

Local Economic Development Speaker Series

Final Report

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Local Economic Development Speaker Series

Overview

Under contract to the USAID/EGAT, the International City/County Management Association (ICMA) partnered with the Office of Urban Programs in the design and implementation of a four-part series of half-day seminars on different aspects of local economic development (LED). The seminars, which took place from July 2004 – February 2005, brought together USAID/Washington staff and implementing partners working in different sectors and regions of the world to examine strategies currently being used by both for LED activities. USAID field staff also participated in some of the sessions via videoconference.

The purpose of the workshops was to provide a practical perspective on different aspects of LED including what it is, who does it, why and how it intersects with other issues and sectors of development, and lessons learned from USAID and other donors' experience in implementing LED programs. Specific objectives identified in the scope of work were for participants to:

- Share experience on LED programs and their results;
- Gain a better understanding of how local governments can support existing businesses to facilitate their growth and generate new jobs;
- Develop an appreciation of alternative program options/actions that enhance the effectiveness of local economic development strategies;
- Gain a better understanding of the role local leadership plays in creating and retaining jobs;
- Identify tools and mechanisms available to USAID officers to encourage and support strategic local economic development activities;
- Recognize the role of various stakeholders (local and national governments, the private sector, donors, etc.) in the local economic development process and identify mechanisms that USAID can use to support their joint actions to form and implement effective strategies and interventions.

The topics for the four seminars were:

- (1) The LED Framework: Definitions of LED:
 - Creating an enabling national legislative framework for economic development
 - How does local economic development relate to regional/national development and policy goals?
 - Local government – facilitator or barrier to local economic development?
- (2) The Role of One-Stop Shops:
 - How one-stop shops work in supporting local economic development
 - Key Issues and Innovations of One Stop Shops
 - Lessons learned from the experience in transferring U.S. models to transitional and developing countries
- (3) Business Retention and Expansion and Urban Revitalization Strategies:

- What factors have contributed to the success (or failure) of business retention and expansion/urban revitalization initiatives?
 - What are some key lessons learned that can help guide the future design of these programs in developing and transitional countries?
- (4) The Linkages between LED & Disaster Recovery and Mitigation:
- Participatory Planning and Post-Disaster Reconstruction
 - Mitigating the Economic Impact of Natural Disasters

Presenters included USAID staff, ICMA members, implementing partners, and LED practitioners. In each session, an American LED expert/practitioner presented lessons learned and strategies from the United States and participants discussed how they might be adapted for effective use elsewhere. To give concrete examples of how LED works in the context of transitional and developing countries, representatives from Bulgaria and India were invited to share experiences and lessons learned via videoconference.

Over 100 participants attended the sessions, representing USAID/Washington and overseas Missions, implementing partners, other donors and U.S. local government practitioners. Participants benefited from the diversity of experiences at the four sessions and from the combination of US, field, and multi-lateral perspectives, and agreed that the interactive format enabled them to escape from their 'stovepipes.'

For each session, participants received handouts that included presentations and other relevant resources and background materials, which are attached in the following annexes:

Annex A: Speaker biographies from each session.

Annex B: Session agendas, including specific topics and presenters

Annex C: Summary of session evaluations

Annex D: Compilation of references and annotated background materials given to participants.

Session I: The LED Framework – July 28, 2004

The Urban Programs team laid the groundwork for the LED Speaker Series with an initial session on 'The LED Framework.' Jeff Finkle, Executive Director of the International Economic Development Council (IEDC) provided a comprehensive overview of LED from the perspective of IEDC, the lead professional development organization for LED practitioners in the U.S. This included a definition of what LED is, who the key actors are in the LED process and how they fit into the LED framework, key LED tools and strategies used in the U.S. context, and why economic development is important for sustainable urban and rural growth. Economic development was defined as the creation, retention, expansion and attraction of jobs, the growth of tax base and the enhancement of wealth and quality of life within a community. *Local* economic development was defined as local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community.

Phillip Dunlap, Director of Economic Development for the City of Auburn, Alabama, presented lessons learned from his experience in applying LED tools and techniques in the context of a transitional country. The City of Auburn has been a lead participant in the USAID/ICMA Bulgaria Technical Twinning Program since 1997. Philip noted several key factors that need to be in place for LED initiatives to succeed in countries moving from a centralized, socialist environment to a market-based, decentralized system of governance:

- Strong local leadership - not just from the mayor/local government, but also from plant managers, universities, business community – in order to create an environment of cooperation and trust among all key players
- A critical shift in thinking from 'it's the central government's responsibility' to 'the community needs to take charge of its own future.'
- An understanding that LED strategies must be designed based on a community/region's location and on a clear understanding of comparative advantage(s). Not every community can become a tourist mecca.

In a lively group discussion following the two presentations, participants discussed issues impacting the economic development environment and assessed some of the critical factors affecting the success or failure of LED programs. Key issues addressed included:

Why engage in LED activities?

- To build a more equitable community
- To foster and sustain economic dynamism
- To improve community quality of life, create jobs and reduce poverty

Who are some of the key stakeholders in LED?

- Local elected officials (mayors, councilors, etc.) and the local governments they represent
- Citizens and neighborhood groups
- Local businesses and property owners and the organizations that represent them (chambers of commerce, business associations, etc.)
- Managers of local plants

- NGOs
- Labor organizations
- Educational institutions (universities, community colleges, vocational/technical schools, etc.)

What are some key roles for local government in LED?

- Responsible for the economic and social well-being of the community
- Source of authority and information to pursue activities designed to create wealth
- Initiates of LED activities using central government funding
- Facilitates bringing other stakeholders together to create a shared vision and strategy for the development of the community
- Streamlines bureaucracy (e.g., through the creation of one-stop shops), reduces red tape and takes other actions to create a more business-friendly environment
- In the U.S. (and many other countries) has taxing, zoning and eminent domain authority
- Provides and maintains infrastructure
- May lead small business development, business retention and attraction efforts, often in collaboration with business support organizations (chambers of commerce, etc.)

Conclusions and Lessons Learned

In her succinct wrap-up of the session, Office of Urban Programs Director Alexi Panehal noted a number of commonalities that emerged from the presentations and group discussion:

- Local governments have a critical role to play in the economic development arena, and need to be effectively organized and capacitated to do so.
- Local governments need to respond pro-actively to business opportunities
- LED strategies need to build on locational and competitive advantages - market towns and mega-cities will have different strategies.
- Successful, sustainable LED initiatives reflect local needs and enjoy strong community buy-in, which facilitates the mobilization of resources.

In order for USAID to be successful in LED, the agency needs to broaden its understanding of how LED takes place. The design and implementation of LED programs needs to be more cross-sectoral in nature, and to incorporate lessons learned and demonstrated success factors from other initiatives.

Session II: One-Stop Shops – October 26, 2004

The second in the LED Speaker Series seminars focused on the role local governments can employ in establishing and operationalizing 'One-Stop' Service Centers, and provided key strategies and methodologies from both the US and USAID experience. Three speakers, Brian McGowan, Economic Development Manager for the City of Ontario, California; Todor Mladenov, Foundation for Local Government Reform (FLGR) in Bulgaria; and Cindy Clement, IRIS Program, University of Maryland, addressed the differences and commonalities across municipalities in different countries that are trying to create and retain jobs through a variety of programs, including establishing 'One-Stop Shops.' Participants had the opportunity to examine how some of these tools and approaches have been applied in both developed and developing countries. The session was attended by approximately 30 people, including USAID/Washington staff from the EGAT, D&G, E&E, LAC, and DCHA Bureaus, implementing partners and other donors. USAID/Russia and USAID/Bulgaria representatives also participated via videoconference, enriching the dialogue with a perspective from the field.

Key issues addressed included strategies and methods that local governments employ to support the private sector, in particular small and medium-size businesses, to grow the local economic base of the community. The main reason for doing LED is the creation and retention of jobs. Building on that premise, the session examined one function many municipalities in the U.S., and, increasingly, in other countries, have adopted to create a more enabling environment for business development – 'One Stop Shops,' also known as One-Stop Service Centers (OSSCs). The objectives of an OSSC include: (a) to reduce the amount of time it takes for a business to obtain permits and licenses; (b) to improve the image of a city and its ability to market itself as a good place to do business; and (c) to increase citizen satisfaction.

A U.S. Perspective on OSSCs

Brian McGowan presented the OSSC concept from a U.S. perspective, including the role OSSCs play in the overall LED program in his city, Ontario, California. As an economic development manager, Mr. McGowan noted that the city's OSSC has existed for over 30 years and has become an integral part of the city's business model. He further stated that although there are different types of OSSC centers, the purposes remain the same in both developed and developing countries: customer convenience, minimizing permit and licensing processing time, and to establish a transparent process and fee structure for public services. OSSCs must facilitate the opening and operation of businesses.

Customer service and a friendly attitude were identified as the two most important elements of an OSSC's measure of success. Businesses and citizens must be seen and treated as customers. In Ontario, a few factors have led to better integration of departments and faster, friendlier service:

- Technical and administrative departments are horizontally integrated, not vertically. All are physically located behind the one-stop center desks for ready consultation and decisions.
- The municipal economic development manager is an ombudsman - a liaison between the public and private sector and an advocate for their needs. He has mandate from the City Manager to be the point person to monitor operations and insure prompt, fair service delivery to the public.

- The staff at OSSC counters is empowered to make decisions.
- There are guaranteed turnaround times for permitting and enforced collection of published fees.
- Zero tolerance for corruption/bribes.

The OSSC's role in the economic development of cities is very important. It plays a vital role in business creation, retention, expansion and attraction, thus facilitating the creation of jobs and expediting revenue generation. Mr. McGowan noted the importance of identifying and supporting existing businesses before spending money on attraction; it is easier to keep businesses rather than attract new ones. A mistake that communities often make is to dedicate a disproportionate amount of resources on efforts to attract new businesses, while neglecting the needs of their existing businesses, which statistically in the U.S. generate over 65% of all new jobs.

The Bulgarian Experience with OSSCs

Todor Mladenov presented the Bulgarian adaptation of the OSSC concept, which was introduced in 1998 with support from USAID/Bulgaria under a broader framework as customer service centers (CSCs). Bulgaria now has 41 CSCs. Mr. Mladenov spoke about their organizational structure and about the software architecture of the municipal information systems (MIS) that support them. Some of the key factors Bulgarian communities have considered in the design and establishment of their CSCs include:

- Needs Assessment - what do they need and what does the community want– this provides a set objectives and goals.
- Project Elaboration - hardware and software are supplied to participating municipalities.
- Location - encourage municipalities and CSCs not to change their look, but change how they work and their service.
- Team building.
- Staff training and promotional campaign/info dissemination.
- Monitoring and evaluation of centers and information system for improvement.

Currently, CSCs are integrated into MIS and web services. Sub-systems of the MIS provide over 100 administrative services; the majority to individuals, 30% to business sector. Most customers come to CSCs for matters related to civil status and civil registration.

