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# Central and Eastern Europe Local Government and Housing Privatization

Prepared for the Office of Housing and Urban Programs  
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**REPORT ON U.S.-BASED TRAINING FOR  
CEE MUNICIPAL OFFICIALS**

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Prepared by

Sharon Van Pelt

ICMA

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION  
Local Government and Housing Privatization  
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# **REPORT ON U.S.-BASED TRAINING FOR CEE MUNICIPAL OFFICIALS JULY 1993**

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## **INTRODUCTION**

For approximately two years, USAID has been providing technical assistance on municipal management issues to several Central and Eastern European countries. Delivery of training has taken several forms, including short-term technical assistance missions, long-term municipal advisors and workshops and seminars. One approach has been to bring local elected officials to the U.S. to demonstrate first-hand how U.S. local governments function. This method of training has proved very effective and informative for the participants.

The purpose of this Request for Services (RFS 54) was to provide logistical support in bringing four Central and Eastern European municipal officials to the U.S. to participate in two training courses and a study tour. The training took place during July, 1993 and included the participation of the following officials: (1) Jan Brzeski, Deputy Mayor of Krakow, Poland; (2) Wojciech Matusik, Director of the Land Development Department, City of Warsaw, Poland; (3) Peter Benuska, Deputy Mayor of Bratislava, Slovakia; and (4) Olgierd Dziekonski, Deputy Mayor of Warsaw, Poland. This report will detail the activities of each of the officials during their stay in the U.S.

## **DETAILS ON TRAINING PROVIDED**

The Deputy Mayor of Krakow, Jan Brzeski, spent two weeks in Washington, D.C. as a participant in a workshop entitled "Municipal Services and Environmental Infrastructure: Techniques and Opportunities for Successful Public/Private Partnerships." The workshop was sponsored by the Center for Financial Engineering in Development (CFED). The objective of this workshop was to provide technical information on the strategies and techniques used to create effective public/private partnerships in the provision of municipal services. Workshop participants were provided with the tools to better design, analyze, evaluate and implement private sector investment initiatives in housing, water, wastewater, and solid waste management programs.

Individual sessions included information on bond financing, sources of capital goals in municipal financing, environmental strategies for cities, housing finance techniques and introduction to GIS (Geographic Information Systems) Services. According to Mr. Brzeski's course evaluation, the topics that inspired the most useful and relevant discussions were those that focused on sources of capital goals (i.e. prioritizing local infrastructure improvements) and presented the rationale for establishing public/private partnerships. Generally, Mr. Brzeski was quite pleased with the workshop and recommended that other CEE officials be nominated to participate in future

training programs on this subject matter.

ICMA also invited Mr. Brzeski to visit its offices to discuss on-going and future technical assistance projects in the City of Krakow. Mr. David Olinger of USAID also took the opportunity to meet with Mr. Brzeski to review present and future assistance to the city.

Two officials, Wojciech Matusik, Director of the Land Development Department, City of Warsaw, Poland and Peter Benuska, Deputy Mayor of Bratislava, Slovakia, attended the full course at Harvard University on "Public/Private Partnership in Urban Development." This course was part of the International Training Program of the Harvard University Graduate School of Design and was crafted to help develop the decision-making skills of professionals responsible for urban and regional planning and the development and management of public projects. The program was organized into six modules covering key topics in public/private partnerships in urban development as follows: (1) Project Evaluation Techniques; (2) Finance and Management of Public Investments; (3) Urban Regeneration and Enterprise Zones; (4) Privatization and the Management of Multifamily Housing; (5) Financing Affordable Housing; and (6) Course Synthesis. The training modules were supplemented by extensive case studies from around the world and use of computer modelling, including analysis of financial packages related to capital investments and housing finance. Field visits to urban projects and public agencies in the Boston area were also included. The participants found it extremely helpful to attend the course with municipal officials from other countries (especially from the Central and Eastern European region) in order to share professional experiences and details of current projects with colleagues and to discuss the implications of development in their respective countries.

Olgierd Dziekonski, Deputy Mayor of Warsaw, Poland attended approximately one week of the Harvard training program (July 14-21). Mr. Dziekonski's training program in the U.S. also included a trip to Arlington County, Virginia, under the auspices of U.S. Information Agency (USIA); this portion of his trip was not covered under the USAID/ICMA program. The deputy mayor spent approximately one week with the Virginia Local Government Management Association discussing issues such as housing, environmental protection, industrial development and municipal management.

## **CONCLUSION**

The municipal officials who participated in this the training courses in the U.S. found them to be extremely useful. They were able to return to their respective countries with expanded knowledge of public/private partnership issues, including alternative approaches to developing such relationships, and first-hand observations of how these partnerships work in practice in the U.S. One general conclusion that can thus be drawn from this project is that structured visits to the U.S. for a select group of decision-makers and municipal leaders from Central and Eastern Europe to obtain training in specific technical areas, is a very effective way to transfer U.S. knowledge and to assist the CEE countries in their efforts towards greater privatization and improved management of public infrastructure.