of land will be required in the municipalities of developing countries.

This book's hypotheses mirror this background: there will be enormous physical and population growth of cities in developing countries over the next decade; this growth will result in a need for significant acquisition of urban land for public purposes; few developing countries possess adequate laws, procedures, policies, trained personnel, or institutions capable of effectively performing the land-acquisition function. Once the machinery is in place, it is expected that land-acquisition efforts, including perhaps strategic advance acquisition by public or quasi-public institutions will enable (a) immediate public needs for land to be satisfied and (b) municipal governments to exercise rough land use control functions, when accompanied by targeted use of capital budgets for infrastructure, and other policies.

The primary purpose of this book is to provide models of land-acquisition laws, policies, procedures, and institutions. They are intended to stimulate debate that will lead to substantial reform of existing laws and institutions for land acquisition. The models are discussed under the following chapter titles: Land-Acquisition Techniques, Eminent Domain and Expropriation, Institutions for Land Acquisition, Financing Land Acquisition, and Advance Land Acquisition. The studies offered in the appendices examine land acquisition in Korea, Thailand, Ecuador, and India.

Land Subdivision and Pricing Policy for Mogadishu, Somalia

PADCO, Inc.
U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

June 1984, 89p.

At the request of the Mayor of Mogadishu and under the direction of the East Africa Regional Housing and Urban Development Office of USAID, this analysis was designed to review the urban land development process in Mogadishu and make recommendations concerning land design standards and land pricing policy.

A number of deficiencies in the existing land distribution program were noted. For instance, design standards had resulted in excessive space for circulation with minimal amounts for public facilities and open space; no infrastructure or services were being provided to new neighborhoods; poor administration was causing disputes over land ownership.

The report concludes that the Municipality and the Land Office have to establish a comprehensive program of land subdivision, servicing and distribution. More specifically, the Land Office must be reorganized with expanded responsibilities and capacity to manage a more comprehensive land distribution program. More efficient land use standards with a hierarchy of plot sizes and circulation ways must be adopted; this would increase the land devoted to residential use and the residential density. A land pricing policy and land sale procedures for a self-financing program to provide infrastructure and affordable plots to lower-income families has to be developed. And, the titling and registration procedures should be revised to reduce disputes over land ownership.

The report concludes with an analysis of the benefits of the new land program and a concrete proposal for implementing it.

GENERAL REGIONAL AND URBAN STUDIES

AID Resources for Urban Analysis and Assistance

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AID Resources for Urban Analysis and Assistance

U.S. Agency for International Development,
Bureau for Private Enterprise,
Office of Housing and Urban Programs

Jan 1985, 13p.

This document identifies and describes a significant body of technical resources which currently exists in USAID Washington and is available to Missions to assist them in analyzing urban issues and developing appropriate urban strategies and projects. First, there are the resources available from the Office of Housing and Urban Programs (PRE/H), or through PRE/H's Regional Housing and Urban Development Offices (RHUDOs) overseas: 1. Urban Development Assessments, 2. Urban Finance and Management Assistance, 3. Urban Land Studies, 4. Urban Training Needs and Training Institution Assessment Methodologies, 5. Urban-Focused Participant Training Programs, and 6. Urban Development Support Services Project.

In addition, available from WASH (Water and Sanitation for Health Project) through the Office of Health in the Bureau of Science and Technology (S&T/H), there is Water Supply and Sanitation Assistance.

And, available from the Office of Rural and Institutional Development in the Bureau for Science and Technology (S&T/RD), there are Regional Analyses, Land Tenure Center Assistance, Managing Energy and Resource Efficient Cities (MEREC), and Urban Employment and Enterprise Promotion.

The document presents detailed descriptions of the methods, tools and resources listed above.

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