The results of the CSCs include:

- Increased citizen satisfaction and improved perceptions of local government. CSCs are friendly and business-like, timely, eliminate opportunities for corruption, and increase the availability of information about municipal services and processes.
- Facilitate the ability of municipal staff to deliver quality services.
- Improve municipal management. Automation and computerization enable more effective, transparent management decision and more efficient operations. More customers can be served more, generating positive feedback from citizens and decreasing the time needed to process paperwork.

Over the next two - three years, FLGR is providing technical assistance to get national information systems and registrars connected to the municipal MIS systems, which will expand web services and applications. Bulgaria's plans to join the EU are creating great pressure to improve the legislative framework, computerize more information and move services online. There is a continuing need to build a new organizational culture that embraces computerization in the municipal workplace to ensure effective and efficient services. Many municipalities have come a long way, and in some cases are more successful than national agencies!

The Business Investor Perspective of OSSC

Cindy Clement, Director of the Governance Team for the USAID-supported IRIS Program discussed lessons learned from the IRIS project's application of the Investor Road Map (IRM), a diagnostic tool that looks at barriers to "Doing Business" from the perspective of a financial investor. The IRM identifies the steps and regulations a business must go through before registering in a country, and analyzes the time and cost associated with the registration and business permitting processes. The IRM map helps prioritize issues and identifies actions required to lower business barriers without sacrificing regulations. It targets cumbersome/costly tasks and unneeded regulations and then helps government implement reforms. Many of these costs and regulations are often directly under the city's control and the municipal government can act to change them.

Ms. Clement noted that the IRM has been used in over 50 countries, focused mainly at the national level. It is important and necessary to also apply the IRM model at the sub-national level, where local governments/investors are faced with locational issues as to where best to locate their businesses. Where the IRM has worked best is when a single authority at the top mandates that the principles of the 'One-Stop Shop' be applied to all governmental agencies. This approach has proven successful in Malaysia and Singapore. There is, however, difficulty in measuring the success of an OSSC. The OSSC is an instrument in a broader context of promoting economic development. Since all of the principles of the OSSC are preconditions for creating and retaining jobs, it is necessary to look at the totality of systems to measure.

Principal Conclusions & Lessons Learned

Based upon discussions on applying the 'One-Stop Shop' concept in the U.S., Jordan, Serbia, Morocco, Jordan, Latin America, Russia and Bulgaria, the principal conclusions presenters and participants reached were:

- In the U.S., OSSCs primarily serve the business community. In the developing world, OSSCs have two distinct clients: (1) they serve as the entry point for local governments to contact and communicate with citizens; and (2) they also service the business community by providing information on procedures and regulations governing business operations.
- OSSC success can have a significant impact on public satisfaction with local government and thus help achieve USAID's Democracy and Governance goals, since they can increase the responsiveness, transparency, accountability, and thus, the legitimacy of local governments. Since they are essentially designed to help retain and promote new businesses, they also contribute directly to USAID's Economic Growth goals by

- streamlining the permit and license approval process and creating a single venue where businesses can receive a wide array of municipal services.
- All speakers strongly emphasized that success of an OSSC is not due to creating the physical space where one-stop services are offered. Rather, success is directly tied to the attitudinal and organizational changes adopted by the municipality and its staff. Specifically, the way municipal staff serve 'clients' and the way the municipality reorganizes itself to better serve these 'clients' are critical factors in successful OSSC operations, because this reflects a commitment to customer service and to the creation of a business friendly environment.

Annotated case studies for Session II are included in Annex D.

Session III: Business Retention and Expansion and Downtown Revitalization - December 15, 2004

The third session of the LED Speaker Series focused on business retention and expansion tools and techniques, as well as urban revitalization strategies local governments can use to improve their competitiveness and create a more conducive environment for businesses. Presenters provided perspectives from Bangalore, India; Kingston, Jamaica; Johannesburg, South Africa; several cities in Serbia, and Washington, D.C., highlighting a variety of different strategic approaches these cities have taken including business improvement districts (BIDs), empowerment zones, comprehensive and neighborhood planning and enhanced service delivery. Resource persons and participants contributed to a lively dialogue and reached consensus on a number of ingredients that are necessary for success. These include:

- The importance of using a consultative framework to determine local priorities and make resource allocation decisions.
- Effective, efficient and reliable basic services and infrastructure are a key underpinning to sustainable economic growth.
- The importance of building effective relationships and partnerships with key stakeholders (state and national governments, other governmental agencies, businesses associations, civil society, citizens, etc.)
- Business retention and expansion strategies and programs that are locally driven have proved to be a key engine of job creation for communities.
- There is a need to incorporate the perspective and needs of the urban poor.
- Utilizing sound financial methodologies is essential.

Participants also agreed there are several underlying factors that apply equally for effective LED to occur in both developing and developed countries:

- Strong leadership at the local, state and national levels, which makes programs/strategies more effective;
- A coherent, comprehensive strategy that creates a stable, predictable environment for businesses; and
- A willingness to innovate and take risks.

International Perspective on Business Retention

Subhash Chandra, Special Commissioner of Bangalore, India (India's 'Silicon Valley'), discussed business retention and expansion in the City of Bangalore. The objectives are to strengthen the competitive advantage that Bangalore currently holds by achieving world-class information technology (IT) and related facilities; and upgrading urban infrastructure to improve the quality of life.

Mr. Chandra identified the following as strategies Bangalore uses to facilitate businesses:

- GIS is used as a planning tool;
- Revising building by-laws;

- Imposing/revising local taxes;
- Identifying and implementing major infrastructure projects, particularly in the IT arena, in partnership with the cable and telecom industries;
- Hosting national and international trade conferences, etc.;
- Using performance measures to improve quality of service;
- Promoting transparency;
- Outsourcing work;
- The USAID/ICMA CityLinks partnership with Reno, Nevada, through which Bangalore has adapted a number of initiatives it learned about in Reno, such as a 'Permit Place';
- Working with civil society organizations;
- Decongesting the city center;
- Building a new international airport;
- Establishing an IT corridor.

Mr. Chandra stated that the three most important things that Bangalore does to attract and retain the IT sector are:

- Looking at infrastructure for connectivity - facilitating telecom companies to set up infrastructure.
- Redesigning roads around current traffic issues and the increase of vehicles on the roads.
- Revising the framework for building procedures and the set-up of offices.

The corporate sector is a key partner in Bangalore's LED initiatives. The highly-regarded Bangalore Agenda Task Force (BATF), which is funded and led by the business sector and public entities including the police and electric supply company, is viewed as an international model for effective public-private partnerships. The BATF formulates strategies and action plans for infrastructure development, and identifies and adapts best practices in the local context. Examples of BATF initiatives include:

- A program for garbage collection and a neighborhood watch system which monitors the movement and performance of cleaning vehicles and garbage collection.
- The construction of bus shelters and public bathrooms. These public upgrades leveraged additional capital investments.
- Two lakes in the city were beautified, which created more attractive, desirable neighborhoods and offer a quality of life that businesses look for in making locational decisions.
- A citizens' report card administered by the Public Affairs Center is conducted every three years. Citizen satisfaction with the property tax system, public bathrooms, solid waste, roads, street lights, and maternity homes are illustrative measures the city uses to evaluate its performance and to identify areas for improvement.

Bangalore has conscientiously looked at business retention and expansion for only the past five – six years, as Indian local governments do not traditionally view LED as within their purview. In Bangalore, the economy is being driven by industry, and municipal officials have recognized that they need to be pro-active, rather than reactive, and to pursue a range of strategies and public-

private partnerships that can serve as models - and provide services - for the rest of India and the world.

US Perspective of Business Retention and Expansion

Karina Ricks, Transit-Oriented Development Coordinator, Washington, D.C. Office of Planning, and Derrick Lanardo Woody, Project Manager, Plan Implementation & Citywide Retail Strategy, Office of the Deputy Mayor for Planning & Economic Development, Washington, D.C., discussed urban revitalization from the D.C. perspective, and discussed how their programs directly contribute to LED. Ms. Ricks gave an overview of the structure of the District, including demographics, tax base, and the disparities between wards and neighborhoods, which are placed in different categories that require different support strategies:

- Stable - performing, on target.
- Emerging - currently underperforming based on transit amenities.
- Transitional - need a bit of a push and some upgrading to thrive economically.
- Distressed - need basic services (health, job training, employment access, crime prevention) to become economically viable.

The D.C. government has developed a two-year strategic plan for urban growth and revitalization in order to guide city agencies and focus scarce resources. Residents were surveyed at a series of well-attended city summits, and identified the following major priorities: affordable housing, an increase in the level of goods and services available at the neighborhood level, more jobs for local residents, good schools, public safety, and the need to minimize negative impacts (traffic, air pollution, and displacement due to gentrification).

Ricks and Woody briefly highlighted various projects throughout the District which are being implemented to revitalize neighborhoods and improve quality of life for local residents through enhanced access to services and leisure activities. Tools the D.C. government has used as part of its urban revitalization and business retention and expansion strategies include:

- The establishment of the 'Enhanced Business Information Center', which combines government and local private sector resources for small businesses.
- Enhancing local government understanding of small business needs through surveys, business visitations, etc. to find out what their challenges and needs are, and what their customer base is.
- Creating store-front guidelines to ensure consistent design standards.
- Working collaboratively with private developers to ensure development plans are in keeping with the city's strategy, goals, and design guidelines.
- Developing transportation plans for key transit corridors, and identifying funding mechanisms.
- Providing funds for street-scaping improvements.
- Producing marketing materials to tout the benefits of different locations and attract new residents and businesses.
- Modernizing and transforming schools to attract new residents and ensure that high school graduates have appropriate skills to enter the workforce and advance.

According to Ricks and Woody, the most effective tools the city uses for revitalization are:

- The Affordable Housing Development Fund.
- The Housing Development Trust Fund.
- The reSTORE D.C. program.

In addition to these presenters, a number of 'resource persons' highlighted programs from a number of cities around the world that face issues similar to those in Washington:

- Richard Bradley, Executive Director of the Downtown D.C. BID (and former Executive Director of the International Downtown Association) talked about the use of BIDs in the context of Johannesburg, South Africa. He stressed the importance of public order and a clean, safe environment to the success of businesses.
- Robert Dubinsky, a former ICMA staff member, discussed a USAID/ICMA project to create a BID-like entity in downtown Kingston, Jamaica as part of efforts to revitalize the downtown area. He stressed the importance of enabling legislation to allow for self-imposed taxation in order to ensure the financial sustainability of BIDs, as well as the critical role of strong leadership and management.
- Zach Morford of Development Alternatives, Inc., spoke about a BID concept which has been piloted in Serbia in four communities. Mr. Morford stressed the importance of one-time, upfront capital improvements - lights, streets, etc. which business communities can not afford and noted that he believes this is a great way to use USAID funds to leverage local government investments, because it proves to businesses that USAID and local governments are serious and will put up money to participate in LED efforts.
- Chris Walker, Director of the Community and Economic Development Program, Metropolitan Housing and Communities Center, the Urban Institute, highlighted six points regarding the importance of establishing a framework that the public and private sectors can work within, and stressed the importance of non-financial investments for business retention and expansion:
 1. There are many different kinds of businesses - industrial, retail, creating industries—we need to pay attention to this fact, because they are often in conflict. Issues don't have single solutions based on political and regulatory rules.
 2. Not all businesses are alike or worth saving. Sometimes they are not effectively managed or their products don't conform to market needs. It is not the government's job to ensure they survive.
 3. Networks of lenders, technical assistance providers, government regulators make more sense than single decision makers in agencies. Those who make the diagnosis should be involved in fixing the problems.
 4. When the public sector provides aid, failure is not only expected, it is an obligation. The public sector should provide money where private money won't go.

5. An Urban Institute lending study showed that scattered investments get scattered results. Many loans are made to businesses with very few standards.
 6. Agglomeration makes sense because there is a shared infrastructure for benefits, cooperation in safety, cleanliness, etc, improved information flow, enhanced customer demand and greater competition.
- Manuel Ochoa, Special Assistant in the Office of the Assistant Secretary for Community Planning and Development at the U.S. Department of Housing and Urban Development (HUD) talked about the role of HUD in economic development. One successful HUD strategy is the 'Main Street' Program, which HUD implements in small towns. While business improvement districts (BIDs) are great for large cities, HUD has found that they don't always work as well in small towns, where the Main Street volunteer-oriented approach is more suitable.

Conclusions & Lessons Learned

In her closing remarks, Office of Urban Programs Director Alexis Panehal noted that certain patterns and best practices are similar in Washington, D.C., Bangalore and other cities around the world, and that there is a diversity of tools and approaches that people are using to solve problems.

- Effective leadership at the local, state, and national levels is key to making programs effective. Leadership bodies should work to create a relationship with the business community and neighborhood groups to determine and achieve their goals.
- Coherency. The regulatory and taxing environment needs to be consistent and understood. There should be a consensus-based vision of what each community wants to be. Coherent, multi-sectoral policies that are predictable and stable and that will remain across changes in leadership are important signals to the business community.
- There is a need for innovation and risk taking. Often this message comes from community leaders, and they should be involved in creating an environment that encourages risk taking in order to foster a more business-friendly environment.

Annotated references for Session III are included in Annex D.

Session IV: LED and Post-Disaster Recovery – February 25, 2005

The final session of the LED Speaker Series examined the link between disaster recovery, reconstruction, and LED. In the wake of a natural disaster like the devastating tsunami in Asia, the focus is on providing humanitarian assistance. At the same time, it is also important that national and local governments, aid agencies, humanitarian organizations and NGOs recognize the disaster's impact on people's livelihoods – particularly the poor, who are often disproportionately affected - and consider how they can help restart local economies as part of the recovery process.

The session explored how post-disaster assistance programs can be designed to both address humanitarian needs and help victims regain their economic footing. It looked at how income-earning opportunities such as rubble clearance and recycling, skills training in infrastructure and housing construction, microfinance programs and other strategies can be effectively coordinated with humanitarian assistance efforts at the neighborhood, community, and city-wide scale to help stimulate the local economy and mitigate the impact of potential future disasters.

Speakers from the World Bank, Delray Beach, Florida, and the Environmental Planning Collaborative in India discussed their experience with disaster mitigation and post-disaster recovery, especially as it relates to local economic development. Many tools and lessons learned can be applied across the board as cities plan for future natural or man-made disasters and the subsequent recovery process.

International Perspective

Bala Balachandran and Darshan Parikh of Environmental Planning Collaborative (EPC) in Ahmedabad, India spoke about the organization's experience with the earthquake recovery process in the city of Bhuj following the devastating 2001 earthquake in the Indian state of Gujarat, and gave a general perspective on disaster preparedness and recovery from the developing world.

In the case of the Gujarat earthquake, the national and state governments adapted a participatory approach and did not simply provide, but rather helped people build houses themselves and facilitated the recovery. Public participation and planning were included in the urban reconstruction 'build back better' strategy after the earthquake. The process included the following steps:

- The tools for long-term planning that were identified as essential to the recovery process included participatory strategic planning (which is not generally part of the institutional framework in India) and the creation of a comprehensive development plan, infrastructure planning and development, policies to promote investment, and livelihood support.
- Involving all key stakeholders, who understood local needs and were clear about how they wanted the city to develop. Stakeholders included government, NGOs, financial and cultural institutions, businesses, residents, and specially targeted groups including women and seniors. Once an initial conceptual plan for redevelopment was created, stakeholder workshops were held with different groups to vet draft plans and solicit their feedback as end users.

- A draft vision statement was finalized around the key questions: What is Bhuj, and what do we WANT it to be- tourism, better manager of disasters, having an efficient water system, etc.?
- EPC did technical studies on population density and damage intensity. In talking about the development of cities, economic development was included as a key consideration, which was not the case in previous development plans.
- The state government announced incentives for businesses and economic assistance packages, tax incentives for new industries. The reconstruction of roads was also necessary to transport customers, suppliers, and goods.

After the disaster, the relocation and rehabilitation process included the following:

- People built their own buildings, generating income, and land value appreciated because infrastructure was provided upfront.
- The city revamped building by-laws to ensure earthquake-safe designs, and the system for administering by-laws was improved as well. Zoning was changed to facilitate planned growth.
- Street reconstruction was a challenge. The old walled city was mostly destroyed in the earthquake - buildings collapsed into its narrow streets, trapping people. It was necessary to rebuild with enhanced safety and to ensure that streets were redesigned so that people can escape more easily in the event of another earthquake. An innovative land readjustment mechanism was applied in which a portion of land was deducted from all properties to provide for wider streets and to enhance public safety.
- Other aspects of the city and public services were analyzed and enhanced, including road networks and transportation connectivity, market linkages, and water sources.
- Heritage regulation was introduced, and a number of historic assets were restored, enhancing Bhuj as a tourism destination and bringing real economic benefits.

To assist the urban poor, proposals were submitted for slum upgrading and facilitating employment. These issues, unfortunately, received little attention and the bulk of assistance went to the middle class. This is a key issue that needs to be addressed in disaster recovery.

Margaret Arnold, Project Manager in the World Bank's Disaster Prevention Unit, spoke about the Bank's research and work in disaster mitigation, citing examples and lessons from the ProVention Consortium and the World Bank Operations Evaluation Department (OED). The ProVention Consortium focused on four areas related to disasters: policies; systems; resources (funding and technical assistance); and the impact of resources on ground. The OED evaluated and analyzed disaster mitigation efforts and post-disaster responses, concluding the following:

- Not enough learning has been done - we need greater evaluation of recovery efforts so that mistakes can be avoided and not replicated.
- Recovery is an artificial term; there is no clean cut line - it merges with reconstruction.
- The duration of most recovery projects is generally too short to address the projected length of recovery. The timeline of donors is different than the realities of recovery on the ground. Governments need to balance timelines for the long-term process of recovery.

- Donors and implementers need to set realistic goals for short and long-term projects and keep recovery projects simple and flexible. There is a need to take time to design follow-on projects.
- Comprehensive damage and needs assessment undertaken following a disaster play a key role in securing international support for recovery efforts and providing a framework for recovery. Then, once the assessment is done, a country can know what and how much to ask for in assistance.
- Integrating risk reduction: implementation is mixed when governments deal with disasters as part of the development process, but government policies have shifted in this direction.
- Not enough attention is paid to the impact on livelihoods. Some mechanisms to do this include: improving access to credit at low interest rates, giving seeds and tools, replenishing livestock, providing cash and local labor to rebuild housing. Few surveys from victims have been done to collect priorities and their ideas on rebuilding their livelihoods—they need to be able to participate.
- Participation! Involve stakeholders. There IS time to do proper consultations and decision-making.
- Assess and act upon opportunities for social equity and change- relocation is a major issue and much can be done to promote gender equity.

With regard to the tsunami recovery process in South East Asia, Ms. Arnold noted that in Sri Lanka, it appears that some of the mistakes that have been made in previous disaster recovery processes are being repeated. The central government is moving in and responding in an inadequate way with little local input, and there is no strategic planning occurring. At the local level NGOs are learning, but if central government takes control, their learning can not be implemented effectively.

There is a need to look at micro-finance issues on the ground to ensure that local credit and financing systems are not undermined by the recovery process. Market systems have not been researched or documented enough. One session participant noted that donors and governments should be cautious about offering loans, because after a disaster the poor may not need them unless they have a business that can repay the loans. Grants are more applicable; however, they should be limited and targeted so the foundation is created for people to lift themselves up. Equally importantly, it is necessary to build the capacity for the poor to be able to access credit.

A U.S. Perspective

David Harden, City Manager of Delray Beach, Florida, presented a U.S. perspective on economic recovery following a disaster, including what local and regional governments can do to help businesses prepare for potential natural disasters, and what the role of local government is in the mitigation and post-disaster phases.

Mr. Harden noted that local governments have a vested interest in helping businesses need to prepare for disaster, because statistics show that nationally, half of businesses affected by a natural disaster never reopen, which leads to a reduction in government revenues. A business plan for survival and recovery should include damage mitigation, business protection, post-disaster salvage, and business recovery.

Disaster mitigation for businesses should be structural and non-structural, including diversifying the customer base, keeping data, and having adequate insurance coverage. Upon re-entry after a disaster, there must be a damage assessment and a collection of salvageable assets. Businesses need to plan and implement a post-disaster business strategy, and to consider the following five variables, which impact their ability to survive:

- How affected are customers?
- How much/many goods can customers replace without huge costs?
- Are there 'trims' in the industry as a result of the disaster?
- How bad is the loss of critical production inventory?
- Readiness to adapt to post-disaster environment - the community will never be the same – how is demand for the products and services offered by the business likely to be impacted?

The role of government in the wake of a disaster can take many forms. A community risk assessment should be done with the local government and community committees- stakeholders interested in protecting the economic interest in the community. Search and rescue and damage assessment are the first priorities after a disaster. Then, meeting basic needs, restoring services, and allowing people access to their properties are key priorities.

After a disaster, people will not go to work without knowing families and homes are secure. In Florida, temporary employment is provided by the government for clean-up. Businesses need power to be restored, and permitting and inspections need to be expedited, which may include staying open late and short-cutting the process. This should be built into the local government's disaster preparedness plan in advance. Zoning and land-use also need to be carefully planned; all reconstruction should make the community more protected and disaster-resistant than before.

In Florida, local governments contribute to the recovery process after hurricanes and other disasters by helping small businesses: restoring electricity and utilities, granting small business administration loans to repair damage, and working through the U.S. Federal Emergency Management Agency for assistance. Insurance inspectors rate local building departments and give penalties or incentives based on the rating. Insurance companies rate local governments' functionality, which can also be marketed to businesses.

Conclusions and Lessons Learned

Urban Programs Office Director Alexis Panehal noted that the session emphasized the importance of strengthening of the capacity of local government and community to respond, rather than the central government, to ensure more effective and sustainable disaster response. USAID and other donors need to continue to emphasize the role that local governments play in ensuring that responses are reflective of the needs of victims.

A critical lesson learned from the reconstruction process in India was the need to involve stakeholders. Also, it is very important to build upon existing legal and institutional mechanisms that are in place. It is necessary to integrate disaster mitigation into plans and projects for

reconstruction. Finally, reconstruction should be used as an opportunity for new economic development. Local governments should encourage businesses to do pre-disaster planning to support post-disaster economic recovery and should collaborate with them to get the community and businesses adequately prepared for disaster. A lack of planning will compound the impact of the disaster and lengthen the recovery phase.

Annotated references for Session IV are included in Annex D.

ANNEXES

Annex A – Speaker Biographies

Annex B – Session Objectives and Agendas

Annex C – Evaluation Summaries

Annex D --Annotated Case Studies and References

ANNEX A

Speaker Biographies

Session I

Jeffrey Finkle, President & Chief Executive Officer, International Economic Development Council (IEDC). Jeff Finkle has been a leader in economic development for more than 20 years. In August, 2001 he became the president and CEO of the International Economic Development Council, following IEDC's birth through the merger of the Council for Urban Economic Development with the American Economic Development Council. Prior to the merger, Jeff served for 15 years as president and CEO of CUED. During that time, he oversaw the vast expansion of that organization's membership and influence, as well as strengthening its financial footing.

Before assuming leadership of CUED, Jeff was the U.S. Department of Housing and Urban Development's (HUD) Deputy Assistant Secretary of Community Planning and Development for program management. From 1981-86, he supervised the Urban Development Action Grant Program, the Community Development Block Grant Program and the Housing Rehabilitation program.

Jeff received a Bachelor of Science degree in communications from Ohio University in Athens. He then pursued graduate studies in business administration at Ohio State University. As President of IEDC, he also serves as CEO of the [National Association of Installation Developers](#), a membership organization that provides information, training and networking opportunities to assist communities in the economic development, conversion and reuse of military real estate. In addition, he heads the Bollinger Foundation, a non-profit organization he founded that provides support to children who have lost one or both parents who worked in the economic development profession.

Philip Dunlap, Economic Development Director, City of Auburn, Alabama Since 1984, Philip has been instrumental in developing the City of Auburn's highly regarded economic development program, and has been involved in projects that have generated over 4,500 jobs and approximately \$500 million in capital investment. He has extensive experience in business retention, commercial development, housing, and recruiting new industry from the U.S., Europe and Asia. Philip has participated in numerous trade shows in Europe, and has worked on projects in Poland, Hungary, Czech Republic, Slovenia, Western Europe and Asia. From 1974 – 1984, Philip worked for the City of Birmingham, Alabama, where he was involved in the City's manpower development programs and administered its community development block grant and other federal grant programs, developing extensive experience in using public funding in economic development public-private partnership projects.

Since 1999, Philip and the City of Auburn have been key implementing partners in the USAID/ICMA Resource Cities program in Bulgaria, now entering its fifth phase. Auburn was initially partnered with the City of Blagoevgrad to work on strategic planning and environmental management issues, and then both cities worked jointly with the Cities of Sliven and Dobrich to

replicate best practices in strategic planning and marketing. For the past 1 ½ years, Philip has been the lead trainer in an initiative to develop qualified local economic development officers in fifteen cities throughout Bulgaria and to help these cities achieve certification as 'ready' for economic development using established criteria and benchmarks.

Philip did his undergraduate and graduate work in politic science and public administration at the University of Alabama.

Session II

Cynthia Clement, Director of Governance Team, IRIS

Ms. Clement supports a broad portfolio of projects with her knowledge of microeconomics and institutional reform as well as her skills in integrating conceptual analysis with practical problem-solving. Drawing on her teaching experience and her substantive expertise, she specializes in explaining complex and specialized ideas from law, governance, and economics for people outside those professions. She has led several USAID training sessions on Legal and Institutional Reform topics at introductory and advanced levels. Currently, Dr. Clement leads an assessment of lessons learned from Investor Roadmap projects around the world over the last decade, and she supports a long term resident advisor on competition policy in Armenia. She has recently contributed to the design of new methodologies for corruption assessment and implementation of those methodologies in Romania and Russia and is working with colleagues to write a "model scope of work" for future implementations of this assessment methodology. Previous work includes advising a Romanian NGO on a test public authorities compliance with a "Freedom of Information" law, an assessment of legal reform needs to support secured lending in Egypt, design and management of a legal and regulatory reform project in Romania, development of a survey on the level of public awareness of legal rights in Georgia, research on competition policy in Sub-Saharan countries, a justice sector assessment in the Caribbean region, design and management of a multi-scholar research project on the economic impact of legal reform in transition countries, and economic policy education in Mongolia. She has contributed to several USAID conferences on economic growth and legal and institutional reform, and she has also taught undergraduate economics courses on antitrust and regulatory policy, international trade and finance, comparative economic systems, and introductory macro and microeconomics.

Brian McGowan, Economic Development Director, City of Ontario, California Brian McGowan is currently the Economic Development Manager for the City of Ontario, California a position that he has held for the last four years. He was also the Economic Development Coordinator for the City of Palm Springs for six years prior to that. He has broad experience in the field of economic development working for two very different and diverse California cities located in the second fastest growing metropolitan area in the United States. Over the last ten years, he participated in the creation of two economic development corporations and is an active member of a regional economic development partnership. He has created and implemented comprehensive and award winning marketing/public relations campaigns, workforce development initiatives, business retention and expansion programs and support networks for small businesses and entrepreneurs. Brian's experience is also international. He created the Palm Springs Foreign trade zone, has led two trade missions to China, developed strong trade ties with Mexico and has

assisted three Bulgarian cities in creating economic development programs and projects. Brian is a member of the Board for the Ontario Chamber of Commerce, an advisor for the California Policy Institute and a Board member for the Southern California Chapter of CoreNet. He has developed economic development curriculum for the Claremont Graduate University to ensure a steady flow of trained economic developers for the region. Brian received a Bachelor's degree in Political Science from the University of California, Riverside and a Master's degree in Politics, Economics and Business from the Claremont Graduate University. He recently won the Michael and Mary Johnston Fellowship in American Politics and is currently a PhD candidate in American politics and policy at Claremont.

Todor Mladenov, Grant Management Team Leader, Foundation for Local Government Reform, Bulgaria. A graduate of the University for National and World Economy in Sofia and a scholar at Eastern Kentucky University, Mr. Mladenov has extensive experience in USAID project management, municipal infrastructure funding management, local economic development, and in the preparation of regional development strategies and marketing campaigns of several Bulgarian municipalities. He is currently FLGR's Program Coordinator for the USAID-funded grant program "Improvement of the Municipal Customer Service." This program has supported the introduction of one-stop shops and customer-friendly approaches to almost 45 Bulgarian municipalities.

Session III

Subhash Chandra, Special Commissioner, City of Bangalore, India. As Special commissioner of Bangalore, Mr. Chandra is responsible for governance issues and the development of new projects in the City of Bangalore, including the implementation of strategies for solid waste management, infrastructure development and Public Private Partnership initiatives in the city, e-governance activities, and international cooperation with other cities. He was a leader and key resource in the USAID-funded CityLinks partnership between Bangalore and Reno, NV. Previously, Mr. Chandra served as District Magistrate and District Election Officer; Director, Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, Government of India, where he was responsible for Intellectual Property Rights & WTO issues; and Executive Director, Karnataka Urban Infrastructure & Finance Development Corporation. He has been a member of the Indian Administrative Service since 1986 and has Masters Degrees in Modern History and Governance and Development.

Karina Ricks, Transit-Oriented Development Coordinator, DC Office of Planning. Ms. Ricks has served as an Urban Planner with the District Government since 2000. In that time, she has completed a diverse range of projects including developing a transit-oriented development policy for the District, shaping the District's approach to community planning at the neighborhood level, representing District planning issues in regional transportation planning, and completing a number of area-specific plans along the Anacostia Waterfront, around transit stations, and major transit corridors. Ms. Ricks has served as a Policy Analyst with the Smart Growth office of the US EPA specifically addressing the impacts of growth management policy on lower-income and minority communities. With the EPA she participated in nationwide forums including the Ford Foundation Roundtable on Smart Growth and Equity, the National Town Meeting for a Sustainable America,

and the annual Smart Growth Partners Conference. Her international experience includes work as an International Observer for OSCE Mission in Bosnia Herzegovina assisting and observing registration of internally displaced peoples in support of first democratic elections for the new republic. While in Bosnia, Ms. Ricks volunteered with local NGOs working to address the needs of displaced populations in temporary shelters and villages. She has been a consultant to the Parliament of the Republic of Latvia formulating policy balancing pre-war private property rights with maintenance of established conservation areas and served as a Peace Corps Volunteer in the Kingdom of Tonga addressing environmentally sustainable micro-enterprise for women and youth.

Derrick Lanardo Woody, Project Manager, Plan Implementation & Citywide Retail Strategy, Office of the Deputy Mayor for Planning & Economic Development, Washington, D.C.

Derrick Lanardo Woody serves as a Project Manager who focuses dually upon developing a citywide retail strategy and upon developing an interagency system to track public and private investments within District neighborhoods that have undergone recent, revitalization planning. Prior to working for the Deputy Mayor's Office, Derrick worked in the District's Office of Planning where he managed the development of strategic land and economic development plans for commercial corridors and a complex, historic site-each involving over 500 community and institutional stakeholders. His 10 years of experience in urban design, architecture, commercial revitalization, housing development and community participation has also been engaged in West Palm Beach, Florida where he served as Executive Assistant for the Mayor of West Palm Beach and at private and not for profit organizations in Boston and New York City. He holds a Master of Architecture in Urban Design from Harvard Graduate School of Design and a Bachelor of Architecture from Auburn University.

Resource Persons

Richard Bradley, Executive Director, Downtown DC Business Improvement District Corporation. Mr. Bradley has been serving as the executive director of the Downtown BID Corporation and its predecessor, the Downtown BID Committee, since January 1997. He is guiding a \$9 million program of special services to help regenerate the economy of downtown Washington DC. Mr. Bradley joined the International Downtown Association in April 1984. He served as president of the organization whose mission is to be an advocate and champion for vital and livable urban and community centers throughout the world. Prior to assuming the position of President in 1984, Mr. Bradley was the executive director of the Downtown Hartford Council of Hartford, Connecticut. This organization played a leadership role in the continuing revitalization of that city with a particular emphasis on addressing the zoning and design ordinances, and downtown and neighborhood linkages.

Robert Dubinsky, Senior Project Manager. Mr. Dubinsky has more than 40 years experience in urban and housing development, real estate and municipal management. Currently he is a consultant. Previously he was a senior policy analyst for the International Real Property Foundation (IRPF), a senior project manager for the International City County Management Association (ICMA) and a PSC for USAID (Office of Housing and Urban Programs). He has designed managed and implemented development and local government programs throughout the E&E region and managed housing and urban development projects in Jamaica and Barbados. He has extensive

experience in working on domestic issues related to housing, mortgage financing and community development.

Manuel Ochoa, Special Assistant in the Office of the Assistant Secretary for Community Planning and Development (CPD) Mr. Ochoa manages HUD's economic development, homeless assistance, housing, and community development programs. CPD includes HUD's flagship grant programs: Community Development Block Grant program (CDBG) and HOME Investment Partnerships program. As special assistant, Mr. Ochoa duties primarily include representing the GDAS at meetings, assisting in the general operation of the office, and researching and advising on policy matters. Mr. Ochoa has a background in urban and regional planning having worked previously as a local planner in Arlington County, Virginia; the National Capital Planning Commission, the Federal government's planning agency in Washington, DC; Carrboro, North Carolina; and Miami, Florida. Mr. Ochoa also specializes in historic preservation and commercial revitalization having previously worked as a program associate for the National Main Street Center of the National Trust for Historic Preservation.

Chris Walker, Director, Community and Economic Development Program, Metropolitan Housing and Communities Center, the Urban Institute. Chris Walker is Director of the Urban Institute's Community and Economic Development Program, and is a specialist in urban and community economic development policy analysis. His primary research focus is on public and private initiatives to strengthen low-income communities, with special emphases on the role of community-based organizations, partnerships among diverse public and nonprofit agencies, community and economic development investments, and the role of arts and cultural organizations.

Current housing and community development research includes a study of the impact of community and economic development expenditures on urban neighborhoods in 75 cities, an assessment of public sector performance measurement practices in community economic development, and a study of production, business models and barriers confronting regional partnerships for housing and community lending. Larger projects completed in recent years include a 60-city study of the size, characteristics and performance of economic development lending by municipalities, a seven-year longitudinal study of the National Community Development Initiative — a 23-city effort to create and strengthen support systems for community development corporations — and research into new ways to link urban parks to community initiatives.

In terms of the relationship between cultural institutions and various aspects of community change, he currently is working on an analysis of the ways artists' space development contributes to economic development and community revitalization, and research into how community foundation efforts to broaden, deepen, and diversify participation in arts and culture helps strengthen communities. He has recently completed work on the relationship between traditional arts and economic development, and partnerships among museums, public libraries, and public radio and television to promote life-long learning.

Session IV

Margaret Arnold, Program Manager, Hazard Management Unit (HMU). Margaret Arnold is currently the Program Manager of the World Bank's Hazard Management Unit, where she focuses on project management, providing technical assistance to disaster-related operations, policy and training development, and generating knowledge to assist the Bank in integrating disaster risk management into its development efforts. She has been with the World Bank since 1995, where she has worked on project evaluation, policy development and operations. She is experienced in both natural disaster risk management and post-conflict reconstruction, and helped to establish the HMU (formerly called the Disaster Management Facility) in 1998. She is the author of several Bank publications on disaster risk management and post-conflict reconstruction. Her publications include *Learning Lessons from Disaster Recovery: the Case of Honduras* (2004); the "World Bank's Role in Reducing the Impacts of Disasters" (*Natural Hazards Review*, February 2000), *Building Safer Cities* (2003, co-editor) and *Managing Disaster Risk in Emerging Economies* (2000, co-editor), *Managing Disaster Risk in Mexico* (1999); and *The World Bank's Experience with Post-conflict Reconstruction* (2000).

B. R. Balachandran, Executive Director, Environmental Planning Collaborative (EPC). Mr. Balachandran is an architect and planner with over twelve years of professional and academic experience in architecture and urban planning. He has been associated with Environmental Planning Collaborative (EPC) since its inception in 1996 and has been working full-time for the last five years, first as Project Manager, then as Coordinator, Projects and Business Development and now as Executive Director. In his present position, Mr. Balachandran is responsible for the management of the company as well as developing EPC's agenda for revitalizing planning processes in India and the region through research, advocacy, training and capacity building.

Mr. Balachandran's most recent achievement is the pioneering work that EPC has been carrying out in the area of planning for post disaster recovery under his leadership in Gujarat, India. Immediately after the earthquake of January 2001, Mr. Balachandran led a team of planners who carried out innovative work that led to EPC being awarded several contracts – (1) Preparation of an Atlas for Post-Disaster Reconstruction, a mapping exercise funded by USAEP; (2) Initiative for Planned and Participatory Reconstruction, a community planning exercise funded by the USAID-FIRE(D) project; (3) Preparation of the Draft Development Plan for reconstruction and future growth of the Bhuj Area Development Authority's jurisdiction commissioned by the Gujarat Government and funded by the Asian Development Bank; (4) Preparation of Town Planning Schemes for the redevelopment of the Walled City area of Bhuj, commissioned by the Gujarat Government and funded by the Asian Development Bank and (5) Kutch Ecological Planning funded by the UNDP.

He was also recently involved as Disaster Management expert in a USAID-funded, collaborative international effort to explore methodologies for integrating disaster mitigation into mainstream urban infrastructure planning and financing. He is currently working as Senior Governance Advisor in the USAID-funded project, Good Urban Governance in South Asia, covering Sri Lanka, Nepal and Bangladesh.



David Harden, City Manager, Delray Beach, Florida. Mr. Harden has served as City Manager of Delray Beach, Florida since 1990. During his tenure there, Delray Beach was recognized as an All America City in 1993 and 2001 and as “The Best Run Town in Florida” in 1994. He has been a consultant on projects regarding Storm water Utilities and Environmental Audits and has served as City Manager and city planner in other Florida cities since 1971. Mr. Harden has a Master of City Planning from GA Institute of Technology. He also received specialized training in Disaster Preparedness and Hurricane Recovery and Mitigation from FEMA's Emergency Management Institute. As a Florida city manager, Mr. Harden has dealt with the aftermath of four hurricanes.

ANNEX B

Session Agendas and Objectives

Session I: The Framework for Local Economic Development (LED)/Creating an Enabling Environment for Growth and Investment in Developing and Transitional Countries: Lessons Learned from the U.S. and Abroad

Session goals:

- To establish a definition of local economic development
- To provide an overview of why economic development is important for sustainable urban and rural growth
- To identify who are key actors in building a city-specific or regional LED initiatives
- To discuss key issues impacting the economic development environment
- To understand the roles of national and local government in creating an enabling environment for economic development
- To assess some of the critical factors affecting success/failures of LED programs

9 – 9:15 a.m.

Opening Remarks

Alexandria Panehal

Director, Office of Urban Programs, EGAT

9:15 – 9:30 a.m.

Introductions & Expectations

9:30 – 10 a.m.

The Framework for Local Economic Development/Creating an Enabling Environment (Jeff Finkle)

- What is economic development?
- What is **local** economic development?
- Why should economic development matter to you?
- Who are the key actors in economic development and what are their roles?
 - National government
 - State/provincial/regional governments
 - Local governments
 - Private sector
 - Non-profits and community organizations
- Creating an enabling national legislative framework for economic development
- How does local economic development relate to regional/national development and policy goals?
- Local government – facilitator or barrier to local economic development?

10 – 10:15 a.m. Questions and Answers

10:15 – 10:45 a.m. Lessons learned from the Bulgaria Resource Cities Program. (Phillip Dunlap)

10:45 – 11 a.m. Questions and Answers

11 a.m. – 12 p.m. What does all this mean in the context of developing and transitional countries? (Group discussion)

Session II: What Can Local Governments Do to Support Economic Development; One-Stop Business Service Centers and Other Tools and Techniques

As developing and transitional countries decentralize more responsibilities to the local level, local governments are being asked to take a more pro-active role in economic Development. *Session Two* will discuss some of the key strategies and methods that local governments employ to support the private sector, in particular small and medium size business to grow the local economic base of the community. Participants will have the opportunity to examine both the public and private sectors and examine how some of these tools and approaches have been applied to the development context.

Facilitator: Judit Deilinger, Senior Program Manager, International City/County Management Association

- | | |
|---------------------------|---|
| 9:00 – 9:15 a.m. | Opening remarks
Alexandria Panehal, Director
Office of Urban Programs, Bureau for Economic Growth and Trade |
| 9:15 – 9:30 a.m. | Introductions and expectations |
| 9:30 – 9:50 a.m. | How One-Stop Shops work in supporting local economic development
Brian McGowan, Economic Development Manager,
City of Ontario, California |
| 9:50 – 10: 05 a.m. | Questions and answers |
| 10:05 – 10:25 a.m. | The Bulgaria Experience: Lessons learned from the experience in transferring U.S. models to transitional and developing countries
Todor Mladenov, Program Manager, Economic Development Program,
Foundation for Local Government Reform (Bulgaria) |
| 10:25 – 10:40 a.m. | Questions and answers |
| 10:40 – 11:40 a.m. | Discussion Session: Key Issues and Innovations of One Stop Shops – What does this really mean for developing and transitional countries? |
| 11:40 – 11:55 p.m. | Lessons Learned from the Investor Road Map: Tools for Knowing What Your Barriers Are
Cindy Clement
Director of Governance Team, IRIS |
| 11:55 – 12:00 p.m. | Concluding Remarks
Alexandria Panehal |

Session III: Business Retention and Expansion Programs and Strategies

In the 21st Century, local governments are called to perform functions beyond the basic provision of services in order to expand their economies and improve the livelihoods of its citizens. As cities grow or change in population, local governments must contribute leadership to retain economic vitality. *Session 3* will discuss business retention and urban revitalization strategies to improve the competitiveness of a community and create a more conducive environment for business. Business retention and expansion programs are locally driven and have proved to be the engine of job creation for communities. Research shows that most economic growth comes from existing businesses, not new businesses.

Urban revitalization is an economic development and social strategy that has been necessitated by decreased interest from both residents and businesses in cities or city districts that do not offer services at an acceptable level. Urban revitalization strategies prove effective if the local government takes leadership and initiate a collaborative effort across sectors. The workshop will provide an opportunity to learn more about efficient structures of collaboration and programs implemented successfully both in the US and internationally.

Facilitator: Corinne Rothblum, Senior Program Manager, International City/County Management Association

9:00 – 9:15 a.m.	Opening Remarks Alexandria Panehal, Director Office of Urban Programs, Bureau for Economic Growth and Trade
9:15 – 9:30	Introductions and Expectations
9:30 – 9:50	Business Retention and Expansion Strategies in Bangalore, India Subhash Chandra, Special Commissioner, Bangalore, India
9:50 – 10: 05	Questions and Answers
10:05 – 10:25	Urban Revitalization in Washington, D.C. : Lessons Learned <i>Derek Lanardo Woody</i> , Project Manager, Plan Implementation & Citywide Retail Strategy, Office of the Deputy Mayor for Planning & Economic Development, Washington, D.C. <i>Karina Ricks</i> , Transit-Oriented Development Coordinator, D.C. Office of Planning
10:25 – 10:40	Questions and Answers
10:40 – 11:55	Discussion Session: Key Issues and Strategies for Business Retention and Expansion

- **What factors have contributed to the success (or failure) of business retention and expansion/urban revitalization initiatives?**
- **What are some key lessons learned that can help guide the future design of these programs in developing and transitional countries?**

Remarks from Resource People:

- **Business Improvement Districts (BIDs) – the U.S. Context**
Richard Bradley, Executive Director, Downtown DC BID
- **The Downtown Kingston Management District: a Revitalization Tool for Downtown Kingston, Jamaica**
Bob Dubinsky, Consultant
- **Piloting BIDs in Serbia**
Zach Morford, Development Alternatives, Inc.
- **Public-private initiatives to strengthen low-income communities: a perspective**
Chris Walker, Director, Community & Economic Development Program, Metropolitan Housing and Communities Center, the Urban Institute
- **A Federal Perspective**
Rick Smith, Community Development Specialist, Community Planning and Development Office of Community Renewal, U.S. Department of Housing and Urban Development
Manual Ochoa, Special Assistant in the Office of the Assistant Secretary for Community Planning and Development, U.S. Department of Housing and Urban Development

11:55 – 12:00 p.m. Concluding Remarks
Alexandria Panehal

Session IV: Examining the Link Between Disaster Recovery and Local Economic Development

Overview

Session Four of the LED speaker series will examine the link between disaster recovery and reconstruction and local economic development. In the wake of a natural disaster like the devastating tsunami in Asia, meeting survivors' immediate needs for housing, food and medical care and ensuring that basic infrastructure systems are operating is critical. At the same time, it is also important that national and local governments, aid agencies, humanitarian organizations and NGOs recognize the disaster's impact on people's livelihoods – particularly the poor, who are often disproportionately affected - and consider how they can help restart local economies as part of the recovery process.

The session will discuss how post-disaster assistance programs can be designed to both address humanitarian needs and help victims regain their economic footing. It will look at how income-earning opportunities such as rubble clearance and recycling; skills training in infrastructure and housing construction; microfinance programs and other strategies can be effectively coordinated with humanitarian assistance efforts at the neighborhood, community, and city-wide scale to help stimulate the local economy and mitigate the impact of potential future disasters.

The program will feature a brief case study on how the devastating 2001 earthquake in Gujarat, India was used as an opportunity to engage in a participatory planning process to rebuild the physical environment to support more sustainable and equitable economic growth. Lessons learned from research on post-disaster recovery and disaster mitigation programs in other developing countries as well as the U.S. will also be examined.

Facilitator: Vickie Clark, LED Advisor, USAID Office of Urban Programs, Bureau for Economic Growth and Trade

Speakers: B.R. Balachandran, Executive Director, Environmental Planning Collaborative (EPC), Ahmedabad, India (via videoconference)
Margaret Arnold, Manager, Disaster Management Facility, World Bank
David Harden, City Manager, Del Ray Beach, Florida

9:00 – 9:15 a.m. **Opening Remarks**
Alexandria Panehal, Director
USAID Office of Urban Programs, Bureau for Economic Growth and Trade

9:15 – 9:30 **Introductions and Expectations**

9:30 – 9:55 **Participatory Planning and Post-Disaster Reconstruction: the 2001 Gujarat, India Earthquake**
B.R. Balachandran, Executive Director, EPC, Ahmedabad, India



- 9:55 – 10:25** **Mitigating the Economic Impact of Natural Disasters: Lessons Learned About Effective Disaster Recovery and Reconstruction Strategies**
Margaret Arnold, Manager, Disaster Management Facility,
World Bank
- 10:25 – 10:45** **Questions and Answers**
- 10:45 – 11:10** **Preparing the Business Community: a U.S. Perspective**
David Harden, City Manager, Del Ray Beach, Florida
- 11:10 – 11:55** **Discussion Session (In consultation with USAID, ICMA will prepare a series of questions to guide the discussion)**
- 11:55 – 12 p.m.** **Concluding Remarks**
Alexandria Panehal, Director
Office of Urban Programs, Bureau for Economic Growth and Trade

ANNEX C

Evaluation Summaries

Overall, session evaluations showed favorable rankings (marks of 4 and 5 out of a 5-point scale) in many areas including overall session usefulness (average 93% with favorable marks), expectations met (95%), length of sessions (64%), and format of sessions (84%). Participants ranked several presentations especially high, namely those by Phillip Dunlap (session I), Brian McGowan (Session II), and B. Balachandran (Session IV). Videoconferencing, which was used in three of the four sessions in order to share relevant experiences from and with USAID and implementing partners in the field, was a positive addition for most participants.

Participants felt that more discussion, rather than lengthy presentations, was needed, but liked the variety in the speakers' backgrounds and found the broad mix of LED themes very informative.

Although this task order included only four sessions, participants responded favorably to the possibility of additional sessions. The topics they felt were important and would be interesting for additional session include: job creation, strategic planning, financial management, competitiveness and LED, workforce development, ED issues as a launching point for promoting reform agendas at the national level, SMEs, GIS, pollution issues, brownfields, incentives for public-private collaboration, and links between the environment and LED.

Session I

1. **On a scale of 1 to 5, how would you assess the overall usefulness of the session? (5=excellent, 1=poor)**

People who ranked course 1-3: 0

People who ranked course 4: 5

People who ranked course 5: 6 (55%)

AVERAGE RANKING: 4.55

2. **Were your expectations for the session generally met?**

Yes- 100%

3. **Which topics were most relevant for you and why?**

- Different mechanisms for LED. The promotion of LED in countries where that theme is still new, demand a good understanding of the tools and mechanisms that work to promote the role of local governments in local economic development. The second presentation was even more relevant because it helped to see the application of those mechanisms in the real context in the developing world. More of that kind of discussions.

- I enjoyed Phil (Alabama guy) a lot because it showed that you don't have to be a federal government agency, NGO, or major business and one can still find ways to spread their "know-how" and help others in development.
- All of them.
- Discussion of applying Auburn's experience in Bulgaria.
- Public-private partnerships and challenge for equity.
- The example of the guy from Alabama.
- The EG-DG connection.
- The presentation of Mr. Dunlap on the works of LG in development. This is the area we (USAID) can have a great impact that is also responsive than in other areas we work.
- The basic framework, strategy.
- Lesson learned from the Bulgarian Resource Cities Program (more so the application of Jeff's presentation)
- Auburn discussion

4. Which topics were least relevant for you and why?

- I consider that everything was relevant.
- n/a
- Initial presentation may not have been necessary.
- None
- Trade shows, etc., international business attraction, because only communities with more resources can even compete for these MNC's.
- Bulgarian example very good, but how relevant is it to AFR, LAC and ANE?
- All relevant
- Details on trade fairs.
- n/a

5. How will you be able to use any of the new knowledge and information that you received today in your work?

- In many ways. During project design, having a more clear idea of how LED work in both the USA and developing countries is helpful to promote similar initiatives in other projects where I'm currently involved in the LAC region.
- Being that I am still a student, it was all very useful to me in understanding the field at the practical level
- Apply this new knowledge when I recognize opportunities to do so.
- Excellent example to spur people to think more creatively about how they approach ED.
- It was a good refresher course on LED- keeps my knowledge up to date.
- Greater focus on local sensitivity and needs.
- Push LED as a more mainstream activity of PR/UP.

- I'll incorporate these lessons into 'regional development' programs and into competitiveness initiatives.
- Useful for looking at economic development situations
- Better understanding of LED and the issues developing countries face and must overcome- may times it's a matter of changing an old way of thinking.
- Directly relates and will lead to formation of ideas.

**6. On a scale of 1 to 5, please rate the following:
(5 = excellent; 1 = poor)**

Presentation by Jeff Finkle

People ranking 1-2: 0
People ranking 3: 2 (20%)
People ranking 4: 5 (50%)
People ranking 5: 3 (30%)

AVERAGE RANKING: 4.1

Presentation by Philip Dunlap

People ranking 1-2: 0
People ranking 3: 1 (10%)
People ranking 4: 4 (40%)
People ranking 5: 4 (40%)
People ranking 6: 1 (10%)

AVERAGE RANKING: 4.5

Length of session

People ranking 1: 1 (10%)
People ranking 2: 1 (10%)
People ranking 3: 2 (20%)
People ranking 4: 5 (50%)
People ranking 5: 1 (10%)

AVERAGE RANKING: 3.4

Format of session

People ranking 1-2: 0
People ranking 3: 2 (20%)
People ranking 4: 7 (70%)
People ranking 5: 1 (10%)

AVERAGE RANKING: 3.9

- 7. Do you have any recommendations for how to improve the other three sessions in this series?** (Integrating City-Regional Economic Development and Strategic Planning Processes (October 27, 2004; Tools and Techniques of Local Economic Development: What Works and What Doesn't (November 17, 2004); and Financing Local Economic Development (December 15, 2004))
- This was a fabulous session- wonderful to hear the perspective of a non-development professional.
 - More structures comment/discussion period- keep discussion on track.
 - Short and to the point, like today's event.
 - None at this moment, but I will give this further thought.
 - Aim for 2-2.5 hours in length.
- 8. Other Comments**
- Wrap-up seminar series on where do we go from here. How do we integrate into our FY05 programming?
 - I applaud this series. All economic growth officers should be fully apprised of LED.
 - Congratulations on arranging the series.

Session II

1. **On a scale of 1 to 5, how would you assess the overall usefulness of the session?
(5=excellent, 1=poor)**

1- 0% 2-0% 3-12% 4 -38% 5-50%

2. **Were your expectations for the session generally met?**

100%-Yes

3. **Which topics were most relevant for you and why?**

- All were relevant
- Roadmap
- Ontario's one-stop format
- I thought the presentations and discussion about the one-stop shop were interesting and useful
- Economic development, strategic planning driving the creating of one-stop shopping.
- One-stop shop as a competitive edge for local governments
- Listening to work in other countries- seeing the similarities and differences
- Marketing and enabling environment
- All good- wasn't aware of the diagnostic-investors—very useful.

4. **Which topics were least relevant for you and why?**

- All were relevant
- I thought it was all relevant. I would have been interested in some representation of some regions besides E&E.
- None.
- All good.

5. **How will you be able to use any of the new knowledge and information that you received today in your work?**

- Not sure yet
- Can use in active USAID-funded projects
- I am thinking about economic growth activities
- Will increase effort to identify measures of success
- Will serve as general knowledge
- Implementing LG/LED projects. LED planning-important.

6. **On a scale of 1 to 5, please rate the following:
(5 = excellent; 1 = poor)**

Presentation by Brian McGowan

1-0% 2-0% 3-11% 4-11% 5-78%

Presentation by Todor Mladenov

1-0% 2-0% 3-29% 4-29% 5-42%

Presentation by Cindy Clement

1-0% 2-0% 3-38% 4-24% 5-38%

Length of session

1-0% 2-14% 3-29% 4-14% 5-43%

Format of session

1-0% 2-14% 3-0% 4-29% 5-57%

- I liked having time for Q&A and discussion
- Perhaps reduce number of speakers- keep event to 1.5 hours (3 is too long)

7. Did you find it useful to video-conference with professionals in other countries?

Yes-100%

- Only if the video-conferencing works well. It can also be distracting.
- Very interesting to complement US experience with application in other countries.
- Great to compare US and Bulgarian presentations

8. Do you have any recommendations for how to improve the remaining sessions in this series?

9. What topics would you like presented in the remaining two LED sessions in this series?

- Business Retention- (2)
- Job Creation- (3)
- Strategic Planning- (2)
- Financial Management- (1)
- Other:
 - How cities can use economic development issues as a launching point for

promoting reform agendas at the national level.
- Competitiveness and LED
- Workforce Development

9. Other Comments

- Thanks!
- Great facilitation by Judit

Session III

1. **On a scale of 1 to 5, how would you assess the overall usefulness of the session? (5=excellent, 1=poor)**

1 2 3-18% 4-55% 5- 27%

2. **Were your expectations for the session generally met?**

82%--Yes 18% --No

3. **Which topics were most relevant for you and why?**

- Bringing in the Bangalore, India segment
- LED tools
- BIDS and BOT (legal dimensions)
- All
- BIDS, DC Planning
- Urban Development and BIDS
- DC presentation and discussion- I live here! All of the comments during the discussion was useful and interesting. Bangalore perspective was interesting too.
- Public-private activities in India
- DC presentation: good strategies at various levels
- Useful to see contrast and similarities of developed and developing contexts. Commentators role was also helpful.

4. **Which topics were least relevant for you and why?**

- Bringing in the Bangalore, India segment
- HUD
- CDBG
- DC presentation- though very interesting, limited applicability in developing country context
- Neighborhood development in DC
- All were very interesting

5. **How will you be able to use any of the new knowledge and information that you received today in your work?**

- Partially
- Yes, but only in a general way right now.
- TBD
- Broadened perspective

- Better informed on USAID activities and BID application to LED
- Yes, I loved the BID info
- Background info
- Policy reform to increase SME development overseas
- Very applicable to new trends in microfinance reform. Doing Business 2001

**6. On a scale of 1 to 5, please rate the following:
(5 = excellent; 1 = poor)**

Presentation by Derrick Lanardo Woody

1	2	3-36%	4-45%	5-18%
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Presentation by Karina Ricks

1	2	3-9%	4-55%	5-27%
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Presentation by Subhash Chandra

1	2	3-20%	4-50%	5-30%
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Length of session

1	2	3-40%	4-40%	5-20%
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Format of session

1	2	3-30%	4-50%	5-20%
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7. Did you find it useful to video-conference with professionals in other countries?

- Yes-8 people
- Didn't view the screen

8. Do you have any recommendations for how to improve the remaining sessions in this series?

- Shorter presentations
- Fewer presentations/sessions
- Control time; fewer speakers in discussions
- Advertise to get a larger audience; make time for one short break; ensure main presentations are shorter and leave time for discussion.

9. What topics would you like presented in the remaining LED session in this series?

- Workforce Development- (2)
- Strategic Planning- (4)
- Other:
 - SME
 - GIS
 - Pollution issues
 - Brownfields
 - Creating and operationalizing or implementing incentives for public- private collaboration
 - Environment and links to ED

10. Other Comments

- Very informative and a broad mix of LED themes- excellent.
- Lot's of interest in brownfields. You had a very small attendance and more speakers than attendees. Will the notes be used for future training?
- Thanks!
- Thanks for the opportunity to discuss this topic. Presentations too long. Session great on content, but too much presenting. More discussion would have made my score a five.

Session IV**1. On a scale of 1 to 5, how would you assess the overall usefulness of the session? (5=excellent, 1=poor)**

1-0% 2-0% 3-0% 4-33% 5-67%

2. Were your expectations for the session generally met?

Yes-100% No-0%

3. Which topics were most relevant for you and why?

- Preparing the business community, GIS mapping overview- urban planning options/use of technology
- Connection of economic recovery to disaster management-particularly Ahmedabad experience
- MED, Microfinance, post-conflict, local/global disasters- runs along well with my Red Cross work
- The focus on local government and private sector in invigorating economic activity
- India video conference
- Micro-finance and SME development in post-disaster environment, grants vs. loans
- Understanding of India's approach to post-disaster relief. I was very impressed by Bhuj's decision to conduct strategic planning and involving the stakeholders in the process.
- Micro-finance as a tool in post-disaster; pre-disaster planning steps- things to consider; mistakes by government and how to learn from them.
- Ahmedabad's experience

4. Which topics were least relevant for you and why?

- Presentation on Florida wasn't enough focused on applicability to developing countries.
- Participation and involving local government
- Strategic Planning to support recovery efforts

5. How will you be able to use any of the new knowledge and information that you received today in your work?

- Bringing lessons learned into post-disaster program design, ideas for future collaboration, resource bases
- In applying LED practice in operations and planning

- Add some info to microLINKS, a good perspective for me to compare government (USAID) to NGOs (Red Cross) in disaster management, QED is more familiar with UP is doing these days
- Project design and management
- Not sure
- I do not have a background in post-disaster environments, so this session has been useful in giving some understanding of ED in these situations.
- It was very interesting to learn that Florida is so very well-versed in post-disaster relief. Unfortunately, there aren't enough standard publications that address the post-disaster relief issue.
- Further research on several resources mentioned.
- Directly in USAID-funded projects we manage

**6. On a scale of 1 to 5, please rate the following:
(5 = excellent; 1 = poor)**

Presentation by B.R. Balachandran

1-0% 2-0% 3-0% 4-33% 5- 67%

Presentation by Margaret Arnold

1-0% 2-11% 3-22% 4-56% 5-11%

Presentation by David Harden

1-0% 2-0% 3-11% 4-56% 5-22%

Length of session

1-0% 2-0% 3-22% 4-56% 5-22%

Format of session

1-0% 2-0% 3-0% 4-56% 5-44%

7. Did you find it useful to video-conference with professionals in other countries?

Yes-100%

- Very world-view perspective.
- Excellent
- Very useful- I would like to see more of these kinds of sessions in the future.
- Very clear line of communication

8. Do you have a better understanding of LED issues after having participated in the past 4 sessions?

Yes-100%

- I only participated in this session (2)
- Thanks for taking the lead to conduct the roundtables!

9. Would it be useful to continue this series on a quarterly or bi-monthly basis? If yes, which one?

Quarterly- 44%

Bi-monthly- 56%

10. Other Comments

- Excellent
- Great job, Vickie. I liked the variety in the speakers' background and topics of discussion. Suggestion- half-way through, have a coffee break.
- Is there a one-stop-shop resource and info center on what is happening on tsunami effort to learn as we go along; especially for idea on regional experience sharing among India, Sri Lanka, and Indonesia? (can something like MicroLINKS include this or link to a related site?)
- Please continue the series and expand to new topics such as: certification of cities as 'LED-Ready," business attitude surveys, role of development authorities in LED, such as CzechInvest, foreign direct investment.

ANNEX D

Annotated Case Studies and References

Annotated Case Studies

Business Start-up & One-stop Shops: Principles for Success from Ukraine and Abroad

The purpose of this study is to provide direction to Ukrainian local officials and business associations who are working to simplify the environment in which businesses operate by:

1. Analyzing the various approaches to simplifying business start-up which have been utilized by the international community, including the use of one-stop shops; and
2. Examining two Ukrainian case studies which demonstrate that communities are empowered by Ukraine's current legislation to make those improvements, and which provide specific lessons-learned from their experience of creating two working one-stop shops in Ukraine.

For further information:

Buryy, Volodymyr; Morford, Zachary; Snider, Paige
Development Alternatives, Inc. (DAI)
USAID. Regional Mission to Ukraine, Belarus, Moldova (Sponsor)
Aug 2002 [63 p.]
Project title: BIZPRO (economic growth through SME development)
121-C-00-00-00831-00
Electronic location: http://www.dec.org/pdf_docs/PNACR087.pdf (681 KB)

Assessing Policy Implementation Success: Observations from the Philippines

This paper analyzes the establishment and start-up of the One Stop Shop Inter-Agency Tax Credit and Duty Drawback Center in the Philippines. It briefly describes the policy change agenda that was embodied in the creation of the Center, and outlines developments at the Center during the past 18 months. It explores the issue of bureaucratic complexity as this has affected the ability of Center management and staff at the Department of Finance to implement the policy reform agenda. Finally, it examines to what extent the Center's managers actually adopted the principles and techniques of strategic management, and if they did, what difference it made to successful implementation of that policy agenda.

For further information:

Morton, Alice L.

Management Systems International, Inc. (MSI)

USAID Bur. for Research and Development, Office of Economic and Institutional Development
(Sponsor)

USAID. Mission to Philippines (Sponsor)

Implementing policy change [IPC] working papers, no. 4

Jan 1994, 13 p. [13 p.]

Project No: 9365451

DHR-5451-C-00-0109-00

Electronic location: http://www.dec.org/pdf_docs/PNABQ754.pdf (73 KB)

Serbia Local Government Reform Program Briefing on Citizen Assistance Centers (CAC)

This paper explores what a CAC is, the areas of activity, the benefits of the centers, and includes a case study from the Serbian Municipality of Valjevo which recently opened a CAC.

For further information:

Prepared by Development Alternatives, Inc. (DAI),

Implementer of the Serbia Local Government Reform Program (SLGRP), under USAID contract EEU-1-00-99-00012-00, TO #803.

Brief last updated on 9/20/04.

The Process of Business Establishment Reform: Lessons from International Experience

The focus of this report is the *process* of business registration reform in developing countries, how they have used various best practice tools and approaches, and with what success. The case studies and examples from a wide variety of countries provide valuable lessons for countries and sub-national regions that intend to tackle this important component of the investment climate. The authors try to answer several critical questions about the business establishment process:

- Why should countries want to reform the business establishment process?
- Why have attempts to reform the business registration process met with so much difficulty and resistance in many countries?
- What constitutes best practice in business registration reform / improvement?
- How should developing countries go about reforming the business establishment process-what tools and approaches have they sought to use, and with what success?
- What are the key lessons and caveats that can inform future attempts in developing countries to reform the business registration process, and the public-private interface more generally?

In attempting to answer these questions, this report presents a variety of shorter highlights and longer case studies of business registration practices around the world from both developed and developing countries. Many are examples of best practice whilst others describe attempts to reform business registration that have been less successful.



For further information:

Submitted to: USAID/Peru, by Nathan Associates Inc. May 2004 under Contract No. PCE-I-00-00-0013-00, Task Order 802

Serbia Local Government Reform Program on Business Improvement Districts (BID)

This paper explores what a BID is, the areas of activity, the benefits of the centers, and includes a case study from the Serbian Municipality of Zrenjanin, which is a recently established BID.

For further information:

Prepared by Development Alternatives, Inc. (DAI),
Implementer of the Serbia Local Government Reform Program (SLGRP), under USAID contract EEU-1-00-99-00012-00, TO #803.
Brief last updated on 9/20/04.

USAID and Microeconomic Reform: Project Profiles

In June 2004, USAID surveyed its field missions to determine the extent of past and current engagement in microeconomic reform initiatives. The data confirm that USAID's long-standing commitment to microeconomic reform is amply demonstrated by the significant results achieved in countries throughout the world and by the increasing number, value, and importance of these activities in every region. Rarely is microeconomic reform a stand-alone project; rather, it is usually one component in a more comprehensive economic growth program, often with a sectoral focus. This shows that microeconomic reform is well-established as an essential element of USAID's strategy for economic growth, but it also presents a challenge to isolate and aggregate these activities.

For further information:

Bureau for Economic Growth, Agriculture and Trade, Office of Economic Growth

Case Study: Establishing Citizen Service Centers, Bangalore, India.

This report details the process in setting up one-stop shops in India for the processing and issuing of certificates, permits, and the payment of taxes. Part of the USAID-ICMA CityLinks program, the City of Bangalore partnered with Reno, NV and modeled their one-stop shop after those in Reno. The report discussed the set-up and benefits of the newly established Citizen Service Centers in Bangalore.

For further information:

International City/County Management Association, 2440.
Electronic location: <http://icma.org/international>

Management Information System: Phase I Operations

Duty Drawback, One-Stop Shop. Department of Finance, Republic of the Philippines.

The One-Stop Shop for Duty Drawback for the Department of Finance has developed a Management Information System (MIS) to monitor its operations and make its reporting requirements explicit. This report describes the components of the system and provides sample formats currently being tested.

For further information:

Management Systems International (MSI) 1992.

USAID Bureau for Science and Technology, project number 936-5451.

One Stop Shop Interagency Tax Credit and Duty Drawback Center: The Strategic Management Process

This report documents the strategic management component interventions with the duty drawback center, including a review of the strategic management processes initiated with Duty Drawback Center in April 1992. There is a description of the workshops held, design considerations for the strategic management workshops, the process involved in each, and the outcomes. Following that is a set of recommendations for current needs and next steps for the Strategic Management Process.

For further information:

Crosby, Benjamin L. Management Systems International (MSI) 1992. USAID Bureau for Science and Technology, project number 936-5451.

ICMA Publications from the ICMA Online Bookstore

Business Attraction and Retention: Local Economic Development Efforts

by ICMA Special Report

This article from the ICMA special report, "Business Attraction and Retention: Local Economic Development Efforts," highlights six basic guidelines for local government officials to follow for retention and courting businesses. It explains how local government should build from within the community, concentrate on retaining businesses large and small, and keeping abreast of changes in the marketplace. Year: 1997; Pages: 2. <http://icma.org/upload/library/IQ/114856.pdf>

Innovative Local Economic Development Initiatives

This report from the Economic Development Administration provides a summary of seven types of innovative local economic development initiatives: brown fields redevelopment, sustainable development, workforce development, responses to the new economy, regional economic

development, applications of new technology and the Internet, and innovative partnerships. Provides detailed accounts of 25 corresponding case studies, including summaries and lessons learned from each individual experience. Year: 1999; Pages: 179.

<http://www.icma.org/upload/library/2003-06/{97B3DA99-92F0-4E30-A63F-1F9574AA577B}.pdf>

Getting the Job Done: Strategies and Lessons Learned in Facilitating Brownfields Job Training

by Elizabeth Stasiak and David Borak

This ICMA publication examines the role of local government in planning, developing, and implementing or partnering in local brownfields job training programs. It provides resources and guidance to local governments and other entities seeking to initiate, support, or participate in a brownfields job training program in their community. The publication presents case studies from five Brownfields Job Training and Demonstration Pilot projects and summarizes some of the common themes and lessons learned. Year: 2002; Pages: 94.

<http://icma.org/upload/library/IQ/117959.pdf>

Brownfields Redevelopment: A Guidebook for Local Governments and Communities, Second Edition

by ICMA

Examines the fundamental issues related to brownfields, land use, and other redevelopment tools and strategies available to local governments, as well as the innovative practices and technologies necessary to improve the local quality of life through community and economic revitalization. The guidebook also features extensive appendices of federal and regional programs and contacts, state voluntary cleanup programs, and online resources for brownfields redevelopment. Year: 2001.

<http://icma.org/main/ld.asp?from=search&ldid=15931&hsid=1&ssid1=44&ssid2=79&ssid3=387>

(downloadable by chapter)

Preserving Cultural and Historic Resources through Brownfields Redevelopment

by ICMA

This summary links brownfields redevelopment with the economic, environmental, and social importance of historic redevelopment and the cultural assets of communities. The benefits drawn from historic preservation and cultural reuse, along with the resources that can be leveraged, make those approaches important considerations for community revitalization. The full report discusses a range of redevelopment scenarios, challenges, and strategies for successful revitalization. Year: 2002; Pages: 4.

<http://icma.org/upload/library/IQ/10000322.pdf>

Old Tools and New Measures: Local Government Coordination of Brownfields Redevelopment for Historic and Cultural Reuses

by Molly Singer and Adam Ploetz

Old Tools and New Measures details the ways in which cultural and historic resources are being used for building safe, clean, and smart communities and are contributing to the livability, attractiveness, and ability to extend beyond the 9-to-5 workday. This report describes the challenges and strategies for brownfields redevelopment as well as a range of funding

opportunities. The report is extensively augmented by case studies and best practices. Year: 2002; Pages: 83.

<http://icma.org/main/ld.asp?from=search&ldid=15762&hsid=1&ssid1=44&ssid2=79&ssid3=387>

(downloadable by chapter)

The Opportunities of Military Base Reuse and the Costs of Environmental Remediation: Lessons from BRAC Practitioners

by ICMA

Based on the lessons-learned from a fall 2002 forum in Sacramento, California, in which the International City/County Management Association's (ICMA) Base Reuse Consortium convened a diverse group of practitioners and national experts, this report identifies major obstacles to the effective and efficient cleanup of former bases. ICMA designed a scorecard that ranks overall performance in the following areas: Administration and Enforcement of Institutional/Land Use Controls; Integration of Base Reuse Planning and Environmental Cleanup; Alternative Approaches to Financing Base Cleanup. Year: 2003; Pages: 233.

<http://icma.org/main/ld.asp?from=search&ldid=16588&hsid=1&ssid1=44&ssid2=79&ssid3=387>

Planning/Economic Development books

http://bookstore.icma.org/obs/showprod.cfm?&DID=7&ObjectGroup_ID=14&CATID=4

Business Attraction and Retention: Local Economic Development Efforts

This report presents six basic guidelines to keep in mind in developing a successful business attraction and retention program to protect your community's health. Some risk may be unavoidable, but the community that plans ahead has everything to gain. You will learn how to make the fundamental choices necessary to lay the groundwork for a successful program, conduct a comprehensive community evaluation, determine the overall direction of your effort, and develop a strategy based on local strengths.

Packed with examples from local governments across the country, this report gives you the information you need to plan, implement, and evaluate your local economic development effort. Special Report. 1996. Hard Copy . 92 pages. ISBN: 0-87326-118-6, Item 42099 \$36.00

http://bookstore.icma.org/obs/showdetl.cfm?&DID=7&ObjectGroup_ID=14&Product_ID=214&CATID=4

Business Retention Initiatives

Business retention is a cost-effective approach to economic development. This report presents data from a 1999 ICMA survey of local governments about business retention policies, including perceptions about the local economic base and barriers to development. Specific activities to retain businesses—calling on companies, business roundtables, surveys, revolving loan funds, achievement awards, local publicity programs, and partnerships, for example—are presented in a jurisdiction-by-jurisdiction breakdown. 4 tables; 2 figures. Special Data Issue. 2001. Hard Copy . 35 pages. Item 42678 \$29.75

http://bookstore.icma.org/obs/showdetl.cfm?&DID=7&Product_ID=607

Annotated References

<http://www.proventionconsortium.org/>: The ProVention Consortium is a global coalition of governments, international organizations, academic institutions, the private sector and civil society organizations dedicated to increasing the safety of vulnerable communities and to reducing the impact of disasters in developing countries. ProVention Consortium projects focus on the links between disasters, poverty and the environment, and fall into four general categories: hazard and risk identification, risk reduction, risk sharing/transfer, and information sharing. Included on the website are valuable references, toolkits, and a Risk Management Library, as well as other resources. There is a link to the [OFDA/CRED International Disaster Database](#), a database on disasters to facilitate disaster preparedness.

<http://dmc.engr.wisc.edu/>: The University of Wisconsin Disaster Management Center. Serving the learning needs of disaster/emergency management professionals in the developing world since 1982, the University of Wisconsin–Disaster Management Center (UW–DMC) has worked closely with experts recognized for their field experience to develop disaster management training activities with a practical emphasis. The center's goal is to help improve the emergency management performance of non-governmental organizations, local and national governments, and international organizations, through a comprehensive professional development program in disaster management. Distance learning is the principal approach for this international program. Training modules and guides, as well as course work information for a diploma in disaster management are available here. Joint projects with NGOs, national governments, the UN and other inter-governmental organizations are explored. Links to relevant publications are also available.

<http://www.ifrc.org/what/disasters/dp/>: The International Red Cross/Red Crescent site on disaster preparedness. Outlines the Federation's proactive approach to disaster preparedness and includes links to the Vulnerability and Capacity Assessment (VCA), one of the risk analysis tools used by National Societies in relation to disaster management planning, the Better Programming Initiative (BPI), an International Federation program based on the Local Capacities for Peace Project (LCPP), which was launched in 1994, and Well Prepared National Society, a global checklist for disaster preparedness in a Red Cross and Red Crescent country context, which national societies use to assess and plan capacity building in disaster preparedness.

<http://www.worldbank.org/hazards/> The World Bank Hazard Risk Management Group aims to reduce human suffering and economic loss caused by natural and man-made disasters. The website includes publications and references, links to partners and project portfolios in disaster mitigation and reconstruction.

<http://www.delraybeach.com/chamber/barr/emergencyprep.htm>: Businesses Addressing Readiness and Recovery is a cooperative effort between the Palm Beach County business community, the Division of Emergency Management and the Economic Development Department. This public-private partnership was established to create a more disaster-resistant environment for Palm Beach County. The website includes tips for hurricane preparedness and contingency planning, and facts on disasters' impacts on businesses.



http://www.bdb.org/index.php?src=gendocs&link=secure_pbc_security_planning&category=secure_pbc: Palm Beach County Business Development Board. Includes information about developing an emergency preparedness planning process, including conducting a risk assessment, planning for business continuity, protecting employees, and maintaining and practicing the plan.